



Templeton Bulletin

February/March 2007

Scenario for Success

Friday, February 02, 2007

Associate Fellow Dr Angela Wilkinson takes over the directorship of the Oxford Scenarios Programme as of the session held on 05–09 February. Dr Wilkinson joined the James Martin Institute for Science and Civilisation in April 2006 and is currently Research Fellow in Scenario Planning and Futures Research at the [Saïd Business School](#). She works closely with Fellow in Strategic Management Rafael Ramirez (who as previous director of the Scenarios Programme was responsible for the successful launch and development of the programme) and with Associate Fellow Kees van der Heijden. Over the past decade, Angela has worked on a broad range of scenario and strategy projects on behalf of Royal Dutch Shell and its strategic stakeholders. In addition, she has directed several ambitious public-private initiatives, aimed at using scenario-based processes to effectively frame and address global concerns, such as AIDS and the ongoing availability of water.

The programme will also be benefiting from a new positioning and an approach based simultaneously on action learning and the development of conceptual capabilities. 'My passion,' says Angela, 'is that scenarios, practiced well, can provide the real-time bridging between thinking, learning and action that we need in today's world of "wicked problems and uncomfortable knowledge". Rather than divorcing challenges from the contexts in which they arise, scenario thinking and planning can help empower organisations to think about how they might reshape the contexts (and thus challenges) they are facing. This requires systemic, not just interdisciplinary, thinking and understanding that a shared understanding of problem is not in itself sufficient to mobilise collective action.'

Paris: Total Involvement

Friday, February 02, 2007

Fellow in Employee Relations Marc Thompson co-directed the joint Oxford - HEC 'Business Skills' programme for Total Oil held in Paris on 29 January to 08 February. Total, which is the world's fourth largest oil company, employs 110,000 people in 130 countries. The programme focuses on strategic and financial skills and on the personal skills of negotiation and leadership needed to increase transparency and strengthen relationships with communities and governments internationally.

Feeny's Formula

Sunday, February 04, 2007

Management training and development schemes need to be radically revamped, Roger Eglin concluded in an article in the Sunday Times on 21 January. The article, 'Work courses "wasting £75 million"' reported the findings of interviews with 10,000 UK 'business leaders' conducted by the firm of business psychologists, Kaisen. According to Eglin, a similar story emerged last year from research carried out by Benchmark Research on behalf of a group of business schools, including the Saïd Business School, which involved interviews with 500 HR directors and with 90 executives who had been on courses.

In the article Fellow in Information Management, David Feeny, admitted 'There are mixed opinions about the value of executive education,' but went on to give his recipe for success: 'Getting it right means work up-front for both provider and client to reach agreement. At Oxford we insist on a significant budget and six months of lead time before we carry out a programme.' For the article see <http://www.timesonline.co.uk/article/0,,2622-2557228.html>.

New Associate Fellows

Sunday, February 04, 2007

The College has announced the election of four new Associate Fellows:

- **Eric Allen**

Eric has worked for the European Patent Office (EPO) in The Hague for many years and recently has been closely involved on behalf of the EPO on the Strategic Renewal Research Programme (SRRP) that is currently being pursued at the College under the directorship of Fellow in Employee Relations, Marc Thompson.

- **Peter Lednor**

Peter is an innovation manager within Shell Global Solutions, a major provider of technologies and services for the manufacture of fuels and petrochemicals from crude oil, natural gas and renewables. He has a particular responsibility for Shell's GameChanger innovation process, both at group level and more specifically among the downstream businesses. Before joining the GameChanger team in 2000, he spent over twenty years in research and development with the company.

- **Paul Robertson**

A distinguished violinist and founder of the Medici String Quartet, Paul is the artistic director of the Music Mind Spirit trust and an eminent international lecturer, performer and broadcaster. For many years he has played a leading role in changing and shaping people's thinking about the power of creativity through the arts and sciences, and has particular interests in the role that the arts, and in particular music, can play in both medicine and management.

- **Napier Collyns**

Napier is a co-founder of the Global Business Network (GBN), a leading international organisation in the field of futurising and scenarios. Before joining GBN, Napier spent more than thirty years in the international oil industry, mostly with companies in the Royal Dutch/Shell Group in Venezuela, Nigeria, New York, London, and The Hague and was a senior member of the small team at Shell that developed scenario planning in the early 1970s under the leadership of Pierre Wack, whose library the College recently acquired.

Asian Branding Donation

Friday, February 23, 2007

Dr Paul Temporal, whom Dorothy Cooke met during her recent visit to Kuala Lumpur has generously donated a collection of books that will greatly strengthen our collections in the field of strategic branding, in particular in the new 'tiger' economies of Asia. The books (all of which he has written or co-written) include: Asia's Star Brands; Advanced Brand Management: from Vision to Valuation; The Brand Advantage : Public Sector Branding in Asia; The 22 Immutable Laws of Marketing in Asia; Branding in Asia; B2B Branding in Asia; Corporate Charisma; Hi-Tech Hi-Touch Branding; Romancing the Customer: Maximising Brand Value through Powerful Relationship Management; and Strategic Positioning.

Now a leading global expert on brand creation and management based in Singapore, Paul studied Economics at Leeds University and then read for an MPhil in Management Studies at Oxford, 1972–74, before pursuing a career in Asia. With over twenty years in consultancy and training, he has worked with a range of governments in Asia and with some of the world's leading companies. Paul re-established links with the College during Marshall Young's visit to Kuala Lumpur in October and Dorothy's in December. In conversations during those visits Paul emphasised the importance of his time at Oxford in his life and his desire to 'put something back'. He has also agreed to offer seminars to students during a visit currently being planned for Paul to spend time at the College in the autumn.

Paul writes: 'I have always attributed much of my success in life to my time at OCMS/Templeton. When I met with Marshall and Dorothy on their visits to Asia it was great to hear of all the advances that have taken place at the College since the 1970's. I was also pleased to hear that many of the Fellows that taught me are still contributing to College life.

'But what impressed me most was that like every great brand, Templeton has not lost what it stands for nor its core values over time. Indeed, it has reinforced these and made them relevant to today's ever-changing world. The College has always managed to deliver cutting-edge thinking and learning together with practical management application – a most difficult combination for any University management college or business school to achieve. This is what has made the College unique and will continue to do so.

'The next step I can see is already being put into place – to make Templeton an international brand name and nexus for management learning. I am proud to be a past student of the College, look forward to contributing as much as I can to help in its future success and, of course, to meeting old friends and new later this year.'

Associate Fellow John Purcell Joins ACAS

Friday, February 23, 2007

John Purcell, former Fellow in Employee Relations Management at the College and now one of its Associate Fellows, has recently joined ACAS' strategy team as an academic adviser. 'I am very pleased to be joining ACAS at this time,' John comments. People are now recognising the importance of good employment relations in raising organisational efficiency and effectiveness. How people work together is the key to business success and ACAS, with its wealth of experience in the field, has a vital contribution to make to raising productivity and improving working lives throughout Great Britain.' His appointment was welcomed by the Head of ACAS' Knowledge Directorate Jan Dixon: 'I am delighted that John has agreed to join us at ACAS. He is a major figure in the world of employment relations and his knowledge and expertise will play a big part in helping ACAS remain at the centre of policy debate, both within Great Britain and the wider European community.'

John Purcell is well known for his work establishing the link between people management and organisational effectiveness. While John was at Templeton he worked with Fellow in Human Resource Management Ian Kessler on several major research projects including a study of ACAS' advisory mediation role. Before joining ACAS he was Professor of Human Resource Management at the University of Bath and Director of the Work and Employment Research Centre. From 1969 to 1974 he worked for the Commission on Industrial Relations (CIR). Currently, John is also a deputy Chairman of the Central Arbitration committee and a Research Professor at Warwick University.

Discussion Dinner at Oxford

Friday, February 23, 2007

The topic for the latest in the Major Projects Association's discussion dinners organised by Fellow in Information Management, Chris Sauer on 13th February was 'Stimulating entrepreneurial activity in the major projects sector'. Entrepreneurship is often held to be an almost mystical quality held by a select few individuals, yet it is at the heart of the creation of new economic value. Under pressure from clients and the stimulus of competition, companies in the major projects sector must continue to innovate and reinvent themselves. One approach is to spin off entrepreneurial new ventures. Honorary Fellow Professor Sir Douglas Hague, one of the most influential British economists of the last 50 years, has recently published his findings from a study of twenty-five successful Oxford entrepreneurs. During this intimate dinner for twelve, he introduced his key findings about the ways in which entrepreneurship can be stimulated and the personal qualities it demands. This led

to a round-table discussion about how such qualities transfer to organisations that concentrate on major projects. Sir Douglas was joined by Nick Cross, who complemented the findings with lessons from his own experience as an entrepreneur who has developed four different companies. Copies of Sir Douglas' study can be obtained from Administrative Fellow Dorothy Cooke (email: Dorothy.cooke@templeton.ox.ac.uk; tel: 01865 422734).

Tomorrow's Shopping

Friday, February 23, 2007

College Fellows Jonathan Reynolds and Elizabeth Howard have compiled a new report, 'The Future of Retail Business Models' which has just been published by the British Council of Shopping Centres (BCSC). Defining retail formats as 'the physical embodiments of different business models', the report analyses the environmental pressures shaping retailing in the UK, then explores the retail future in terms of a series of consumer searches – for authority and efficiency, for new forms of convenience, for choice and difference and finally for social and environmental responsibility. It concludes with a listing of the likely winning and losing formats in tomorrow's retailing. Details will be posted shortly on the BSCS site at http://www.bcsc.org.uk/publication_sec.asp?pubs_id=7.

Beanland Painting Donated

Wednesday, February 28, 2007

The Dean Professor Michael Earl writes: 'Members and alumni of the College will be familiar with a number of paintings by Frank Beanland which have hung on our walls for over twenty years. They are mainly recognised by their multi-colours and dot-based character. These were loaned to us by the artist and he is now recalling them to go into galleries and exhibitions. I am pleased to be able to inform everyone that the Beanland picture hanging in the West Lounge (pale ochre and sea green with Monet-style lilies) will remain with us, having been donated to us by a friend of the College who wishes to remain anonymous. The picture may well be re-hung in our new College Common Room.' The artist has also informed the College that he intends to display some of his more recent works here during the coming months.

Frank Beanland was born in Bridlington in 1936. After studying at the Slade School, he moved to Cornwall, joining a group of artists known as the 'Porthleven Group', where he became an abstract painter. Before, he had been making sculptural, monumental landscapes using a palette knife, but, perhaps influenced by the pebbles on the beach, his images began to fragment. Putting down mark upon mark, layer upon layer he reformulated space on the surface of his paintings. In 1964 he took up a teaching post at Swansea College of Art. At this time that Beanland swapped his palette knife for a brush, and his 'spot paintings' began to

emerge, in which the focus moved from texture to light and colour. The Times has remarked that, by 'employing crowded, all-over compositions, Beanland gives his paintings a force more reminiscent of Jackson Pollock than Monet or Renoir'. Beanland currently lives and works in East Anglia.

Jonathan Reynolds in the Press

Friday, March 09, 2007

Postgraduate business programmes are now the preferred preparation for retail management, Steve Coomber wrote in The Times on 08 March 2007. Coomber quotes Jonathan Reynolds, Director of Saïd Business School's Oxford Institute of Retail Management: 'With most medium to large retailers, senior management is beyond the point of being a jobbing amateur's role. In the competitive environment present in most developed economies, you have to be a professional manager to compete at that level.' The shift towards a cadre of managers is accompanied by a flattening of the management pyramid, he added. 'Several UK retailers are slimming down their head offices, keeping the best people, but investing in those people to help them become more productive.'

Coomber concludes that if, as Reynolds suggests, retailing demands more productive, professional senior managers then, given the shortage of management talent in the marketplace, supporting staff through relevant postgraduate programmes, a part-time executive MBA or specialist master's degree in retailing, for example, seems like a win-win for both retailers and their rising stars.

Meanwhile, in 'My avatar wants a motor' Mark Piesing in The Independent of 6 March quoted Reynolds on the 'virtual reality world', Second Life. Second Life enables its four million registered users to create a computer-generated representation of themselves – an avatar – to walk, teleport, fly and even do business in a computer-generated world, while interacting with others from anywhere on the planet. It could offer a way for companies to reach members of so-called Generation Y, who are highly desirable because they are intensely individualistic, well-off but hard to reach, as they're media savvy and web literate. Last August, Scion – the youth-friendly brand of Toyota – announced it would open a dealership called 'Scion City' in Second Life. It was quickly followed by Nissan and GM's Pontiac. But has the online strategy helped to shift cars in the real world?

'Second Life generates a GDP equivalent to that of some small countries, so it has to be taken seriously,' Reynolds says in the article 'But how many members does the online world really have? The cynic in me suggests that out of the millions registered for Second Life, many are not active users. Many don't get much past registration. So it is actually only reaching a small number of people.'

According to the onscreen counter, some 17,000 to 25,000 users are active at any one time. So a guestimate of the total number of active users might be 200,000 to 250,000. But total numbers may not be the crux, concludes Piesing, when it comes to raising brand awareness among the top tier of young trendsetters.

College Dinner

Thursday, March 15, 2007

The last College Dinner of Hilary Term was held on 08 March and was a very successful occasion, attracting a good mix of Fellows, students, staff and associates. Among the 38 students attending was Graduate Student Representative Stephane Girod and several other doctoral students including Seiko Arai, Andromache Athanasopoulou, Latchezar Hristov and Saliya Jayaratne. 25 MBA students and 8 MFE students also attended. Among members of staff were Clive Perry and his wife Sue, Wendy Lancaster, Trish Reynolds, and Hilary Binks.

The occasion also provided an opportunity for the long-standing members of the College attending the Dinner (including Keith Blois, Sir Douglas Hague, Michael Kaser, Uwe Kitzinger, Peter Lednor and Ashley Raeburn) to meet newly elected Fellows including our two new Fellows in Marketing, Catherine Dolan and Linda Scott, and the College's first non-Management Studies Fellow, University Lecturer, Paul Montgomery.

Karl Moore on Government, Globalisation and the Millennial Generation

Tuesday, March 27, 2007

In a recent crop of publications Associate Fellow Karl Moore has put forward contrarian arguments on these three interconnected areas. Rather than business laying down lessons for the public sector, Moore argues the opposite - that business itself can learn a thing or two from government. In an article in the Ottawa Citizen he writes: 'There are two areas where government is particularly skilled and that are increasingly important for today's corporations. The first is the ability to deal with complexity ... The second key ability that is more fully called on in government is striving to reconcile the conflicting needs and wants of multiple stakeholders.' Moore concludes 'the ability to successfully navigate the shoals of an imperfect solution is becoming an increasingly necessary attribute for top corporate leaders.'

Elsewhere, in an interview in India's top business magazine, Business Today, and also in two articles in INSEAD's World Business, one co-written with Henry Mintzberg, he takes the line that international or global managers are a chimera and an undesirable one at that. Rather, Moore argues, business needs 'transcultural executives'

'There is no global management style that can be applied across countries and similarly there are no global managers,' he writes. 'A transcultural executive is one who is at home in two or more cultures. They are living paradoxes. They have their roots in their own home culture and take considerable pride in it, yet they have travelled and lived in different parts of the world which allows them to develop a high level of comfort in one or more different cultures, allowing them to have multiple selves.' A way for young managers to begin to develop these multiple selves, adds Moore, is to learn to navigate between the different cultures within firms.

Finally, Moore links this flexible identity to the ability to respond to, and inspire, the new generation: 'The challenge for the managers of today is to ignite the passion – the emotional side of work – of his co-workers, and this is definitely not something that one gets to learn on an MBA course. The challenge is heightened by the changing attitude of the millennial generation. This is the generation that has seen their parents make a number of sacrifices to climb the corporate ladder and they are not ready to do the same. They want to have work-life balance. As a leader one needs to understand these aspirations and still get the best out of his or her colleagues.'

Karl also reports that he is editing a three-volume series, *Globalisation & Strategy*, to be published by Sage this summer, which will contain articles by himself and another Templeton Associate Fellow, Alan Rugman. Although *Business Today* can only be accessed by subscribers, Karl Moore's other articles can be viewed at <http://www.worldbusinesslive.com/search/article/601859/the-transcultural-manager/> and <http://www.worldbusinesslive.com/search/article/547318/global-worldly/>.

College Calendar: the Summer Ball

Wednesday, March 28, 2007

This year the College will be combining the final College Dinner next term and the Summer Celebration into a new format – a Summer Ball on 1 June. Open to members of the College, it will be a black tie event, and the programme is as follows:

1800 Drinks Reception, Music, Awards
1930 Formal Dinner
2200 Dancing
0200 Carriages

On the evening the winner of this year's Dean's Prize and of the Nautilus sporting and college citizenship awards will also be unveiled. For further details of the Summer Ball contact trish.reynolds@templeton.ox.ac.uk.

First Templeton Rowing Blue

Wednesday, March 28, 2007

Few sporting events match the history, rivalry and excitement that come with rowing matches between the universities of Cambridge and Oxford. While most attention centres on the heavyweight men's Boat Race in London, Henley-on-Thames hosts a full day of Oxford-Cambridge boat races for lightweight men, women and open-weight women.

This year, Michael Smets, DPhil and Boat Club President will be the first Templeton student to represent Oxford University in a varsity boat race against Cambridge. Also, aged 29 on race day he will be the oldest Oxford athlete in the history of the lightweight boat races. In a seven-month selection process, Michael qualified for a seat in the Oxford Lightweights Reserve Boat, *Nephtys*, which will face *Granta*, the Cambridge Lightweight Reserve in the opening race of the 2007 Henley Boat Races.

For further information on the Henley races, visit www.henleyboatraces.com.

Football Blue

Thursday, March 29, 2007

One of our MSc stars, Maria Agustdottir, has upheld the Templeton tradition for sporting achievement by gaining a Blue for football, playing as goalie for the Oxford University Women's Association Football team against Cambridge in March. It was a close-fought match but Oxford eventually won 4 – 3 on a penalty shoot-out. 'This is a great achievement,' writes Junior Dean Maja Korica, 'and a source of much pride to us all at Templeton.' Maria is at the end of the first year of the Oxford MSc in Management Research and has been working on 'Pay strategy: how HR decides and designs case access in a financial firm.'

Structure Still Matters

Thursday, March 29, 2007

Doctoral candidate in strategic management Stephane Girod has had two papers accepted for presentation at the August meeting of the Academy of Management in Philadelphia. The first, co-authored with Professor of Strategy Richard Whittington and accepted for the Organization Management and Theory track, is entitled 'The Un-modernity of Modularity? Restructuring and Patching across Time and Environments'. Modular reconfiguration or 'patching' has been associated with rapidly changing environments. But, based on a study of more than 60 organisational restructurings and nearly 1700 reconfigurations among twenty large US industrial corporations, 1985 – 2004, the authors found that 'patching' is not particularly associated with these environments but with the management of diversification. They identify no long-run trend towards patching or any reduced use of radical restructuring (the form of adjustment associated with traditional bureaucracy) and conclude modularity is not particularly modern and that both traditional restructuring and patching have complementary and long-standing management roles.

A second related paper by Stephane has also been accepted for the International Management Division, 'Revolutionary Processes of Multinational Adaptation: Why Organizational Restructuring Still Matters'. Recently, the view has gained ground that softer and more incremental adaptive processes can help MNE managers to avoid radical restructuring. Stéphane, however, found that in the face of rising internationalization restructuring is increasingly on the rise in MNEs. While incremental adaptive processes have certainly flourished among larger MNEs, he concludes, they have not superseded the radical types of change associated with traditional hierarchical restructuring.

Stephane is an Economic and Social Research Council Scholar and a Visiting researcher at the Accenture Institute for High Performance Business in Boston. He is also the College's GCR Student Representative and our Publications Student Editor.

Gerd Islei in East Africa

Friday, March 30, 2007

On 21-25 February Fellow in Information Management Gerd Islei visited Kenya and Tanzania to meet Oxford Management Studies alumni and also senior figures in business, the public sector and business education. The aim was to gauge interest and support for a proposed executive programme that he is developing on 'Emerging Economies: Leading out of Africa'.

On the 22nd he attended an alumni reunion in Nairobi organised by Oxford MBA Adema Sangale, who is now Proctor & Gamble's East African CEO. 'It brought together a nice mix of Oxford alumni – graduate, executive and MBA, many of whom are in influential positions in business and private and public sectors.' The following day he went on to Dar Es Salaam to meet representatives of the University of Dar Es Salaam Faculty of Commerce and Management. After a short break in Zanzibar Gerd returned to Nairobi for meetings (again organised by Adema) where he met representatives of Strathmore Business School and the US International University as well as senior figures in business and public administration.

His visit follows a visit by Deans of African business schools to Britain to explore issues of common concern, in the course of which they met a range of faculty (including Gerd) at the Said Business School.

'The message coming from all sides during my visit,' says Gerd, 'was one of overwhelming enthusiasm that Oxford was planning to play a proactive role in bringing together leaders in a programme that engaged peer groups of business leaders and policy makers on topics of common interest. "Ownership" in the programme by African stakeholders was judged extremely important.' For more details of the proposed programme contact: gerd.islei@sbs.ox.ac.uk

Adema (whose help Gerd says was 'absolutely invaluable') will, incidentally, be returning to Oxford on 19 May to collect her degree, and will be the subject of a further news feature at that point.