



Welcome

Jo Dolton // Customer Relationship Manager

As some of you will know, Emma Harris is currently recovering from an operation. I am pleased to advise that it all went well and we all send our best wishes to Emma for a speedy recovery (I know she'll be reading this). I knew that you would all be eagerly anticipating the next edition of the Connector, so I thought it wasn't fair to make you wait until Emma's return!

So, here's what we have for you this month; exciting news about the launch of Triaster's first pre-populated Library. Triaster have a new Partner; OBM IT Consultancy, with whom we've been working to produce an IT Services Library based on ITIL. The Focus on a Feature article brings you part 2 on updating process properties and this month's Tech News provides further information and advice on resolving website performance issues.

Of course, we've got the usual updates from the User Group, specifically the Education User Group meeting, and some great photos from members of the Triaster Community, as well as an update on the travel competition. Also, this month, our readers get to meet Karen Walker.

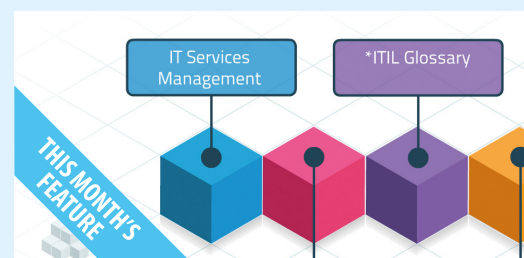
As Emma would say, Enjoy!

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	B	
1	Reference	
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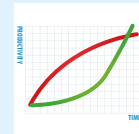
Real knights! Fighting!



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Task vs Team focussed.



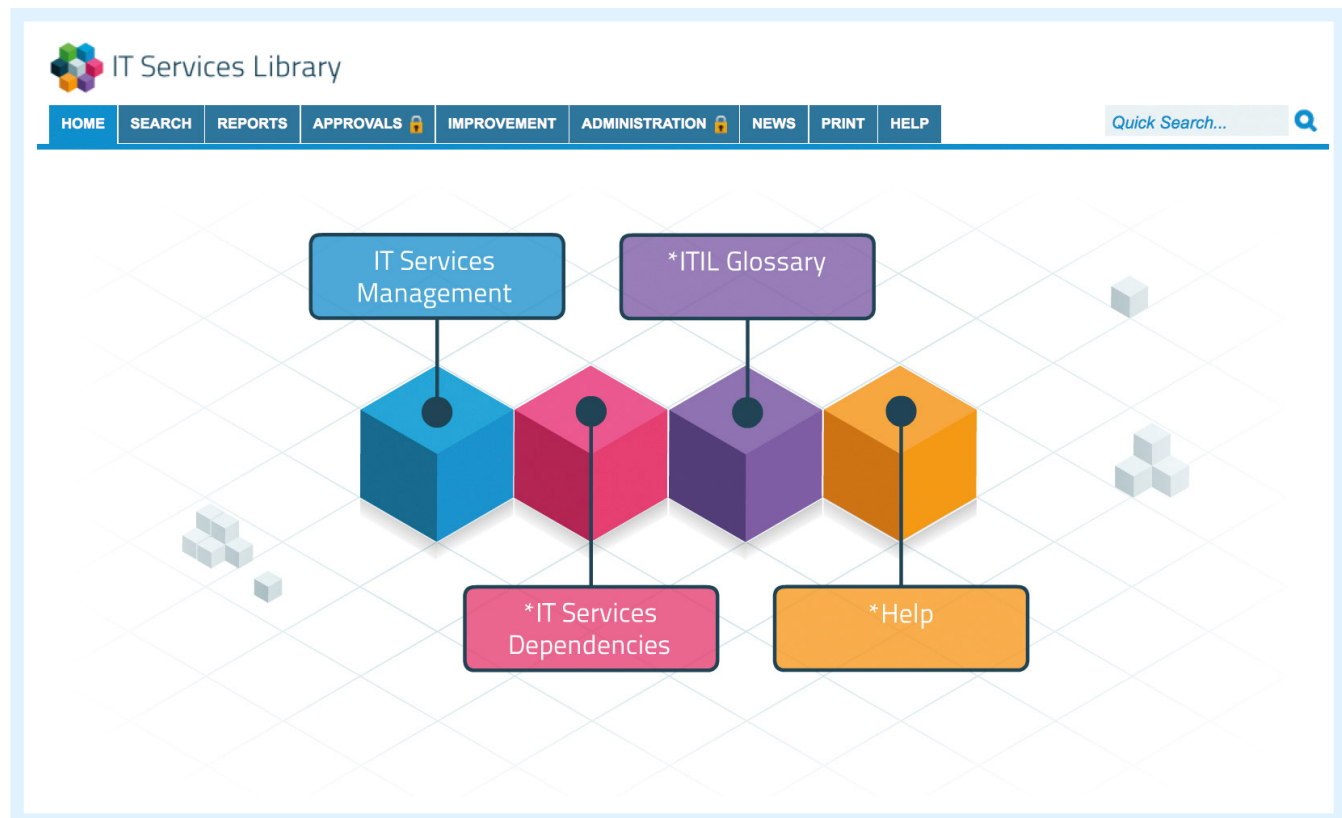
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IT Services Library

Launch of Triaster's first pre-populated Library

Triaster are delighted to announce the launch of our fully populated IT Services Management Library. This is Triaster's first pre-populated Process Library, which has been developed in partnership with OBM IT Consultancy, Information Technology Infrastructure Library (ITIL) experts.

The IT Services Library has been developed to Triaster's high standards to deliver an attractive and extremely easy to use Library. There are two homepage options (one 'Click' architecture the other 'Hover'*) so customers can choose the one they like best. Both offer a very attractive interface to customers of IT. As is also to be expected, the Library is logically structured and makes finding content in the Library very easy. The Library is certainly usable.



The Library content, which has been developed by OBM IT Consultancy, offers a business method to align the core ITIL processes (Service Catalogue, Service Level Management, Service Policy and Service Process) with any organisation's business needs. It comes pre-populated and contains process maps and supporting documents, all to the ITIL framework. So eminently useful. The solution package also comes with a services package to tailor the Library's content to your organisation's specific requirements and with a Communications programme and Governance Framework. So everyone will know about it and it will be used.

Footnote: *For more information on Click and Hover homepage designs, please see the December 2011 Connector.

The Library is aimed at organisations of 100 plus employees with an active internal IT function.

The portfolio of documented services provide a holistic overview of the services delivered by most organisations. The core documents provide focus on key areas including:

- **Service Catalogue** – including service description, impact and dependencies, ownership, CSF and KPIs.
- **Service Level Agreement** – including roles & responsibilities, resolution commitments and escalations.
- **Service Policy** – including a high level overview of the policy governing the service.
- **Service Process** – a generic workflow supporting the service.

These provide the building blocks upon which an organisation can structure the professional delivery of IT services, all of which can be modified to suit your organisational needs and with minimal business input.

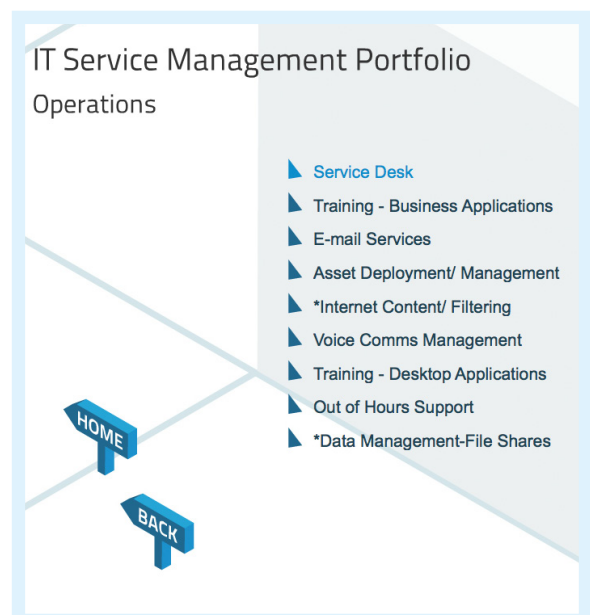
The benefits of the ITIL Process Library to your IT team and organisation are:

- The ITIL Process Library enables IT to build structure around the services they deliver. This in turn enables better business and IT understanding of the challenges and benefits of delivering those services. Consider the provision of new hardware for example. With an ITIL Process Library in place, the IT team benefit from a clear definition of a process to provide the new hardware and the fact that staff expectations can be set according to the performance expectations on the service. Staff benefit because there is a published process with a clear entry point and visibility of intermediate stages – everyone knows what should happen.
- The Library delivers clearly defined roles and responsibilities. Too often there is a gap in the understanding of who is responsible for which roles with the delivery of IT services. By identifying and advertising these, the IT Services Library fills that gap. For example, IT will be more effective at managing the resources under their control as they understand the service better, which in turn delivers a more efficient service to the business.
- The holistic policy content of the Library allows for your IT organisation to specify requirements and standards for the consistent use of IT resources across the business, with the agreement of stakeholders. This benefits your organisation through the development and maintenance of IT policies that are in step with emerging technologies and aligned with the business vision.

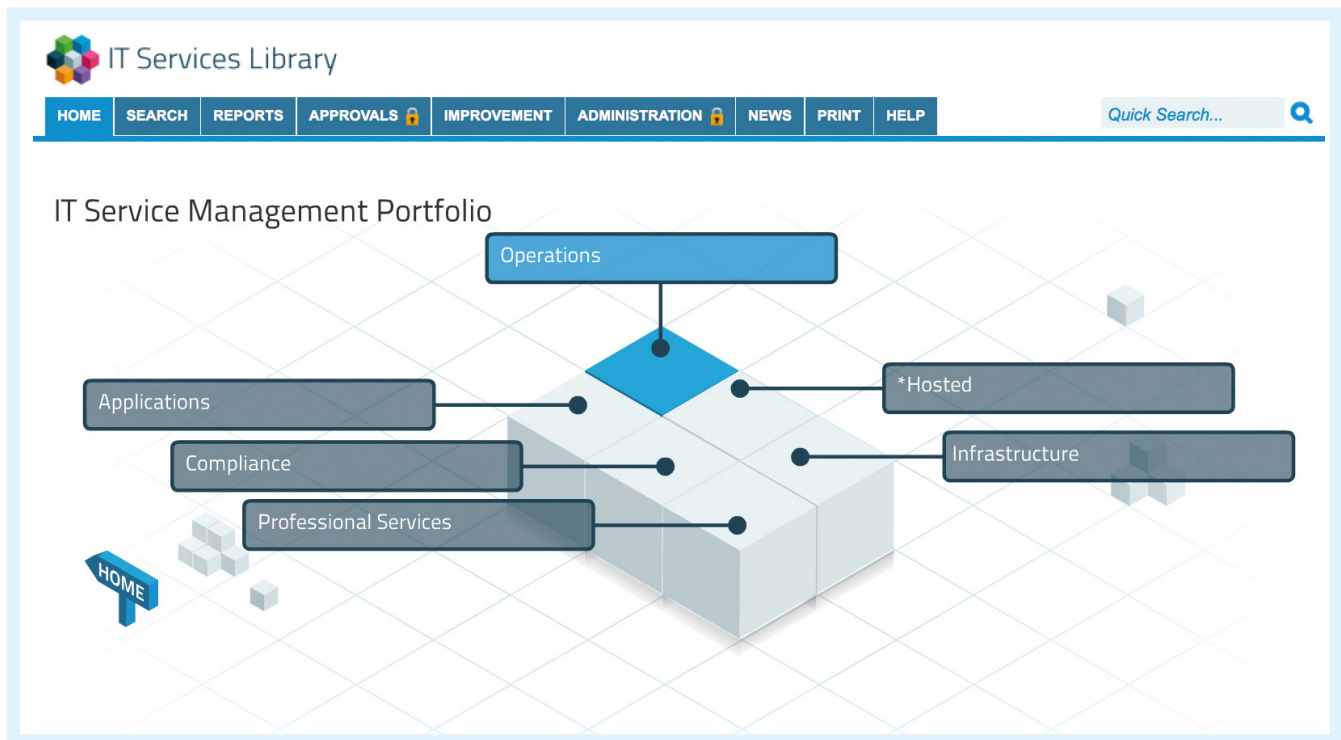


I am excited about the release of the Process Library, on which both OBM and Triaster have focussed a lot of energy.

Phil Duncan, OBM IT Consultancy



- Once delivered the Library enables IT to identify all dependency and supporting services. All too often services are taken offline without the full impact to the business being understood or identified. With the adoption of the Library, you can manage those outages more professionally and communicate with the appropriate service stakeholders. This in turn enables IT to better manage change and outages, by getting agreement of those from the people that count on the business side, and minimise the risk of impacting dependent services.
- By understanding the IT services and those responsible for delivering them, it provides IT management with the opportunity to better understand the structure of the department and thereby identify under-resourced areas. This enables, when appropriate, re-alignment of the IT function, which in turn streamlines the delivery of IT services to the business.
- The KPIs contained within the IT Services Library allow the IT function to benchmark the level of its delivery to the business. This in turn enables IT to make more accurate service decisions, report more meaningful information on the level of service provided and identify areas for improvement. The benefits of accurate management reporting include better budgeting and management of resources.



Overall, this better understanding of the IT function, the services provided and how they are delivered allows IT to not just fill the expectation gap with the business, but also publicise what they do. This in itself will result in more effective and efficiently delivered IT services.

Conclusion by Triaster

Triaster are delighted to be in partnership with OBMIT to deliver such a powerful Library. The marrying of a Triaster Process Library, with content written by a domain expert fulfils a long held ambition. We hope this to be the first of many.

T.U.G. News

Linda Spinks presents the latest news from the User Group



Linda Spinks // User Group Chairperson

We tell you

The last Education User Group meeting was hosted by the University of Bedfordshire, at their Luton site on 20th February 2013. Jan Welch provided a presentation on the University's achievements so far with the Process Library solution.

The University is currently working on a big project focusing on everyday processes rather than just project specific processes. There is also a focus on the development of the Triaster system architecture, so the University could implement a system that appears as one library, but is actually comprised of several different libraries. To date there is a staff library and also a student library which has a more customer facing focus to it.

Jan's presentation slides can be found on the Triaster User Group website. Please e-mail customer.services@triaster.co.uk if you require the log on details for this page.

Jan is retiring in July, and has therefore brought a number of colleagues into the project to provide seamless continuity. We congratulate Jan on her success with this project so far, which was at times challenging, and wish her all the best for the future.

At the meeting there was also a discussion around the fact that the Education User Group meetings haven't had particularly high levels of attendance over the past year. The question was raised as to whether the format should change and even whether the group should continue to meet at all, with or without a Triaster representative.

The background

The Education User Group was started by Claire Nuttall from the University of Bristol in 2011. The main purpose of the Triaster Education Special Interest Group was to provide a forum for Triaster process mapping software users to meet on a regular basis, share best practice and ideas in the application of software in the education environment, and provide mutual support in the process mapping work being undertaken.



University of Bedfordshire Luton Campus



Therefore the User Group would like feedback on the following thoughts that came out of the latest discussions:

- What are the key barriers to attendance?
- Should the meetings only go ahead if a minimum number of customers book to attend?
- Should the meeting take place just once a year (instead of twice)?
- Would it be better to have a North and South meeting to make travelling easier for the respective customers?
- Alternatively would customers prefer to request budget from the main User Group to host a single central meeting at an external venue?

It was agreed that the group should redefine the vision and purpose for the group and then decide how it should proceed.

Triaster will be sending a follow up e-mail in order to gather this feedback from as many education customers as possible. However in the meantime, if you have any comments or feedback on the above please send them to: user.group@triaster.co.uk. It would be great if you could share your User Group experience with the rest of the Triaster community. If you would like me to add anything to this section in future issues, please let me know.

User Group

The next meeting is being hosted by Openfield at their Grantham offices on 21st March 2013. This meeting will include the AGM at which the constitution will be reviewed and User Group officers elected (although at the point of writing it looks likely that the existing committee will be re-elected). The constitution requires that there must be at least ten members present to constitute a quorum and agree changes. Note that some suggested changes have already been put forward and are being considered.

If you would like to attend either of the meetings in the future, please register at <http://www.triaster.co.uk/events>. Space is limited, so do book on as soon as possible.

You tell us

If anyone has further feedback or thoughts on any of the above suggestions please e-mail customer.services@triaster.co.uk and they will take them into consideration within their planning.

Feature requests should be e-mailed with a description of required functionality and perceived benefit to: featurerequests@triaster.co.uk.



user.group@triaster.co.uk

The next User Group meeting will be hosted by Openfield in Grantham on 21st March 2013.

Focus on a Feature

Carma and Victoria take a look at updating process properties



Carma Cooper // Client Services Manager & Victoria Glancy // Customer Project Support Consultant

Part 2: Import Properties

In the last Connector we looked at how you can update specific property values in bulk using the Replace Data function from within the Process Navigator console. This is a very useful tool for finding and replacing changed roles and dates etc, especially if you are changing the same property across a whole set of maps. However, if you require different changes to multiple properties across several maps the Replace Data function can take a lot of time and there is a more efficient method for updating a variety of properties at the same time - Import Properties.

The Import Properties function is available from the Process Navigator console. It can be found from MultiMap > Import > Import Properties from Excel File. Microsoft Excel can be used to generate process maps as well as being used to control the data within them. Any process map which is created in Visio, and viewable as a VDX file from the Process Navigator Console, can be exported to Microsoft Excel.

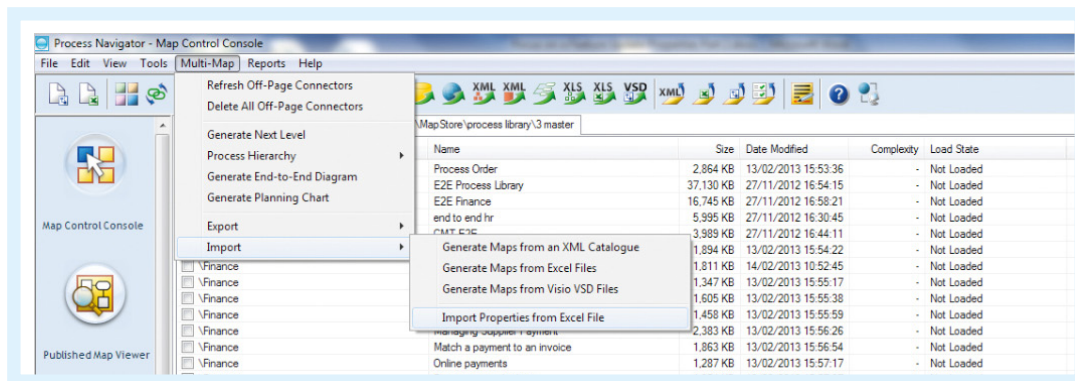
Reference	Text	Predecessors (comma delimited list)	Prop:Version	Prop:lastrevisedby	Prop:lastreviewdate	Prop:TR_ApprovalStatus	Prop>LastRevised	Prop:Revision	Prop:revision
AAA.000	Claim expenses		4	Paul Elson-Vining	31/05/2012	Approved	07/12/2011	0	Rebranded
AAA.002	Complete expenses claim form on website	AAA.001							
AAA.014	Print off copy of form and attach all receipts	AAA.003							
AAA.004	Request approval	AAA.003							
AAA.006	Approve or reject transactions	AAA.015, AAA.005, AAA.016							
AAA.013	Arrange for direct payment into claimants bank account	AAA.010							
AAA.011	Update website to show expense claim as paid	AAA.010							
AAA.008	Email claimant explaining reasons for rejection	AAA.007							
AAA.016	Travel Expenses Claim								
AAA.015	Receipts in support of claim	AAA.014							
AAA.007	Disputed transactions on expense claim	AAA.006							
AAA.010	Approved transactions on expense claim	AAA.006							
AAA.005	Pending electronic expense claim	AAA.004							
AAA.003	Completed expenses claim form	AAA.002							
	Claimant aware of rejected								

By performing an Export to Excel all of the process information captured in your process map will be available in the form of a spreadsheet. This includes any properties you may have stored on any of the shapes in your maps including the all-important Activities, Deliverables and Nodes.

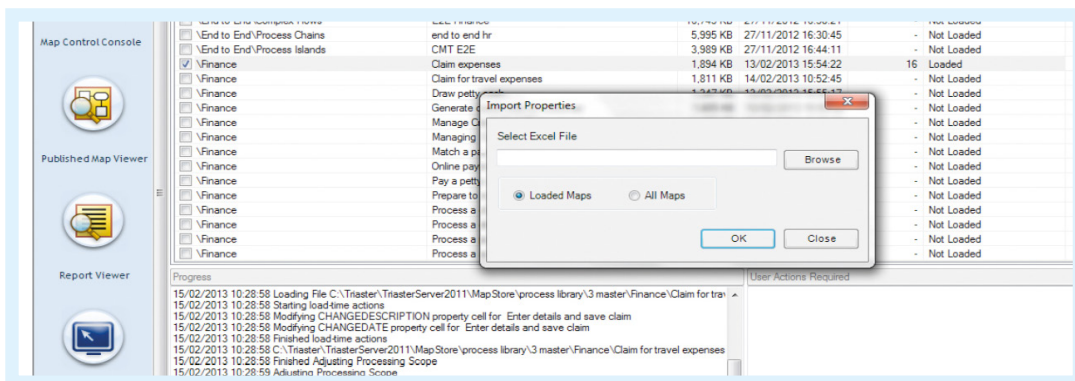
For every property completed in your process map there will be a corresponding column in the Excel spreadsheet. These columns are defined by the prefix Prop: for example the Prop:Responsibility column contains the data which appears in the Responsibility tab within your Activities. By updating the spreadsheet you can change multiple columns of property data and import these data changes all at once.

Once you have updated a spreadsheet you can import the changes into your maps through the Process Navigator Console. This allows you to select all or individual maps. For example, if you wanted to update the Claim Expenses map you would take an export of this map, edit the columns of property data you wanted to change and then import this back into the specific map. The images below show the process of importing properties using Excel.

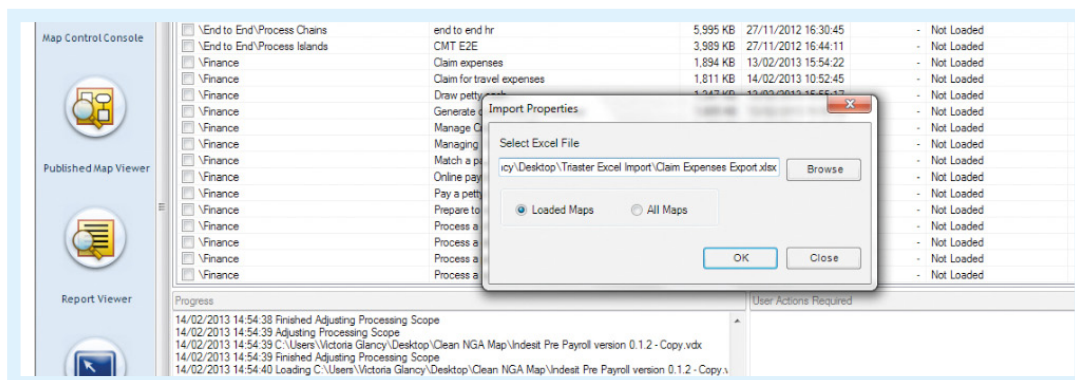
Load the maps you want to import the properties to. This can be limited to 1 map if required or all of the maps available to you from your console. Then select Multi-Map > Import > Import Properties from Excel file.



Browse to the Excel file containing the updated information.



Select the Excel file so it appears in the window.



At this point you can then select to import in to all previously loaded maps or indeed all of the maps in the console. Select Ok and Process Navigator will run the import.

To check that the changes have been imported, select a map you had loaded (and expect to see the changes appear in), and right-click to select Edit in Microsoft Visio.

The map will open and you will be able to check the property has been updated in the appropriate area e.g. within the Node Properties for properties such as Process Owner and Process Author or within the Activity properties for data such as Responsibility or Risk.

If you are generating maps using Microsoft Excel the Import Properties functionality can be a real asset. Once you have generated your map in the first instance you will have a very basic Excel template like the one below.

	A	B	C	D	E	F	G
	Shape Master	Reference	Text	Predecessors (comma delimited list)			
2	Node	1	From vacancy to recruitment	3			
3	Activity	10	Initiate recruitment	3			
4	Activity	11	Select the candidate	5			
5	Activity	12	Draft the shortlist	6			
6	External Deliverable	3	Vacant position				
7	External Deliverable	4	New employee	11			
8	Deliverable	5	The interview shortlist	12			
9	Deliverable	6	Recruitment brief	10			
10							
11							

If you then wanted to add properties to the process you can edit this existing basic template. You can add columns for property data to the spreadsheet. (Note that if you want the properties to appear on the right-click Properties tab of a shape, then all of the properties you want to appear in your process maps will need to be in your Properties file as well). To add a column for a property into the spreadsheet just add the property name, without spaces after the prefix Prop:. See the example below.

	A	B	C	D	E	F	G
	Shape Master	Reference	Text	Predecessors (comma delimited list)	Prop:Responsibility	Prop:ProcessOwner	
2	Node	1	From vacancy to recruitment	3			
3	Activity	10	Initiate recruitment	3	HR Manager	Director of HR	
4	Activity	11	Select the candidate	5	HR Manager		
5	Activity	12	Draft the shortlist	6	HR Manager		
6	External Deliverable	3	Vacant position				
7	External Deliverable	4	New employee	11			
8	Deliverable	5	The interview shortlist	12			
9	Deliverable	6	Recruitment brief	10			
10							
11							

To find out what a property is called it is best to reference your Properties file. The property name which needs to be in the Excel spreadsheet column is the rowName from your Properties file e.g. Responsibility in the example below. So the Property column in your spreadsheet appears as Prop: Responsibility.

To push this newly added data in to your process map use the Import Properties feature follow the steps as detailed above.

```

<ProcessNavigator>
  <ActivityProperties>
    <group groupName="PeopleAndOrganisation" groupCaption="People and Organisation">
      <row rowName="Responsibility" rowCaption="Responsibility">
        <rowvalue>Administrator</rowvalue>
        <rowvalue>Business Analyst</rowvalue>
        <rowvalue>Developer</rowvalue>
        <rowvalue>Director</rowvalue>
        <rowvalue>Employee</rowvalue>
        <rowvalue>Line Manager</rowvalue>
        <rowvalue>IT Support Engineer</rowvalue>
        <rowvalue>Personal Assistant</rowvalue>
        <rowvalue>Project Manager</rowvalue>
        <rowvalue>HR Manager</rowvalue>
      </row>
      <row rowName="Accountability" rowCaption="Accountability">

```

Tech News

Website Performance Issues



John Blight // Technical Support Manager

In the previous Connector, an issue regarding the slow start-up of Process Navigator was described. This article will address another performance issue, one which has a similar cause.

The problem

We've had reports of webpages taking longer than expected to open in Triaster Server 2011. This has usually been a problem when first opening such a webpage; on subsequent occasions, it opens significantly more quickly.

In Triaster Server 2011, the assemblies associated with the ASP.NET v2.0 applications which serve these webpages are digitally signed with an Authenticode signature, just like the Process Navigator assemblies. When such an assembly is invoked, the system tries to verify the signature over the Internet. That can delay the opening of a webpage, especially if the hosting server doesn't have Internet access.

How to fix it

We can suggest a couple of workarounds, one of which should suffice.

Disabling the certificate check

Signature verification can be disabled by this configuration in the Aspnet.config file on a web server:

```
<?xml version="1.0" encoding="utf-8"?>
<configuration>
  <runtime>
    <generatePublisherEvidence enabled="false"/>
  </runtime>
</configuration>
```

The Aspnet.config file may be found in:

C:\Windows\Microsoft.NET\Framework\v2.0.50727
C:\Windows\Microsoft.NET\Framework64\v2.0.50727

on a 32- or 64-bit version of windows respectively.

Configure the application pool Time-out

By setting the application pool Idle Time-out period to zero, the worker process that runs the application won't close when not required to process requests. The first time the associated page is opened may be slow, but subsequent opening should be quicker, and remain so.

This assumes IIS 7.x:

- Open Internet Information Services (IIS) Manager.
- In the left-hand pane, expand '<Computer Name> (<User>)'.
- Click 'Application Pools'.
- In the middle-pane, right-click the relevant application pool > 'Advanced Settings...'
- In 'Advanced Settings', under 'Process Model', set 'Idle Time-out (minutes)' to 0.
- Click OK to close the dialog.

More information

Webpage is Slow to Open

<http://knowledgebase.triaster.co.uk/help-for-it-administrators/triaster-server/webpage-slow-open>

Meet Karen Walker

Software Quality Assurance



Fact File

Joined Triaster
December 2002

Before that
16 years at Yell in Reading

Professionally she is most proud of ...
My meticulousness and working as hard
as I can for Triaster and our customers

Hobbies
Rowing, singing, amateur dramatics
(musicals) and taxi-ing my
daughters around

Likes
Any food that I don't have to cook.
Seeing or doing something I haven't
done before

Dislikes
Anchovies, people who post open ended statuses on
Facebook and processing rechargeable expenses

Everyone at Triaster will always remember...
That she has 'famous' children who are always
in the Newspaper because of their great
achievements!



Karen has been at Triaster for over 10 years. Karen has primarily played a key role in Triaster's Accounts department over the years, however due to her fantastic eye for detail she has more recently moved into a product testing role. We asked her to talk about some of her experiences since changing roles:



I love working in Accounts and have been doing so since leaving full time education. However, having the opportunity to work in a completely different area of the business is both refreshing and challenging.

Since working in the QA team I have learnt so much about our product as well as our customer's needs and requirements. Everyone has been incredibly supportive and helpful. I really enjoy being the first to test a new feature and be in a position to sometimes give ideas and suggestions to enhance it.

To begin with the terminology was like a foreign language to me, but now I can both follow and understand what's being said at team meetings, and have been able to contribute to discussions.

I am looking forward to having an even greater knowledge of the software components and hopefully one day saying "wouldn't it be good if our software could ..." and create a new feature idea of my own.

Karen moved into Quality Assurance last summer and her main role in Triaster is to test future software releases. In this time she has gained a great deal of product knowledge and is now an expert in Alerts and Approvals. Coming from an accounts background, Karen will not rest until any discrepancies have been ironed out. With her great attention to detail and meticulous approach, she is a valuable asset to the QA team.

Andrew Ridgeley, Senior Software Developer
Triaster Ltd

Community Events

Jo Dolton reviews the upcoming calendar



Jo Dolton // Customer Relationship Manager

Triaster and our customers host a number of events as listed below. Many of these events are free of charge to organisations with a Trusted Partner Licence Agreement. Of course, all Triaster training courses can be delivered on-site, if you would like to discuss this further, please give us a call:

+44 (0) 870 402 1234 or e-mail customer.services@triaster.co.uk

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
21st Mar 2013	Customer User Group	All Triaster Customers	A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster. "Come along to our lively and interactive user group meetings and gain an opportunity to influence future Triaster developments as well as getting to know some like-minded people." Linda Spinks, University of Cambridge, User Group Chairperson	Openfield, Grantham
27th Mar 2013	Release Update Webinars	All Triaster Customers	An executive briefing from the Triaster Team looking at new features from Triaster, what's happening in the Triaster Community and what's coming up next.	Webinar
10th Apr 2013	itSMF UK- South West & South Wales Regional Group	Members or customers of itSMF UK	The regional meetings have interactive sessions and workshops, also Triaster will be demoing the new Triaster ITIL Library.	Everything Everywhere, Almondsbury Bristol
11th & 12th Apr 2013	AMHEC 2013 Annual Conference	Anyone from the Higher Education Sector who wants to discuss current issues and share best practice	Triaster are pleased to be sponsoring this year's conference which has a theme of 'The 2012 Legacy: Ability, Stamina & Performance - Fitness for Purpose.' The conference will reflect on experiences from 2012, what has been learnt, what's new and what does it mean for the future of higher education.	University of Chester
16th & 17th Apr 2013 17th & 18th Jun 2013 19th & 20th Aug 2013 21st & 22nd Oct 2013 9th & 10th Dec 2013	Triaster 2 day Training - Creating Maps for your Library	Anyone needing to map their processes	This training course covers the basic software skills needed to create process maps with Process Navigator and publish them to your Library. "The whole course was useful. I have been busy with Triaster for some 6 months - and I finally get the concept...before that I was just messing about really..."	Triaster HQ, Oxfordshire
24th Apr 2013 11th Sep 2013	Customer Experience Exchange	Existing Triaster customers and potential customers from all sectors	Each Triaster customer has a different experience of working with the solution. Both existing and potential customers frequently say how beneficial it is to hear and discuss how other customers are working with the Triaster Solution. That is what this event is about - three very different customers share their experiences.	Triaster HQ, Oxfordshire
22nd May 2013	New! Making the most of process mapping - useful, usable and used	Anyone interested in process mapping	These seminars will give you an insight into the creation of user-centric process libraries to support business process management and process improvement.	Triaster HQ, Oxfordshire

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
5th Jun 2013	Triaster Partner Seminar	Consultants interested in partnering with Triaster	The seminar will detail the Triaster Solution, how we work with our customers to create great Process Libraries and how you could work in partnership with Triaster to achieve the same success with your customers.	Triaster HQ, Oxfordshire
6th Jun 2013 15th Oct 2013	New! Solution update	All Triaster Customers	Keep yourself completely up-to-date with the latest functionality releases.	Triaster HQ, Oxfordshire
25th Jun 2013 14th Nov 2013	New! Maximising the use of your latest upgrade	All Triaster Customers on Server 11 or above	Now that you have had a chance to try out your upgraded Library, come along to understand the different configuration options and how they may best support your objectives.	Triaster HQ, Oxfordshire
11th Jul 2013	Triaster Customer Focus Day	Project Leaders interested in influencing the development of Triaster software & services	Customer Focus Days give the opportunity to workshop with Triaster development regarding both software and services and directly influence and impact the end results. "A golden opportunity to influence the development of the solution to deliver on your company objectives" Skanska	Triaster HQ, Oxfordshire
Dates TBC	Education Special Interest Group Meeting	Triaster Customers in the Education sector	Meeting users in the Education sector who are able to share, understand and solve each other's problems with process in this particular environment.	Venue TBC
Dates available on application	Triaster Training - Technical Workshop	Library Administrators, IT and Support professionals	The workshop answers in-depth all of the commonly asked technical questions about the Triaster Server installation; as well as providing plenty of opportunity for delegates to discuss their own systems. "I would recommend the workshop as it gives the attendees a good insight into how all the elements of Triaster piece together." Rob Fletcher, ING Direct	Triaster HQ, Oxfordshire
Dates available on application	Triaster Training - Process Discovery Facilitation	Anyone responsible for process discovery	Training that covers the skills and approaches that will enable you to successfully facilitate your Process Discovery workshops. (Triaster can also deliver on-site Process Discovery workshops.)	Triaster HQ, Oxfordshire

Following the success of the Triaster Launch Events and the Customer Experience Exchange during 2012, the team sat down to look at what we can offer our customers during 2013. We've come up with some exciting events which we hope will be interesting and informative, incorporating the opportunity to network with other customers as well as learn new skills. We will be covering updates on solution functionality for those who were unable to attend our Launch events last year, as well as workshops to run through the set-up of Alerts and Approvals, for those who have already upgraded.

For more information and registration for Community Events please go to:
www.triaster.co.uk/events

From the Community

Latest news & discussion

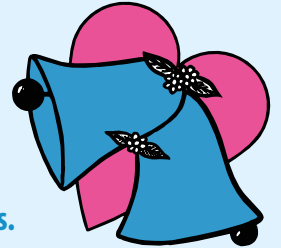


Travel Competition

We have received another competition entry! Thank you to Pauline Blake from University of Cambridge who sent in her image from Siam Square, Bangkok, Thailand.



Congratulations!
Another engagement!
Congratulations to Richard Cunliffe who got engaged over Christmas.



Don't forget to send your Travel Competition entry to customer.services@triaster.co.uk for a chance at winning a £50 Amazon voucher

Congratulations to Carma Cooper; Triaster, on her recent marriage – we wish you every happiness in your future together.

Client-knights fighting!



Steve Ward (NG Bailey) as the black knight, Sir Stephen Segrave, in a recreated 14th Century combat at Tamworth Castle. His opponent is Sir Guy de Boissey played by Chris Hughes.

Congratulations to Suzy Jearum, currently on maternity leave from Barclays Direct on her baby girl; Calli who was born on the 6 August weighing 6lbs13oz.



It was great to see Claire Lorrain; University of Winchester, appear in the February UK Excellence magazine, discussing the EFQM Excellence Model 2013.



Pedant's corner (or is it Pedants corner or Pedants' corner?)

Hi Emma

The first sentence of the last paragraph of the final page of issue 8 has caused much consternation and debate here. It reads "And so, as much as I feel it is to the Triaster team I must look for our success in the face of so much external adversity, it is to you, that I wish to offer the most sincere of thank you's."

It is the considered opinion of the "leave our language alone" club in Dean House (two grumpy people fighting a losing battle with Americanisms in their children's language) that the use of the apostrophe in "thank you's" is 100% incorrect, however, you as a plural of you would keep me awake at night for a long time. Both grump one and I think that the sentence should have been restructured.

What are your thoughts? Should I get a life?

CRAIG McCALLUM

HSE Management Systems Manager

HSE | Balfour Beatty Construction Services UK

Well, we went to Mike who wrote this sentence to see what he thought.

"Mmmm, I can only hold my hands up and agree with Craig. Because thank you is being used as a noun, it is probably only 99% incorrect to attempt to make it a plural with a 's. I for example would write "mind your p's and q's" rather than "mind your ps and qs", or "dot your l's and cross your t's" rather than "dot your is and cross your ts". That being said, on re-reading the sentence I find myself appalled I wrote it, and in retrospect wish I hadn't. It really should have been restructured and I will ask the editor to do better next time.

On the subject of getting a life, I think Pay and Display car parks rank up there alongside the incorrect use of the apostrophe, so I am thinking of starting a campaign ...
"Stop Incorrect Apostrophes and Pay and Display Car Park's."

MICHAEL COUSINS

Top Gear

Terry Giles; Barclays Direct, wanted to share a picture of his own pride and joy:



"A 1958 Series 1 Lotus 7 with a BMC A series 950cc engine. I bought it in 1974 and it has been with me ever since. I had it rebuilt in 2006 with the help of the original owner. It appeared in the October 2007 edition of Classic and Sports Car magazine to celebrate the 50th anniversary of the first Seven. I normally end up going for a run around the villages near Reading on all those weekends that are sunny and the roads are dry."

What a great idea!



It was a pleasure to read Spirax Sarco's recent End to End Newsletter, what a great idea to keep people in the loop. Not only does it contain updates about their team and their projects, but it also references Triaster events and other members of the Triaster community such as Openfield and Interserve.

Does anyone else do anything similar? Let us know by e-mailing customer.services@triaster.co.uk

Leadership Models

Thoughts on "Team" versus "Task" focussed leadership



Michael Cousins // Managing Director

Are you responsible for leading or managing a team? If so, perhaps you are running a project to create a Process Library and have a team of 2 or 3 people that look to you for direction or guidance, or perhaps you are responsible for a large team that is driving process improvement across an enterprise.

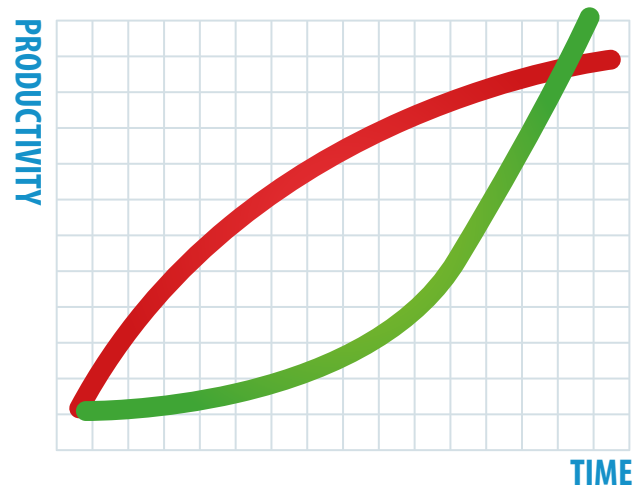
One of the key success factors in any Triaster implementation is the continued and active involvement of a senior sponsor. We see an almost 1-1 correspondence at Triaster with projects that have such a sponsor and are successful, and on the other hand projects that have inactive sponsorship and are not as successful.

So, what are the leadership behaviours that create success in the context of a Triaster implementation? And are the leadership behaviours that help create the initial success the same behaviours that are required to sustain that success?

I stumbled across an interesting model recently that may help shed some light on this question. In the chart, the red line is a task-focused leadership model, the green line is a team-focused leadership model.

Task focus is often time-driven; many of you will have heard things like "we need to get this process published by the end of May..." or "this has to be done by the time the auditor arrives next month." Time-driven leadership is a great way of producing results quickly and can often be necessary to get to the first Go Live in any reasonable time frame.

Team focus is often "emotion-driven", many of you will have heard things like "when we launch this Process Library, it will be fantastic, something we can all feel very proud of" or "the American office has been looking at what we've been doing and think it is the best thing since sliced bread – well done!".



In the chart, the green line (team focus) seems to get off the ground more slowly, but then accelerates and in fact keeps gaining in productivity long after the task-focused project has stalled or the team has burned out for always being against the clock.

Task-focused leadership is all about the delivery. It is about tight schedules; ROI; interim reviews; active, close call management; task, rather than responsibility, delegation; and regular performance appraisals against target.

Team-focused leadership is all about the team members. It is about understanding individual motivation; taking time to understand if people feel good about their role; giving honest and straightforward feedback, good and bad; celebrating success; sharing and learning from failure; and fostering mutual support and care.

Which is best? Different approaches are required at different times and with different teams. But on balance, I would say in established organisations (the bulk of Triaster customers), the team-focused leadership model will by and large work better more often. And if I think about the projects that I personally feel are the most successful, then actually all of these had a predominantly team-focused leader.