Alumni Association Dinner
13 October 2000
I came first to Templeton in 1973 – so I’ve been around for quite a long time, first as a customer, and then gradually drawn into the organisation, because even from the earliest days it was invested with a special quality by those first founders of the Oxford Centre for Management Studies. It’s difficult to be precise as to just why it was different.

I was running a business in the City, grappling with the problems of taking over other businesses, and seeking to get different cultures to come together. I remember trying to find somewhere to help us through those problems. I came here through Desmond Graves, then a Fellow, who was a friend. Something about the atmosphere of the place, something about those original ideas of Norman Leyland, seemed to fit.

Norman Leyland said, when he gave instructions to Richard Burton (the architect), that he wanted a building that would shock people like me. He got it. He wanted the way in which we live here to be quite lean and spare, to encourage people to think about work, so the rather monastic cell in which we’ve all slept many a time was that creation. He also said we’ve got to feed our guests very well. Now, if there’s one single memory that everybody has, it is that people eat very well here. That and, particularly, the partnership that was built between the academic and other staff produced a particular atmosphere. The College is very well run – the standard of the buildings, the way in which the staff think of you is part of the partnership which was created in those days. That tradition is something of which we are proud and we are certainly going to maintain it.

We have come a long way since then. I became involved in seeking to persuade Oxford to take business studies seriously. They did so, not because of any hectoring from me, but because of the work that people did here, because of the things that all of you brought to the place by your commitment and interest in it. Gradually, the University started noticing that maybe Oxford should have a serious business school.
Of course, ancient universities don’t make decisions in the right way. But extraordinarily, out of all sorts of confusions and difficulties, it seems to me that the University has got it right. Not completely right yet, but we have a structure which offers something which nowhere else in the world is capable of offering: a department, the Said School, and a specialist college, Templeton.

Templeton was given the task of undertaking executive education for the University. As things evolve, I have no doubt that executive education will take place both at the Said School and at the College, organised in the most efficient way and in the best interests of the people whom we teach.

What Templeton has not yet achieved is to become a fully developed graduate college as well. As an MBA or postgraduate student, you can choose to go to Balliol or Christchurch and rub shoulders with a wide range of other students – and that’s an entirely valid choice – or you can choose to come here, where the atmosphere is wholly focused upon Business Studies. We have 40 students this year, of remarkable diverse talents and very high quality. But we need something like 80 or 90 to form a lively graduate community. And we can’t do that yet, we haven’t got the accommodation and we haven’t got the funds.

It costs money to have students. We make money out of the executive programmes. We don’t have cashflow from our small endowment, we have to earn our daily bread. And if we have to earn our daily bread from executive education, we haven’t got the resources to put into the expansion of the graduate college. Now I believe with the buildings that we’ve got we have the potential – but we need further development. I want to see Templeton in three or four years time with that community of 80 or 90 graduate students, and a flow of executive programme participants. I want it to be just what Norman Leyland and the others in north Oxford visualised all those years ago – a high quality, small, specialist college where executives and students alike identify with the atmosphere and quality of all that we do.

I think that Templeton’s in very good heart at the moment. But we need your help. We need input from you about the sort of programmes that we should be running today. We know about the programmes we ran yesterday, but we must continue to evolve. We depend upon executive education for our lifeblood. We need people to come on the public programmes. We need lasting corporate relationships and we need to extend them into the new world of tomorrow. We need to think about new methods of learning. There’s a real role for you, coming back and helping us evolve. We are serious about this. If you are interested, or would like to help, please contact us.
Keith Ruddle is Templeton’s newest Fellow. But his relationship with the College is a longstanding one – as customer, student, and, since 1994, Associate Fellow.

**Why did you choose Templeton?**
Templeton is different. Other business schools are built around degree courses – the emphasis is on standard offerings. Templeton is focused on executive education – programmes are built around the needs of corporations and executives. A key differentiator is our company work and research relevant to executives and practitioners. Our company programmes are not just tailored to the commissioning company’s business issues; they are intertwined with them. Templeton’s executive programmes are an excellent complement to the major new development in management degree teaching which is taking place at Oxford, and we should feed off each other.

**How did you first become involved with Templeton?**
As a customer. In 1992, I commissioned Templeton’s programmes for senior partners at Andersen’s – a series of programmes so successful that it is still being run today. My interest in executive teaching led to an Associate Fellowship – and I was seduced into studying for a doctorate by John McGee (now Professor of Strategic Management at the University of Warwick) who was Dean at the time. I have been based here since 1994 and was one of the few Associate Fellows to have my own desk – the experience of being an outsider working on the inside, wearing several hats, has been very interesting!

**Why did you choose to leave management consultancy for academia?**
I came to Templeton to stop being a consultant. Traditionally, consultants aim to provide answers and solutions using their own expertise; we’re here to
facilitate and provide a context in which executives can find their own solutions. Also, Andersen Consulting is an enormous professional organisation and inevitably, a lot of my time there was spent running the business.

Was it a major change for you?
Not really, because I already had so many connections at Templeton – and I have retained a strong relationship with Andersen’s. The move from consultancy to teaching on executive programmes felt quite natural too, mainly because at Andersen’s I was involved at a high level, examining boardroom issues – the skills involved, particularly in working directly with executives, are broadly similar.

Studying for the DPhil was a bit of a shock, though. Pursuing a doctorate can be very lonely. I found the process of self-learning and reflection fascinating – a journey into the totally different (and rather peculiar!) world of academic research. It also gave me a great chance to observe companies going through transformational change (my thesis subject) without interfering! I did find it difficult to switch between working on my research and teaching – I could not teach in the morning and work on the doctorate in the afternoon.

Are there similarities between the two organisations?
Yes, there are, particularly between the partnership and collegiate systems. Andersen Consulting is (at the moment!) owned by its partners. The partnership has an extremely positive value system – although a competitive business. There is lots of sharing. Templeton is run by a governing body, which includes all the Fellowship, and which offers a tremendous opportunity to work together, sharing ideas and research – an opportunity which, perhaps, we don’t always take. And, of course, both organisations offer the intellectual stimulation of working with incredibly bright people from all kinds of disciplines.

What programmes have you been involved with during your time at the College?
In the past five years, I have worked through Templeton with senior teams from companies such as Royal & Sun Alliance, De Beers, Thames Water, Kingfisher, Cable and Wireless, and Williams Holdings. In 1996/97 I initiated and, with Roger Undy, helped run a leadership programme with the senior politicians in what was then the UK shadow cabinet on preparing for a change in government. My involvement with the government has continued since the election – most recently, I spent six months working on an initiative with the UK Cabinet Office, looking at public policy issues which cross departmental boundaries, and preparing a report on leadership in the public sector for the Prime Minister.

How do you see the role of Associate Fellow?
The role of the Associate is what you make of it; it is possible to develop a very fruitful and stimulating relationship with Templeton. Historically, Associate Fellows have had links with the College because they can teach as a guest or bring in business through their own corporate relationships. Very often they come in infrequently to teach or run programmes as needed, and then go away again. But I think the College could make more use of its network of Associates; they are a real asset and potentially could make an even greater difference.

Now you are a full Fellow, what are your plans for the future?
I’m planning to spend most of the next three years on senior executive programmes – especially commissioned work – on business development, and on pursuing my interests in the leadership of change. My particular interest and focus is to help Templeton live and breathe excellence in executive education and leadership development. There is a real opportunity here for the Fellowship to work together, sharing ideas and research, to achieve this. For me, Templeton is the ideal place to work.
Making Waves:

_The Templeton Thames Water Oxford Leadership Programme_

Thames Water, with approximately 13,000 employees, is one of the world’s largest water and wastewater companies, focusing on water-related services and products. Worldwide, the company serves more than 24 million domestic and commercial customers. On 25 September 2000 Thames Water and the German multi-utility RWE announced the combination of their water interests as part of a major strategic initiative to accelerate growth in the international water market.

The Thames Water Oxford Leadership Programme was developed through close co-operation between Thames Water and Templeton. Bill Alexander, Thames Water’s CEO, believed that, in order for the company to meet the challenges of the new millennium, the leadership team needed strong understanding and ownership of the corporate strategy. Success also required that the team work more closely together to build a powerful, collaborative network.

Richard Marshall, an Associate Fellow at Templeton, was formerly Group Personnel Director with Thames. When he left the company in 1997 he had just finished running a series of workshops for its Chief Executive and executive management team examining issues such as corporate strategy, working as a team and merging personal agendas with corporate objectives.

It was clear to the company that its senior managers would benefit from a similar programme, which would explore fundamental questions about the relationship between individual and organisation, and examine issues such as leadership and motivation. Templeton was invited into Thames Water to define detailed programme objectives and content.


The first programme took place in autumn 1999. Since then, it has been run four times, and will be run again.
in April of this year. Each programme has a common language, agenda and purpose, but each is very different, depending on the dynamics of the participants involved.

The week-long programme has four stated objectives:

– to build alignment and commitment to the company’s objectives and strategy
– to explore capabilities of leadership and their influence in managing large complex organisations and to encourage individual and organisational leadership effectiveness
– to develop a deeper understanding of the priorities for commercial and personal success in an uncertain world
– to develop new networks and team commitment.

It goes beyond the conventional in asking participants to look honestly at their personal agendas and find a way of combining these with the company agenda. To achieve this, it uses an eclectic mixture of formal and informal sessions, delivered by Templeton faculty and a wide range of guest contributors. These include Neil Mullarkey, actor and founder member of The Comedy Store, who runs an evening session on improvisation, and David Whyte, poet and author of The Heart Aroused: Poetry and the Preservation of the Soul in Corporate America, who leads a session entitled ‘Leadership through Conversation’.

Leadership is examined as an issue outside the corporate environment. The aim is to build leadership through greater awareness – through allowing individuals to look at and understand their own potential. To achieve this, the programme includes sessions from guest contributors who give their own, very different, perspectives on leadership. Raymond Blanc, one of the world’s greatest chefs, never actually trained for his profession. He talks about how he tried one job after another, determined to find something he excelled at and was passionate about, until eventually he discovered cooking. Sir David Rowland discusses his experiences as Lloyd’s first full-time Chairman where he initiated and completed the reconstruction of the market in ‘Leadership in Action’.

Participants – around 25 take part in each programme – are divided into four project groups. These groups are tasked to look at four live issues on the CEO’s personal agenda. At the end of the week, each group has to issue a press release and give a press conference to the other participants. This session is run by Martin Young, a broadcaster and journalist who has been an investigative reporter on many of the BBC’s flagship news programmes.

‘Allowing top managers to act individually and creatively while being members of a united and organised team is the key to our future success,’ says Bill Alexander, Thames Water CEO. ‘The Thames Water Oxford Leadership Programme has explored these issues in such a way that the positive learning and motivational effects have been remarkable both for the individual and the organisation.’

The programmes have been so successful that Thames Water and Templeton are now looking at possible successors to this series.
Faculty Retirements: the End of an Era

Templeton saw four of its most senior Fellows retire in the past year. *Tony Rands, Bob Vause, Sid Jennings* and *Ross Davies* have 103 years of service between them. Tony and Bob both spent more than 30 years at Templeton, Sid 22 and Ross 16.

Reflecting on their contributions to Templeton tells us a great deal about its formative years. Of the enduring challenge of growing a successful new venture, with the twin demands of winning and delivering high quality executive education in an increasingly competitive market, while at the same time growing the support of the University for the institutional development of management and business studies at Oxford. Of teaching across undergraduate, postgraduate and executive levels and securing a royal charter for its evolution into a full graduate College of the University. Of developing leading edge research undertaken in partnership with and contributing value to business.

Bob Vause is a highly regarded teacher of accounting and finance, always much in demand across a range of programmes because of his witty and accessible approach to the subject. His teaching loads and course evaluations were always among the highest in the College. Bob has the distinction of being the only Fellow to hold the post of Dean on three separate occasions. This reflects the respect he earned from his colleagues and their confidence in his ability to work with everyone at Templeton to bring it through severe recession and other competitive challenges. This confidence was well founded; on each occasion, he left
Bob will be remembered for his low key but effective style. A man of very few words, his comments are always succinct; he gets to the heart of an issue very quickly and sees steps to take it forward. Although not apparently easy to approach, in practice he made himself very available to everyone at Templeton. He was generally open to new ideas and willing to give people their head so long as they made the commitment to deliver. Totally dedicated to Templeton’s success, Bob remains a private man with a dry sense of humour. He is affectionately respected throughout the College. As an Emeritus Fellow he looks forward to maintaining his links with the College and the Alumni.

Templeton through the years
Tony Rands was recruited by Norman Leyland. His was one of the first academic appointments made by what was then the Oxford Centre for Management Studies and it was jointly made with the University’s Engineering Department. He was Senior Tutor for a short period in the mid-1980s and he also had the ‘privilege’ of being Dean in critical times as Templeton developed its links with the University. His presentations, as the ‘lean and mean Dean’, to the then College Council still remain in the minds of the Fellows who listened to him being cross-examined on the proposed strategies and plans. His determined pursuit of the College’s policies helped secure a sound base from which Templeton later negotiated, from a position of relative strength, its future role in the wider University. Tony’s interest in College programmes continues into his retirement.

Sid Jennings’ Fellowship started in research in industrial relations, but led to him playing a key role in developing the undergraduate degree in Engineering, Economics and Management. Sid joined Templeton after studying as a mature student at Warwick University, and progressed to Project Co-ordinator on this degree. The post is an unusual and demanding one, requiring someone who could manage the interface with industry, sustain academic standards, and match students and supervisors to projects. It required tact and negotiating skills. Given Sid’s background as a shop steward and (almost) ‘Geordie’ wit he was ideal for the job. During his period students won several awards and in recognition of the innovative approach of the business projects, the degree was given the Pilkington Prize for the Business Education of Engineers. Sid continues his association with the College and students as an Emeritus Fellow.

Ross Davies joined Templeton in 1984 as Fellow in Retailing from his post as a senior lecturer teaching geography at the University of Newcastle-upon-Tyne. In 1985 he co-founded the Oxford Institute of Retail Management with then Marketing Fellow David Walters. Ross had not initially been keen on ‘institutionalising’ retailing at the College but soon found that it proved the ideal vehicle for raising Templeton’s profile in retail management and for undertaking substantial applied research for the industry. Ross persuaded two of his researchers at Newcastle, Elizabeth Howard and Jonathan Reynolds (now both Fellows of the College) to join him. Then began a 15-year period during which the Institute, under Ross’s direction, undertook several million pounds worth of research and attracted retailers including Next plc, Storehouse, Kingfisher, the Finnish SOK group and Italian Rinascente Group to commission teaching programmes.

Ross also raised the public profile of the College through his facilitation of links between government and policy-makers and the retail industry, on an increasingly European level. His ‘fixing’ skills were well known: in a newspaper interview in 1990, one journalist described Ross Davies as ‘the go between’. Ross is unlikely to treat his retirement seriously. As well as maintaining his links with Templeton as an Emeritus Fellow, he has been appointed to a Visiting Chair in Retail Management at the University of Surrey, where his interest lies in improving the quality and professionalism of graduate recruits into the retail industry.

These reflections show one further feature of the College: its ability to harness the abilities and dedication of a diverse set of individuals into a Fellowship capable of success across an unusually wide range of activities. Many of the challenges remain, but Templeton is in a far better position to pursue them, thanks to the contribution of these four Fellows. We wish them all well for their retirements.
**Alumni Association Dinner**

The Alumni Association Dinner, pictured on the front cover of this issue, was held on 13 October last year. The event was a chance for some 150 Templeton alumni from four decades to catch up with each other, with Faculty old and new, and with staff.

‘There’s something unique about Templeton,’ was one comment, which seemed to sum up the general feeling.

The 2001 Alumni Association Dinner will be held on **Friday 12 October 2001** – put the date in your diary now.

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**Alumni News**

Chris Schweiger was born in southern Germany and came to the UK in 1984 after training as a banker. He has studied law at the Universities of Westminster and Leicester and works as an investment banker in the City of London dealing with companies throughout western Europe.

*European Central Bank* (Minerva Press, 2000, ISBN 0 7541 0885 6), his recent book, is a guide to the ECB’s policies and powers, and the personalities and national institutions behind it. ‘The idea was to produce a factual and informative sourcebook for all matters surrounding the Euro and the new ECB without national or political overtones. At the same time, I have tried to write it in such a way that it not only appeals to the expert but also to the interested public at large,’ he says. *European Central Bank* has a foreword by Rory Knight, Dean Emeritus and Fellow in Finance.

An alumnus of the 1998 Oxford Senior Executive Finance Programme, Chris recently returned to Templeton to participate in the November 2000 Oxford Strategic Leadership Programme.

‘If leaders need a strategic leadership toolkit for the new millennium – this is it. With shareholder value (covered in 1998 on the Senior Executive Finance Programme) still at the top of most corporate agendas, this course challenged me immensely to work far more closely as an individual on the difficult task of transforming corporate strategy into a vision which affects the thoughts, feelings and actions of the entire organisation and the individuals within it. The best kept secret of the week: courageous conversations.

Returning to Templeton after two years was a very pleasant experience. First class facilities and the tranquillity of the surroundings were a very pleasant antidote to hectic corporate life. However, Templeton itself had not stood still. The Information Centre had undergone a radical transformation and latest management thinking was as razor sharp as ever. Regular return trips to Templeton are a must. Intellectual batteries require recharging from time to time and what an added bonus if your body and soul are being looked after at the same time.’
Are You Happy With Change?  
Who Is Managing Your Career?  

Strategic Change Management Through Career Development

by Derek Osborn, Senior Consultant, Post Office  
Oxford Strategic Leadership Programme, May 1997

After participating in the Oxford Strategic Leadership Programme, I became very interested in applying the concepts of ethos and strategic thinking to individual career and organisational development issues. This interest has taken me on a journey that has ultimately led to a number of rewarding strands of work.

In all sectors, we are facing a lot of change. So how do we deal with this in our organisations if we have to manage the change taking place and ensure that we take our employees with us? Equally, if we as individuals are being merged or restructured how do we deal with the uncertainty and stress this often entails? In the first case, we worry precisely because we are in control and we are anxious about maintaining business focus, motivation and ultimately retaining our best people. In the second case, we are often worried because we don’t feel in control of our destinies.
If you are managing strategic change then you may be rewiring or reinventing your organisation and taking it in a new direction. Classic change management involves communicating your vision and purpose to your people and seeking to engage them in the change process. Instead, I now advocate engaging them at the level of their individual career development so that they can mirror the strategic review process for themselves.

By identifying where the organisation is going and then deciding how they see their own career developing, people can decide to align themselves with the future direction of the organisation – and so become fully engaged with the change – or they can decide for themselves to take their career elsewhere. The issue becomes one that they must decide for themselves, rather than being forced by the organisation. The best time for this kind of positive career intervention is well before redundancies and outplacement, while there is still time for good people to redirect their energy into an area of work that is likely to continue beyond the changes.

This approach can also be used to determine the kind of changes needed in an organisation through talking to individuals about their own development aspirations. This starts from the assumption that it is useful for each individual to carry out a strategic review of their own business (sometimes called ‘You plc’). Through a career development workshop they can begin to think ‘outside the box’ and consider their options. As a result, the individual begins to feel more in control of his or her own career, and less like a victim of organisational changes. In fact, helping them to become more confident about their own employability and marketable, portable skills is the best way to insulate individuals from unnecessary anxiety, stress or uncertainty, allowing them to concentrate on the job in hand while still being motivated to develop themselves.

If you are interested in pursuing these ideas or approaches, either as an individual or as someone involved in managing change, please contact me on derek.osborn@postoffice.co.uk or on 07860 338835.
Temperature Book Puts College on E-Map

Templeton has arrived on the e-business map with the November publication of Moving to E-Business (Random House Business Books, 2000, ISBN 0 7126 6983 3). Based on cutting-edge international research carried out at the College, the book gets to the heart of the practicalities of competing in the new economy. Designed to help organisations operate strategically, it sets out how to understand internet business strategy, marketing and new ways of organising – in addition to outlining the practical processes of change that e-business must carry out to be effective.

Moving to E-Business is the brainchild of Leslie Willcocks, Fellow in Information Management and Chris Sauer, Research Fellow in Information Management. They collected and edited the various contributions to produce a leading handbook for managers – so successfully that the book can be found in WH Smith’s airport bookshops, alongside other popular management texts.

The book offers a rare brand of realism amidst the uncertainties and hype. While putting ‘e’ before the company name, or ‘.com’ after it may have offered short-term benefits in terms of market perceptions and valuations, the concern is for substantial economic value rather than speculative gain. The authors reject simplistic rules, principles and ‘laws’ of the ‘one-size-fits-all’ variety. Rather, based on their latest research combined with extensive business experience and expertise, they stimulate understanding by asking incisive questions. Underlying them all is the persistent query, why assume that the old rules, practices and business models no longer apply?

Sir David Rowland, Templeton’s President, has written the foreword to Moving to E-Business. In it, he reminds readers to look to the long term. ‘It will all look different and obvious in ten years time. It always does,’ he says. But in the meantime, this book is a great place to start addressing today’s e-business problems.

Financial Performance in Context

Developments in modern finance over the last two decades have implications for the way that senior executives think about the finance discipline. It is no longer enough to have a rudimentary knowledge of the basics. Of course, CEOs need excellent financial professionals. But they must still provide strategic leadership, and this requires a conceptual framework for dealing with financial matters.

In Financial Performance, (Butterworth Heinemann, 2000, ISBN 0 7506 4011 1), Rory Knight, Dean Emeritus and Fellow in Finance, and Marc Bertoneche, Visiting Professor at Harvard Business School, present the foundation concepts underlying the programmes they have taught together and separately over the last 15 years, including the Oxford Senior Executive Finance Programme. This is a reference manual as well as a text book, and will be of value to anyone with an interest in financial performance – particularly senior executives.
Faculty News

Keith Blois, *Fellow in Industrial Marketing*, edited and contributed to *The Oxford Book of Marketing* which has 26 chapters written by 44 experts from 17 countries. He chaired two sessions at the 16th IMP Conference in Bath in September, as well as presenting a paper written with Dr T Kern of Erasmus University entitled ‘Norm developments in outsourcing relationships’.


Alan Rugman, *Thames Water Fellow in Strategic Management*, recently published *Multinationals as Flagship Firms* (OUP 2000). Co-authored with Joseph D’Cruz, the book examines the international dimensions of business networks, introducing the new concept of the flagship firm. *The End of Globalization* (Random House Business Books, May 2000), now available in paperback, continues to receive good reviews. Chris Warhurst of the University of Strathclyde stated in *International Affairs 76:4* (October 2000) ‘For its description of how the world’s economy is currently configured, rather than how many in business and politics would like it to be configured, it deserves to be compulsory reading’. Recent press coverage has included *Time* 13 November 2000 where Alan Rugman was one of a panel of experts discussing the future of Canada’s economy and a piece in the *Globe and Mail* 18 October 2000 entitled ‘Is Globalization Good for Canada?’.

Several of Templeton’s fellows recently participated in the Academy of Management annual meetings in Toronto. Sue Dopson, *Fellow in Organisational Behaviour*, Ian Kessler, *Fellow in Human Resources Management*, Alan Rugman, *Thames Water Fellow in Strategic Management* and Leslie Willcocks, *Fellow in Information Management* all gave papers, and Alan Rugman also facilitated at the Junior Faculty Consortium of the International Management Division.
Student News

Templeton’s new graduate students officially became members of Oxford University on 14 October, when they matriculated at a formal ceremony in the Sheldonian Theatre. The 22 students – 14 MBAs, four MScs and three DPhils – had already formed strong links since their first meeting at the College’s induction day earlier in the month.

This year’s intake represents 16 different nationalities and all five continents. The students’ professional experience ranges from medical doctor to officer (navy, army and airforce), from investment banker to pub manager. This diversity creates an international atmosphere and makes for a stimulating College environment.

When they are not working, the students are actively organising and participating in many social and sporting events. Good use is being made of Templeton’s excellent sports facilities; competitions in squash and table tennis are underway. There are high hopes of putting together a Templeton-only rowing crew. As one student put it: ‘It is very hard indeed to limit oneself seeing all these interesting opportunities at College and University level’.