

The QuBE Dialogue Sheet

A diagnostic tool developed for the QuBE project

by Clive Holtham and Nigel Courtney at Cass Business School, City of London

About Dialogue Sheets

The Dialogue Sheet is a new learning method developed by four leading Swedish Universities in collaboration with Stanford University. It has also been used in leading firms such as SAS and Philips to catalyse and embed desired change. Dialogue Sheets have been extensively used at Cass Business School, City of London on a wide variety of courses.

You will work in your groups with a large poster-size document – the dialogue sheet. The aim is jointly to develop understanding of a given topic through discussion and consensus. It is not about one strong person's view taking over the group. Within the time allotted you can organise your time as a team, as you see fit.

Experience shows that a full session requires at least 2.5 hours. A sample session tackling (say) questions 1, 3 and 7 will need about 45 minutes. In either case allow extra time after the group work for teams to look at each other's work.

Please note Question 3 relates to the words/concepts around the border. You each select one of the words individually, then decide the one(s) for team discussion. The team member nearest that word leads a discussion on the word.

The Quotes list for Question 7 is overleaf. Please write your responses to the quotes in the centre of the dialogue sheet.

At the end each sheet should be photographed as an official record and/or for transcription.

Please all read these starting instructions

1. This is a "dialogue sheet" – a table top thinking tool for sharing, exchanging and evolving thoughts and ideas, rather than presenting the "winning" arguments.
2. There are several tasks and questions on the large sheet of paper in front of you. The one closest to a task or question reads it out loud – and takes the notes.
3. The dialogue sheet is your note pad. Write on it, make sketches and drawings etc. to document your team's discussions.
4. Consensus is not necessary – but all opinions should be listened to and made visible in the notes.
5. In the middle there is a "reflection space" – here you can write down observations you make or insights you have or are struck with during your work.
6. At the conclusion, please write your name in the panel beside Q10, and record your team's view of the session. Thank you.

Quotes (Question 7)

“It is not necessary to change. Survival is not mandatory.” *W. Edwards Deming*

“Progress lies not in enhancing what is, but in advancing toward what will be.”
Kahlil Gibran, “A Handful of Sand on the Shore”

“The pessimist complains about the wind.
The optimist expects it to change.
The leader adjusts the sails.”
John Maxwell

“Excellence in education is knowledge placed in the service of a better future”. *Tony Halpin; The Times, 16 Feb 2006*

“If in the last few years you haven’t discarded a major opinion or acquired a new one, check your pulse. You may be dead.” *Gelett Burgess*

“To improve the quality of your service, lower client expectations or raise their perceptions.” *David Cottle*

“Most of us are willing to change not because we see the light, but because we feel the heat.”
From the AICPA marketing Conference 1988

“Quality is never an accident; it is always the result of intelligent efforts.” *John Ruskin*

“We are what we repeatedly do. Excellence, then, is not an act but a habit.” *Aristotle*

“Quality is free, but only to those who are willing to pay heavily for it.” *Philip Crosby*

“The bitterness of poor quality remains long after low pricing is forgotten.” *Leon M. Cautillo*

“It is a funny thing about life: if you refuse to accept anything but the best you very often get it.” *W. Somerset Maugham*

“Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for.” *Peter F. Drucker*

“Even though quality cannot be defined, you know what quality is.” *Robert M. Persig*

“Quality is not something you install like a new carpet or a set of bookshelves,” he would say. “You implant it. Quality is something you work at. It is a learning process.” *from an obituary of Edwards Deming; Washington Post, 21 Dec 1993*

“Quality is such an attractive banner that sometimes we think we can get away with just waving it, without doing the hard work necessary to achieve it.” *Miles Maguire, Quality Progress, Oct 2000*

“Improving quality requires a culture change, not just a new diet. Not having a common understanding of quality puts more pain into an organisation than anything else I have ever known.” *Philip Crosby, 1989 “Let’s Talk Quality”*

“Quality: characteristic or standard measure of excellence; basic characteristic of something. Quality is a measure of the degree to which something meets a standard.”
Jack P. Friedman; Baron’s Dictionary of Business Terms