

2 Oliver Road,  
Southsea,  
Hants.,  
England,  
1.11.71.

Dear Mr. Miles,

Development of Value Analysis

In the summer I met Mr. Mudge, Value Engineering Manager of Joy Manufacturing Co., at a lecture he gave to the Scottish Value Engineering Association. Later I wrote to him to ask for some information he said he would send. At the same time I asked him one or two questions about the development of VE and he suggested that I should write to you.

I would appreciate your help on the following points which would be of value to me in the preparation for a thesis I am writing for the Diploma of the British Institute of Work Study Practitioners on "A 'New' Approach to Management Training".

1. Did you have the help of psychologist when developing Value Analysis, in particular in the area of idea generation, or was this achieved through your observation and analysis of problem solving as an Engineer?
2. Have any books been published on Value Techniques applied to administration and organisation? Could you recommend any titles?
3. Have any advanced books been published on Value Techniques? Many I have read in recent years are very useful for those who wish to understand the philosophy and methods, and looking at the technique for the first time, but those who have an interesting task to do in developing the technique in their own organisation have difficulty in finding out how others have extended it's use.

Perhaps the only extension of ones knowledge on VE is through it's use in the field.

A brief background to my interest in VE may be of use. When on a 10 week Work Study Course in 1966 I listened to a 3 hour lecture on the subject and it left me 'cold'; the only difference I could see was that it was applied to product design but no real difference to Method Study. During the course I went to Glasgow University one evening to listen to Howard Leslie of Value Engineering Ltd. and it did seem, with his enthusiasm, that it may have some uses! After my course I returned to the Royal Dockyards Technique School to teach techniques. We included VA as one of our courses and, after my own training with Value Control Ltd., London, I was responsible for taking over these courses.

After some time I found that my VA course(1 week), with a 2½ day syndicate problem brought by course members, was producing a higher quality solution to problems than 2 week Method Study Courses and 2 week O & M. As I was directing all courses it could not be influenced by different lecturers. I decided to introduce a day on VA on the 2 week courses and 3 days at the start of our 10 week Work Study courses. In itself it proved useful but, although I had explained how the VA philosophy and methods could be used during Method Study, course members were finding the same difficulty as I had found a year before, it was a product design technique, and difficult to blend with M.S.

Analysing the problem further I posed the question "Why should VA be more successful than other investigation techniques, such as Method Study?" I decided that three things were important, 1. Function. 2. Speculation. 3. The philosophy and teaching approach. VA shows 'how' to find the heart of the problem and 'how' to generate ideas. It does not assume that these steps are obvious to any person with a little sense as is the case in M.S., etc. If I was correct then it should be possible to drop the term VA, teach Function and Speculation, and overcome the rather large road block that VA was for the designer. We gave these sessions the title of Creative Thinking. The theory worked in practice and students were able to use the approach with other techniques, towards the end of the course a session was given on VA.

It was interesting that in my last 10 week W.S. course we devoted the first 4 days to Creative Thinking, 2 design, 1 O & M and 1 M.S. problem was brought. They received no instruction at this stage in Charting, Critical Examination Sheets or Evaluation techniques. I assumed that if they were not capable of collecting information and evaluating decisions that they would not have reached their level in the organisation. The most important thing was to get them out of the rut all of us fall into over the years through no training in 'thinking'. The quality of their solutions was of a higher standard than that achieved by previous courses at the end of 4 weeks, where they had spent two weeks in the class room and two weeks on a syndicate project out in the field.

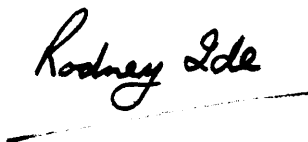
This was only possible because of the technique which you developed which, I can see now, did not take an existing technique such as Method Study and extend it, but did develop a really NEW approach to analysing and solving problems. Not only saying you should think up ideas, but gave the stepping stones leading to success.

I have been undertaking a study into the work of many workers in the field of Creative Thinking and it is interesting to see that they have great difficulty in getting their approach over to others and that some leading consultants in the U.K. and the States in Decision Making Techniques look down on the separation of thinking and evaluation, as you suggested.

If you are able to help me in a small way I would appreciate it very much. I do realise that you have a great number of commitments and that time may not be available for you to reply.

Through your development of Value Analysis you have made a considerable contribution to the business world but, perhaps greatest of all, through your work, you have made it possible for many thousands to tap unknown resources within themselves which has led to increased satisfaction in their work, including myself!

Yours sincerely,

  
Rodney Lide

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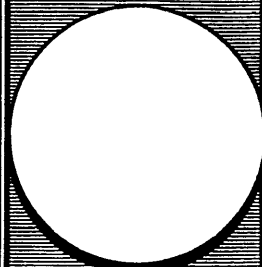
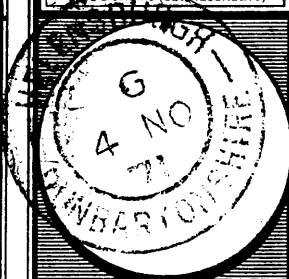
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