Redefining Work

An Interview with Theodore Zeldin

Theodore Zeldin is widely recognised as one of the most influential thinkers of our time. For many years Dean and Senior Tutor of St Antony’s College, Oxford, he is now its Senior Fellow. His 2,000 page study of France 1848-1948, reissued as ‘A History of French Passions’ investigated individual emotions beneath the broad movements of history. He offered an alternative to conventional ideas about national character in ‘The French’. ‘Happiness’ examines why people find it so difficult to reach that goal. ‘An Intimate History of Humanity’ searches civilisations through the ages to discover the answers to present-day dilemmas. His most recent book ‘Conversation’ shows how new kinds of talk can change both public and private relationships. He is a member of the BBC Brains Trust and the Advisory Council of the Demos Think Tank. He is a regular speaker on the Oxford Strategic Leadership Programme and Templeton’s commissioned programmes.

‘The workplace is the key to making changes in life,’ says Theodore Zeldin. When I met him at St Antony’s, he had been talking to a cleaner who had recently joined the College. ‘She has just spent 27 years putting doors on cars. How can we ask anyone to spend their life like this? What possible satisfaction can such a job offer? The reward must be more than money.’

We must adapt work to meet our needs. ‘There is now real pressure for change – especially from women. Such change is possible; history proves we have changed, and we can change ourselves in the future.’ He is working with several large corporations looking at how this can be achieved and how technology can be harnessed to help. ‘It is necessary to have a vision of how work can be organised differently to suit the diversity of individual needs. We must develop experiments in every sector and rethink every profession so we have jobs for the sort of people we are today.’

He sees great problems with work as it is now. ‘We are constantly asking people to work harder, but there comes a point when they can’t. You cannot put pressure on people for ever. Jobs can damage us profoundly, totally blocking our development; we need to use every part of our minds. What’s the alternative?’
Informal conversation can be a real catalyst for change. Zeldin believes that everyone is unique; and that meetings between individuals can – and do – change the world. Work today consists increasingly of talk; but as jobs become more specialised, our language narrows and we lose the ability to communicate with each other. In Conversation, he argues that we all need to spend time with people doing other jobs – if we can understand how, for example, an engineer or a doctor thinks, we will learn each other’s language. ‘Advance,’ he says, ‘will come from people communicating across the disciplines.’

Zeldin thinks that we should be reviewing the way we educate people. ‘We should train young people to be generalists initially. But the education system trains us all to specialise early on. Then as people climb up the hierarchy, their jobs become more and more general. The more they need to discuss, the harder it becomes to communicate.’

According to Conversation, industry leaders need to become a modern equivalent of Renaissance man, able to talk about everything. Executive programme participants are, or have had to become, generalists.

At the front line of redesigning work, they ‘need to think about the long term. How can we design professions for the people we want to be, for the lives we want to lead? We must not just put issues on the back burner.’

Zeldin finds Templeton exciting, the staff open-minded. He compares the College to St Antony’s in its early days – pioneering, different to the rest of the University, and, in some quarters, regarded as slightly suspect by it. ‘Oxford thinks cleverness is academic. It doesn’t realise how much cleverness there is in business. A stimulating atmosphere produces new ideas, and Templeton is a stimulating place.’
From Templeton to the Judge

Eileen Rubery, The Oxford Strategic Leadership Programme May 1995, reflects on how Templeton set her on course for Cambridge University’s Business School

I came on the Oxford Strategic Leadership Programme in 1995, just after being promoted from head of the doctors and scientists advising on health promotion issues (e.g. HIV/AIDS; ‘The Health of the Nation’ strategy) in the UK Department of Health.

My new, and much bigger, management job was to:
- integrate two divisions, one of policy makers and the other of professionals, into one group that worked together as a team
- reduce them from over 280 to around 250 people
- encourage in them all a feeling of esprit-de-corps and enthusiasm so that they could deliver the same work with reduced resources.

I felt rather overwhelmed by the size of the change-management job I had been given, and far from clear how it could or should be achieved. This did not stop my determination to be successful. I had always wanted to lead a policy division and work directly to and with ministers – I knew this was my big chance. I found the Oxford Strategic Leadership Programme enormously helpful; one of the difficulties professionals often find as they enter management is lack of a strategic approach to problems. They need to see the non-scientific and non-factual issues as equally if not more important than the ‘science’. The programme helped me to do this. It also gave me confidence that there was no ‘magic formula’ to achieve change, just planning and vision.

With the help of the management team in the Department of Health I did achieve the challenging targets I had been set, made the savings required and got integrated working in place. Indeed I was so successful that when the BSE crisis broke in March 1996 and I had to transfer all my energies to supporting Stephen Dorrell and the rest of the government through a seemingly unending series of crises, I had great satisfaction in seeing the rest of my management team spontaneously take over the implementation of the change management programme, so freeing me up to deal with this political hot potato.
It is a truism that achieving one goal only identifies another and even more challenging one hidden behind it. The BSE crisis was quickly followed by a change in government and in food policy. We had to create the Food Standards Agency. More change management, but disintegration now! I had to identify the ‘food experts’ in my nicely integrated division, and prepare them to move to the new agency where they would join their Ministry of Agriculture, Fisheries and Food colleagues.

But change management no longer seemed daunting and I realised it was time to think of acquiring new skills. I had been in the Department for 15 years – starting as a medical adviser I was now a policy adviser and experienced manager, skilled at dealing with government ministers and key policy issues. I decided it was time to create an exit strategy for myself.

One day I spotted an advertisement for a Cabinet Office Fellowship to do research for a year. I knew about the difficulties of professionals in the Civil Service, and I thought the issue was being neglected and adversely affected by the (otherwise necessary) changes across Whitehall. Remembering that Sue Dopson, Fellow in Organisational Behaviour and my group’s facilitator on the Leadership Programme, had mentioned that Sandra Dawson at the Judge Institute in Cambridge had a small Health Management team, I used the connection to arrange to spend my Fellowship at the Cambridge University Business School.

Having completed my Fellowship, I am now setting up a Masters of Studies part-time degree course for chief executives from the Community Enterprise sector – an exciting development stemming from work I did with the Social Exclusion Unit. My interest in career development for senior professionals continues, and I am taking forward some work related to the nature and place of evidence when making policy. In my view, the current obsession with ‘evidence-based’ medicine and ‘evidence based’ policy, and the implication that decisions can be based largely or entirely on evidence is not only foolish, but also dangerously misleading to ministers and the public. It detracts attention from the much more important issue of judgement.

I now run Career Development Centres for professionals and those working in professional areas in the Civil Service to help participants reassess and manage their careers. A fascinating range of initiatives is developing from these Centres - including some lectures to those responsible for career development in the museums and galleries field. Apparently art historians can have very similar problems to professional civil servants!

Do I miss the excitement of working with ministers and advising them on taking decisions that will affect the country and even the world? No! I enjoyed it when I did it, but the dedication to ministers and the country required is such that if one were to do it for too long, it would be difficult to remain part of the normal human race. I think I just about got out in time!

To anyone thinking of entering the Civil Service I would say: ‘Try it – it is a unique experience you will never forget.’ But I would also say: ‘Don’t be persuaded to stay too long. It gives you a very strange perspective on life – you only realise how strange once you leave!’

So I remember Templeton as the place that helped me move from a professional perspective to a broader management context. The effects of the Oxford Strategic Leadership Programme have lasted many years after it finished.
World Views | Individual Focus: 

Innovation in Programme Design

Templeton’s executive programmes are designed to open minds. Participants in flagship and commissioned programmes alike leave with an enhanced view of the global picture - and their own place in it.

Programmes are continually changing to reflect today’s global business environment. Company commissioned programmes (such as the one for Standard Chartered Bank - see following pages) take and develop some of the core elements of the flagship programmes - for example the use of poetry, jazz, conversation (see interview with Theodore Zeldin on page 2) to provoke personal insights. These developments are then reflected back into the flagship programmes, in a constant cross-fertilisation of ideas.

Alumni are a vital part of this process. The Oxford Advanced Management Programme has been redesigned and is being relaunched in June, following an intensive review and consultations with previous participants. The Oxford Strategic Leadership Programme is currently under review.

If you would like to contribute your views, or would like further information about any of Templeton’s programmes, please contact Dorothy Cooke, tel +44 (0)1865 422734, email dorothy.cooke@templeton.ox.ac.uk, or visit www.templeton.ox.ac.uk

Diary dates

Templeton dining nights | 10 May | 7 June
The Oxford Senior Executive Finance Programme | 29 April - 4 May | 25 - 30 November
The Oxford Strategic Leadership Programme | 20 - 25 May | 11 - 16 November
The Oxford Advanced Management Programme | 17 June - 14 July | 30 September - 27 October
Templeton Alumni Association Dinner | 12 October
Standard Chartered Bank
- The New Business Partnership

Standard Chartered is an unusual bank, a specialist in emerging markets with origins which go back to the days of the British Empire and a global headquarters still based in London. Its name comes from two founding institutions which merged in 1969: The Chartered Bank of India, Australia and China, established in 1853, and The Standard Bank of British South Africa, established in 1862. Standard Chartered operates in every Asia Pacific market, with the exception of North Korea, and some 60 per cent of its profits come from this region. It is the oldest foreign bank in China – its first branch in Shanghai opened in 1858 – and operates the largest foreign bank network there. It was also the first financial institution in Malaysia, celebrating its 125th anniversary last year. The bank maintains a strong presence in the Middle East, Africa and Latin America. It is one of the FTSE top 25 companies.

The company has a strong multicultural tradition, employing over 30,000 people – many from families which have worked for it for several generations – in 615 offices in 57 countries. Its strategy is to concentrate on markets and businesses it understands, providing high quality products supported by proven delivery systems and excellent customer service. Training and development are a high priority. In the UK, Standard Chartered is recognised as one of the best 100 British companies for which to work.

To achieve its aim of recognition as the world’s leading emerging markets bank – and to deliver the technology-based solutions its customers demand – Standard Chartered ensure effective integration of e-commerce, and technology in general, into its business strategy. In an institution with such geographical and cultural diversity, this posed some major challenges.

It was becoming evident that the bank’s technology and business departments were frequently failing to communicate effectively with each other, even though both were working towards common objectives. Consequently, outputs from joint projects were, in some cases, failing to meet expectations and deliver promised benefits.

Mervyn Davies is the bank’s executive director who has recently been given worldwide responsibility for technology. He saw that there was an urgent need for a management development programme which would help with the process of integrating Standard Chartered’s technology functions with its customer facing departments. He approached Ron Emerson,
Associate Fellow, to ask him to develop a suitable programme. Ron, being familiar with Templeton’s strengths in both leadership and IT, suggested that the programme be based at the College. Given Ron’s former role as Group Head of Corporate Banking with Standard Chartered, and his more recent experience of the College as a tutor on the Oxford Strategic Leadership Programme, there were some obvious synergies in this relationship.

Together, they designed a week-long programme to help executives from technology functions and business departments communicate with each other and, at a deeper level, demonstrate the need for personal leadership from each individual involved. Key to the design of the programme was the need to get people ‘out of the box’ imposed by the typical day to day pressures of work, and consider alternative ways of working together. The programme, called The New Business Partnership, combines elements of the Oxford Strategic Leadership Programme with sessions on managing IT as a strategic service.

It incorporates three clear elements; the technology integration challenge, the nature of leadership and the individual challenge. The first two are considered in parallel during the first part of the week. Sessions on integrating IT and Business strategies, led by David Feeny, Fellow in Information Management, draw heavily on research findings; participants then work in groups to define for themselves what form the integration between business and technology should take. A variety of sessions ranging from leadership theory, to jazz, to a case study based on the Woolwich Bank encourage participants to challenge their preconceived views as to the nature of leadership – in particular, the idea that there is only one model of leadership.

During the second half of the week, the programme focuses entirely on the individual. This part of the programme begins with a session on Reframing Dialogue which examines why people with polarised views on issues fail to communicate effectively. Theodore Zeldin (see page 2) then progresses this line of thought with a discussion around the idea that true communication is more likely to come from unstructured conversations than rational arguments delivered in formal settings, and introduces the need to consider the role of work in our lives. Concept Café involves conversations over dinner, in smaller groups, based around pieces of poetry and prose; an apparently simple concept which evokes powerful and positive responses from all who participate. ‘It demonstrated how quickly a group of people can develop trust and illustrated how we artificially use “culture” as an excuse not to talk openly,’ was one participant’s comment.

On Thursday, David Whyte, poet and author of *The Heart Aroused: Poetry and the Preservation of the Soul at Work*, leads a discussion on the nature of personal challenges posed by large organisations and how these might be confronted, using images from poetry. ‘The use of poetry to magnify business issues and our personal sense and style was compelling,’ commented one participant. This is followed by individual discussions with professional coaches to help participants reflect on what they have learned from the week and construct a personal agenda of action points. The last session of the week is some personal reflections on leadership, given by Sir David Rowland, which are followed by presentations from the syndicates on what they see as the central challenges involved in building the new partnership. The programme has been run three times to date. By the end of the year, over 100 of Standard Chartered’s
senior executives, including senior IT people and country managers, will have participated in it. Feedback has been very positive and a follow-up two-day programme in order to consolidate the benefits is being discussed.

Mervyn Davies comments: ‘It is always difficult to combine an innovative approach to learning with a multinational, multicultural group of business managers and IT professionals. Templeton has done just that to provide us with a thought-provoking programme which is already having an impact on our business. We are delighted.’
Capitalising on E-business

In January this year, Templeton ran its third e-business programme for PricewaterhouseCoopers’ (PwC) Corporate Finance and Recovery practice. The two-day programme has an unusual format: partners and other senior members of PwC from the UK, Europe and Africa invite their senior clients as guests. This provides an opportunity for participants to engage with a number of specialist presenters and to deepen relationships between partners and clients. On this occasion delegates came from the UK, Norway, Belgium and Ghana. Organisations represented included HSBC, BT, Telenor, Geest, the Post Office, MCI/Worldcom, Christie’s and the Ghanaian Ministry of Finance.

Following the shake-out in the new economy, programme director Chris Sauer, Research Fellow in Information Management, had agreed with PwC that the theme for the January programme should be ‘Capitalising on E-Business: Opportunities, Assets and Risks’. This theme was chosen to reflect the shift in focus on the substantial opportunities which e-business presents, despite the deflation of the speculative bubble and its associated hype. Topics included e-entrepreneurship, e-opportunity identification, e-branding, supplier networks, cyber-risks and security.

The programme began and ended with presentations from entrepreneur Darryl Mattocks, founder of the Internet Bookshop and travelstore.com, and Julie Baddeley, Associate Fellow, who was head of IT and HR at the Woolwich during its transformation into an e-bank.

Between those sessions, participants were exposed to a range of ideas from Templeton faculty and PwC specialists. The former included David Feeny, Fellow in Information Management, expounding one of the frameworks from his just published Sloan Management Review article, ‘Making Business Sense of the E-Opportunity’. Leslie Willcocks, former Fellow in Information Management, and Kunal Basu, Fellow in Strategic Marketing. All participants received a copy of Templeton’s recently published book Moving to E-Business (Leslie Willcocks, Chris Sauer and Associates, Random House Business Books, 2000) as well as In Search of Shareholder Value (Andrew Black, Philip Wright and John E Bachman, FT Prentice Hall, 2nd Edition 2000) co-authored by Philip Wright, Global Leader of the PwC Corporate Finance and Recovery practice.

A highlight of the programme for many participants was the presentation by George Graham, the Financial Times’ Lex columnist. His low-key, dry-witted account of the markets’ mixed responses to recent e-business initiatives proved thought provoking for all.
Alumni News

Julius Patta is the CEO and President of Slovenske Loterie as, a nationwide video lottery operator in the Slovak Republic and division of Casinvest spol sro, the second largest operator of lottery products in the country. He is also a director and member of the board of Casinvest.

He has participated in all three public programmes – the Oxford Senior Executive Finance Programme, the Oxford Advanced Management Programme and the Oxford Strategic Leadership Programme.

‘I originally enrolled in the Oxford Senior Executive Finance Programme in 1998, assuming top faculty, curriculum and alumni would be part of an Oxford offering. I was so impressed with the results that in January 1999 I took part in the Oxford Advanced Management Programme.

I thoroughly enjoyed the experience. The Oxford brand attracts the world’s best when it comes to creating a business education environment. Mixing with world class managers and industry leaders, exchanging opinions with first class faculty, and, of course, enjoying Michelin-standard meals, made my stay at Templeton an invaluable and frequently remembered experience. I continue to enjoy personal friendship with several of my fellow students, from North America to Australia.

After AMP I chose to complete a Certificate in Management Studies at Templeton from April to December 1999. I wanted to know what a research programme would entail, should I decide to pursue further postgraduate study. I then took the Oxford Strategic Leadership Programme in November 2000, as a motivational tool for my future projects. My feelings on the quality of Templeton as a fine business education institute have only strengthened.

I am very pleased with my investment in Templeton. I got what I wanted. A different perspective on business matters relevant to me, the chance to interact with other accomplished business leaders, and an environment conducive to out-of-the-box thinking. I will probably return.’

Student News

Michael Gestrin, Templeton DPhil student researching global strategies of the world’s leading multinational companies, is currently a visiting professor at ESSEC, one of the Grandes Ecoles in France. He is teaching international strategy to MBAs and on the executive MBA programme.
Many of you will remember Keith Lathrope who died in February after a long illness.

He was for several years a valued member of the team of tutors to the Oxford Strategic Leadership Programme. The team appreciated his skills as a psychologist and assessor of individual characteristics. His confident personality enabled him to contribute fully to a programme where ideas evolve through forceful interchange.

Tony Rands, former Dean and Fellow in Management Science and Information Systems, remembers him as ‘one of the sharpest people I have ever come across. It was impossible to be indifferent to Keith. A man of very strong views, he cared deeply about Templeton. His health was poor for a long time and he was obviously very ill during the last programme he taught here in the College, yet his professionalism was such that in the classroom he appeared well.’

He was involved with the P&O Programme since its inception in the late ‘80s. Ken Windsor, Group Personnel Manager, P&OSNCo, remembers him as a larger than life character with an extraordinary ability to communicate with people – be they board members or new graduates. ‘Keith was a great one for maxims,’ he says. ‘One was that “Learning is far easier than unlearning”. He had the philosopher’s gift of defining words very precisely, coupled with the capacity to express himself clearly. Another favourite saying was that to be successful in the classroom you have to be a “song and dance man”. A great teacher with tremendous enthusiasm, Keith himself was the supreme example of the song and dance man.’

by Sir David Rowland, President

Keith joined Stewart Wrightson in 1976. Stewart Wrightson, employing around 2,500, had been formed by a series of takeovers and, as CEO, I was struggling with the challenges of integrating different cultures. Keith’s vast experience, his comfortable appearance, his ability as a good listener made him invaluable as a colleague.

As I found swiftly, his skills at listening were coupled with an ability to give advice in a manner which really made a difference. He was forthright when necessary, gently persuasive and careful when a more direct approach might have caused antagonism.

I valued Keith highly as a colleague and a friend. Because of Stewart Wrightson’s growing relationship
with the Oxford Centre for Management Studies. Keith became closely involved with the Centre. Given his own personal interests and his background in academic and consultancy work, Keith left Stewart Wrightson in 1986 and extended his relationship with Templeton as an Associate Fellow, where he has made a significant contribution.

I owe him much for his skill and support, for his friendship and very particularly for his advice to me personally. Sometime around the late ‘70s or early ‘80s, having installed sound procedures in Stewart Wrightson for appraisal and assessment, I realised as Chairman I needed someone to appraise me. Keith did so, telling me among other things I had to stop ‘playing with trains’ when I was paid to run the railway! Scarcely a day goes past without remembering that advice. He was right, and if I became less irritating as a colleague in the past 20 years, then Keith deserves the thanks.

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**Sy Tilles Memorial Lecture**

The inaugural Sy Tilles Memorial Lecture was given by Philip Evans, a Senior Vice President with the Boston Consulting Group (BCG). The co-author of the best-selling business book *Blown to Bits: How the New Economics of Information Transforms Strategy* (Harvard Business School Press, 1999), took as his theme the effect of the information revolution on the structure of business and the resulting dilution of intellectual property rights. The lecture was introduced by John Clarkson, Chair of BCG, who talked affectionately and humorously about Sy’s career with the Group.

Sy’s widow, Gloria, and other members of their family flew over from the USA for the event. At the reception afterwards, Gloria commented how moved she was that so many people had attended a lecture in Sy’s memory, and recalled the time they had spent at Templeton when Sy was teaching on the Oxford Advanced Management Programme.

Held at the Examination Schools in Oxford, the lecture was attended by faculty and students from Templeton and the Said Business School, as well as members of the Boston Consulting Group. It was followed by a dinner at the College.

*BCG’s A Tribute to Sy Tilles 1925-1999 is available from stephanie.parsons@templeton.ox.ac.uk*
Faculty News

Keith Blois, Fellow in Industrial Marketing, has published ‘Impersonalised Customisation?’ in Dibb, S, Simkin, L, Pride, W M, and Ferrell, O C, Marketing: Concepts and Strategies (4th edition) and ‘Managing Business Relationships in Thailand’, with I Pannapachr in the Journal of Asian Business, Vol 16:2, 71-85. In December of last year he presented a paper entitled ‘Analysing relationships using Macneil’s and Menger’s approach to exchanges’ at the 8th International Colloquium in Relationship Marketing at Stockholm University, where he also chaired a session. He was recently a member of an international team invited by the Estonian government to evaluate a number of Estonian private institutions offering MBA programmes.

David Feeny, Fellow in Information Management, was an invited speaker at the OECD’s Expert Meeting on Management of Large Public IT Projects in Paris last October. Earlier in the year, the UK Government Report Successful IT: Modernising Government in Action had recommended that government departments and agencies should adopt the ideas described in the Feeny & Willcocks article ‘Core IS Capabilities for Exploiting Information Technology’ (Sloan Management Review; Spring 1998). His article ‘Making Business Sense of the E-Opportunity’ was published in January in the Winter 2001 edition of Sloan Management Review.


Alan Rugman, Thames Water Fellow in Strategic Management, is moving to the Kelley School of Business at Indiana University, where he will be the first recipient of the Leslie Waters chair in international business. He will continue to spend Trinity term each year at Templeton. The appointment reflects Alan’s high profile in international business research. He is currently editing a special issue of The Academy of Management Executive on ‘How Governments Matter to Business’ and will participate in an Academy of Management panel to discuss this topic at the Academy’s annual conference in August 2001.
Chris Sauer, Research Fellow in Information Management, recently published with Leslie Willcocks Building The E-Business Infrastructure (Business Intelligence, London, 2001), which builds on the success of their recent Moving to E-Business.

Leslie Willcocks, Fellow in Information Management, has left Templeton to take up the Arthur Andersen Professorship in E-Business and Information Management at Warwick Business School, University of Warwick. In addition to Building the E-Business Infrastructure, he has just published Delivering IT and E-Business Value (Butterworth, 2001) with Valerie Graeser, based on research carried out when Valerie was an Associate Research Fellow at Templeton. Leslie, who will continue to work closely with David Feeny and Chris Sauer, recently won the Academic section of the 2001 Outsourcing World Achievement Awards, in recognition of contributions to the world outsourcing industry.

Customer Service Under the Spotlight

Templeton is leading a business-based research programme aimed at raising customer service standards in the UK. The programme is directed by Terry Hill, Fellow in Operations Management, who said: 'This is an ambitious project aimed at providing a forum for developing best practice in customer service and ultimately raising standards throughout the UK. Our aim is to establish a unique centre of excellence in Customer Service Management here at Templeton.'

BT, Scottish and Southern Energy, Shell and Transco are sponsoring the research, which will include in-depth reviews of their own customer service practices. A Research Associate in Customer Service Management is being funded for three years by the programme’s sponsors and the University of Oxford. Alex Hill took up his new position in March and will initially look at call centres. He commented: ‘Everyone can give you an example of bad customer service, and everyone knows it has to be improved. The question is how? And what do customers really want? As part of this research, we are going to find examples of best practice.’

Terry Hill added: ‘Participating in the research will benefit the companies involved in an increasingly competitive marketplace’.
New Associate Fellows

Templeton recently elected four new Associate Fellows

Julie Baddeley is a highly experienced change management consultant. She has served on the main Board of Woolwich plc as the head of IT and HR and was previously partner-in-charge of a substantial part of Accenture’s change management practice in Europe. She holds non-executive directorships in both the public and private sectors and acts as a government adviser on change and leadership. Julie has worked on commissioned programmes for Accenture, Thames Water and Standard Chartered Bank.

Martin Barnes has 30 years experience of project management. An independent consultant, he is also Executive Director of the Major Projects Association. His recent work has included risk management in the decommissioning of nuclear installations and constructing major chemical plants, introduction of project management into the financial sector and project management of a major racecourse development. He has contributed to and run management courses at many universities and business schools in the UK and abroad, and is a visiting professor of project management at the University of Birmingham. He is a recipient of the Institute of Management’s Special Award and of the Institution of Civil Engineer’s Watson Medal.

Ron Emerson came to Templeton about four years ago to pursue research into the relationship between internal organisational communications and change processes. Since then he has become involved in a number of College initiatives, including tutoring on the Oxford Strategic Leadership Programme. His background is in banking, having held a number of senior posts with Bank of America, Nomura and Standard Chartered Bank, an industry link he has maintained while at Templeton through successive roles as a Senior Adviser to the Bank of England to the Financial Services Authority. He is also a non-executive director of Premier Oil plc. He has designed and become Programme Director for the Standard Chartered Bank leadership programme.

Emyr Williams is a Senior Adviser at KPMG, Non-Executive Director at Burson Marsteller and Board Adviser at Jim Beam Brands. Until recently he was a partner at KPMG and managing partner of the consumer products practice. In this role he sponsored research carried out by the Oxford Institute of Retail Marketing (OXIRM); he has particular interests in consumer loyalty, own brands, and measuring customer loyalty online. He is currently leading the e-loyalty programme being funded at Templeton in association with Santa Clara and Monash universities.