



The next two years

The past two years have seen the IMS transform itself into a low cost base professional Institute with the resources to survive until at least 2020. The take up of the offer of life membership exceeded the forecast and we have just sent out the last reminders to members who have not yet responded.

Following the completion of this major change programme, which has seen the outsourcing of the administration of the IMS, the Journal and Education, coupled with the introduction of life membership, it is now appropriate to review other areas to ensure they are complementary to our strategy going forward. A Council of eight, who have worked hard as a very close and cohesive team, has completed the transformation. I thank them for their endeavour and support.

As with any major change, some things have had to go on the 'back burner' during the transformation. At the last Council it was agreed to prepare a plan to cover the areas that will need implementation, alteration or realignment going forward. These will be on the next Council agenda, where they will be debated, amended and developed into a plan with specific responsibilities assigned. The areas under consideration are:

- The IMS profile;
- Communication with members;
- The website;
- The Journal;
- The Russell Curie Research fellowship;
- Awards and prizes.
- Some decisions have already been agreed and progress is encouraging.

Interviews with productivity leaders
The definition of productivity has advanced way beyond time study and companies are using a variety of



approaches and techniques to improve total company productivity, often measured by year on year improvement of net profit (which is what the stakeholders and shareholders like to see). Last year, we commissioned a series of articles to explain the concept of Lean manufacturing and these were very well received. We would like to explore how companies approach improving their overall performance and intend to conduct interviews with senior managers across industry and commerce and publish one in each of the next six to eight Journals. This will keep productivity at the forefront of our agenda and bring us right up to date on the current thinking of industry and service leaders, as well as politicians.

Journal and website

We have agreed a contract with Deasons (who produce our Journal), to reinvigorate and improve the IMS website and then undertake the management and updating of the site. Regular news will become a feature of the site, along with the creation and building of useful resources. More details in the

autumn edition of *Management Services*. There is an obvious synergy between the Journal and the site. Our ambition is to be in a position by early 2006 to offer the capability to make the Journal available electronically to those members who wish to receive it in that form. Of course, we will continue to post the Journal to members who prefer hard copies

Fellowship

A meeting of the trustees of the Russell Curie Fellowship is being arranged and we are anxious to use this to encourage applications, especially from members who wish to research productivity improvement in countries such as China.

I am very encouraged and excited about the progress made and the plans for the next two years.

Change transformations

Some of you will know that I have been undertaking research with Cardiff Business School on the 'Sustainability of Lean Transformations'. A major change programme usually precedes any significant improvement in productivity. Research indicates that the failure rate is almost 70 per cent. Improving productivity in the macro sense demands an ability to transact major change at pace and sustain the benefits going forward. From my research, I have produced a paper that looks at why major change transformations have failed and what we can learn from these failures (see page 8). It is useless to conceive a great improvement in productivity if you cannot implement it, realise the benefits and sustain them.

John Lucey
Chairman