

QUALITY ISSUES IN PROCESSING AND HARVESTING

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Introduction

It is very timely for the industry to start really focusing seriously on this matter. With log values going up as they are, as quickly as they are, this issue has never been more important to the Forestry Industry, and I think the topic of the conference is very, very appropriate indeed. I'm not representing myself as a quality expert, or a quality guru, or anything else like that. What I want to do this morning is just share with you some experiences I've had over the last eight years in the quality field, in a variety of industries, and then give you some perspectives as to why we are doing this sort of thing, what some of the pitfalls are, what pitfalls you will read in the magazines from time to time, what some of the experts overseas are saying, and how to avoid the traps in the whole quality process. I would then like to provide you with a few final thoughts on what I think is very, very important in the pursuit of quality performance.

I've been in the Forestry Industry for the last 20 years. I've been in General Management roles for the last 12 years. My first introduction to quality was in 1985. I was very fortunate to be one of two people from NZ Forest Products who were sent to Japan. I went to the Cambridge Corporation Seminar in Japan - I will discuss that in more detail in a few minutes. I was General Manager of NZ Particle Board at that time. Unfortunately I wasn't there long enough to see what I was trying to

introduce come to any fruition. I then went to Penrose Industries Multi-Wall Packaging. Later on in the seminar you will be getting a presentation on Multi-Wall Packaging from Ian Allerby. That was for me a particularly rewarding experience in the quality field. I was then transferred to NZFP Pulp and Paper Ltd. I was there for 12 months until Carter Holt Harvey decided I could be better off employed elsewhere, and for the last two years, I've been with the Carter Holt Harvey Timber Group. I think that's been my most rewarding quality experience of all, and I would like to discuss that in some detail as that is a live case happening right now.

Cambridge Corporation Seminar, Japan 1985

My visit to Japan in 1985 was a real eye-opener for me. It was a superb experience because you saw quality everywhere you went, and there were examples of it in every day life that you could really relate to. It was the Cambridge Corporation Seminar then - it is now called the Kaizen Institute of Japan. Kaizen is the Japanese word for "improvement".

Common Sense

The observation that I made when I was in Japan was that it basically just common sense. It was common sense, making sure you got everything right - everybody applying common sense, and common sense, is, unfortunately, one of

the most uncommon things around.

Shop Floor Management

We went around a lot of factories in Japan and saw it in action. We saw car assembly plants where the shop floor management of the Japanese is just superb - just brilliant. It was so far ahead of us at that time, it wasn't even funny. It would still be so far ahead of us, it still wouldn't be funny.

Just in Time

"Just in Time", Kan Ban, call it what you like, was a real contrast with New Zealand because we had the "Just in Case" inventory system. In Japan you got it just in time, so you didn't carry unnecessary inventory. An example of Just In Case comes from the time I was working with Forest Products in the Pulp and Paper game. Because of the possibility of the Cook Strait ferry going on strike and other events, we used to provide our customers in the South Island with buffer stocks of up to four months stock of paper - Just In Case. We used to finance the whole thing.

Nothing Left to Chance

In Japan nothing is left to chance. When I look at how we run our operations at times, there are an awful lot of things we leave to chance, hoping somebody's going to remember this, or that somebody's going to remember that. They had quality systems that were formalised - nothing was left to chance. We saw examples of that when we went around Japan. We would be on a bus going somewhere, and the woman that was organising the tour gave you instructions you would have to be an absolute drongo to get wrong. They just plugged it into you all the time:... "This is what's happening, this is what's

happening, this is what time you've got to be down tomorrow morning".

Constant Improvement

Their whole approach to industry was quite a contrast to our own. There was a constant drive for improvement. We've seen it, we've heard about it, and it just goes on and on; it's a continuous process.

Employee Participation/Contribution

We had a lot of industrial relations problems in New Zealand at that time. The Japanese system gave their employees the opportunity to participate, the opportunity to make a contribution, the opportunity not to leave their brains at the gate, but bring them inside and actually apply that brain power for the welfare of themselves, and for the welfare of the whole company.

Not Culturally Dependent

There was a marked difference with New Zealand. I concluded that it wasn't culturally dependant, nor due to the fact that they were 5'7", had brown eyes and black hair that made the whole thing work. There were certain things that appealed to their culture that turned the Japanese employees on that wouldn't turn New Zealand employees on. If we used our "smarts", and catered for New Zealand conditions, we could get the same performance. I'm still convinced of that.

Total Quality Management

I learnt the distinction between Quality Control, Quality Assurance and Quality Management. Before I went to Japan I had no idea of the difference between those three. I understood it and I saw it

for the first time.

Top Down Commitment/Policy Deployment

That's where it's got to start, there can be no questions about that. They had the "Top Down Commitment". They also had a very sophisticated system of Policy Deployment which I haven't seen repeated, but it's something we are going to be moving towards in our own group. The policy was developed at the "Top, the Commitment" was made at the Top, and then you had it cascading down right throughout every part of the organisation, translated into terms suitable for the company, the operating unit, or the work area. Those at the bottom could make their contribution to the overall achievement of Company Policy. This Policy Deployment was revised every 12 months, but it was the system that was impressive. The workers had a little book that had the Chairman's statement of the quality policy, what it meant for the company, what it meant for the operating unit, and what it meant for the work area. They carried that book around with them.

Company Wide Understanding

Everybody knew what quality was. You went out and talked to people in the community about it. They seemed to have a very good understanding right throughout the community.

Long Term Perspective

This is something you've got to have.

Commitment to Training and Education

They had a phenomenal commitment compared to ourselves. We had no commitment at all at that time and we are only just now developing it. Back in

1985 in the car factories, they were talking about their people spending an average of four hours a week in the classroom, and it wasn't just training, it was education. Start with education, start changing the way they think, introducing new concepts, then build onto that with training. Education standards were incredible compared with ours. Given that the people are going to be more and more important in the future, that's an area where we have got a lot of ground to make up.

Support Structure

The support structure right throughout the education community generally was phenomenal. Supporting this was TQM activity, where they had competitions in various regions, with all sorts of prizes.

Deming Prize

We are starting to build that up now, but it is taking some time. There is the Deming Prize that some of you might have heard about. I likened it at the time to the Ranfurly Shield. They approached challenging for the Deming Prize with the same fervour we normally, or have done until recently, approach the Ranfurly Shield. That's the only comparison I could draw in our society.

New Zealand 1993

The visit to Japan had a phenomenal impact on me, and when I look eight years later in New Zealand, I see that we have made some real progress in the eight years. There is a widespread understanding of what quality is all about. I think there is a good understanding that quality control per se is not enough - quality assurance is an improvement, but that's not enough. We are really talking about Total Quality

Management, which is Quality Management applied to all processes. Everything we do is a process.

We've made great progress in the implementation of quality systems. You read the paper every second day, and somebody else has achieved ISO9002. That's not a mean achievement. That requires quite a lot, so we're really getting quality systems established. When I look at the forestry industry, when I read the paper and I see every second day somebody else has achieved ISO 9002, but I hardly ever see a forestry company. I think we are dragging the chain. That is really of concern, because the forestry industry is New Zealand's "Great White Hope" for the future. But here we are, the big white hope for the future not really making the commitment we require to really establish quality in the industry.

One thing we've got to recall, when we talk about quality systems, ISO 9002 is only the "School Certificate" of quality. That's not a graduate diploma. It's just a starting point, the ticket to get you into the game, that's all.

The Carter Holt Harvey Timber Group

Two years ago we combined Pinex and Carter Holt Harvey Timber and a few odds and sods operations which were in Carter Holt Building Supplies, into the CHH Timber Group. We'd just taken over the plywood operation at Tokoroa from Fletchers. Baigent Forest Industries came in as well. Pinex and Carter Holt Harvey were pretty aggressive competitors in the market place. They also had slightly different cultures. Whenever you put companies together, you can use all the euphemisms you like, mergers and all these lovely phrases, but there is always a "Victor-Vanquished Mentality" which you've got to address.

When I talked to people about quality within both those companies, there was certainly no understanding of what quality was about. Everybody had a different perception.

TQM as a Management Framework

When we introduced Quality into the Carter Holt Harvey Timber Group we said we were going to commit ourselves to Total Quality Management, and go down that path. We were looking to establish it as a management framework by which we were going to manage our operations so that there was some common understanding of what we were trying to achieve right throughout the group. We wanted a common focus. We didn't want each and every operation going in all sorts of different directions. We decided this was the best way to achieve that. We wanted established a widespread philosophy and commitment right throughout the group. We've got something like 25 (at the last count) profit centre operating units of one sort or another, so we needed to tie them together by some overall commitment. We wanted to achieve industry leadership. That didn't take a heck of a lot two years ago; you just had to stand up and say you were committed to something and you were probably ahead of most of the rest. But that is getting increasingly difficult, and I am very pleased to see that.

Ultimately we were doing it for company growth and survival, and that's never been more apparent than over the last six months when the log prices have gone through the roof. The approach we took had to start with training and education - that was fundamental. We had to educate the people what it was all about, what we were talking about, what the principles were. We had to establish a common understanding right

throughout the group, as soon as possible, of what TQM really meant. We are still in that process. We've established that with our managers to a certain extent, but we have to get them together regularly and reconfirm exactly what we are trying to do and exactly what we mean by the whole process.

Support Structure

We had to establish a support structure. That's very important, because if you are going to introduce Total Quality Management into any organisation you can't do it without having the people on the ground who are focused, who are committed, and who are driven to achieve the establishment of it. We decided we needed a minimum amount of support at group level. What I mean by minimum amount is that we avoided setting up a big quality department as it wasn't appropriate. That's how a lot of people have failed. We wanted quality support for our managers and other people at a group level, so we introduced Ian Allerby to the equation about six-nine months ago. That has been invaluable, because he has been through the whole process and has been able to provide our managers with the key support they require.

Our company is divided up into five divisions. We've got a saw-milling division, a manufactured timber products, a plywood division, Baigent Forest Industries and Moore Le Messurier in Australia. We wanted the support structure at divisional level as well. Again, not overloaded, but somebody at divisional level working very closely with the General Manager, who was keeping the whole quality focused in front of all the managers at all times. Most importantly, we wanted the support structure at the site level. You can't expect the site manager to do

it by himself; he needs somebody who is focusing on this all the time, acting as a conscience for the total management team, keeping it front of the management team, keeping them focused on it.

Clear Expectations

We established some clear expectations, in the short term and the medium term. One of the short-term expectations is that we want all of our operating units to achieve ISO 9002 by a certain date. We've been realistic and have had to push that date out a couple of times, because we were a little bit too ambitious, early on. But we had to establish those clear expectations so people knew where they stood. We picked on ISO 9002, because it was something people could really relate to. It was a practical objective by which they could judge over a certain period of time that they had at least established quality systems in their operations. That's the base upon which you have to build your whole quality system.

We are trying to establish some clear medium-term expectations so that when I look five years out, I envisage our people operating in a different way to how they do at the moment. We'll start talking about those expectations more and more after we establish the quality systems right throughout the organisation.

ISO 9000 and Small Group Activities

Parallel with everybody pursuing the objective of obtaining ISO 9002 on the one hand, we also wanted that to focus on small group activities. The most important thing here is leadership. You've got to have constant commitment, you've got to have very clear signals. The site manager can't say

he is committed to quality, and then go and do something totally contradictory, because the employees will pick up in a flash that he is not really committed. It's no good saying he's committed, but sending out a load of timber which he knows is no good, just hoping that he is going to get away with it in the market place. You can't do that sort of thing. You've got to have that constant commitment and you've got to give clear signals the whole time. That costs you. The short-term cost is quite heavy, but it is an investment you are making for the future.

Divisional Site Autonomy

The other element we had to have was divisional site autonomy. Apart from saying ISO 9002 by a certain date we haven't been too prescriptive in terms of telling our people precisely how they are going to do it, or what they need to do with their small group activities. We've left that up to the individual managers to run with what they feel comfortable and confident with.

Follow up Education and Training

We've achieved "School Certificate" with one of our operations, it got ISO 9002 a little while ago. We hope to have a few more achieve that within the next few months. We are still heavily involved at the initial stages of the whole Total Quality Management process. We've got to follow up education and training at all levels the whole time. We haven't in fact completed the initial stage of education and training going on right down to all of our hourly paid employees. That is intentional. You don't want to get people at that level really turned on before you are really capable of delivering from above. Cascading education and training is what I'm referring to.

Widespread Staff Involvement

Widespread involvement and enthusiasm waxes and wanes. At times it's really good, at other times it's a little bit so-so. Tom Peters is talking in Auckland today so we are using that to enthuse a lot of our facilitators on the individual sites who feel recently that they've been bogged down with ISO 9002, or the humdrum side of TQM. We are using the Tom Peters Seminar to give them a charge, to re-enthuse them so they go back to their sites with a greater appreciation of what the bigger picture is, and realise that what they are doing is just a small part of a far bigger activity.

Quality Quip and Quotes

We've produced an internal magazine, produced bi-monthly. We send it round to all our operations, using it to share good and bad experiences so we can learn from each other.

Pier Network

We are establishing a Pier Network with site managers and quality facilitators. They get together periodically to share common experiences and assist each other. That's starting to work very well. Stuart Collins at Taupo, since he achieved ISO 9002, has been invaluable to the rest of the group, advising them of the real benefits he got from that process. And the real benefit is not a certificate on the wall, it's the process you go through in achieving it if you do it properly.

Executive Project Improvement Group

We've had this running for a year or so. My first reaction to that was, "What a drag, getting bogged down in all that", but that's been essential to really

understand what we are expecting all of our people to get involved in, to understand the steps involved, and the importance of data. That has been an excellent experience.

TQM Review Process

We have a review process where we go around all of our sites, at least once every 12 months at my level, and on a more common basis with the Divisional Managers. We sit down with some of the small groups, we review their activities, we look at what is happening generally and where they are with their ISO 9002 work. It's a very powerful signal if you can give up the time, put everything else on the back burner, and sit down with the people and really understand what they are doing. That's the most powerful signal of all that you can give.

ISO 9002 by March 1994

Don't hold us to that. If we sit up here in a year's time and say March 1995, well that's just a fact of life. But March 1994 is established as our target, and the guys really have taken that on board. They are doing an excellent job to try and achieve that certification right throughout the group by that time. We have extended ISO 9002, not just to our operating units, but into the service areas, our accounting areas, and our marketing areas.

Customer Satisfaction Survey

They are an essential part of your improvement activity, because all of your improvement activities should ultimately be geared to providing greater satisfaction to your customers. Unless you talk to your customers, unless you understand what their needs are, what their perception is, and where you can

best improve to achieve greater satisfaction, you won't have the starting basis for that improvement activity.

Leadership Skill Building

We've embarked on this programme for two years. We have found that our leadership skills in our organisation are deficient. That is a major handicap. That is something we are starting to address to try and build up the leadership skills within our site management.

Supervisory Coaching Skill Building

This is another deficiency in our organisation. You can have all the best intentions in the world at the highest level, but if you haven't got good leaders on a site basis, and if your supervisors are still acting like policemen, and not acting as coaches, the whole system will break down. They won't achieve their objectives. This is something we are starting to address in our groups now. It will be a slow process, because you are changing many, many years of bad habits.

Action Plan Development

This is something we are going to introduce. We've got a conference lined up in late August, from that session we want our managers to go away and develop their action plans with critical paths that they really commit to when we carry out the reviews. We can go and talk to them about that, and see exactly where they are, see exactly what they've achieved, and why they haven't achieved it, or why they have. This is to ensure they are really committed to a programme to achieve what we are ultimately after.

Clear Group Leadership

I think we have established Clear Group Leadership between Ian, myself, and the divisional managers. Some divisional managers are stronger than others and more confident about the whole matter than others. But that again is something we are addressing.

Clear Corporate Leadership

We are very fortunate in that respect as David Oskin became Chief Executive of Carter Holt Harvey about 12 to 14 months ago. He is the first Chief Executive that I've ever worked for who has a clear understanding of what TQM is all about. I think Carter Holt Harvey is very, very fortunate to have him at the helm, because we will without a doubt get clear corporate leadership from him.

A Veneer Overlay

That's our current stage, however there's a 'but' at the bottom, as it's still a veneer overlay on top of everything we do. It's not yet a part of everything we do. Ultimately where we want to get to is where TQM is part of everything we do. I've put that at the top of my future expectations, as the ultimate position. It's not something you do on top of your normal work, it's not something you do instead of your normal work, it's part of everything you do. You approach everything with the TQM philosophy applied to it.

Constant Maintenance

Our future expectations require constant maintenance. It's like anything you put in place, it requires constant maintenance. It's not something you can put in place, forget about and get on with other things. You've got to maintain it. And you do that by your

support structure and a whole lot of other activities that stimulate the process the whole time. It is a never-ending process. It's not a programme, it is a process that goes on and on.

Group Wide Culture

When I talk to people right throughout the group, I find some of our people still haven't got a clue what we are talking about. Some of that's intentional because we are not yet ready to talk to them about it, and some of our managers are still very unconfident about the whole activity, the whole process. At the end of the day, we want it to be a group wide culture, where everybody has a very good understanding, and is totally committed to it and knows exactly where they are at a point in time.

Why do we do it?

International Paper have been vigorously pursuing the Quality Improvement Process since about 1984. They are having more and more influence indirectly with Carter Holt Harvey, and it's obvious we will be going down the same path with a great deal of vigour. John George of International Paper sums it up when he says,

"The commitment to continuous improvement in everything we do is today not merely a lofty goal, but an absolute imperative".

That's the reality of business in the 1990s. It's not going to give you a competitive edge, it's just your ticket to play in the game.

Stuart Young and others at Interlock Industries, are the leaders within New Zealand. They have achieved such a level of performance that they actually

get the Japanese coming out to New Zealand to see how they do it. And what he states is that:

"In Japan and in most European Countries, Total Quality Management has been integrated into the fabric of industry to the extent that it is totally taken for granted."

It's not something different - you are different if you aren't able to deliver quality, if you haven't got the systems and the commitment in place.

"New Zealand customers in export markets, particularly in Japan and Europe, expect to see quality every time".

And they do, as do domestic log customers.

Carter Holt Harvey Timber Group - why are we doing this?

To Compete

I don't think Carter Holt Harvey, want to be major log exporters forever. When we look at the resource coming on stream within New Zealand I think there are smarter things we can do. I think there are more ambitious things we can do long term, but to do those we've got to be able to pay something like the opportunity value for those logs, and we've got to be competitive. We can't be competitive unless we've got total quality management in place applying to all processes right throughout our group.

To Grow

If we're competitive, we may be able to grow. There are opportunities for us to grow as there's a lot more wood coming

on stream within our company towards the end of this century in particular, and I would hate to see all of it go into additional log exports. That would be a major admission of failure.

To Survive

We are doing it to survive because if we stood still with all that's happening to log prices we may not even survive.

Pitfalls

Limited Western Experience

I said I would talk about pitfalls of TQM, and you read a lot about this in the press. There was an article in Time Magazine a little while ago as well as a few other articles elsewhere. The Western experience is that many quality programmes are failing dismally. They did a survey of 500 American companies, of which only a third felt that their TQM programmes were having a significant effect on their competitiveness. A hundred British companies in a similar survey, found only a fifth believe that quality programmes had achieved tangible results. And a lot of people are saying 'Quality Street is a dead end street'. I read various comments to that effect in the recent Time Magazine - they abandoned their Quality Programmes. They were going down other paths. I think a lot of other companies we see in America are actually practising TQM, but it's called something else. It's a real commitment, they don't give it that label, they don't probably fully understand that it does bear a striking resemblance to what the Japanese are calling TQM or TQC. That's one aspect. But some of the other reasons why the Western experience hasn't been all that great is inexperience.

Japanese Experience

Japanese companies have been at it for about 30 to 40 years. They didn't discover TQM yesterday. It was in Japan in the early 1950s, and they've been committed to quality, as such, for a very, very long time.

In the West, we intend to forget at times that we are pursuing this not as an end in itself, but to deliver additional value to the customer. That's got to be our focus at all times because we don't aim our efforts at the customer, we don't measure our performance or we don't ensure that all of our efforts are directed to giving greater satisfaction to those customers.

Short Term Expectations

We suffer in the West from a short term financial perspective. It is reasonably bad in this country, but even worse in North America where you have to report quarterly to the exchange. I've worked with managing directors who have said they don't believe in the long term at all, the long term is just a series of short terms - if you look after the short term, the long term will look after itself. That's fine if you are running a corner dairy, but in an industry such as ours, you've got to have that long-term perspective.

Failure to Empower Employees

Another key, Empowerment of Employees, is vital. We are starting to talk about our quality policy within our group. We've got a whole bunch of words that we put up on the wall. I don't think anybody ever reads them, and they don't mean too much. We would like to simplify that. We would like to get down to a McDonald's type slogan which actually means something to the people.

We were thinking about this the other day, and I said that if I had to come up with a quality policy, it would be,

"To empower our people, to delight our customers"

That's ultimately what we are trying to do. We want to ultimately empower our people so we get management at the appropriate level in the group, where they can really make things happen, and we have those people empowered to delight our customers, because that's what it's all about.

Quality Departments

In the West we intend to establish isolated quality departments, delegating the whole thing to them. We make this great commitment and say, "You get on and make it happen". That's the wrong approach. It's got to be integrated right into the fabric of everything we do. If we're successful in what we are ultimately trying to do in our group, in about five years time we won't have Ian Allerby as our Quality Assurance Manager. We won't have people on a divisional basis called Group Quality Assurance Managers. We won't have site facilitators. You won't need the Jiminy Cricket consciences around to make sure that that happens. Everybody will be doing all of those things in everything they do at all times.

Employee Resistance to Continuous Change

People feel uncomfortable with change. They feel a little bit uncomfortable with being changed. People resist that, and I think there's been a lot of that in the West. Employee participation and empowerment are vital factors in overcoming resistance to change.

Unstable Base Company Wise

With the number of take-overs we have had, people have felt uncomfortable committing themselves to some long-term goal when the real problem is some body who is trying to take them over in the next month or so. This is one problem we had in NZ Forest Products. It was difficult to get the top management of NZFP to really concentrate on long-term goals and TQM when they had Fletcher Challenge breathing down their neck as well as half a dozen others.

Recessionary Economy Compared With Japanese Growth

In the West, our economy is a little bit stop start because of recessions and other business cycles. It's difficult to make some of these long-term commitments when really this year's recession is the major problem on your mind. The Japanese have been fortunate as they've had 30 to 40 years of constant growth which has assisted their commitment.

How to Avoid the Traps

1. Don't initiate a continuous improvement or quality improvement process in an operation with deep-seated structural problems.

If you've got structural or other major problems, address those first, then get on to the quality after that. A classic example was at Penrose Industries within Forest Products. They had operations that really had had very little attention for about 40 years. Having an overlay of a Quality Programme trying to fix those problems was a waste of time in that situation. They had some deep-rooted problems that needed to be addressed first and foremost.

2. Link your programmes to company priorities.

People don't like being committed to things which seem a little bit academic. Make sure it's linked to what your real priorities are. In the saw-milling industry, over the last year or so we've had a real drive within our group to improve conversion. That is a major company priority.

3. Understand your customer's expectation threshold.

Find the level of service at which there is significant improvement in customer response. Tailor improvement programmes to achieve this. Talk to your customers. Understand what is really going to charge him, or give him a buzz, or help him to improve his business. Make sure your quality programme is targeted to achieve that.

4. Combine quality systems with customer focus with continuous improvement.

TQM is a combination of three things basically. Your quality systems are your base, you build on to those; your customer focus, and you combine that with continuous improvement. Those three things are combined in a never-ending PDCA cycle - it's a term commonly used: Plan, Do, Check, Act. Whenever you are going to change anything, you spend the time on planning, you do it, you check whether what you have done has actually worked properly, and then you Act. And the way you act is to make sure that the appropriate quality system is permanently changed so that the improvement you've effected is cast in concrete and will not go away.

Conclusions

Leadership and Commitment Must Start at the Top

We are very fortunate we've got David Oskin in our company who has got a deep-rooted commitment and real understanding of what it's all about. And that gives us a major start. I've tried to do that within our own group, by making sure that the leadership really does start at the top.

Quality and Service are the means; Value for the customer is the end

Never forget that value for the customer is the end. That's what your whole system is geared for - to provide your customers with greater value, improving the value of their business to them. That customer focus is absolutely crucial.

Education Education Education

This is very, very important. You've got to change the way people think. You've got to introduce them to new concepts and make the real commitment to that.

Training Coaching Training

Training per se is not enough. You need the coaching to follow up the training, to make sure that the training is put in place properly. How many times do we see people go away to training courses, and come back, with no idea of how they are going to apply these new principles, or what they are going to do? Nobody spends any time coaching them. In some of the most effective training I've seen in our group recently, the person responsible for it described it to me as 15 per cent training, 85 per cent coaching - and I think that's the way you do it.

Empowerment Empowerment Empowerment

You have to be a little bit courageous and a little bit bold, to give up things to gain more - to give up control to gain far better performance. You don't manage people, you lead people, and leading people is all about release. So you've got to release some of those controls; you've got to give up a little bit to gain more.

Data Data Data

You've got to have the information and spend the time gathering the data, understanding the data, analysing the data, to make sure everything you do is based on the correct data.