



Templeton Bulletin

November/December 2007

New Book: Scenarios for Success

Monday, November 19, 2007

Scenario planning is a most powerful tool for understanding and preparing for an uncertain future but remains a niche approach, poorly understood by leaders at large. To bring it into the strategy mainstream, leaders need advice on how to turn scenario concepts into strategic action.

To encourage this goal, Kees van der Heijden, an Associate Fellow of the College, has co-edited a new book, *Scenarios for Success: Turning Insights into Action*, published by John Wiley & Sons. Among the many contributors in the 434 page volume is Fellow in Strategic Management, Rafael Ramirez, who provides a key chapter with Kees on 'Scenarios to develop strategic options: A new interactive role for scenarios in strategy'.

Kees, who is also a Visiting Professor at the Netherlands Business School, Nijenrode University, and an Emeritus Professor of Strathclyde Business School, specializes in scenario planning, strategic change and institutional strategic management processes, and has consulted widely in these areas. Before joining Strathclyde, he was in charge of scenario planning at Royal Dutch/Shell, as head of the Group's Business Environment Division and is in addition, a co-founder of the Global Business Network.

To find out more about the book see www.eu.wiley.com/WileyCDA/WileyTitle/productCd-0470512989.html

Book Marks Leadership Programme Silver Jubilee

Tuesday, November 20, 2007

A paperback has been published to celebrate the 25th anniversary of the Oxford Strategic Leadership Programme. It opens with a piece by Sir Douglas Hague's on the programme's inception when he was involved in Mrs Thatcher's policy unit in the early 1980s under Sir John Hoskyns and alongside one Norman Strauss ('a striking man, aged around 35, wearing a pink suit and smoking a large cigar, who had just returned to Number 10 after lunch'). Apparently a complaint to Mrs Thatcher from a midlands businessman Peter Beattie that his proposals for UK management development had been rebuffed by Sir Keith Joseph led in a roundabout way to the launch of the Oxford programme. But when handed its first brochure, the Iron Lady exclaimed: 'Why does it take a week to talk about leadership. You just tell people what to do, and they do it.' However she then added: 'I am sure you are right and I am wrong and I am sure the course will be a success.'

The ten chapters of the 126-page book include Norman Strauss on 'Nature versus nurture'; a reprint of a memorable lecture on 'Leadership and change' given by the late Dan Gowler during the very first programme; 'Eight principles of the old and new science applied to leadership' by management educator Danah Zohar; 'Leadership and cybernetics' by Marshall Young and management academic Peter Dudley; and 'Leadership and aesthetics' by Marshall and musician Paul Robertson. Alumni experiences and views on the programme and leadership are also well represented with contributors that include Professor Trevor Jones, Whitehall advisor Eileen Rubery and Demos Chairman Ed Straw.

'Not surprisingly Douglas, as an economist, saw the value of the systems thinking underlying the Stafford Beer model that was used as part of the framework,' comments Marshall Young in his chapter, 'Changing the guard'.

'Norman, although a highly systematic thinker, saw, perhaps because of his background in consumer marketing, the need to extend Beer's cybernetic model with something that addressed the softer, affective elements in human behaviour. Hence the family of models, developed around a particular notion of ethos, that he brought to the framework.

'Similarly, the pedagogy of the programme reflected their conviction that senior participants do not need intellectual cossetting. If something was intellectually demanding it was presented as such. However, in their emphasis on small group work, they recognized that this kind of participant gives significant weight to discussion with peers in evaluating and assimilating new ideas. They also recognized the special credibility this group affords to other practitioners who have faced particular challenges by always including a series of "live case studies" in which external executives came to outline and discuss their leadership experiences with programme participants.

Describing his own approach he continues: 'I was conscious of two trends that were impacting the context in which the programme was operating. First, since the programme's inception fifteen years earlier a whole industry of leadership development had built up in other business schools, consultancies, and in-house training facilities. This meant that nearly all participants arrived with some level of prior exposure to the mainstream leadership ideas and assessment tools. Secondly, the early focus on the UK private sector was being overtaken by an international mix of private, government, and NGO organizations.

'The variable level of prior exposure added to diversity meant there was a real danger that any attempt to simply update the framework used by Douglas and Norman would end up like an average-sized pair of shoes, fitting no one. I decided to retain the emphasis on praxis but to move the focus to the participants. What frameworks did they feel would most help further their understanding of leadership, and what pedagogy did they feel was most effective for exploring these frameworks? Rather than presenting them with a ready-made answer, I decided the programme would add most value by helping them address the questions for themselves. It would provide an exemplar of how the problem might be tackled (albeit with the advantage of access to the resources of a world-class university) that would help them benchmark their own ideas and at the very least confirm them, but it would hopefully also provide some new insights.'

In his 'Postscript' to the book Marshall adds: 'The Strategic Leadership Programme never stands still. We continue to juggle the balance between continuity and change.

Oxford Strategic Leadership will work closely with its unique alumni platform to define even more carefully how best to meet the requirements of today's top international leaders going forward. I want to make sure one of my successors can write another postscript to another book celebrating a further successful twenty-five years, a further twenty-five years of sending senior people away with that hallmark buzz of excitement.'

For your copy of the book celebrating 25 years of the OSLP, priced £9.99, please e-mail dorothy.cooke@templeton.ox.ac.uk.

New Student Officers

Wednesday, November 21, 2007

The results are now in for the new 2007/08 Templeton Graduate Common Room (GCR) Committee. The newly elected Committee members are as follows:

- President: Koichi Mikami (DPhil)
- Vice-President: Uzoma Anumudu (MSc in Management Research)
- Treasurer: Prashanth Angani (MBA)
- Student Representative: Joby Babu (MBA).
- Guest Dinner Officers: Rui Lu & Natcha (May) Sihanatkathakul (MSc in Management Research)
- Sports Officer: Youwen Hu (MSc in Financial Economics)
- Social Secretaries: Sarah Dorfman & Skaiste Trumpickaite (MSc in Management Research)
- Boat Club Captain: Michael Smets (DPhil)
- Egrove Common Room Manager: Jingli Li (MSc in Financial Economics)
- RAC Common Room Managers: Kiran Chaugule and Gagan Rajwadha (MBA)

Junior Dean Maja Korica writes on behalf of the Committee to all students: 'Congratulations once more and sincere thanks to all nominees. I hope all of you will continue to be as involved in College life and dedicated as you have been!'

25 Years of the OSLP

Wednesday, November 21, 2007

The evening of Friday 16 November witnessed a glittering dinner that celebrated the Silver Jubilee of the Strategic Leadership Programme that was originally launched by the College in 1982. The event brought together some 80 guests, including representatives from the first to the most recent programme. Among the attendees was Oxford University's Registrar Julie Maxton, herself an alumna of the programme.

'We may not have changed the world as we initially hoped,' said Sir Douglas in his pre-dinner speech, 'but we have certainly had an impact on the careers of our alumni.' The philosophy of the programme had always been 'education in its original sense: drawing out, not pushing knowledge into people.' He paid tribute to the programme's many faculty, tutors and speakers and the administrators 'who this week have really surpassed themselves', in particular Dorothy Cooke, 'the ultimate completer-finisher in team role terms'.

Historian Peter Hennessey, for many years closely associated with Oxford's strategic leadership programmes, then regaled guests with a coruscatingly witty performance. Amid gales of affectionate and occasionally rueful laughter, he said he would proceed 'from the shadow of the zimmer frame to rip back the velcro strip of memory'. 'What had been so brilliant about Oxford's strategic leadership programmes', he said, was 'their avoidance of the monochromatic world-view of many programmes, their sense of the utility of history and of the need to pursue both policy and intelligent enquiry. They had been wide-ranging, eccentric, full of laughter and blessedly free of the clichés that dogged many management programmes.'

Mixing a rich brew of insight and anecdote, he ranged over the fields of history and politics, tracing Britain's complex global connections and its sometimes problematic relationship with Europe. 'Could Britons ever warm,' he joked, 'to an institution originally begotten by 'clever left-wing Catholic French bureaucrats' He ended by enjoining Oxford's strategic leadership programmes 'never to lose their holy sense of curiosity. That is something that Templeton College and the Oxford Business School should never forget.'

In the final speech of the evening Marshall Young paid tribute to the many 'patient and loyal' faculty, speakers and administrators who had been 'the engine of the programme'. 'We remember them with respect and affection. It is an amazing institution that Douglas and Norman established. In its twenty-five years it has never lost its hallmark buzz of excitement. The wonderful DNA they created continues and will continue.'

Green College Alumn Wins 2007 Oxford Leadership Prize

Friday, November 23, 2007

The winners of this year's Oxford Leadership Competition, 'How the successful leaders of tomorrow will address the challenge of sustainability', were announced at the [Oxford Strategic Leadership programme silver jubilee dinner](#) on 16 November.

Carmen Juravle, who completed an MSc in Corporate Social Policy at Green College in 2006 and now works as a research officer on sustainable investment at Bath University, won the top prize of £3,500 for a well-argued and documented essay entitled 'Translate, Tell the Story and Take the Risks'.

In the essay (which Carmen says 'reflects a continuing effort to remain vigilant and maintain a sense of green consciousness in my everyday life') she points out that corporate governance scandals, environmental disasters and human rights abuses have brought about great challenges to the conception of business social responsibility.

'Sustainability, though often flagged as more of an abstract principle, rather than a strategy ready to be implemented,' she writes, 'requires a fundamental change in the way we think: it is not about short-term gains but about long-term value creation.'

Sustainability leaders will share three characteristics. They will be good translators. The leaders of tomorrow know that what is crucial about the sustainability vision is not its morality or originality, but how promptly that vision can be translated into a business case. Sustainability leaders are good story tellers. The business case for sustainability has its limits and the formal CSR agenda will never coincide with the sustainability agenda. Sustainability leaders will also need to employ the power of emotional persuasion and the power of story telling when faced with uncertainty about future, human ignorance or peer incredulity. Finally, sustainability leaders will be risk-taking and tolerant to ambiguity. The leaders of tomorrow need to take the risk of investing resources in the short-term in order to implement a long-term vision of sustainability.

'Sustainability leadership obliges us to rethink the traditional model of leadership and organisational change,' she concludes. 'The organisational change for corporate sustainability does not smoothly fit the model of pre-defined and rational change we are familiar with.'

The magnitude of the change required often lays uncertainties in reference to outcomes. It requires sustainability literacy, rational and emotional persuasion, and ambiguity tolerance to continue the journey. It is a gradual, adaptive process which governments, businesses and civil society pursue in order to create common meaning for sustainability.'

There were five finalists, each of whom received £100, and two runners-up, each of whom was awarded £1,000. They were Alexios Monopolis, a Christ Church doctoral student who recently completed an MSc in Biodiversity, and Arina Patrikova, who is reading for a PhD in Classics at Magdalen. Monopolis presented a thought-provoking polemic illustrated with photographs on 'Using environmental media to communicate a positive, sustainable future based on human wealth and well-being', Patrikova submitted a dramatic dialogue, 'The lift that John built'. A witty piece rather similar to Bunuel's *The exterminating angel*, it explored the dilemma of sustainable leadership through the words of a group of business people unable to escape from an elevator.

'Someone asked me whether, qua classicist, I'd be writing on a classical theme,' comments Patrikova. 'I thought it over and decided against, but took the liberty of scrapping the footnotes, first, and then of trading the meandering, shot-in-the-dark form of the non-academic essay for the dramatic dialogue, that very classical form that will, hopefully, amuse the reader as much as it gratifies the writer. The resulting resemblances to situations present or past, and to persons living or dead, are, of course, purely accidental. The general resemblance of characters to persons probably living, on the other hand, is intended!'



Green Comes to Templeton

Monday, November 26, 2007

Reciprocating the visit by members of Templeton College to Green College in the summer, nine members of Green's administrative staff came over to Templeton on the morning of Tuesday 27 November to meet staff and students and to view our operations and facilities. Following a tour of Templeton offices by Administrative Fellow Dorothy Cooke, Junior Dean Maja Korica showed them the student accommodation and facilities at Egrove Park, and the visit concluded with a brief talk and Q&A session led by the Dean Professor Michael Earl.

Welcoming the guests, Michael stressed how important that it was that staff saw the respective sites and learned more about how we conducted ourselves respectively as colleges.

'Although our buildings are very different, we are both, in management terms, "people-centred organisations", and we should strive to achieve an effective cultural blend incorporating the best practices of both institutions. We have our strengths but, compared to Green, our present location has many disadvantages, and the attractions of being in town are very high. The quality of the site at Green is potentially very significant for us, especially as it will be adjacent to what will be a centre of gravity in the University.'

The subsequent Q&A session raised a range of questions, to some of which (such as the nature of our executive alumni, the demarcation between the College and the Business School and the status of art works owned by the College) clear answers could be given. The resolution of other issues, however, (such as the internal design of the new buildings planned on the Green College site and the provision of dining, recreational and sporting facilities) would have to wait on developments and on the decisions of the seven joint working parties planning the merger. The Dean emphasised that in his view it would be beneficial if the Rewley Abbey Court annex in future included students from other disciplines as well as Management. Other issues identified as important included the corporate identity of the merged institution and, linked to this, the design of items such as college scarves and ties.

Overall, the Green members of staff seemed very impressed by the facilities and by Templeton's professionalism and what they saw as the College's dynamism compared to many traditional colleges. 'Thanks to you and your colleagues for a very warm reception this morning,' commented Romola Coope of Green College after the visit. 'It was good to talk to you. What a lovely place to work. We very much enjoyed our visit to Templeton.'

GCR Gives to Nautilus Fund

Friday, November 23, 2007

The Graduate Common Room has made a further generous donation of £6,000 to the Nautilus Fund. The Fund is used to support student needs, sustain the College community and enhance College life generally. This brings the total donated to the Fund from all sources to over £60,000 since it was first set up in 2005.

Earlier this year the Fund's Allocations Committee agreed to distribute some £21,000 as follows:

- Four student scholarships of £4,000 each for a student on each of the MBA, MFE, MSc and DPhil programmes based on the financial needs of applicants and their academic merit.
- Two conference grants of £500 and two travel grants of £500 for our students.
- £500 for student sports equipment.
- £500 for student group entry fees to University and Cross-College sporting events.
- £1,000 for the student hardship fund.
- £500 for the new College Common Room on items our students choose and £500 for enhancement of Rewley Abbey Court Common Room.

Looking ahead, the College is now rolling out the third year of the Nautilus Fund donation programme. Ideas under consideration for the future include celebrating recipients of our scholarships at a planned annual Benefactors Dinner and seeking benefactions to support certain categories of student scholarships.

An Autobiography with a Difference

Monday, November 26, 2007

Sir Hugh Jones, who participated in the 1970/71 Senior Management Development Programme (SMDP), is still going strong as ever. An active campaigner on a wide range of issues, (who, incidentally, advocates 'campaigning the old way, face to face'), he has just published a second book of memoirs, *Campaigning Face to Face*. In it he reveals, with insight and humour, the challenges and rewards of managing the politicians and volunteers who make our democracy work, and specifically those in the former Liberal Party, the English-Speaking Union, the former Avebury in Danger (World Heritage), a disability charity and others. There are also chapters on lecturing in America on East-West relations and world economic problems in the Reagan era and on the 'Special Relationship'.

The author's first book, *Diplomacy to Politics By Way of the Jungle* (a copy of which, donated by Sir Hugh, is in the College Library at shelfmark LCQLE/hug) took us, with verve and revelation, behind the scenes of post-war diplomacy in the Foreign and Cabinet Offices and across four continents, culminating in the campaign to take Britain into Europe.

In it he devoted a section to his experiences on SMDP at the then Oxford Centre for Management Studies (OCMS), the forerunner of Templeton College.

'Today, management is a subject of study and research in all Universities and Business Schools,' he wrote. 'Thirty years ago it was a relatively new import from the United States, and still so weak that come a recession the secondment of people to such courses was generally an employer's lowest priority. Oxford University did not even recognise the subject until the late 1960s when Norman Leyland, then an outstandingly successful bursar of Brasenose College, launched the idea and found benefactors to establish the Oxford Centre. This was in singularly ugly but functional modern buildings at Kennington, not far from Cowley. He recruited a good teaching and administrative staff, and an excellent chef for he believed in high culinary standards. The core activity was the six-monthly Senior Managers Programme, limited to ten or so people to maintain the Oxford tradition of personal tuition. The participants were drawn from leading companies and institutions country-wide.

'My course was a mixed and congenial group of managers from ICI, Cunard, the RAF, Glendevon Farms in Scotland and a range of construction and other companies. The staff knew their subjects and we studied everything then in vogue: financial analysis, cost accounting, investment appraisal, budget control, management accounting, quantitative methods of control, company organisation, marketing, industrial relations; and an introduction to the new thing called computers. Also the latest popular idea called 'management by objectives' – actually a much more common-sense principle, invented by that remarkable American thinker Peter Drucker, than some of its successors, so beloved of politicians looking for easy answers, like the 'comparability of wages' craze and today's 'flexible labour markets' and 'performance-related pay'. When will politicians understand that management demands experience and hard work not facile ideas and that 'a week may be a long time in politics' (Harold Wilson's words) but 'a year is a short time in management' (my words)?

'The thing I gained most from the Oxford Centre was, like my previous university courses, not so much the detailed knowledge as the discipline, language and way of thinking. It was a useful addition to my curriculum vitae that I had been to management school – and now to Oxford as well as Cambridge! More important, it was refreshing to discover not only new thinking about management but that one's own ideas were not isolated but part of a corpus of experience that was being widely researched and taught. It boosted self-confidence whether one's destination was to new worlds or back to one's own.

My colleagues all felt the same, I think. I enjoyed meeting them again a quarter of a century later at the celebration, attended by the then Deputy Prime Minister, Michael Heseltine, and many others, of the granting of the Royal Charter to the School's successor Templeton College, in 1995. It was only a pity that Norman Leyland did not live to see this coming of age of his worthy child.'

Copies of his latest book are available for £17.99, including postage, from the Book Guild in Brighton (Tel: 01273 720900; publicity@bookguild.co.uk).

Templeton College Michaelmas Student Guest Dinner

Friday, November 30, 2007

'Templeton College hosted its first Student Guest Dinner, "Night at the Opera", on Friday November 23', reports newly elected Student Guest Dinner Officer, Rui Lu. 'The 150 guests were treated to a performance by a professional opera singer. During dinner guests dined on a delicious three-course meal prepared by Templeton's Head Chef, Darren Lomas. Afterwards, everyone moved to the Egrove Common Room, where the 'real party' began. In all, the night was a great success!'

Happy Birthday!

Friday, November 30, 2007

'I thought all members of College would like to know that Sir John Templeton celebrates his 95th birthday today (Thursday 29 November),' writes the Dean, Professor Michael Earl. 'Accordingly on all our behalf I have sent the attached message to his office and I anticipate it will be read out at the celebration that is happening next Monday.'

"The Fellows, staff and students of Templeton College, Oxford congratulate Sir John Templeton on his 95th birthday and send him our warmest and best wishes for a memorable day."

Later that night at the College Dinner the Dean recalled how Sir John had been 'discovered' by the then President of the College, Uwe Kitzinger, and went on to become a principal donor of the College. 'There were a number of steps on our path to becoming a full Oxford graduate college, and in our dealings with the University we were greatly helped by Sir John's support and Uwe's astuteness. And today he is 95! He will be spending the day quietly at his home in the Cayman Islands.'

Our message, however, will be read out to him today, and it will be repeated at a further celebration on Monday evening. It is indeed a long way for the strains of "Happy Birthday" to reach him but I ask you all now to stand and join with me in a toast to Sir John and wish him many more years of health and happiness.'

Uwe Kitzinger, who was present at the dinner as a guest, then regaled the company with a humorous personal reminiscence of his first coming into contact with Sir John and of the announcement of his initial donation to the College.

Academic Nautilus Award Winners Announced

Friday, November 30, 2007

At the College Dinner on 29 November, following the publication of examination results by the Business School, the Dean Professor Michael Earl unveiled the winners of the 2006/7 Nautilus Academic Awards. They were:

- Allan Vlah (MBA)
- Felix Clauss (MSc in Management Research)
- Trudi Lang (MSc in Management Research)
- Bonping Lim (Masters in Financial Economics)

Three of the award-winners unfortunately could not attend the event because of pressing career commitments but DPhil student Trudi Lang (who had been a participant in the Oxford Scenarios Masterclass held this week at Egrove) was able to step up and receive the Dean's congratulations and her award in person. As well as having their names inscribed on the Nautilus Award Winners' plaque in the Information Centre & Library, winners also receive a special scroll and their choice of a College commemorative gift.

The Nautilus Awards were instituted three years ago to celebrate outstanding student contributions in college citizenship, sports and academic achievement. Awards in the first two categories had already been announced at the Summer Ball in June (see earlier news item). Speaking on that occasion the Dean said: 'These awards are extremely well-deserved, and I am sure that you all will join me in congratulating the winners.'

All the Right Ingredients for the Fellows' Dinner

Friday, November 30, 2007

A mix of fascinating people, good food, and good wine: all the key ingredients were in place for a thoroughly enjoyable Fellows' Dinner on 22 November 2007. Formerly known as Guest Dining Nights, the Fellows' Dinners are opportunities for Fellows, colleagues, partners and invited students of Fellows dine together. On this occasion, current Fellows were joined by Emeritus Fellows Keith Blois, Bill Impey, Sid Jennings, Roger Undy and Bob Vause, as well as students including GCR President Koichi Mikami. Guests included Nicoletta Occhiocupo, previously a Visiting PhD Student at the College, now Senior Lecturer in Marketing at Oxford Brookes University, and Emilio Mattaei, Visiting Research Student.

Triple Celebration at College Dinner

Friday, November 30, 2007

Speaking at the College Dinner on 29 November the Dean Professor Michael Earl said that he had 'three very pleasant tasks to perform marking the progress of college life here at Templeton'. He proceeded to announce the student winners of the Nautilus Academic Awards for 2006/7 and of the prize for the best contribution furthering the intellectual legacy of Richard Normann, the leading thinker on the service economy, then invited attendees to join him in celebrating the 95th birthday of the College's principal donor, Sir John Templeton.

To mark the eve of St Andrew's Day the dinner, which was attended by 40 students and 21 Fellows, members of staff and guests was given a uniquely Scottish flavour by its organiser, Trish Reynolds, with strings of flags featuring the Saltire and a meal that included roast venison followed by a 'Caledonian cream' dessert.

Alumn in Profile

Wednesday, December 12, 2007

'When your bosses are the billionaires Bill Gates and Steve Ballmer, you need to match them for energy and determination,' is the kick-off to a profile of Chris Liddell, the New Zealand-born CFO of the Microsoft Group and Oxford Management MSc alumnus, in the magazine, Financial Director, on 29 November.

'I get on very well with both Bill and Steve,' says Liddell. 'From a personality point of view I'm quite similar, and in terms of directness and basic understanding and our, sort of, world view. Obviously one of the reasons why I got the job in the first place is, culturally, I fit in quite well and pretty much from day one it wasn't a problem ... One of the things about Microsoft is it's a meritocracy: the best concept and the best argument win, not seniority. If you've got an argument that's the best in the room and you've got a personality that's willing to put it forward - that's the thing that counts.'

One intriguing thing about Liddell is that he had been a CFO, then a CEO and now he's back to being a CFO. Liddell joined Microsoft from Connecticut-based International Paper, where he'd been CFO for three years, having previously been CFO, COO and then CEO at International Paper's 51%-owned subsidiary, Carter Holt Harvey, the New Zealand-quoted forest products group.

What's it like being back in finance? asks the profile. 'I think it's great. I would always recommend to someone in finance, if they have a chance to have an operating role to take it. I think it gives you a massive perspective on the world that you don't necessarily get just sticking inside mainstream finance. Seeing the world through the eyes of the person who has to make the decisions is a very good thing to do. Dealing with your CFO and understanding what partnership really means and what they can offer to the role through the other side of the table is an incredibly healthy thing to do. Having to build your leadership skills in leading a large organisation I think is an incredibly good thing for anyone to do regardless of what role they go into. If you throw all those things together, I think I'm a much better CFO for having been a CEO.'

Did being not only a New Zealander, but the only non-American in the senior leadership team help or hinder? 'Most [New Zealanders] and it's certainly true of me have lived and travelled around the world and I think that's always useful to get a perspective on the world that's slightly different,' he says. 'I wouldn't over-play it, but from my point of view, the things I've learned growing up in New Zealand and the things that I've learned as a New Zealander outside have been useful.'

So what's next for Chris Liddell? 'I love what I do. It's no more complicated than that. I never worry about what I'm doing in five years or 10 years. I love what I do so I'll keep doing it for as long as I do. And there's plenty I can still do.'

An earlier interview with Chris in Templeton Views can be read at www.templeton.ox.ac.uk/news/pdf/ViewsAutumn2005.pdf and the latest profile at <http://www.financialdirector.co.uk/financial-director/features/2204419/microsoft-hard-driver>.

Service Sector 'Toxicity' Essay Wins Normann Prize

Wednesday, December 12, 2007

Mark Stein, Senior Lecturer in Management Studies at Imperial College was awarded the first Richard Normann Prize by the Dean Professor Michael Earl at the College Dinner on 29 November. The prize, which Dr Stein won for his essay, 'Toxicity: Troubled Times at the Employee-Customer Interface', is awarded for the submission that in the area of the service sector best furthers the intellectual legacy of the seminal management thinker Richard Normann.

'Of all the entries to this year's prize, this is the one which most furthers Richard Normann's work,' writes Fellow in Strategy Rafael Ramirez, who knew Richard well and played a central role in setting up the prize. 'It paradoxically takes issue with one of Richard's most well-received suggestions: that in the service economy co-producers would be an ever more important component. Stein's work offers an important explanation as to why, after at least four decades of managerial experience and theorising about service (co-)production, many customers are still unhappy and even frustrated by the services they receive – in any case, far more frustrated with service quality than with the quality of most goods.

'Stein's work offers grounds to deeply re-think how realistic the empowerment of the front line worker can be, questioning not only whether 'inverting the pyramid' ... is possible, but also and more importantly whether attempting to do so unfairly renders front-line workers and assistants more vulnerable than bureaucracies ... thus in the end decreasing, rather than increasing service quality. Stein's work has profound implications for the customer-service employee boundary and its design and management. We are thus delighted to award the first Richard Normann Prize to him.'

The essay, which was published in the journal, *Organization Studies*, can be read at

<http://oss.sagepub.com/cgi/reprint/28/8/1223> and Rafael's full comments at <http://www.richardnormannprize.org.uk/results.htm>.

New Associate Fellow - Dr Paul Temporal

Thursday, December 13, 2007

Dr Paul Temporal, Group Managing Director, Temporal Brand Consulting, was elected an Associate Fellow of the College on 29 November. As Asia's leading global expert on brand creation, development and management with over twenty five years of experience in consulting and training, Dr Temporal is an advisor to the Singapore, Malaysia, Dubai, China and UK Governments, as well as many leading private sector companies. He has also recently been working with APEC, UN and ASEAN organisations on brand-related issues.

Having re-established contact with the College following meetings with Marshall Young and, later, Dorothy Cooke in Malaysia during 2006, Paul expressed his interest in "giving back" something to Oxford as well as a desire to collaborate in research activities. Early this year Paul donated a collection of books to the Library (See website news item:

http://www.templeton.ox.ac.uk/news_detail.aspx?id=266)

During a visit to Oxford in July he met Linda Scott and since then they have been establishing areas of common interest and Paul has already committed to spending two weeks in Oxford during Hilary Term, when he will offer a series of seminars and discussion group opportunities to students. Initial areas of research interest include: country branding, technology branding, Asian branding, and Islamic branding.

Double Congratulations

Thursday, December 13, 2007

Double congratulations are in order for Smita Shah, graduate of the Summer 2005 Oxford Advanced Management Programme. She recently gained an Oxford Certificate in Management Studies for completing post-programme dissertation on public-private partnerships - which her supervisor Sue Dopson, Fellow in Organisational Behaviour, describes as 'a most interesting study of organisational change in NGOs'.

Now it has been announced that she is to wed Oxford EMBA graduate Maarten de Jeu in Chicago on 16 February.

Smita and Maarten met at Oxford when their studies overlapped here. Maarten, who comes originally from the Netherlands, has now moved to Chicago, where he is pursuing a career in strategy consulting. Smita, incidentally, was also celebrated recently in our website news for another honour: she was awarded an Ellis Island award on 12 May for her outstanding contribution to immigrant life in America reflecting her wide-ranging involvement to the Indian community in Chicago.
http://www.templeton.ox.ac.uk/news_detail.aspx?id=292

Ms. Shah, who received her medal in the Great Hall on Ellis Island, New York on May 12th, was the first female of Indian origin to receive this award and the youngest recipient in 2007. In her acceptance speech she highlighted the importance of the American immigrant experience: 'Post- Ellis Island, in modern times, the immigration experience is not represented by one place; it is represented by airports, borders, and locations all throughout the United States. But it still means the same thing: entering a new country, with no job, trying to build a life and future for your family.'

'We are all sons and daughters of immigrants, whether they came here 400 years ago, 200 years ago, or 30 years ago. My dad came here in 1971, landing at Kennedy Airport with education, for education... he started his journey to America seeking a Master's degree in engineering. That is the power of higher education: It brings equality.'

'People of Indian origin understand this first hand. It was not uncommon 30 years ago that a person of Indian origin was a doctor or an engineer. Born in the subcontinent, they made US their home. This group is the best and brightest from India. However, as time passed, and moved into the next generation, Indian Americans began to make contributions in all fields and professions, as lawyers, financiers, business people, and so forth.'

They contribute to society, they help their children do well, instilling in them values of hard work, family and education. This country embraced them. As I was growing up, I was surprised and pleased to find that this final point, the values of immigrants passed to the next generation, translate into the next generation of all immigrant communities. Our parents work hard, and we are passed on those values. That is the tie that brings our country and community together.'

A licensed professional engineer and now the President of SPAAN Technology, Inc., Smita founded a business that she has grown over the past nine years from three employees to fifty-five employees working in every aspect of engineering, construction management and facilities management for public and private organisations at local, state and federal levels. She attended the University of Chicago Lab School for high school, went to Northwestern University, where she earned a degree in engineering, and went on to receive her MSc from MIT where her thesis focused on the state of the nation's infrastructure. Her professional accomplishments were acknowledged by Illinois State in 2004 by a 'Woman Making a Difference: Non Traditional Entrepreneurial Trailblazer' award.

Season's Thoughts from on Top of the World

Friday, December 14, 2007

2005 Oxford Strategic Leadership Programme alumnus, Rob Follows and his wife Katrina have sent the College the ultimate Christmas card - from the North Pole!

'At 500 C,' they write, 'icicles hanging off our frozen faces, we pulled a 150lb supply sled over mountains of pack ice - our down mitts and sleeping bags soaking wet could not keep us warm - skiing to the North Pole was an adventure we'll never forget. The cold, stark beautiful solitude of the Arctic - silence broken only by the crunch of ice under our skis ... shades of white and blue as far as the eye can see, light 24 hours a day - gave us a lot of time to reflect. We found ourselves really appreciating the simple blessings we have in our everyday live.'

'May you give yourself the gift of some time to reflect on the journey of your life, this holiday season - and may you too be blessed with deep appreciation for the simple beauty and colour in many parts of your life. Warmest wishes for the happiest of holidays and an outstanding New Year from the Top of the World!'

Rob, the founding partner of US-based STS Capital Partners, is both a graduate alumnus of the College and a past participant of the Oxford Strategic Leadership Programme. Since graduating he has also become an experienced globetrotter and an accomplished climber. Returning to Oxford in October 2006 for an alumni reunion, he recounted an amazing story: 'When I was studying at Templeton, I met Katrina Sandling and together we set a stretch objective of climbing the Seven Summits for charity – although at that time neither of us were climbers. The Seven Summits include Everest. This last May 24th, Katrina and I were fortunate enough to summit Everest at 6:00 a.m. together – the last of our Seven Summits. We are the first couple to get engaged on one summit, married on another, and to honeymoon on a third (Aconcagua in Argentina, Mount Vinson in Antarctica, and Mount McKinley in Alaska, respectively). We climbed to raise awareness and funds for Altruvest Charitable Services (www.altruvest.org), a foundation I started to help bridge the business and charitable communities by offering tools such as BoardMatch to charities for free so that they can become more efficient and effective at giving to their causes.'

Rob is always keen to reconnecting with other alumni. He can be contacted at 705 Olive Street, 10th Floor, St Louis, MO 63101-2298 or via worldwide cell (314) 330 5899.

Date for your Diary

University of Oxford 2008 North American Reunion 4 - 5 April, 2008

The University's 2008 North American Reunion is scheduled for April 4 - 5 in New York. As part of the weekend activities alumni of Green College and Templeton College are invited to a joint event marking the forthcoming merger between the two colleges. Graduate and Executive alumni are invited to a reception and a dinner (the dinner chargeable) on Saturday April 5th at the Princeton Club at 15 West 43rd Street.

The reception will commence at 1800 followed by dinner at 1930. Full details and invitations will be despatched in late January but, to help us estimate numbers, please contact Amanda Broughton Francis if you would like to attend either, or both, events: amanda.broughton-francis@templeton.ox.ac.uk