

27th June 1986

In confidence

All Leader/drivers

A long hard look needs to be taken at attitudes, standards and values within our company.

In spite of much hard work, commitment and expertise, the fact is that, in terms of end result, we are beginning to look shakey where it comes to continuing to constantly satisfy the priorities that have to be met.

\* First amongst these - yes - SAFETY. Our company's attitude and approach to safety is the clearest reflection of the entire proficiency of the organisation.

\* However in many vital ways only just less important is PROFITABILITY - a question of cost-effectiveness and value for money expenditure.

\* A very close third, obviously, is CLIENT SATISFACTION.

This trinity of priorities must be the basis upon which we work. They are clearly so inter-related and inter-dependent that perhaps it's academic as to the order in which they are placed (though having said that, I stand by the order above).

It is in direct support of these priorities that changes in some procedures as well as overall tightening of disciplines and raising of standards are to take place.

Is it actually too blunt to put it that if each one of us is not part of this solution, then we are part of its problem?

There are Leader/drivers who, in principle, may need simply to maintain the overall high standards that they have acquired and established - and changes within E.O. will serve them essentially as evidence of the same degree of efficiency being obtained more consistently amongst their peers. For others, the majority I believe, it is an indication that, with more codified insistence on higher standards emanating from E.O.L., the performances from sharp-enders will be bettered; set better standards and we should get better results. Where problems remain we'll have to find alternatives.

Increasingly, delays en route have become tolerated and condoned, and the whole way in which they have somehow become presumed as more or less "par" for the course is totally unprofessional and, as of now, in principle, quite unacceptable.

Delays are like accidents; they don't just happen, they are caused and in this company of ours' we can prevent them one hell of a lot more than we have done. We neither do enough to avoid delays, minimize them nor atone for them. That's now going to change.

It is quite ridiculous that some Leader/Drivers can constantly arrive on SCHEDULE and BUDGET, or with responsive action that has significantly reduced the excess of both, while others get into excess at the first fence and the divergence in time and cost between what should be and what is goes on widening and widening.

The case of the well-established , well-thought of company losing its dynamics and crude survival instincts is well documented: over cautious, impeded by increasing layers of procedures, ponderous in response, no longer light on its feet but busy protecting the established modus operandi. In short, not the corporate technique best suited to today's game.

The structural and procedural changes to be implemented have a single simple objective -

TO SAVE MONEY

The London office bears the brunt of this but the sharp-end is to be left in no doubt as to what is expected and how the results are going to be worked for. Essentially there is to be prompt and less compromising response to unacceptable performance and a keener process by which performance is monitored and judged.

Safety, health and client satisfaction are not compromised when we home-in on SCHEDULE and BUDGET. And that is what we are going to do.

Take every kind of care please.

Yours sincerely

A Lindsay Jones  
Managing Director