

1 January 2020. What a date to start writing this *12 Days* update for you! Will I finish it and be able to distribute it today? I doubt it—there is *a lot* that I know I would like to share with you, and I may well think of yet more while I'm writing it!

Yesterday (New Year's Eve), when I started to think about what to cover in this update, I couldn't help my mind wandering back over the years. I guess that's not at all uncommon at the end of a year, let alone the end of a decade! So yes, I thought back over the decades, and soon started feeling I wanted to share some of those thoughts with you. If you're too busy right now, no worries—wait till you can take a break, get yourself a cuppa, put your feet up, and get comfortable!

I'm now 77 years old, and so I first saw the start of a new decade on 1 January 1950—though I don't imagine I thought of it in that way at the time! But here it does seem a good place to include in just a single sentence: 1950, the year that Dr D first brought his teaching to the Japanese and made such an impact that, before the year ended, JUSE had already created their Deming Medal in recognition of the unique value and importance of his teaching.

So straight on to the decade beginning in 1960. This section of my recollections has to be a very personal one.

1960 was the year when I went to the University of Nottingham as a student in their Mathematics Department. It was a pretty standard course for its time in Pure and Applied Mathematics. But, looking back, by far the most vital aspect for me turned out to be the one thing which *wasn't* standard for its time: the choice of one of maybe ten possible options to include during my first year. I chose Statistics: pretty new at the time—so new that I hadn't even *heard* of the subject during my school-days and at the time it also didn't exist anywhere else in the Department's undergraduate syllabus! Consequently, that optional first-year course which I chose was taught by a Lecturer from the Economics Department. I loved it! So much so that when, three years later, I was invited to stay on to embark upon a PhD, I insisted that it *had* to be in Statistics despite the fact that there were *still* no statisticians on the Maths Department's staff! (Later in the decade I became their first Lecturer in Statistics.) That was a problem for the powers-that-be since the rules insisted that PhD students be supervised by a member of the Department's staff. However, some strings were pulled and permission was eventually granted for me to be supervised by that same Lecturer from the Economics Department who had introduced me to the subject in 1960.

I was also pretty lucky in who that young gentleman turned out to be: the brilliant Clive Granger, later to become Professor Sir Clive Granger who in 2003 was awarded the Nobel Prize in Economic Sciences in recognition of the contributions he had made to time series analysis.

I've mentioned all this to you for the simple reason that, had I not made that particular choice of first-year subject in 1960, the truth is that I wouldn't be writing this update to you now: indeed, *12 Days to Deming* wouldn't exist, and I would almost

certainly never have even *heard* of Dr D during my lifetime and you would almost certainly never have heard of me!

Don't misunderstand me: I'm not saying that I learned anything of Dr D during the 1960s. Of course not. Like just about everybody else in the Western world, his name was wholly unfamiliar to me during the 1960s and, in fact, during the 1970s as well. Scarily enough, that could also have remained true even during the 1980s had it not been for the intervention of one Bill Conway, then CEO of the Nashua Corporation. But I don't need to tell you about that here—I've summarised the history in the afternoon of Day 1 of *12 Days* and more briefly in my "Welcome to *12 Days to Deming*" booklet (which is also attached to this e-mail).

Thankfully therefore, 1980 was actually the start of the big "Deming decade", the time when, effectively through his own personal commitment, his teaching reached many, many tens of thousands of people through his four-day seminars. It is worth reminding you that he himself was already in his 80s throughout almost the whole of that decade!

He was, of course, still going in 1990, although age was now beginning to take its toll, and his health and energy were failing. Nevertheless, when he did eventually pass away in December 1993, it was just ten days after completing a four-day seminar in California!

I move on to the year 2000: a new millennium. And for me it was a pretty awful start, and for more than one reason. Firstly, after some three years of struggling following severe harm caused by a very unfriendly and underhand takeover attempt by some very unfriendly people (mainly consultants), the British Deming Association had to close down. On a personal basis, and coincidentally almost at the same time, my first attempt to write some distance-learning material on Dr D's work also abruptly ended! The reason was this. As you may know, around 1986 (after some four years of full-time leave of absence from the University of Nottingham) I was encouraged by Prof Tony Bendell to take on a part-time appointment in the Quality Unit which he had set up at the Nottingham Trent University. One of the attractions was that the Unit had an ongoing contract with Financial Times Management to produce distance-learning versions of all of its courses. I *liked* the idea of writing material on Dr D's teaching which could automatically become used on a worldwide scale! At the time they were already working on converting their first-year courses. As my teaching was for a later year, my turn wouldn't come for a while. It was the summer of 1999 when I really got down to work on the distance-learning material. I'd never experienced distance-learning material previously, either to study or to write, so it took a while for me to get going, but eventually I was making some good progress. And then, out of the blue, early in 2000, Financial Times Management cancelled the contract! Who knows why? Not enough profit for them, I suppose. Anyway, as that was around the very same time as the BDA closure, and subsequently my getting myself organised as a one-man limited company (unsurprisingly called "The Deming Dimension Ltd") in order to continue my public and in-house seminar work (thanks in particular to Rolls-Royce and especially my friend Stuart

Swalwell for helping me through that time), my distance-learning draft got packed away—I imagined never to be seen again.

I retired at the end of 2004—no way was I going to emulate Dr D by continuing to work until I dropped!

So on to 2010. Tonie and I had moved to a beautiful home in Cornwall in 2007 and I was wholly enjoying my retirement.

Then, early in 2012, an e-mail arrived from my old friend Richard Capper. Those of you who have read my Preface in *12 Days to Deming* will already know why he wrote to me. In brief, in 1992 Richard had set up a little consultancy bravely named the Universal Improvement Company. He was always keen to instill some significant amount of knowledge and understanding of Dr D's wisdom in his staff and thus in the company's clients and, as part of this, he always sent recruits to his staff through my public seminars. These had, of course, now been non-existent for over seven years, and he was hoping I might be able to drag myself temporarily out of retirement to provide some seminars for those of his staff who had joined the UIC since I retired. But I knew I was already far too rusty to even begin to think of that; However, our correspondence did eventually result in my searching my attic for that distance-learning draft material which I'd abandoned in 2000, and thus *12 Days to Deming* was born.

So, in my journey through the decades, here we are in 2020. Well, obviously it's a bit early to tell you the details of what happens in this decade—but I'd like to think that people like you and me, working together, might just be able to do some things which could affect those details.

But first, after all this looking back over the decades, let's try fast-forwarding a decade. 2030. What then? As far as I personally am concerned, I may well be dead and gone by then. Well, that doesn't matter. After all, as I've said, I *am* already 77, in addition to which the NHS has kindly been keeping me alive ever since 1986 with medication to counteract high blood pressure! But what I *am* worried about is the possibility that, at least as far as this country is concerned, the remnants of Dr D's teaching and learning may also effectively be dead and gone by then. And that most certainly *does* matter. Let's look at some facts.

It might be regarded as encouraging that in Britain we still have three organisations or groups with Dr D's name in their title. There is the Deming Forum, headed by Hazel Cannon, which took over some aspects of the British Deming Association's work and much of its materials when the latter closed down early in the year 2000. That included the 30-odd BDA Booklets, several of which I wrote and all of which I had edited and prepared for publication. I think the Forum has added one or two to the set since 2000. (The booklets are now referred to as the "Famous Deming A5 Booklets" on their website.) Hazel tells me that she has provided complimentary copies of many of these Booklets to help people learn, particularly Deming Alliance members, and I was of course pleased to know that. Plenty of books are also avail-

able for sale from the Forum. But in recent years I have seen very little about *activities* such as seminars etc provided by the Forum and I know that their annual conferences ended with the one in 2013. Regarding the Deming Alliance, not only have I been disappointed about the enormous delay in *12 Days* going public caused by the SEO saga, I have also become very disappointed at the lack of interest by Alliance members in the course itself—which contrasts starkly with endorsements by people who have asked me to send them the course during the past couple of years or so, some of which you can read on the final two pages of the Welcome Booklet. In fact, Luca told me long ago not to expect Alliance members to be very interested in the course since, in effect, they were all familiar with Dr D's teaching already (maybe those complimentary booklets had done too good a job!). Another senior member of the Alliance expressed this by saying that they all "know SoPK already". I'll leave you to draw your own conclusions about that statement except to say that the word "arrogant" did cross my mind—it's certainly not a claim I would make for myself. Oh yes, he did also say that I could depend on those members to "promote" *12 Days to Deming*. But how can anybody "promote" something of which they have had no experience?

The third British group which has Dr D's name in its title is the "Deming Special Interest Group" ("DemSIG" for short) of the Chartered Quality Institute. Obviously the CQI is *the* main recognised organisation involved with "Quality" in Britain. *But...* The CQI publishes a members' magazine entitled *Quality World*. I do not avidly read everything that's in this, but I have to say that it is a very long time since I have ever seen the word "Deming" within it anywhere other than in mentions of meetings of the DemSIG. I suppose the very term "Special Interest Group" implies that what it does is of no relevance to the general membership. Indeed, my friend Alan Hodges (who was one of my very useful helpers and "feedbackers" over the years while I was developing *12 Days*) has recently taken over leadership of the DemSIG, and tells me that its meetings are invariably only attended by a few "old faithfuls". Alan is, of course, keen to attract newer blood into the group and would very much like the CQI to become a sponsor of *12 Days*, i.e. make the course available via their website. However, in view of what I've just said about the organisation, I doubt whether there's much hope of him being able to persuade the powers-that-be to do that, though I'd love to be proved wrong.

So, with all this in mind, what likelihood is there of any of these three "Deming" organisations/groups still even being in existence in 2030? Unless... Yes, you know what I'm going to say! Unless they become sponsors of *12 Days* and use it to attract *new blood* to become Deming learners via the course and thence to attract others to also get involved. When I attended a UIC (Richard Capper's organisation) conference in 2016 I was asked: "What do you hope *12 Days to Deming* will achieve?" My answer summarised in just three words was "A Pyramid Effect". I believe that this really is a way to get things moving again as—*please* everyone!—we surely need to do.

Let's face more facts. As I've already pointed out, people learned about Dr D's unique wisdom during the 1980s in particular through his own personal efforts via his incredible four-day seminars. But it's now 27 years since he died! That obviously implies that nobody now aged, say, 45 or less ever had the chance to benefit from his teaching in that way. No wonder the remaining few "Deming groups" largely consist of the "same old faces", "the same old faithfuls"! So really, unless there is some kind of radical change, what is their future?

People involved with the Deming Institute in America have been making a variety of valiant efforts to attract new blood, and their website is always worth a look. That includes some attempts at recreate the four-day seminar. But it was Dr D's own superb teaching along with his undoubtedly unique personality, presence and "charisma" which really *made* his four-day seminars. And even then, for the large majority of people (initially including me—see page 7!), that authentic original four-day seminar still wasn't enough to make a *real* difference. So what chance do mere imitations of his four-day seminar have—even if they include some video material of the man himself?

As I've been writing all this, several more thoughts have come into my mind about what I should include in this update. But I've written all I can manage today. So: to be continued ...

2 January 2020. Overnight I've been thinking more about Dr D working so hard during the final 14 years of his life, repeatedly travelling far and wide in America and, before long, further afield including Europe, Australia, New Zealand, etc, delivering those four-day seminars. Really, what an incredible trial of strength! (Apart from anything else, just think of the jetlag!) What happened in them? For the benefit of those of you who do not have a copy of the course, here's the final paragraph of Day 1 page 3:

"I'll briefly describe the style of the four-day seminars for you. Basically, except for the breaks, Dr Deming spoke from 9.00 to 4.00 each day (except for finishing a little earlier on the final day so that the delegates could get back home). Then the delegates would split into Working Groups to deliberate, often long into the evening, on a choice from a large selection of topics and questions that Dr Deming had compiled. This is where assistants like myself would be busy helping the Working Groups, and then later designing and organising a programme of feedback from the Groups to be presented the following morning for the hour before Dr Deming resumed his teaching. However, he was always there: watching, listening, learning."

Just think: four consecutive days of entirely solo presentation from 9.00am onward. I implied something yesterday about feeling my age because of being 77 years old. But *he* was already two or three years older than I am now before the very *first* of those years of four-day seminars! If my musings yesterday about 2030 do actually come to pass, they would hardly be adequate reward for his gigantic efforts, would they?

So *why* should it be that, after really such a relatively short length of time has passed since then, and recalling the great popularity of those seminars, there is danger of his teaching now being ignored and soon forgotten? For, make no mistake about it—delegates found those seminars enthralling and unique experiences. On page 38 of Day 1 I recall his first four-day seminar in London which was held in the summer of 1985, and is when I first met him. During the first day there was a great deal of puzzlement: what he was saying was not *difficult* to understand—but it was so *different!* I won't repeat here my whole account of that seminar, but here is how that account ended:

“So much of what was wrong about the “current reality” was being exposed, and a picture of a better way was beginning to form. There was still some cynicism, but by the third day there was little evidence of it. And, on the fourth day, people realised that this was an unexpectedly special opportunity for learning that was nearing its end.

And a lot of them didn't want it to end. Initial thoughts of the need to form the organisation which eventually became the British Deming Association resulted from numerous pleas to me from delegates on the final day of both the 1985 and 1986 London four-day seminars for opportunities to continue learning—because, at that time, in Britain there were none.”

It took many years for me to realise this, but maybe in that final paragraph there lies a big clue so to *why* enthusiasm for his teaching has now grown so feeble. Those four days were *exciting*—toward the end of such a seminar many delegates would say things to me like “This week, Dr Deming has shown us a whole different world of managing and working and, indeed, living.” And they liked the look of that different world—and wanted more of it. But, for the vast majority of them, there *was* no more. The following Monday they were back in the old world again, full of all the stuff that Dr D had convinced them was wrong, and *why* it was wrong. And what could they do about it? Apart from the very rare exception, *nothing*. Those four days, exceptional though they were, were *not enough* for what he was saying to penetrate into them so deep-down that they had the confidence to talk to others about what they had learned or to begin to figure out how to take some initial steps toward that different world which had so inspired them during that never-to-be-forgotten week.

Yes, before long the BDA did come into existence and it did some good work, especially in the numerous Research and Study Groups which sprang up under its umbrella. And I and others were soon doing our best to present introductory seminars, both in public and in-house, on Dr D's teaching. They were generally well-received and attracted very respectably-sized audiences. But it still never entered my thick skull—nor anybody else's—that this was still only a tiny contribution to what was *really* necessary—which was *much* more substantial, deep-down learning. We were still just skimming the surface. And, relatively speaking, *so was Dr D* in his four-day seminars—though, without doubt, nobody else could have achieved anything like as much in the minds of the delegates as he did in just that short period of time. He was, after all, talking about “total transformation of the Western

style of management”: and four days is a pretty skimpy amount of time to tackle that!

There was also a big clue—but again unrecognised for many years afterwards—in what happened to me back in 1985 and 1986. After that first seminar in 1985, I had very mixed feelings. I was really attracted to much of what Dr D had said during that seminar—but in my mind it was still all in bits and pieces. In *12 Days to Deming* I sometimes liken Dr D’s “theory of management” (as he would call it) to a big jigsaw. But at the end of that first seminar, all I had done was pretty much open the box and sprinkle the pieces on the table. Maybe I’d found just a few side-pieces which I could fit together, but that was about it.

A few months later I attended a four-day seminar in America (in Detroit, I think). That was an eye-opener—not the 90-odd delegates that had attended the London seminar: more like 500 which was all that the enormous hall could accommodate! By then, that was an entirely typical size of audience which Dr D was attracting in the States.

And my learning there took some big steps forward. Lots more pieces of the jigsaw started fitting together, some from what Dr D said during that seminar and some from those that I met who had now been working with Dr D since early in the decade. I’ll always be especially indebted to Brian Joiner who invited me to spend some time visiting him and working with great people (such as Peter Scholtes) in Joiner Associates Inc in Madison, Wisconsin. In particular, they introduced me to the “Joiner Triangle” which, over the next few months, helped me to put *many* pieces of the jigsaw together by showing how Dr D’s famous 14 Points for Management—initially seeming so disparate and separate from each other— could actually *all* be built upon the same solid foundations as each other. As far as I know, Dr D never referred to the Joiner Triangle in his teaching, but it proved so illuminating to me that it became the basis of the first of the two major projects in *12 Days*, occupying the afternoon of Day 4 and the whole of Day 5.

Then in the summer of 1986, Dr D was back in London to present his second four-day seminar there (to a considerably larger audience than in 1985!). And that was it! So many pennies dropped for me during that seminar—at *last* I was beginning to see how it all fitted together, how one thing led to another, the *pure logic* and *great good sense* in everything that he covered in that seminar. I was hooked!

But note how long it had taken me. Not one, not two, but three of his four-day seminars. Do you see some connection?! As I’ve said in my Preface to *12 Days*,

“If it took $3 \times 4 = 12$ days of Dr Deming’s own teaching for his wisdom to begin to get through to me, how or why should I expect anyone else to need anything less?”

During my ruminations (starting on New Year’s Eve) about the past, the following fanciful thought has come into my mind. Suppose by some magic that I could have produced *12 Days to Deming*, say, 25 years ago, i.e. soon after Dr D had passed away. And then suppose that, instead of spending so much of my time travelling around

presenting (usually) one-, two- or three-day introductory seminars all over the place, I could have offered a series of four three-day events respectively covering the four quarters of *12 Days to Deming*, including, of course, all the *active-learning* tasks for the delegates to work on in order to consolidate their understanding. Then, I honestly believe, the delegates who would have experienced that amount and kind of learning would *not* have allowed interest in Dr D's teaching to slip into the background as it now has. I believe that that amount and kind of learning *is* (unlike my more flimsy efforts or even Dr D's four-day seminars themselves) sufficient to begin to get the good sense and potential of his wisdom so deep-seated in their minds that they would *never* let it go but would work like H--- to spread that knowledge and good sense around so that Dr D's teaching would now have become mainstream in the management colleges and thus in the way that many companies and other organisations are led and managed today.

But our job today is, of course, more difficult. No longer is Dr D around so that his skill, personality and charisma can stimulate the attraction needed to produce the "interested newcomers" for whom I have primarily designed *12 Days to Deming*. So I'd like to suggest that, hopefully, that's now your job as well as mine.

As you know, in my main December *12 Days* update, I proposed that (seeing that the Alliance's attempt to convert my material into a format suitable for SEO had failed) my original thought of making the material (unaltered) directly downloadable via a website could surely be adopted not just by a unique "publisher" but by any number of supporters or sponsors doing the same via their own websites. I haven't had any personal experience by which I can define exactly for you right now how exactly is the best way to do that. But several people have told me it would not be at all difficult for those who are reasonably used to website design, etc. And indeed, within about a week from distributing that update, two volunteers to host *12 Days* on their websites had already e-mailed me. The first was Richard Capper, yes, the founder of the Universal Improvement Company. He said he had checked with knowledgeable colleagues who had assured him that the material could be made available via the UIC's website within about ten days. His polite enquiry in 2012 asking me "Exactly *how* retired' am I?" has now resulted in the UIC offering to host *12 Days* on their website! Then, the very next day, came a typically brief e-mail from guess-who? It read: "Henry, We are working on this. Don". Yes, that was none other than Don Wheeler! SPC Press are willing to host *12 Days to Deming* on their website! Again Don was sure it could be organised in just a few days.

Now, because of the change in arrangements, I need to make a number of revisions to the *12 Days* material before it goes public in this new way. I also need to discuss with Don exactly how to deal with copyright matters etc in this new situation. If anybody can advise me on such things then Don and Fran Wheeler certainly can, with their knowledge and experience arising from some 40 years as professional publishers with their company SPC Press Inc (who, as most of you will know, published my book *The Deming Dimension* in 1990).

Christmas activities then, of course, interrupted the flow, but now I'm ready to get back to it. Firstly I need to pick both Richard's and Fran and Don's brains to put together some advice which I can give to any others of you who may also be interested in hosting *12 Days* in the same or similar way. As I said at the end of my update a month ago, "the more the merrier"! Having *12 Days* available from a number of different websites will immediately publicise its existence to a much wider and more relevant selection of potential learners than restricting its availability to just one source (SEO or not!). Of course, as I implied earlier, I hope that the Alliance will still be willing to make the course available via their website although now in this shared role, and I've said already that Alan Hodges will try to get the CQI interested. I've also raised the possibility with Hazel at the Deming Forum. However, with the obvious exception of SPC Press, these possibilities are all in the UK. But the world is a big place! There are, of course, a number of you on my distribution list for these updates who are based in other countries, so please consider the possibility of similar sponsors in your part of the world. The obvious advantage of "the more the merrier" sponsors or hosts is that people who are already familiar with the relevant websites are far more likely to have a look at the *12 Days* material if it's available via such a familiar website than if, as has so far been the case, it's only available direct from me.

I'll need to put together some straightforward guidance on how this expanded project needs to be handled. First and foremost, I don't want to mess around with formal legal documentation—I want things to be simple, sensible and straightforward. I hope very much that this will be possible because of the fact that I am now simply making the course freely available over the internet rather than involving the need for any money to change hands in any way. I just want to come up with guidance which simply makes sense, such as your agreement to make revised versions of files available from hosting websites if and when I produce them. I would also, of course, like to take a look at what will be on your website to introduce its visitors to the material—I suggest you could find some (or maybe all!) of what's in the Welcome Booklet to be useful in this respect. (Let me know if you'd like me to send you a DOC file to help you with this.) Please give me your reactions and comments about this whole approach.

Indeed, I will welcome *all* comments, ideas, suggestions on all these matters, and anything else of relevance—and the sooner the better, please. As I said, I am already working on revisions of the material to take account of the changed circumstances and, at a guess (hopefully not *too* optimistic after all the years that have passed since the work began!), might have that complete by the end of this month. Obviously, both the UIC and SPC Press are keen to move quickly with their websites and I don't want to hold them up any more than is absolutely necessary.

If you don't have access to any suitable websites or any appropriate contacts for that purpose, there are still things that you can do. An obvious example is to use appropriate internet contact mechanisms to spread awareness of the availability of *12 Days to Deming*. For the time being you can, of course, refer interested people direct

to me via my e-mail address. This has only been done twice so far—first by my friend Mitch Beedie in this country and then by Allen Scott, a consultant in America, both to their contacts via LinkedIn. In both cases I received about 50 requests. What I've then done is to send the people concerned the Welcome Booklet and offered two ways of my sending the course to them: either via WeTransfer or as attachments to a series of four e-mails (in order not to conflict with most systems' restrictions on the size of attachments). But such details will, of course, not now be relevant. What *is* relevant is that just two people bothering to tell their contacts by such a simple "publicity" method has resulted in nearly 100 new people now having the course—and, incidentally, producing the majority of those endorsements that I have reproduced at the end of the Welcome Booklet!

3 January 2020. I have now carefully read through what I've written during the past two days and have hopefully corrected at least most of the many typos and other mistakes that were there. If you spot any errors in factual material that I've included then please don't hesitate to let me know, and I'll try to set the record straight in future updates.

I have just two more things to add.

Firstly, some concluding thoughts. Over the years while I have been developing the *12 Days to Deming* material, I've had enormous help from a group of people who repeatedly read my drafts and gave me extensive and constructive feedback. Without their help, the material would be nowhere near as good as it now is.

So it was *lots of people working together with me* that has produced *12 Days to Deming*. Likewise I now need *lots of people working together with me* to get this important learning and teaching out there into the big wide world—and thus, in particular, to ensure that my earlier miserable musings about the year 2030 turn out to have been completely wrong!

Please, please help me—in any and every way that you can.

And lastly, a final brief extract from *12 Days to Deming*. Much of Day 6 is devoted to an account by Jim McIngvale (known as Mack) about how Dr D's teaching had affected Gallery Furniture, the company in Houston, Texas which Mack founded in 1980. Here is how Mack's account ended:

The last time

In finishing, I'd like to talk about the last time I saw Dr Deming. My son James was very young back then in 1993 and he went to that seminar with me. It was a four-day seminar. At that time Dr Deming was 93 years old, he weighed less than 100 pounds, and disease had pretty much ravaged his body. He had a big oxygen tank on his belt, and they were pumping oxygen into his nose. And he did this seminar all day Tuesday, all day Wednesday, all day Thursday. Friday was the fourth and final day there in Houston. We were sitting up towards the right of the front row. He did the first hour and a half's lecture that Friday morning. He was coughing and wheezing, having a hard time getting through his notes, and shaking. And came time for the first

break there at 9.30 in the morning. One of the seminar participants came up to him and said: “Dr Deming, you’re old, you’re tired, you’re sick, you’re coughing and wheezing”. He said: “Why don’t you cancel the next six hours of the seminar, and go home and get some rest?”. He said: “Nobody will get upset. Everybody here will understand. Why, why, why are you doing this? Why are you punishing yourself?”. I’ll never forget—Dr Deming looked him in the eye and said:

“I’m doing this because I have a responsibility to make a difference.”

And Mack concluded his account with just three little words:

We all do.

I wish all of you a very Happy New Decade. Let’s help to make it so.

Henry