

April 2010

The Tricord



**Who
are
we?**

Tricordant is a whole systems organisation design and development consultancy. We work with complex organisations in different sectors. Tricordant's passion is equipping organisations to be whole and healthy. See www.tricordant.com for more details.

Cause for thought Has Toyota gone off the road?

Dangerous floor mats, sticky accelerator pedals and now fears of 'Sudden Unintended Acceleration' have toppled Toyota off its pedestal as the biggest and best car maker in the world and as an icon of modern manufacturing best practice.

In America, Toyota's vehicle faults are allegedly linked to the deaths of 50 people, and have forced a recall of 11 million vehicles worldwide. Akio Toyoda, the carmaker's President, has been called to Washington DC to stand in front of the American Congress to account for his company's failure to act quickly and seriously enough to protect the safety of its customers.

Toyota has grown since the 1960s from being a small Japanese carmaker producing cheaper vehicles of questionable quality and style for their home market, to overtaking General Motors in 2007 as the largest automotive company in the world with sales of \$204 billion. This is a story however of a proud and successful company, deciding in 2002 to seek a dominant market position, becoming overconfident, losing attentiveness and forgetting the very principles that led to its success. This is a story of the failure of a company to remember its own 'Toyota Way'. It is a warning to all,



forgetting to put customer safety and quality first and only then trusting that volume and growth will follow.

Toyota is now publicly returning rapidly to its founding principles - getting back to its 'Way'. It will be a better company for the lessons it has learnt. In reaction to its disgrace I suspect its cars will soon become even safer and better than they were before. It will take longer to regain the trust and confidence in its name, but that will come when its refund zeal is evident. Andy Sinton, Toyota's European Production Manager, put it pretty well; "Our biggest failing as a company has been the cooling of our passion to make excellent cars," as he told his European employees. "You must bring more passion to your work."

[Simon Thane](#)

This is an extract from a longer article. For the full text please see <http://www.tricordant.com/pdf/paper02.pdf>

Spring in the air

At Tricordant we care passionately about the delivery of great services to people by people. That's why we do what we do. We also know that the general economic climate has a fundamental impact on business and services. Every sector of industry, commerce and public service is experiencing the challenge of delivering more and better for less. The challenge for leadership is to do so in a sustainable way.

This edition of the Tricord shows how our work is impacting a number of the key areas in the UK economy- transport, education, crime and disorder, health and social care -from the standpoint of strategic whole-systems organisation development and design.

We believe fundamentally in the need to balance an organisation's identity, strategy, systems and culture in order to secure long-term sustainability and quality of service as a whole system. Our new "Cause for thought" feature shows how Toyota compromised its identity and founding principles in the drive for market dominance. Only time will tell if it will recover, but at least it has made a good start in recognising its greatest failing.

Services for Older People



Care services for older people have taken centre stage in the election debate. It is increasingly obvious that the UK cannot afford services for older people to be run

with separate care models by the NHS and local government.

Over a decade of unparalleled growth and investment in public services has failed to address the fault line established in 1948 between health and social care. The organisational fault line has become

a fault line for the individual citizen. The truth is that services for older people are a complex and messy issue to organise. The classic political response will be to reorganise and/or reassign responsibilities between health and social care after the general election. We would like to suggest an alternative that doesn't need a post-election political solution.

The first step is to look for the things that won't change and build around them, starting with the individual citizen. We believe there are six high-level "significant events" on the health and care pathway for older people, around which services can

be organised from all agencies. We have assigned 6 pathway stages to each of these, starting with the equilibrium of stable or improving health (stage 0) through to palliation (stage 5). The pathway is the basic building block for our developing work with the NHS and local authorities around partnership working in services for older people.

If you would like to know more about the Tricordant health care pathway model please read our white paper on older people's services at <http://www.tricordant.com/hlth01.htm>, or contact Alastair Mitchell-Baker (alastair@tricordant.com) or Roger Greene (roger@tricordant.com)

In memory of Professor Stephen Prosser



It was with deep sadness that we learned of the death of Stephen Prosser, Professor in Leadership and Organisation Development of the University of Glamorgan Business School. Stephen passed away peacefully just after Easter.

Stephen was a highly respected and valued member of the Tricordant Advisory Council from the establishment of the company until his death. He was a long-time trusted mentor and friend to Tricordant Director, Simon Thane.

He published a number of books on Servant Leadership change and the effectiveness of people and their organisations, resulting in an international reputation. We will miss greatly his wisdom, insight and humour. Most of all we will miss him as a friend.

Our thoughts and prayers go to his widow Lesley, and their three sons.

Tricordant leads redesign of Major Rail Engineering Firm

Tricordant is a strategic partner to a major UK rail engineering firm who specialise in designing and delivering the future shape of the Engineering organisation. They are responsible for everything from major upgrades to the Victoria Line in London to the implementation of the European Rail Traffic Management System.

The team includes Paul Lambert, Simon Thane and Graham Bates, who have been involved in:

- Identifying how the Engineering organisation will align to the new Engineering delivery process
- Ensuring future team structures align to the way work is done
- Resolving key issues, such as how to incorporate the latest Engineering innovations, through cross-firm workshops
- Designing an "Engineering Academy" to ensure best in class Engineers for the organisation
- Driving the organisational development activity across the Engineering and Installation organisation

For more details, please contact paul@tricordant.com.

Brunel Business School Fellowship for Alastair

Following his appointment to the board of the International Organisation Development Forum, Alastair Mitchell-Baker now has another feather in his cap. Alastair has been appointed as a Visiting Fellow at the Brunel University Business School. We humbly doff our caps! Graham Bates and Alastair recently

delivered a major session to Brunel MBA and other Business School students and Faculty staff on "Lean in Healthcare" which was extremely well received.





Crime & Disorder Partnerships - Substance Misuse Services



Tricordant have completed a lean design review of substance misuse services on behalf of all members of the Tameside Crime and Disorder Reduction Partnership (CDRP) including the Primary Care Trust, NHS Mental Health service providers, the Metropolitan Borough Council,

Greater Manchester Police and the National Probation Service. Historically, heroin addiction had been the dominant medical, social and criminal issue shaping the approach to services. New services had been introduced to provide a pathway beyond methadone-type stabilisation and on to detoxification services, abstinence services, and independence support. However the flow of users through these latter services was still relatively weak. The pattern of substance misuse is evolving however and heroin misuse is on the decline. New patterns of multiple-drug-use including alcohol and social drug-use are on the increase. It became apparent in the review that local agencies were trying to serve the

so-called ACCE (alcohol, cannabis, cocaine and ecstasy) population through facilities and processes designed for heroin users. These were often inappropriate as the social, health and crime profiles of these user populations are very different. Our role was to facilitate a 3-month review, culminating in a new partnership commissioning strategy for substance misuse services for the CDRP. A full case study of this project, including the subsequent approach taken and the outcomes achieved, are on our web site at: <http://www.tricordant.com/pdf/case20.pdf> For more details contact Simon Thane (Mob: 07989 112062 email: simon@tricordant.com)

Higher Education – Success depends on the Workforce



Tricordant Director Paul Lambert was one of the main authors of a recent report for the Higher Education Funding Council for England (HEFCE) that determined that success in HE Institutions would be based on a strategic approach to their workforce in the increasingly competitive Higher Education Market – in other words, your people are your future.

The report highlights 5 primary areas of HEI activity:

1. Primary research
2. Research-led teaching – core undergraduate / postgraduate studies
3. Professional formation – supporting professional development later in life
4. Research-based solutions
5. Specialist / niche provision

Different institutions focus more on particular areas and the report identifies the critical workforce capabilities to support this focus and create success for different institutions. For instance, Oxbridge has a strong focus on primary research, requiring field leading researchers and world class research facilities. On the other hand, institutions such as Sheffield Hallam and Oxford Brookes have established strong reputations for professional formation, requiring them to develop relationships with professionals and a vibrant academic community around areas of professional development. Lastly, an institution like Cranfield has established a great reputation for applying research to industry solutions, requiring a workforce that can relate well to business and provide strong partnership capabilities.

For the full report (written by Paul whilst he was part of PA Consulting), please have a look at http://www.hefce.ac.uk/pubs/rdreports/2010/rd03_10/. For further insight and information, please contact Paul at paul@tricordant.com