



MESSAGE FROM THE WORLD-RECOGNISED FATHER OF THE VALUE DISCIPLINES

For decades we assumed that intelligent engineers provided near the best design. Now we know that it is not true.

Until about now, we've believed that intelligent management people would operate at about the optimum, considering their opportunities and their resources. Recent events have shown that that also is not true.

You have started a great task. The task of increasing the productivity of management people. Each manager compares well to a powerful computer which receives inputs, matches them up with what's inside and delivers the decision output. There exists, however, one enormous factor which limits useful productivity. Hour after hour throughout the years, situations and experiences have without being recognized, built pre-programmed reactions and decisions into this superior computer-like mind. They are based upon the past, not current situation data. This great potential resource is faulted. Experience shows that with proper inputs it can clear itself. What kind of inputs?

First, clearing and tuning the mind in each situation. *Exactly what am I trying to do?* Second, *making sure pertinent knowledge is deep and accurate.* Third, *deciding which problems it will be most beneficial to solve.* Fourth, *developing effective creativity which will bring tomorrow's best solutions into view.* Fifth, *communicate the best course of action in a manner which will be understood, accepted and acted upon.*

I expect that many who attend your conference will become much more productive managers.

Your country has great resources, much envied by others, in industrial metals, precious metals, chemicals, diamonds, and some fuels. Now that I observe that you are planning a course which will also put you among the world leaders in productivity of management, I will prepare to salute you people among the top winners.

Respectfully,

Larry Miles

LAWRENCE D. MILES, CVS, is retired from the General Electric Company where he served for 30 years and developed the basic concept and techniques of Value Analysis. He is author of the first textbook on the subject, now in its second edition, "Techniques of Value Analysis and Engineering". He holds degrees in Electrical Engineering and Education and currently does private consulting, lecturing and writing. He is recipient of GE's highest award for extra achievement and the Navy's Distinguished Public Service Award.

TOP-DOWN VALUE MANAGEMENT

By H.K. van Heerden, Pr. Eng. C.V.S.