

# Templeton Views

Research, opinions, and insights from Templeton College, Oxford

Summer 2007



Templeton College  
University of Oxford

## Contents

Dean's Message .....	3
PROSPECTS: SOCIETY	
What works? .....	4
Staring us in the face .....	6
VISIONS: ETHICS AND SOCIAL RESPONSIBILITY	
CSR: Is doing good by doing well enough? .....	8
Is diversity outdated? .....	10
SPECTRUM: BUSINESS AND MANAGEMENT	
Diversity hunters .....	11
Strange bedfellows .....	12
In pursuit of agility .....	14
Moving towards merger .....	16
THE COLLEGE COMMUNITY	
Letters and News .....	18
HORIZONS: THE GLOBAL SCENE	
Lipstick, powder and paint .....	20
All's fair in love and trade .....	21
The Indian business family .....	22
What Oxford gives .....	23
INSIGHTS: SCIENCE AND TECHNOLOGY	
It's more fun (to stomp on a gnome) with friends .....	24
People flock to follow the leaders .....	25
The College bookshelf.....	26



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## Dean's Message

I have always disliked the image of academics in ivory towers, disconnected from practical activities and occupied with what they may consider to be 'higher' pursuits. Thankfully, while it is certainly possible to be a management academic and remain in an ivory tower, it is not the way that most of us at Templeton, either Fellows or students, see ourselves. We like to engage with practice and practitioners, and enjoy contributing to policy decisions as well as building theory.

This engagement with practice is reflected throughout this edition of *Templeton Views*, from Jerry Sternin talking about the very real impact of Positive Deviance on a variety of health problems around the world, to Andromache Athanasopoulou discussing the processes and benefits of implementing a corporate social responsibility programme. Keith Ruddle, who is an excellent example of someone with a foot in both camps, discusses both his own journey in teaching the 'leadership of change', and also the difficult phenomenon which is academics being paid to be private consultants. We also have a number of contributions from students, both past and present, who describe how their studies have affected their work and vice versa.



Sadly, this is the last issue of *Templeton Views* to be designed by Denise Legge, who has been persuaded to devote all of her time and talents to the Said Business School. Denise has designed every issue of *Templeton Views* since its inception, as well as overseeing the rest of the College's design activities. I would like to take this opportunity to thank her for everything she has done for the College in the past, and wish her the very best for the future. I also extend my thanks to the entire *Templeton Views* team whose photograph appears on the back cover.

Professor Michael Earl





# What works?

## Paul Montgomery describes an evidence-based approach to psychosocial problems

Dr Paul Montgomery is University Lecturer in Evidence-Based Intervention and is based in the Department of Social Policy and Social Work. Paul's research has three main strands: one part of his work looks at the effectiveness of treatments for a range of psychosocial problems; a second part explores different interventions for sleep disorders (the subject of his DPhil undertaken at Oxford); and his third field is the study of how nutrition can affect mood, learning, and behaviour.

Most decisions in medicine and psychosocial intervention are based on some type of evidence – coursework from professional qualifications, for example, or the advice of experienced practitioners. However, in the past 30 years, practitioners of 'evidence-based' medicine and psychology have begun emphasising empirical evidence: the findings of randomised controlled trials, systematic reviews, and other research designs that attempt to answer the question, 'What works?' In these fast-paced fields, new studies constantly challenge the knowledge handed down from years past, and cutting-edge treatments continually require evaluation. Of course, clinical judgment and experience are indispensable for deciding how to apply evidence to practice; however, the recent rise of 'evidence-based practice' has catapulted empirical research to the forefront of medicine and psychology. The first part of my research attempts to find out 'what works' for psychosocial problems ranging from behavioural issues to anxiety disorders.

Empirical research into psychosocial treatments uses many of the same research designs as pharmacology, such as the randomised controlled trial. However, it

is rarely a surprise to discover that drug treatments can have side effects – or no effects at all. In contrast, it can be startling to discover that psychosocial interventions can also have adverse or null effects. For example, a series of controlled trials in the 1980s and 1990s assessed the popular 'Scared Straight' programmes, which were intended to prevent at-risk youth from engaging in criminal activity. Scared Straight interventions provided young people with tours of prisons, where they heard prisoners discuss prison conditions and their own crimes. Intuitively (and as suggested by a popular 1979 documentary), it seemed a matter of common sense that witnessing difficult prison conditions would deter youth from crime. However, the trials consistently showed that the programmes were not only ineffective, but actually increased young people's rates of criminal activity. While it remains unclear precisely how and why this happened, the Scared Straight trials provide a useful reminder that, even with the best of intentions, psychosocial

interventions do not always work as expected.

These groundbreaking findings first appeared in a systematic review published by the Developmental Psychosocial and Learning Problems Group of the Cochrane Collaboration, for which I am an Editor. A major part of my work is the production of systematic reviews like this one, to assess what is and is not effective for psychosocial problems. These reviews involve not only studying treatment effects, but also appraising the methods used by primary evaluations; as such, they also provide excellent training opportunities for students and staff researchers. In recent years, I have collaborated with students, staff, and other review editors to produce analyses of media-based treatments for behavioural problems in children, family therapy for ADHD, cognitive-behavioural therapy for sleep disorders, independent living programmes for looked-after youth, personal assistance for children with physical impairments, home visits for the elderly,





and abstinence-based programmes for HIV prevention (to name a few). I have now established a systematic review group within the Centre for Evidence-Based Intervention which has done this work, funded by (among others) the Department of Health, the Swedish Board of Health and Welfare, and the Danish Board of Social Research.

This evidence-based approach has also guided my work in the treatment of sleep disorders. As any of Templeton's hard-working Fellows, students, or staff can attest, sleep is an essential for life – there is simply no substitute for a good night's rest. But here in the UK, as in most of the Western world, large proportions of the population struggle with sleep problems such as insomnia, jet lag, and nightmares. Despite the scale of this public health problem, most medics in this country get less than five minutes' training about sleep problems. The most common medical approach is to provide medication in the form of hypnotics, but research findings have indicated that, for many disorders, the most effective treatments are often psychological. Furthermore, even when people are appropriately referred for psychological help, such as cognitive-

behavioural therapy, face-to-face treatments can require hours of expensive therapist contact. The work that I have been doing, in collaboration with others, looks at providing these non-drug treatments in brief form, sometimes with very low levels of therapist support, and testing to see if they are still effective. We have developed self-help booklets, websites, and training packages for shift-workers aiming to cut down industrial accidents. By improving the way people sleep, even simple programmes can improve people's quality of life. I would hope that in my time at Templeton, I can work with others here to develop and disseminate this work into the business world further.

The third strand of my work continues to focus on evidence and empirical assessment, extending this approach to the burgeoning field of nutrition. It seems strange, but many medics are sceptical about the value of nutritional interventions for mood and behaviour, despite their own dependence on espresso coffee to stay awake! My particular interest is in randomised controlled trials of fish oil supplements, which may improve behaviour and functioning in a range of

populations. A couple of years ago, I published what has become known as 'The Oxford-Durham Trial' with Dr Alex Richardson, now of Food and Behaviour Research. In this large, double-blind, placebo-controlled trial, we found that administering fish oil to children with dyspraxia significantly improved their reading and behaviour. I plan to develop this work further in the coming years, particularly by assessing the effectiveness of fish oil for children who find it hard to concentrate in schools. I am also interested to see how the supplements might affect people with early signs of cognitive impairment. Trials with these groups are due to start shortly.

Evidence-based practice has the potential to improve many areas of medicine and psychosocial intervention – including my own fields of psychosocial interventions, sleep disorders, and nutrition – but these improvements rely on empirical research to maintain high standards of methodological rigour, innovation, and responsiveness to people's needs. When 'What works?' is not always predictable, intervention research has a great deal left to do.

# Staring us in the face

Peter Snow reports on a talk  
by the guru of Positive Deviance



Jerry Sternin, head of the Positive Deviance Initiative at Tufts University, loves to tell a story. There was a Sufi who kept crossing the border into Persia on his donkey. Suspicious customs officials searched him again and again but never found any contraband. Years later one official happened to bump into the Sufi and asked him just what he had been smuggling? Donkeys, the Sufi replied.

Simple solutions often lie hidden before our very eyes, Sternin believes. It is this belief that underpins the social action tool he has pioneered called Positive Deviance (PD). 'If the practices of the majority, those at the centre, are not working, it only makes sense to look to the strategies of the few who are succeeding.'

He first stumbled across PD working with malnourished children in Vietnam in 1990. 'We had no funds. We wanted to

create a sustainable change in behaviour. We were seeking an approach that would allow communities to take responsibility for themselves. But there were a lot of people who were not at all happy to see a US NGO working there. The authorities gave us six months to show a medical impact – or get out. So we had to find a new way of doing business. We had to find something that would work right now.'

Sixty-five per cent of the children were malnourished but a minority were relatively healthy, Sternin found. He decided to look at what their mothers were doing that could be making a difference – a positive difference. He discovered that while most mothers fed their children rice twice a day, these mothers were supplementing their children's diet with small creatures like shrimps and crabs that they collected in the rice paddies. They were also dividing

resources into three rather than two daily meals – which helped the children absorb nutrition more effectively. In addition, they had evolved another valuable practice: washing their hands *before* preparing food.

So far so good. But Sternin was not satisfied. 'We had simply reached the "junction of failure" – the point at which most researchers simply publish their results. But knowledge in itself is not enough. Most research falls into the category I call TBU – "true but useless". The challenge was actually to change behaviour.'

With four months to go Sternin and his team set about working with the Vietnamese villagers. 'We had to figure out a way to get the community itself to crack the problem.' They designed a programme that would embed the different behaviour in practice. One strategy involved inviting mothers and children to parties offering free food. The price for entry was that they had to bring a small additional contribution themselves – often shrimps – with the result that these gradually became part of the dietary mainstream.

When the six months were up, 60–70 per cent of children had been rehabilitated. Since then Positive Deviance has gone from strength to strength. It has been applied in over 40 countries around the world in projects combating HIV/AIDS, female circumcision, people trafficking and promoting conflict resolution. 'PD can be used in a variety of very specific problems because it is transferable,' says Sternin. 'By definition it is always culturally appropriate.'

Much of the credit for the impact of PD is down to Sternin himself. He bubbles over with almost evangelical zeal for PD. Addressing the first Green–Templeton College Research Seminar on 4 July he gave a virtuoso performance, in the course



of which he hailed it as 'a process whereby human beings can discover their own truths.'

Scholar, social entrepreneur and consultant to a swathe of organisations, Sternin leads a life bustling with activity. With degrees in speech therapy and Asian Studies, he has worked for over a quarter of a century in developing countries, including the Philippines, Nepal, Mauritania, Bangladesh, Egypt and Rwanda. A one-time Assistant Dean and Student Advisor at Harvard Business School, he set up the Positive Deviance programme at Tufts in 2001 with support from the Ford Foundation. Its aim is to document PD programmes worldwide, develop new applications and train a cadre of PD practitioners.

Most recently he and his wife Monique have been involved in a challenging programme to reduce MRSA infection in a group of Pennsylvania hospitals. In place of costly top-down initiatives they started bottom-up by calling a 'town hall meeting' of all staff – ordinary cleaners and support staff as well as nurses and medics. They put a series of simple questions: 'who do you know who is overcoming this problem? What are they doing that is different? What would it take for this to happen tomorrow in your ward?'

The response was overwhelming, says Sternin. He quotes one attendee as saying: 'For the first time in 15 years someone has asked me what my ideas are'. A volunteer committee was set up to investigate and spread the word to patients as well as staff via simple, down-to-earth brochures. 'Instead of patients being the defective, passive recipients of our expert care, they are a part of the solution and they love it,' comments Southwest Pennsylvania MRSA prevention coordinator, Dr Jon Lloyd. Fourteen months into the programme MRSA rates have been almost halved, and the programme has been adopted by 35 hospitals in the area.

The MRSA programme exemplifies the threefold structure essential to all PD programmes. 'First you create a climate for ideas. People will contribute if they

know their ideas will be listened to. Second, you set up a mechanism to act on the ideas. Finally, you build in a feed-back loop, so it doesn't end up becoming yesterday's flavour of the month.'

'Are there broader lessons for organisational learning?' asked Templeton's Dean Michael Earl at the seminar. 'What are the impediments in business?' Sternin highlighted the need for support from the top: 'Without political will, PD will not work. We are invited in – always.' He went on to highlight the obstacles that hierarchical thinking can present. 'The biggest challenge for "traditional" leaders is to relinquish normal control. It is hard to get high status individuals to trust in the wisdom of the crowd and convert to a more facilitating role.' One thing he is very sceptical about is the value of importing consultants and change agents. 'The traditional model for social and organisational change doesn't work. It never has. You can't bring in permanent solutions from outside.'

Certainly Sternin is convinced of PD's value in the developing world. 'The Positive Deviance approach has proven its worth in the most difficult situations, not the best. Westerners must not delude ourselves by thinking that the opposite of poverty is our great economic abundance. The belief that what works in America will work anywhere, and that people everywhere would choose to live the way we do if only they had the choice is not only condescending: it is simply untrue. People living on the edge are, out of necessity, extremely innovative and creative,' he has explained. 'Sometimes because they have nothing to lose, they are less risk-averse. And more often than not they have extraordinary coping skills and mechanisms.'

Even so Sternin realises PD can never provide complete answers to the developing world's problems. 'The causes of poverty run deeper than the coping strategies used by the poor to survive. There are identifiable economic and structural causes underlying poverty and they must be addressed before sustainable progress can be achieved.'



To find out more about Jerry Sternin's work with Positive Deviance visit [www.positivedeviance.org](http://www.positivedeviance.org).



# CSR: Is doing good by doing well enough?

**Andromache Athanasopoulou**  
Templeton DPhil 2003

Corporate Social Responsibility (CSR) spans two areas often viewed as incompatible – the ‘corporate’ and the ‘social’. This complexity makes any attempt to define CSR problematic. However, there is a growing belief that these two areas can develop win-win situations in which both companies and society benefit.

‘Doing well by doing good’ is the theme of this year’s Academy of Management meeting in August, and in a paper Dr Sue Dopson and I will discuss the extent to which ‘doing well by doing good’ is really true, drawing on her work in healthcare and my DPhil research on how managers in four large MNEs made sense of the processes involved in implementing CSR.

Focusing on two of these MNEs (a water utility and a tobacco company) we found ‘doing good’ was seen as institutionalising CSR programmes across the business and identified a series of intended and unintended positive consequences of CSR implementation, which confirm the ‘doing well by doing good’ argument. CSR became a source of differentiation from competitors, it offered reputational benefits to the company, improved employee morale and helped attract good quality employees and improved the quality of stakeholder engagement. However, different approaches were pursued by each of the two organisations. We also found that ‘doing well’ was subject to a wide range of interpretations and most of them related to the improvement of non-financial areas, rather than financial returns *per se*.

CSR approaches differ between companies and industries and between multinational enterprises and small and medium sized companies. Each company develops a different set of CSR practices based on its own culture and management priorities. Therefore, what may apply to one company may not apply to another.

Overall, though, companies have sought to display CSR by developing projects across a number of domains (economic, environmental and societal). But if in the past companies used to treat CSR as a project-based activity led by a separate team within the corporate structure, now companies approach CSR primarily as the way a company behaves (or should behave) and seek to internalise CSR thinking across their business in terms of managerial decision-making and day-to-day operations.

More and more companies are realising that CSR is not a stand-alone stream or an add-on to other corporate activities, but part of the way a company and all its employees breathe, think, decide and behave. Companies are increasingly becoming

shrewder and more strategic in the selection of CSR issues. The trend now is that companies focus only on issues which relate to the core of their business. They find that by relating the CSR activities to the core of their business they can make the most of their CSR efforts. Furthermore, companies tend to move away from a philanthropy/money-giving approach to CSR and work instead towards the development of CSR projects which aim at empowering stakeholders to become sustainable, instead of relying on corporate philanthropy so as to survive.

## Context – and actors – are key

The importance of context in organisation studies and in CSR in particular is something that Dr Sue Dopson and I will emphasise in our paper. CSR is understood differently across time and across different cultures. In my research I found that managers in the same organisation or (even) in the same department do not always have the same understanding of CSR. Therefore, in practical terms companies should be aware of the contextual variations in implementing CSR and adjust their CSR practice accordingly. For instance, what applies in one country or culture does not apply to another.

*‘More and more companies are realising that CSR is not a stand-alone stream or an add-on’*

Furthermore, companies need to be aware of the fact that organisational actors make sense of CSR based on a combination of several contextual influences. This has implications for how companies design and implement CSR, not only across different cultures, but also with regards to different types of jobs across their business. For instance, an operations manager has a quite different understanding of CSR than an HR or a CSR manager. The willingness of employees to engage with CSR varies accordingly.

Managers were asked to comment on how CSR performance was measured. In both case studies, interviewees were split between the view that both quantitative and qualitative measurement approaches are needed and the view that only qualitative measurement is sufficient. While acknowledging that both approaches are complementary, qualitative was seen as much more appropriate. Quantitative approaches are described as the least useful mainly because CSR is impossible to measure in absolute, quantifiable terms.



Organisational politics and emotions towards CSR emerged as key features. Organisational actors make sense of – and ‘enact’ – CSR in a dynamic mode. Organisational politics are central to this process, yet the existing organisation studies and CSR theorising in particular have neglected to pay due attention to this.

*‘CSR is not emotion-free’*

In the organisations under study there were instances where managers attempted to legitimise themselves and de-legitimise others, proving that organisational politics and vested interests actively intervene in CSR practice. For instance, CSR managers would tend to interpret and label other departments’ contributions as negative or a peril to CSR so as to increase CSR department’s political power and access to resources or obtain more status internally. Some CSR managers argued that the marketing department harmed the company’s CSR implementation efforts and that the importance of CSR is diluted when CSR becomes a marketing subject.

CSR implementation is an organisational change process which is not emotion-free. CSR is as much about assumptions,

contingencies, conflicting interests and moral and emotional implications for organisational actors as processes and practices. Its study requires delving into organisational actors’ thoughts, beliefs and attitudes to explore whether they practice CSR mechanistically or whether it is part of their personal conviction as well as how the practice of their core job and their vested interests mediate, blocks or facilitates CSR practice.

Most CSR research has been quantitative and survey-based. However, there is now a growing effort by CSR researchers to engage in more qualitative research because it is becoming a common belief that this is the best way to capture the context-intensive aspects of CSR. Issues of legitimacy through CSR involvement and its links to stakeholder engagement are expected to become increasingly important. The CSR field is opening up to the knowledge that other fields in organisation studies can offer.

Academically, the conceptual difficulties associated with CSR and its implementation are increasingly turning researchers’ attention towards the study of organisational sense-making. It is vital to draw more broadly on organisation theory in the study of CSR and treat sense-making and enactment primarily as social processes, inextricably linked to the social context within which they unfold, and to view CSR practices in that light.





# Is diversity outdated?

## Why corporations need to redefine how they deal with diversity

**Selina Kaing, Templeton MBA 2006**

Corporations have embraced diversity initiatives as a way of doing business, recognising the fact that changing demographics will drive purchasing power and profits in the future as they look overseas for international growth. But is diversity an anachronism in a contemporary society that has become, as Thomas Friedman in *The World is Flat* claims, so connected and so 'flattened' by the lowering of trade barriers and the advancements of the IT revolution that 'individuals from every corner of the flat world are being empowered' to do anything anywhere? Has the flat world ushered in a new era of equality founded upon free enterprise that makes the disenfranchisement of marginalised groups a historical fact rather than an ongoing concern? Is diversity outdated?

Corporations view diversity as a process of inclusion, a contest for cultural integration. From internal affinity support groups that deal with gender, race, and sexual orientation to supplier diversity initiatives that encourage corporate buyers to do business with women and minority-owned firms, the *de facto* and politically correct definition of diversity has been confined to ideas of acceptance and belonging. But here's the rub. Although companies may advocate the ideals of 'differentness', their corporate growth strategies and stock prices require and even demand ubiquity. Sameness is what allows China to be McDonald's largest growth market, for Coca-Cola to literally realise the dream of their famous 1970s ad of buying the world a coke, and for De Beers to create from scratch the

'tradition' of a diamond engagement ring in Japan. But sameness is also what causes concern for the unhealthy 'westernisation' of Chinese diets, for the creation of Cola Turka as a 'nationalistic' cola alternative in Turkey, and for the controversy over 'blood diamonds' as a symbol of supply and demand gone terribly wrong.

The forces of what Benjamin Barber describes as Jihad and McWorld are equal and opposite with 'one driven by parochial hatreds, the other by universalising markets, the one re-creating ancient subnational and ethnic borders from within, the other making national borders porous from without.' So as diversity leaps to the forefront of many corporate priorities as a way to be more profitable, it becomes imperative to understand the enormous cultural power wielded by

companies that all too often weave together the fabric holding our societies together. After all, 'what is the power of the Pentagon compared with Disneyland?' Diversity is no longer about bringing people in – it's about keeping people out. Diversity has become a demarcation of identity, a reclamation of community, and a manifestation of the backlash against the insistency of the McWorld demands.

Companies cannot afford to be blind to this ideological clash. As microcosms of society, corporations are made up of the very same people we live next to and work with. The issues they choose to address – and more importantly, the manner in which they will address them – will be reinforced in the world at large. Corporations must go beyond what

*'Diversity presupposes a dominant majority group'*

Edward Hubbard describes as a philosophy where 'differences were valued, but they were not valued enough to be integrated into the organisation's culture and business practices.' Diversity programmes demonstrate corporate responsibility, but these initiatives must do more than showcase a company's ability to be socially aware. They must participate in the convergence that Friedman describes as having created a 'global, Web-enabled platform for multiple forms of collaboration [that]...enables individuals, groups, companies, and universities anywhere in the world to collaborate – for the purposes of innovation, production, education, research, entertainment...like no other creative platform ever before. This platform now operates without regard to geography, distance, time, and, in the near future, even language.' Diversity is a conditional message of inclusion that presupposes a dominant majority group. Collaboration, on the other hand, assumes cooperation regardless of differences. These differences are the key to respectful, not politically correct, interactions. Diversity is part of a larger battle being fought on the globalisation frontier. In determining how it can be built into corporate strategy in a much more meaningful and relevant way, we need to change the language in which we speak about diversity so that the true dialogue can begin.

# Diversity hunters

Peter Snow

The bottom line has always been the name of the game for business. But nowadays business is also playing other softer, gentler games – corporate social responsibility (CSR), going Green and workforce diversity, to mention but a few. And paradoxically these may also add significantly to the balance sheet.

We have got used to chief information officers (CIOs) in organisations, and even chief knowledge officers (CKOs), but in the 1990s a new phenomenon began to appear on the organisation chart – chief diversity officers (CDOs).

CDOs' initial job was to ensure socially and racially representative workforces but in some companies today they are also pursuing a more 'business' role by helping develop new products and – explorer-like – penetrate profitable and hitherto hidden markets.

In large part what is driving the diversity game is, of course, globalisation. Lalit Johri, the Saïd Business School's newly appointed Fellow in International Business, believes it is the key to success for today's global giants: 'Monocultural organisations fail to learn from indigenous knowledge found across the world. They have an inflexible view of problems and correspondingly often fail to recognise the reality. Culturally diverse organisations learn from constituents who come from different countries.'

As Frans Johansson pointed out in a recent *Harvard Business Review*, some CEOs are no slouches when it comes to realising that culturally diverse workforces can be profitable sources of innovation and that their CDOs often know more about these sources – and are consequently better placed to exploit them – than other executives.

Johansson quoted the examples of Amy George, Vice President of Global Diversity and Inclusion at PepsiCo and Rosalyn Taylor O'Neale, MTV's former CDO, who worked with affinity groups in their companies to help create or tweak products for ethnic or regional markets.

It is a mark of their more commercial role that CDOs are increasingly being lifted out of the HR ghetto in their companies and awarded new niches in areas such as business development, innovation units – or are even acting independently with direct reporting responsibility to their CEOs.

'CDOs may have been hired to limit liabilities in the past. But now, deployed correctly, they can also expand horizons,' concludes Johansson. The business case for diversity is finally becoming clear: With dedicated, informed leadership, diversity becomes the tinder to ignite innovation.'



# Strange bedfellows

## Caroline Scotter Mainprize on the uneasy relationship between academia and consultancy

When Sir Richard Doll died, his papers revealed that for many years he had received consultancy payments from large chemical companies. Suddenly, the man who had been described as the foremost epidemiologist of the 20<sup>th</sup> century, who was a pioneer in research linking smoking with cancer and other health problems, was being vilified in the media as a scientist 'gone awry' and 'a questionable pillar of the cancer establishment.'

Given that it is highly unlikely that the journalists reporting the story had themselves conducted research that conclusively contradicted Sir Richard's findings, one can only assume that their comments were a straightforward reaction to the concept of consultancy payments. He received money from industry, ergo he was 'dodgy'.

But the money did not come in brown paper bags. He was, according to his colleagues, always perfectly open about his consultancy payments, and indeed donated most of them to Green College, Oxford, of which he was the first Warden. He claimed, in fact, that working with industrial companies was the only way to get access to the data that he needed in order to investigate the link between various chemicals and cancer.

The fact that this controversy arose over the man who, probably more than any other, was responsible for today's falling cancer rates, shows just how suspicious we all are about the idea of academics accepting payment for consultancy services.

But why should we be? Commercial companies fund research all the time. Some employ their own scientists, but many others prefer to benefit from the objectivity of academics working in a university environment. In Oxford alone, there are myriad research centres and chairs that have been endowed by

companies and other institutions. Most business schools recognise that the services of their faculty are in demand, and will build into their contracts that a certain number of days per year may be spent on private consultancy.

Yet the groves of academe do not always sit comfortably beside the temples of Mammon. Many academics have come to view themselves as distanced from the world of the practitioner, and to regard any dealings with that world as somehow diminishing their legitimacy as 'proper' academics.

Templeton Fellow Keith Ruddle, who was a partner in management consultancy firm Andersen Consulting (now Accenture) before coming to Oxford, thinks that it all depends on the type of consultancy you do, and the type of research. 'There is a synergistic link between certain types of consultancy, research, and teaching that I feel perfectly comfortable with. The type of consultancy that I now do, for example, is not about telling companies what to do, but using my process skills to help them reflect on their own problems. This is effectively what I do when I am teaching, and indeed in my research, which is all based on observation and dialogue with senior people. The same antennae are needed for all three tasks, and they all feed into each other.'

Some academics, on the other hand, do not connect with practice in the same way. Those looking at statistics, for example, are almost by definition going to distance themselves from the people side of their subject (if, indeed, statistics as a discipline can be said to have a people side). As a result, they can tend to appear rather sniffy about the consulting activities of their colleagues, as if association with practitioners is polluting their academic integrity.

Not that this bothers Keith, but where he feels that academics can be on rockier ground is if they are asked to perform the type of consultancy that involves giving advice or writing a report. 'The brief – or at least the subtext of the brief – is often to justify what the company has done, or to praise it. I have seen the reports that are the result of this sort of consultancy and I think it is very dangerous.'

It is certainly true that a common PR ploy is to invite an academic to write an objective, yet glowing case study of your company, and how it overcame obstacles to become a pioneer of excellence in its field. What is alarming is that many case studies of this type are actually used as the basis of teaching in some business schools. It is well known that, even as the Enron accounting scandal broke, some MBA students were studying case histories praising the company's entrepreneurial energy. Even if academics are not paid for writing these case histories (and some are), it is standard practice for the company to have final 'sign-off' before publication. And if the authors view access to the company for research purposes as a suitable pay-off for the report – are they really going to endanger that by writing something that the chief executive is not going to like?

Good case studies leave interpretation and analysis to the reader and focus on questions *and* lessons. The important point is to differentiate between independence and objectivity. Independence actually may not matter. It is seldom possible to achieve anyway, as funding has to come from somewhere, and few academics can afford to pursue their research for love alone. What does matter is *objectivity*, and it is this that is likely to make the clients seek out individual academics rather than appealing to one of the big consultancy firms.

As Keith explains, 'Before becoming an academic, whenever I was in a room with a client, I could never get away from the fact that I was a representative of a large consulting firm. Always on my shoulder was the £50 million that my company was being paid for this project – and on the other was the £50 million that I would be expected to get out of the client for the next project. That £100 million conditioned the relationship.'

'Now I'm on my own, I am genuinely talking as an individual. I have little vested interest in what happens next: I can say what my judgment tells me is right and walk away if I want to. The money doesn't matter; I don't necessarily have to account to everyone nor indeed write a report at the end of every engagement. To me, that is an enormous freedom – as it is to the client. I have found them much more likely to talk to me about anything, to use me as a sounding board. They have more faith in my objectivity – as long as a relationship of trust is built.'

In the language of client management, if people are working for a management consultancy, their first intention must be to 'delight' the client. Even if the client has to be told something uncomfortable, the consultant will frame it in a way that the client will want to listen to. That is part of the consultant's responsibility to their employer.

Now, you would have thought that academics also felt a responsibility to their employer – the university for which they work. After all, it is often the association with a leading academic institution which introduces them to clients in the first place, either through research or, occasionally, through executive education programmes or other university-initiated external relations. But universities don't exercise any control over private consulting work: their attitude to it can best be described as benign resignation, with perhaps a little more support if it is seen to generate PR for the institution as a whole.

So how do universities ensure that their own reputations are not ruined by academics selling their souls to the highest bidders? It's all very well for those who have changed tack after lucrative careers in the City, but it must be tempting for someone on a typically modest academic salary to supplement their income through

a few well-chosen words in praise of a company's internationalisation strategy?

At Oxford there are controls on time spent and conflicts of interest. But perhaps the main control over academics' private consulting activities is a combination of their own consciences and the judgement of their peers. Could they face walking into the Senior Common Room, knowing that they have published a report that does not stand up to proper academic scrutiny? As we all know, some of them could. But

for the vast majority, the reason they became academics is precisely because they couldn't, because they feel a responsibility to academic conventions and the particular form of 'truth' that they pursue. For some, the answer is not to engage in any consultancy work at all. Others will do it, but are watching themselves all the time, perpetually questioning if they are being completely objective and ethical. It may not always delight the client, but it should be something that they can trust.



# In pursuit of agility

**Reflections on one practitioner's journey undertaking, researching and teaching the Leadership of Change**

**Keith Ruddle, Fellow in Leadership, Organisation and Change**

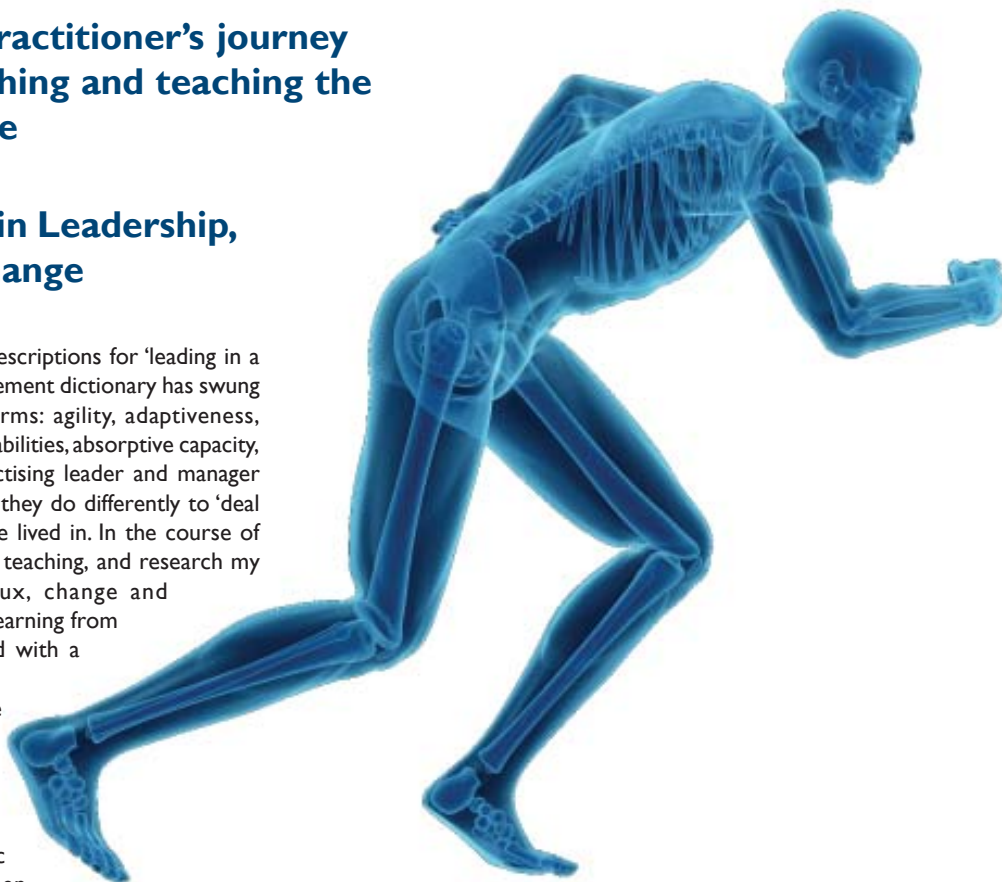
As we are increasingly assailed by prescriptions for 'leading in a world of constant change', the management dictionary has swung into action with a host of new terms: agility, adaptiveness, resilience, ambidexterity, dynamic capabilities, absorptive capacity, and more. But what should the practising leader and manager make of it all? What can, and should, they do differently to 'deal with' change. That is the world I have lived in. In the course of thirty years of management practice, teaching, and research my own journey has been one of flux, change and transformation, working with – and learning from – leadership teams as they grappled with a changing world.

Can past experience help us frame new practices and ideas for the future? My own research in the 1990s on organisational transformation used the metaphor of a journey to help understand, frame and explain strategic and organisational change – and then applied it with some success in the classroom for many of Templeton's company executive education clients. It might be instructive to consider my own journey, reflecting on the way through four decades, on some changing assumptions about organisational change.

## The 1970s: planned incrementalism – the leader as technician

Two years of an MBA at Harvard Business School had lifted me by 1975, after early training as an engineer, into the rarified world of general management and business policy – then seen a separate area of thinking and analysis intended to inform 'strategy'. In this world, change is planned and designed by the technocrats, with the leader the archetypal technocrat owning the solution. Change of course can be incremental and separated off if the world moves relatively slowly. While the 1970s experienced some instability (for example, oil shocks), change emerged in a more orderly fashion. Practice involved use of 'professionalised' approaches such as systems analysis and organisational design. Change projects were undertaken in periods during which an organisation was successively unfrozen and then re-formed.

The task for the practising manager was to learn the new approaches, learn about functional change, and be trained in the tools of the 'plumber'. Management training followed this route in the classroom and the training manual, occasionally using teams and groups to make it happen. My world ('the consultant as plumber') followed suit working in the embryonic Administrative Services Division of a global accounting firm.



## The 1980s: radical transformation – the leader as programmatic hero

The Japanese systems and ideas (such as JIT and Total Quality Management) in the 1970s and 1980s were perhaps the peak of this planned incremental approach. The late 1980s and early 1990s, however, saw new challenges, particularly in the West.

The clamour for significant and radical change saw gurus and pseudo-academics bending the ear of top managers and exhorting them to lead from the top. The purveyors of mantras of excellence, re-engineering, and transformation all shared an emerging resource-based view of strategy and change. Competences and capabilities would be the focus of re-invention from the top, very often driven by a clear, stretched strategic intent or 'view of the future'. Re-invention had to happen fast to stay in the lead. Sluggish giants had to be transformed. The leader, very often newly appointed to the top, was anointed as the programmatic hero.

It was certainly not business as usual. Change, being far from trivial, could not be brought about by a single project or within a single functional silo. Understanding how things needed to connect together across the organisation to deliver new and different capabilities and business models was critical. For the practitioner, having an integrative framework such as McKinsey's 7S model was key, as was involving the many parts of the organisation in this radical change. Management education saw the classroom discussion of many different 'heroic' cases describing how whole businesses had been transformed through new ways of working and transformational leadership.



## The 1990s: journey orchestration – the leader as navigator

Some of these stories of radical shift – often generously termed ‘transformation’ – were reeled out as simplistic recipes for action. My experience as a practitioner, working alongside some of the senior teams, uncovered a more frustrating picture. On closer examination, changes and leadership styles were problematic, full of false starts and often disconnected from the realities at the coal face. Leadership teams often experienced disruption, changes in direction, and unintended consequences. Linear prescriptions did not work, because each situation was different.

The rationale for the next stage of my own journey – research at Oxford after 20 years as a senior consultant and practitioner – had become clear. I wanted to explore and better understand the world of leadership teams caught in the throes of these complex strategic and organisational shifts. My research used a framework to trace a longitudinal journey of transformation in terms of the context of change (both internal and external), the content of change, and the journey management process involving the top management team. The interrelationships, dependencies, and mutual configurations of these variables over time provided a lens through which to view an organisational journey – used with some success as a reflective tool in the Templeton classroom with senior company teams.

## The 2000s: agility and flux – complex and adaptive leadership

Meanwhile, the 1990s and early 2000s were producing even more turbulence – first the e-revolution that erupted, disrupted and moved on, and then the aftershocks of 9/11. Open information access and more deregulation were creating even more options for new industries, collaborations and value constellations predicated on broader cross-boundary behaviour. In this environment was the notion of a journey still relevant or were leaders simply seeking extra elbow room to manoeuvre while delivering success on the ground of current terrain?

In this world of flux, loose connections and fluidity, both managers and theorists sought not only new theories of change but also new analogies and metaphors with which to describe practice. For the practitioner seeking ideas on what to do, a key issue has emerged: how to connect and engage with these complex systems, particularly on management problems for which the leader has no immediate solution or predictive method. Adaptive leadership would need not just to be exercised at the top, but to pervade large organisations if these were to become truly adaptive. These leaders, however, had to be able, as nodes of intelligence, to detect and foster self-organising routes to growth and change involving new ideas and ways of working. Leaders needed to align themselves with a dynamic for change by plugging into the energy, culture, and self-preserving routines of their systems.

This article was taken from a chapter in Templeton College's 40<sup>th</sup> anniversary book, *Mapping the Management Journey: Five Decades of Management Studies*, edited by Sue Dopson, Michael Earl, and Peter Snow, to be published in January 2008 by Oxford University Press.

## New paradoxes in an agile world

So, where next on the journey of theory and practice in leading change? Is the search for agility and adaptiveness simply the quest for another Philosopher's Stone – an ideal construct or one that genuinely leads to self-changing and self-sustainable enterprises? But is there any evidence to suggest such a notion is possible? Collins and Porras in *Built to Last* put forward such a proposition on the evidence of nearly 100 years' experience in 18 companies; but can such companies and their successful habits provide the basis for a new era of competition and flux? The idea of resilience or adaptive capacity is extremely appealing, but I suspect achieving it will be seriously constrained in individual enterprises by the lure of 'social engineering' and the dominant mindset of human beings who demand and thrive on certainty, command and control.

Nevertheless recent research has thrown up some fascinating evidence of how new value is being created between and among enterprises and of new solutions – networks, nodes and connections, distributed intelligence not constrained by the hierarchical rules of a controlling body. Such viral-style change can be seen in phenomena such as anti-globalisation protests, in Lucas developing games with its thousands of customers, and maybe even in Ebay running itself more as a movement. The corollary may be that future managerial practice will have to learn how social structures can act as a form of distributed intelligence, blurring the boundaries between management and employees and between companies, suppliers and customers.

Interestingly, this paradoxical concept of viral, loose and complexly interconnected change is relevant to my own professional and academic circumstances. Consider Oxford University and its 'family' – a complex amalgam of academics, students, staff, colleges, departments, institutes, collaborations and partnerships. Governance is diffuse, often characterised as hopelessly bureaucratic and cumbersome. Any major change or decision involves democratic consensus to an extreme degree. Detractors say we need more top-down management. But in spite of this Oxford achieves change, pursues radically new research and continues to educate the political, academic, and business leaders of the future. It has survived revolution and religious strife and has done so for nearly 900 years. Maybe we should study more closely how its loose connections work in action.

## Seeking a new relationship between research and practice

One final personal reflection on my 30-year journey has to do with the evolution of management research and its relationship with practice.

In pursuing future research on change I suggest there is a strong case for evolving further a combined scholar-and-practitioner research team approach – as experienced working recently on the Strategic Renewal Research Programme with colleagues from Oxford and from Shell and the European Patent Office. If knowledge can be co-produced and combined in some novel ways the results could produce a dazzling synthesis that could profoundly advance management theory, teaching and practice. I personally hope to continue that quest with academic colleagues as well as with managers and leaders seeking more knowledge of a world of change.

# Moving towards merger



Following strong votes in favour of merger by the two Governing Bodies, and approval by the University Council, Templeton College and Green College have now signed a Memorandum of Understanding to work towards the creation of a new, combined graduate college, to be called Green Templeton College.



'The University has declared a strategy of increasing its provision for postgraduate students,' said Professor Michael Earl, Dean of Templeton College. 'Both Green College and Templeton College have had many years of experience as specialist graduate colleges. We understand what graduates want and need, and we like to think that we are in a good position to take the lead in providing facilities and services specifically for them. Importantly, the merger has the strong support of the student bodies of both colleges.'

Green Templeton College, which will operate under Templeton's amended Royal Charter, will be one of the largest graduate colleges in Oxford with about 80 Fellows and 480 students. It will use its scale to create a rich and diverse intellectual environment with facilities and services tailored to the needs of graduates. The new college will house well over half of its students in college accommodation: either in existing Green College accommodation in the College grounds and in student houses within a few minutes' walk of the College, or in Templeton College's student accommodation at Rewley Abbey Court.

Its research will centre on management, medicine, the environment, and related disciplines such as social policy and education. As well as supervising graduate students in those disciplines, the college will follow its own research agenda, to be developed by both sets of Fellows after the merger. 'Green Templeton will be well equipped to explore policy and define agendas in its professional specialisms,' said Michael Earl. 'We aim to be a college which can contribute to an understanding of the key and contemporary issues of the 21st century. But, perhaps most importantly, we aim to maintain the informal, friendly and inclusive style that characterises both individual colleges. We will always be ready to welcome alumni, associates, and friends.'

Templeton is particularly keen that alumni stay in touch during the transition period, and develop a feeling of 'ownership' over the new college. With this in mind, the College is endeavouring to keep alumni up-to-date with all merger developments, and strongly encourages them to get in touch to share their opinions and advice. Comments received so far include:

'I am a recent alumnus of Templeton College and the Saïd Business School, and I would just like to send my strong support for the proposed merger. I echo the sentiments put forth in your letter, and I think that this is a move in the right direction, with the right partner. Templeton needs to find its way into the heart of the Oxford University community, and such a merger will work toward realising this goal.'

Ali K Shaikley

'It is with much excitement that I read your proposal for the merging of Green and Templeton Colleges. The rationale and logic are hard to fault and I think this merger will result in something far more than the sum of its parts. Congratulations on such a bold and pro-active move. I will be EVEN more proud to call myself an alumnus of Green Templeton.'

Marc Desmidt

'I can see that there are considerable advantages. For me the big losses will be the very special nature of the existing college and its wooded setting. Richard Burton designed a modern building that really works and the study bedrooms are outstandingly simple and tranquil ... Another great strength of the college is the quality of the catering – a major comfort to students and visitors who are away from home. I hope this remains a priority in the new college.'

Brian Gowthorpe

'I see the merger as having a very beneficial effect on the development of management in the NHS; judging by reports in the media and the output from the BMA the recognition of the importance of management by everyone in the NHS is badly needed and has a long way to go. As someone who had a foot in both camps, I am delighted with the proposal and hope it succeeds.'

Bill McQuillan

In a press release announcing the decision, The Vice-Chancellor of Oxford University, Dr John Hood, said: 'Opportunities for graduate study are becoming increasingly important in today's higher education environment. I am therefore delighted that two such distinct and academically vibrant colleges as Green and Templeton are joining forces in a move which will undoubtedly benefit students and staff alike.'

## Why Green College?

Templeton College and Green College are both relatively young, specialist graduate colleges. Green College was founded in 1979 to encourage the development of inter-disciplinary work in medicine, the social sciences, and industry. Its focus has broadened considerably in recent years: the College now contains graduate students and researchers studying all aspects of medicine, health, education, welfare, the environment, management, and the social, behavioural, and life sciences.

It provides a good match for Templeton College's focus on management and related disciplines, and particularly with Templeton's interest in sustainability. Green College is also host to a number of centres of special interest such as the Reuter Fellowship Programme, and the Green College Centre for Environmental Policy and Understanding.

It also has an enviable location, built around the Radcliffe Observatory, the Observer's House, and the Observatory grounds. The Observatory was built at the end of the eighteenth century and is one of the important scientific buildings in Oxford. The site, which comprises some three and a half acres, is adjacent to the Radcliffe Infirmary, which is about to be developed into a major new centre for the University, and within easy walking distance of the Saïd Business School.

## Benefits of the merger

**A strong competitive position.** The University has approved an academic strategy of growing postgraduate student numbers and providing enhanced levels of support for postgraduate studies. As a result, expectations are rightly rising amongst existing and potential graduate students, whilst other colleges are investing in additional facilities. The strong balance sheet of the combined Green Templeton College would enhance our ability to attract students as well as increase our ability to gain further funding.

### The excellent site and fine architecture of Green College.

The college would be located in the city centre, rather than three miles out, as Templeton currently is. It will be a more natural social hub for both students and Fellows.

The redevelopment of the Radcliffe Infirmary site, over the next 20 years, will give architectural prominence to the Observatory, and move the University's 'centre of gravity' north along the Woodstock Road. Green Templeton College will become even more central and visible.

**More scholarships and bursaries.** Merging the two colleges will make possible a significant annual operating surplus. This would be applied for the benefit of all members of the college community, but in particular would equip the college to provide more bursaries and scholarships, as well as pastoral, intellectual, social, and sporting facilities.

**Increased accommodation options for students.** Green College has accommodation on site, as well as in a number of city centre properties. Combined with Templeton's student accommodation at Rewley Abbey Court, these would ensure that Green Templeton College could offer high quality accommodation to a large proportion of its students.

**A distinctive and contemporary academic profile.** Based on the existing capacities of the two colleges, it will possess particular strengths in medical and life sciences, and management sciences, whilst retaining a range of social sciences. It will be a college with an academic identity concerned with key contemporary issues: human welfare and social, economic, and environmental well-being.





### The jazz age revisited

*'There was music from my neighbour's house through the summer nights. In his blue gardens men and girls came and went like moths among the whisperings and the champagne and the stars ...'* So wrote F Scott Fitzgerald in *The Great Gatsby* – which provided the theme for this year's College Summer Ball on 1 June, and a glittering array of 1920s flappers, complete with head-bands, feathers, beads and beaux, was on show during the evening.

*'They moved with a fast crowd, all young, rich and wild,'* Fitzgerald added. If mostly young, fast and wild, older, slower faces were also in evidence among the attendees. All told, 248 guests attended – 38 Fellows and staff and their partners as well as 210 students and their partners – so many that an overflow marquee had to be put up alongside the dining hall to accommodate the high numbers.

The evening kicked off at 6.30pm with 1920s cocktails in the Information Centre and Library to the accompaniment of a three-piece jazz band. Guests then repaired to dinner, at which the Dean Professor Michael Earl took the opportunity to announce this year's Nautilus student awards for college citizenship and sport, and the winner of the 2007 Dean's Prize.

The Dean also expressed 'special thanks are due to all who helped in the planning and on the night.' Notable among these were Julie Everton, who coordinated arrangements overall (for which she received a special vote of thanks); Trish Reynolds, responsible for faculty and staff attendees; and Junior Dean Maja Korica, who played a leading role in devising the event as well as taking charge of student attendees and their guests.

*'As the final event of the year,'* adds Maja, *'the Great Gatsby Ball was conceived as an opportunity to go out with a bang so to speak; to end this great year with fellow students, Fellows and staff on a high note. And I was so pleased it worked out! The costumes were splendid, the music great and our croquet lawn proved as the perfect backdrop for many entertaining photographs that will be long remembered. I had a wonderful time myself spending time with friends, some of whom will sadly leave after this year. For this reason especially, I am sure I will remember this Ball for a long, long time! Also, before I forget, many thanks to the staff, in particular the catering staff headed by Tim and Julie, for making it all happen! And, the best of it all: it did not rain in the end!'*

After dinner 'golden oldies' were able to relax over buffet dessert in the new College Common Room, while the young, fast and wild headed to a disco in James Clement Hall and an adjacent marquee, where dancing went on into the small hours.

*'The light grew brighter as the earth lurched away from the sun, and now the orchestra was playing yellow cocktail music, and the opera of voices pitched a key higher ... The party had begun.'*



### Student Nautilus Awards 'well deserved'

During this year's Summer Ball the Dean, Professor Michael Earl, announced the 2006–2007 Nautilus Awards for student achievement in the 'College Citizenship' and 'Sports' categories:

#### College Citizenship

**Stéphane Girod** (DPhil) for his energy and flair as Student Representative and Student Editorial Representative

**Anuj Jhunjhunwala** (MBA) for his work as GCR President.

**Selina Kaing** (MBA) for her valuable support as GCR Vice-President.

**Maja Korica** (DPhil) for her important contribution in the demanding role of Junior Dean.

#### Sports

**Maria Agustsdottir** (MSc) for her success as a University football Blue.

**Dylan Alexander** (MSc) for his achievements as a University rugby Blue.

**Michael Smets** (DPhil) for his continuing contribution both as College Boat Club President and to University rowing.

**Shan Zhao** for all her coordination and support as College Sports Officer.

Highlighting the winners' achievements the Dean said, 'These awards are well deserved. I am sure you will join me in congratulating all the award winners'. The Nautilus Awards for academic achievement will be announced in the autumn when this year's exam results have been published.



### Tim Royal wins Dean's Prize

During the College's Summer Ball on 1 June the Dean, Professor Michael Earl, announced the winner of the Dean's Prize for 2007 – Domestic Bursar Tim Royal. 'There were some very good nominations for the Prize indeed this year and it was difficult to decide,' commented the Dean, 'but Tim was the outstanding candidate. We all owe him a great debt of thanks for his contribution to the style, service orientation and ethos of the College.'

Tim Royal has worked for the College for 27 years as a chef, Head Chef and now Domestic Bursar – a role he combines with Operations Manager for Executive Education. 'My anchors to the College are very strong – being able to play my part in building a community, the opportunity for self development and an ever-changing menu of demands. Now is a time of change for the College but I am sure that its opportunities and distinctive culture won't get lost in the process.'

The Dean's Prize was established in 2005 using monies from the Friends of Templeton to honour outstanding efforts on behalf of the College. Previous winners have been Associate Fellow, Ron Emerson, for his achievements in developing and promoting executive education programmes, and former Chief Financial Officer Glyn Pritchard for his long efforts in overseeing and guiding the College's finances.

## Cambridge doctoral lecture

Doctoral student and Junior Dean, Maja Korica, gave a paper at the Judge Business School Spring Doctoral Conference on 18–19 April in Cambridge. Her paper (largely based on her previous Oxford Masters degree research) was entitled 'Knowing in Context: Interactions between the Organisational Environment and the Processes of Knowing in a Professional Service Firm'.

Maja opened her lecture by saying that her study 'began as all great travels do: with a new map in hand and an uncertain destination ahead. Namely, the research was motivated by two simple, yet persistently relevant questions. Firstly, what does knowing in practice actually look like? Secondly, how can we begin to find our way around the maze that is "organisational context" to understand its interaction with the processes of knowing in organisations? The relevance of both questions becomes more apparent when we note the flurry of academic attention dedicated to knowledge management in the previous decade.' She went to review existing literature before putting forward a new framework and research methodology. Finally she presented conclusions from a case study involving the consulting division of Insight, a firm specialising in geopolitical and macroeconomic issues.

She reports that the conference, which brought together students from Oxford, Cambridge and Warwick business schools, was 'a most useful and enjoyable experience'.



## Finance Fellow to leave

Mirela Predescu resigned her Fellowship with the College and her University Lectureship in Finance on 1 August to take up a position with another institution in the field of financial markets. The Dean, Professor Michael Earl writes: 'I am sure that you will join me in wishing her all the best in the next stage of her career. We all appreciate the way in which Mirela has sought to engage with the College in her first year and although we will miss her, we send her our best wishes for the future.'

## College Alumna honoured for immigrant contribution

Smita N Shah, who is working on a dissertation for the Oxford Certificate in Management Studies on 'Public-Private Partnerships', supervised by Fellow in Organisational Behaviour Sue Dopson, has been awarded the prestigious Ellis Island Medal of Honor award for 2007 for her public and professional contribution as a member of an immigrant community in the USA.

Ms Shah's current research grew out of her participation in the Oxford Advanced Management Programme in Summer 2005 – an experience which she sees as a turning-point in her professional life: 'AMP was a great programme for me. It helped me as an engineer understand what is out there in terms of business opportunities. It was structured so that it gave you both the big picture and the specifics to do the job – and lots of follow-up material to support continuing learning.'

Ms Shah, who received the medal in the Great Hall on Ellis Island, New York on 12 May, is the first female of Indian origin to receive this award and the youngest recipient this year. She says she was overwhelmed by the award: 'It made me feel I am going to spend the rest of my life making sure that I've earned it!' 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 55 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.



# Lipstick, powder and paint

## Ding-dong, Avon calling

**Linda Scott and Catherine Dolan tell Caroline Scotter Mainprize about their new project**

It's a phrase that now seems outdated in the developed world, where we're all highly unlikely to be at home when the Avon Lady comes calling, and can more easily buy our cosmetics online anyway. But in developing countries it is a selling system that is exploding in popularity, with possible implications both for the empowerment of women and poverty reduction.

It certainly resonates with the research interests of Linda Scott, Fellow in Marketing and author of *Fresh Lipstick: Redressing Fashion and Feminism*. She is working with another Templeton Marketing Fellow, Catherine Dolan, on a study of Avon Cosmetics in South Africa. They have already completed some initial field research and have applied for a major grant to complete the project.

Linda came to Oxford in September 2006 from the University of Illinois where she specialised in Mass Communication, the subject of her PhD. From looking at mass communication in a broad sense, she began to focus on women, and particularly advertising imagery aimed at women, often by other women.

'Most of my work is really about the importance of understanding cultural complexity, with a focus that has tended to be on women and women's material culture,' said Linda. 'The Avon research is feeding directly into that.'

One of the most immediately interesting findings is how people are reinventing some products for their own use. For example, a roll-on deodorant is used to stop chafing between the thighs as women walk long distances (where there is no public transport). And Avon's bronzing moisturiser has a usefulness for HIV sufferers that the manufacturers could not have imagined: it both relieves the skin tenderness that is a feature of HIV, and colours the skin – HIV makes black skin look rather grey.

'We can learn lots of things that are very useful on a practical level, such as which products work and which should be dropped – and which could be repositioned. But I could also see where the management challenges for Avon lie,' said Linda. 'The popularity of Avon and their selling system is such that growth is in danger of spiralling beyond control. New reps are constantly being recruited and trained by other reps: the challenge is to manage that communication, within the culture in which they are working.'

While, obviously, many of the findings of this research will be useful to Avon itself, it will have wide implications for policy-makers and other large corporations. Cosmetics companies are not the only ones looking at this sort of selling system in developing countries – it can be applied

to anything from fruit and vegetables to banking services. The question is whether it is sustainable and appropriate.

Linda explained that such selling systems usually work best in arenas that are thought of as typically female, and certainly have more economic impact there. 'It is well known that the most economic impact is gained through investing in women,' explained Linda. 'If women have money, they invest it in the care and education of children; men [pace any reading this article] are much more likely to fritter it away on gambling and booze.'

The micro-lending schemes that received so much publicity recently were clearly thinking along the right lines; the problem was that, when there was evidence of actual hard cash, many men simply took it away – there have even been instances of domestic violence when women tried to repay the loan. The advantage of selling something like cosmetics is that men are more likely to dismiss it as a 'women's thing' and not register that it is actually generating money.

'Cosmetics has always been a women's business,' Linda pointed out. 'The big names are all women – from Estée Lauder and Elizabeth Arden to Anita Roddick. It has low barriers to entry and it's a market in which men have traditionally had very little interest.'

And it's an important market for women, not just because they control it: we should never underestimate the power of a touch of lipstick. 'In the poorest households, eking out a little bit of the budget to spend on luxuries is an important strategy for avoiding despair,' said Linda. 'We all need colour in our lives, probably even more so if simply getting enough to eat is a struggle. A tube of lipstick can be a small ray of hope.'





# All's fair in love and trade?

As a consumer, I have always thought that the least I can do is buy Fairtrade products wherever possible, writes Caroline Scotter Mainprize. I know I'm not saving the world single-handed, but I have sometimes allowed myself to feel a little big smug when surveying my 'ethical' shopping basket.

Yes, well, half an hour's conversation with Templeton Fellow Catherine Dolan has rather put a stop to that. It's not that there is anything wrong with my policy in general, but the smugness has to go: Fairtrade is a lot more complex than you might think.

Catherine joined Oxford in February this year from Northeastern University, Boston. She previously taught in the UK at the School of Development Studies, University of East Anglia. She is an anthropologist concerned with the social, cultural, and development dimensions of global commodity chains, with a particular focus on East Africa, where she has conducted several research projects on ethical sourcing. One of her current research projects looks at the socio-economic effects of fair-trade in Kenya.

The first thing to understand is that there are two sorts of fairtrade – Fair/Alternative Trade Organisations (ATOs) and Fairtrade Labelling Organisations (FLOs). The origins of the latter lie in the charity and humanitarian activities of religious communities and development agencies in the mid 20th century. Originally we encountered this through craft products sold through Oxfam shops: Oxfam bought the products directly from very small-scale producers. The Fairtrade products that we see in our supermarkets, on the other hand, are so labelled because the producers and traders who sell them to the supermarkets have been certified by FLO-Cert. The certification means among other things, that fairtrade producers have been paid a fair price and an extra Fairtrade Premium and that fairtrade workers have decent standards of employment.

Which is all well and good. But, as Catherine pointed out, some of her research has revealed a lack of

transparency in the commodity chain for Fairtrade tea. 'The bigger the organisations involved, the more complex the commodity chains, the more difficult it is to ensure that the Fairtrade certificate really does what it says,' she said. 'It is a constantly evolving process: the focus perpetually shifting from employment standards to price to the auditing process, and back to standards again. At no point in time can you be absolutely certain that all points in the chain are lined up to "100 per cent ethical and transparent."'

Another interesting question is what happens when a company such as Nestlé starts selling products with a Fairtrade certificate – as indeed it did two years ago with its Partners' Blend coffee. The Fairtrade Foundation said, 'This is a turning point for us and for the coffee growers ... Here is a major multinational listening to people and giving them what they want.' But some anti-poverty campaigners viewed it differently: the World Development Movement, for example, said, 'The launch of a Nestlé Fairtrade coffee is more likely to be an attempt to cash in a growing market... than represent the beginning of a fundamental shift in Nestlé's business model.'

'There are of course several issues here,' said Catherine. 'The first is the fact that, due to the baby milk scandal, the Nestlé brand may be considered tainted. It will always be extremely difficult for them to adopt an ethical stance because consumers simply don't believe that they are capable of ethical behaviour. It's very similar for De Beers, for example, who have an active CSR programme, yet who never quite seem able to shake off their association with conflict diamonds. The big question is: does an association with Nestlé taint the Fairtrade certificate? And if so, what should the Fairtrade Foundation do about it?'

'Secondly, if they are merely attempting to cash in on a growing market, does this matter? It is effectively what most retailers selling fairtrade products are doing anyway. It does not mean that their Fairtrade certification is any less valid – and if it



succeeds, perhaps it will encourage them to expand their Fairtrade range?'

Certainly it is important to remember that a Fairtrade certificate is very precise in what it covers. That a company has a Fairtrade range does not guarantee ethical behaviour in general – though consumers inclined to support boycotts might want to consider what effect these may have on the small producers whose livelihoods are dependent on the Fairtrade ranges.

In addition, although Fairtrade certification guarantees that farmers use eco-friendly practices it does not address the fact that fairtrade products are typically flown across the world to our supermarket shelves. Now, there's a dilemma for the conscientious consumer. Do we insist on buying local, to save air miles, at the expense of vegetable producers in, say, Kenya, where a large part of the economy is tied up in the supply of mange-touts to UK supermarkets? Particularly when they have made vast investments to reflect our demand for fairtrade products?

'The focus is always shifting,' said Catherine. 'In the UK it can take only one Channel 4 documentary or *The Guardian* article to change consumer perceptions to a really noticeable extent. We are perpetually re-prioritising our ethical concerns – although I'm not sure how much of that is genuinely reflected in our behaviour.'

So if you bump into me in the supermarket, however smug I'm looking, just don't look too closely at the contents of my trolley, will you? Just in case ...

# The Indian business family

## The 'pulse' behind India's growth

Anuj Jhunjhunwala, Templeton MBA 2006

As the British Raj came to an end in 1947, India witnessed the creation of a new power: The Indian Corporate Dynasty. With quick and easy access to the political framework, India's versions of the Vanderbilts and Rockefellers set up conglomerates that swelled and diversified without having to face any noticeable barriers. Managing their way easily through the 'Licence Raj', the elaborate system of regulations and red tape that was in place until 1990, and being able to keep competition at bay, family businesses thrived.

Empires were built. The Marwari community started to dominate Indian industry and Tata and Birla, famous business families, became household names. These communities, which thrived on a spirit of entrepreneurship and risk-taking, grew phenomenally, and their products penetrated every aspect of the consumers' lives, from cars to clothing. When the founding patriarchs died, they handed down their empires to their next generation. And when the sons died, they handed down their empires to their sons. Now, with the second and third generations at the helm, it's a whole new India and a whole new ball game.

What sets India's business families apart is their sheer size, prominence, power, and, of course, their contribution to the growth and development of the Indian economy. The flourishing Indian economy, which is witnessing a GDP growth rate of close to ten per cent per annum has recently broken the trillion dollar mark. The Indian business families have been instrumental in shaping this growth story and helping India reach a stage where it can compete with leading global companies in every sector.

India's three largest family businesses contribute close to eight per cent of the total GDP. When we take into account the numerous other large-scale and medium-sized business enterprises, the total contribution made by family-run businesses is far higher. A closer look at India's top 100 companies shows that close to 70 of them are family-run/owned. Nearly three-quarters of the top 100 Indian companies by market capitalisation are family-run. Family-run businesses provide employment to more than half of India's population engaged in the non-agriculture sectors. The Indian business family is in many ways the pulse which is driving India's growth.

Nobody talks of entrepreneurship as survival, but that's exactly what it is. It is the very force that nurtures creative thinking. Hailing from a business family, I have always been encouraged to think of ideas and new business prospects wherever I go. A small remark made by my father on my first day at work, still runs in my mind: 'The entrepreneur builds an enterprise; the technician builds a job.'

Traditionally Indian businessmen limited themselves to a select group of industries. Sectors such as steel, textiles, auto

etc., were regulated by the Indian Government, and hence influential families enjoyed the protection from various trade regulations. However all this is now changing. As the Young Turks take charge of the corporate boardroom, investments in sectors such as Telecom, Healthcare, Infrastructure and Bio Tech are high on



their radar. These young leaders, armed with MBAs from leading business schools, realise the importance of going global.

Indian corporates literally shop for foreign companies. Every single morning, you read of a takeover by an Indian corporation in Europe or Americas or some other part of Asia. This is due to a host of reasons, but primarily due to the pragmatism and confidence with which the young Indian CEO is equipped.

They stress not on just getting things done, but on getting twice the productivity in half the time. From being local businessmen, they are now turning into global industrialists and change-makers. With the deregulation of the economy, the private sector is now playing a pivotal role in the core development sectors of the economy. From roads and bridges to oil and gas, the importance of private-sector enterprises is increasing in leaps and bounds.

There are 22 Indians in the Forbes Top 500 Billionaires list. This list, which was once the exclusive preserve of the western world, is now being invaded by an increasing number of entrepreneurs from developing countries, especially India.

Often overlooked as a cause for India's resurgence, modern management education has been one of the true drivers of the Indian corporate environment. It has instilled the importance of adopting modern management practices in order to compete on a global scale. Transparency is now high on the agenda for every Indian businessman as they go abroad to list their companies on global stock exchanges to raise funds for their projects stretching all over the globe.

It is interesting to note the increasing importance and presence of management gurus on the boards of Indian companies. The relationship between academia and industry is no theoretical concept. Business leaders are increasingly realising the added value which management experts can bring to the boardroom. The Indian business families are now putting more and more stress on formal management training and education of their younger generations. Many senior leaders, who missed out in their younger days, are now taking part in executive education in global business schools, not just to sharpen their tools, but to interact with their counterparts from other countries.

As more of the young inheritors take charge of their family-owned empires and adapt them to modern management principles, the Indian financial markets are witnessing tremendous activity. Family-run conglomerates are skyrocketing in terms of sales, profitability and market capitalisation. The Indian economy has now opened up to free trade and invites foreign companies to compete with its indigenous stalwarts. The competition is going to be cut-throat but the 'business maharajahs' of India, equipped with strong business acumen and formal management education will script India's next generation of success stories.

## What Oxford gives

Nothing beats the feeling of following your dreams, writes Anuj, even when they seem as close to reality as life on another planet – which incidentally is a remote possibility!

Every moment spent at Oxford is a dream come true for me. There is ecstasy, there is irony, but above all there is a will which drives me to complete my MBA Degree and to utilise my experiences by adding new dimensions to my family business back in India in order to increase its contribution to the employment, income, and living standards of the Indian populace.

I come from a family whose members for the last five generations have been entrepreneurs in various fields. Thus the spirit of entrepreneurship runs in my blood and I love all the challenges which come along with running a modern day enterprise. An MBA from a global business school such as Oxford's Saïd Business School opens up new facets and avenues for professional and personal growth. Whilst at Oxford, I have had a chance to interact with philanthropists from fields such as Banking, Consulting, Literature, Journalism, Politics and Social Entrepreneurship. An opportunity to analyse and discuss real-life business problems from diverse perspectives, through riveting and stimulating class discussions with people from over 51 countries is what an Oxford MBA gives you.

Networking with people from all walks of life, some whose experiences stretch for over four decades, is something which I am cherishing during my stint at Oxford. It enables me to form relationships, of trust and mutual admiration, which will help me not just in business, but also in becoming a more benevolent individual.

My experience at Oxford has exposed me to a set of new management ideas and tools. I believe these will help me establish businesses which are sustainable in the long term, while contributing as much to society as to the shareholders. The experience of listening to and interacting with global business leaders and change makers has allowed me to think beyond the obvious and to delve into the deeper meaning of issues and develop a greater understanding of them. The guidance and advice from such exemplary individuals has had many positive effects on my personality, which I feel has changed tremendously in the last six months I have been at Oxford.

Studying for an MBA at Oxford and my time at Templeton have helped me to develop my character and is driving me to reach out for my goals and make a difference in this modern money machine world.



# It's more fun (to stomp on a gnome)

## Why communities and social relationships are so important in online games

Terence Heng



looking to kill the same monster, or wanting to buy and sell items in the game. The mechanics in WoW also means that one tends to need to rely on others to fully enjoy all aspects of the game, especially in large dungeons (known as raids) that require anywhere from ten to 40 players. This has meant that players who do group up tend to develop a new sub-category of friends, similar to those made through chatrooms, pen-pal columns and online forums. The evolution from the normal chat and text interactions to visually and aurally impressive environments means an intense experience that gamers in WoW go through when working together to complete common goals. Through my personal experience

It's 2am in the morning, you are being called to bed, but you can't just leave yet. You're in the middle of a huge dungeon, filled with big nasty creatures intent on causing you intense amounts of grief, and your friends are counting on you staying around to keep them alive. If you log out now you'll be abandoning them, and you don't do that to your friends.

Anyone who has spent some time playing the popular MMORPG (Massively Multiplayer Online Role Playing Game) that is World of Warcraft (WoW), or have watched their children play WoW, will know that the above description holds true in many situations. MMORPGs like WoW have become more of a sport than a simple game for entertainment. Players each hold roles in a team, and to leave halfway would be akin to walking off a football pitch in the middle of the game.

While it is possible to play WoW as a solo player, one will inevitably meet other players in the game on the same quest, or

I have found that I do indeed forge lasting friendships that transcend national and cultural boundaries – one recent game involved players from three continents in three different time zones, talking about their offline lives while engaging in online content.

This sociability aspect of WoW is however, not unique. Other games, like Second Life, GuildWars and the upcoming Warhammer Online, have task-based objectives that require common participation and shared experiences. Through these, players develop shared interests, goals and a sense of community – and, when the social dynamics are right between players, online social groups and even virtual communities can form. And this is what brings players back to the game over and over again (and hence their renewal of their monthly subscriptions) – the idea that they have 'real' friends and 'real' social relationships within the game that they cannot simply abandon. One player mentioned to me how she decided to take a break from the game, but only returned

# with friends

prematurely because she had friends who had taken up WoW and she felt 'responsible' for their well-being.

This does not mean that social interactions in online games are perfect. Far from it, companies that run these games constantly struggle against errant players and deviant behaviour that affects other players in a detrimental manner. Blizzard, the company that runs WoW for example, has implemented a pyramid of punishment (dubbed the 'Penalty Volcano'), that metes out various levels of disciplinary actions upon players who violate their terms and conditions (which, rightly so, include the use of hacking software and abusive language). That said, it is not uncommon for many players to regularly engage in 'trash talking' and overt criticism of other players' playstyle, which then poses a challenge to these other players in their attempts to work together and ultimately play within a supportive environment.

Another challenge that faces games like WoW is, strangely enough, its worldwide appeal. With more and more people playing around the world, gamers face potential clashes of culture, especially since much interaction outside play is done through the use of text chat, which can give rise to misinterpretations, disagreements and arguments, further threatening the social appeal of the game. Although this is somewhat mitigated by different versions of the game by geographical region (there are specific servers for non-English speaking players), both players and makers of such games have to be watchful of situations where different cultures clash.

But these are unavoidable issues when cultures meet, and despite those inevitable challenges, games like WoW have gotten one aspect right – make a game that allows players to forge friendships and a sense of community online, and people will come, and more importantly, come back even when the goals of the game seem insurmountable or overly repetitive. I, for one, feel a great affinity to my friends online, both those that have introduced me to the game, and to those halfway around the world I have never met face to face.



Terence Heng was a member of Templeton College, and is now PhD Student at Goldsmiths College, University of London. He plays a level 70 troll restoration shaman in the World of Warcraft.

## People flock to follow the leaders

Danielle Logue,  
Templeton MSc 2006

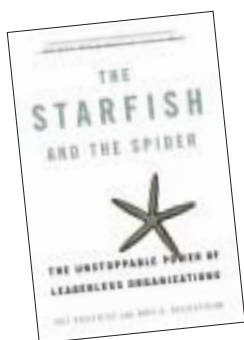
People like to network with their peers, but equally or arguably more important to them, are opportunities to access the leaders in their fields. This requirement has surfaced repeatedly in a diverse range of projects with which I have been involved.

While I was working for the New South Wales department of State and Regional Development in designing a new programme to support young entrepreneurs across the state, I found that often the existing e-networks and discussions boards were empty and hardly used. Young entrepreneurs felt that whilst having networks of young entrepreneurs and government-hosted meetings/gatherings for young entrepreneurs was useful in sharing the process they were all going through, they needed more specific help with their business activities. What they really wanted was access to a more senior business person whom they could ask for advice on a range of matters relevant to their industry.

This need for contact with the leaders in the field also reappeared when I was working for the University of Western Sydney, on a project funded by the Australian Research Council and UNESCO, in surveying over 10,000 scientists in the Asia Pacific region. In this project I was interested in the young scientists in particular, and with my co-researchers, we found that younger scientists were leaving their country of origin – not primarily for financial reasons, as we had supposed, but in order to be part of the leading network of scientists in their field.

In my current MSc work, on the scientific brain drain and the role of universities, I am again looking at the movement of people – and thus the movement of knowledge. It is interesting to me that this 'problem' of the brain drain has been on the development agenda for over 40 years and yet its current form is quite complex (is it brain drain or brain gain or brain circulation?) and linked with many other science and development issues. Much of the current focus is on providing opportunities and improved working conditions for scientists in developing countries as a means of building national capacity and so indirectly addressing and brain drain concerns.

Clearly there is more work to be done in the area, and in fact the current wave of interest in the brain drain is leading to mobility being defined as a specific research policy area. I hope that it will see the beginning of some targeted support programmes and policies and a realisation that there is no one definition of the issue, and therefore no one policy response available for this economic, political and social issue.



### The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations

by Ori Brafman and

Rod A Beckstrom

Published by Penguin Portfolio

What's the hidden power behind the success of Wikipedia, craigslist, and Skype? What do eBay and General Electric have in common with the abolitionist and women's rights movements? What fundamental choice put General Motors and Toyota on vastly different paths? How could winning a Supreme Court case be the biggest mistake MGM could have made?

After five years of ground-breaking research, Ori Brafman and Rod Beckstrom share some unexpected answers, gripping stories, and a tapestry of unlikely connections. The Starfish and the Spider argues that organisations fall into two categories: traditional 'spiders', which have a rigid hierarchy and top-down leadership, and revolutionary 'starfish', which rely on the power of peer relationships.

The Starfish and the Spider explores what happens when starfish take on spiders (such as the music industry vs. Napster, Kazaa, and the P2P services that followed). It reveals how established companies and institutions, from IBM to Intuit to the US government, are also learning how to incorporate starfish principles to achieve success. The book explores:

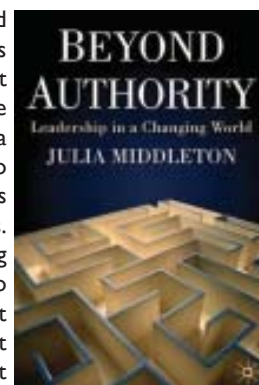
- How the Apaches fended off the powerful Spanish army for 200 years
- The power of a simple circle
- The importance of catalysts who have an uncanny ability to bring people together
- How the Internet has become a breeding ground for leaderless organisations
- How Alcoholics Anonymous has reached untold millions with only a shared ideology and without a leader.

### Beyond Authority: leadership in a changing world

By Julia Middleton

Published by Palgrave Macmillan

Through compelling ideas and examples, Beyond Authority argues that new leaders need to be confident to legitimise themselves and challenge old ways. They need to develop a leadership style that enables them to lead beyond the traditional boundaries and constraints of their organisations. Chapters cover: What is leading beyond authority? So why do it? So how different is it out there? So what should you leave behind? What position are you going to play in? What does it take? Making it happen.



Julia Middleton is the Founder and Chief Executive of Common Purpose. She is a passionate campaigner for more diverse leaders who are active in civil society. Julia has a wide experience of working with organisations and is a frequent public speaker. She also appears regularly in newspapers and the media.

*'In Beyond Authority, Julia Middleton offers a refreshing and original perspective on leadership. She shows us how to implement our dreams and overcome obstacles – including the obstacle that no one asked us to do it in the first place. This is the right book for bureaucracy-bashers and social entrepreneurs who want to change the world.'*

Rosabeth Moss Kanter, Harvard Business School Professor and author of Confidence: How Winning Streaks and Losing Streaks Begin and End.

*'What you will learn from this book is worth more than money. Not only will you learn to lead beyond your authority, but also how to be a better leader within your authority too. If you were only to buy one book about leadership, then it should be this.'*

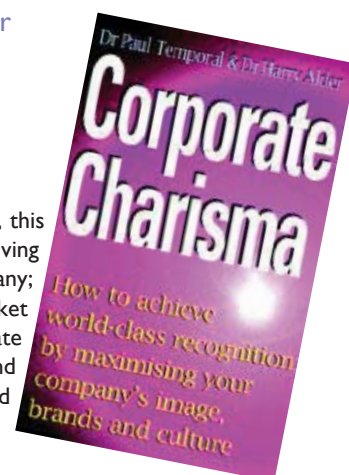
David Puttnam, President of UNICEF (UK), former filmmaker.

### Corporate Charisma: How to achieve World-Class recognition by maximising your company's vision, brands, and culture

By Paul Temporal and Harry Alder

Published by Piatkus Books

Written by Dr Paul Temporal and Dr Harry Alder, two experts in creating corporate personality, this accessible and authoritative book provides a step-by-step guide to making your company unique and giving it new vitality and direction. Chapters cover: vision, mission and values; the psychology of a company; creating corporate charisma; communicating the personality; positioning; brand management; market research; choosing customers through segmentation and market developments. Throughout, Corporate Charisma is packed with simple principles, down to earth actions, explanations, exercises, checklists and a short training programme that you can apply directly to your business, whatever sector you are in, and whatever the size of your company.





## Does Foreign Aid Really Work?

By Roger C Riddell

Published by Oxford University Press

Foreign aid is now a \$100bn business and is expanding more rapidly today than it has for a generation. But does it work? Indeed, is it needed at all?

Other attempts to answer this important question have been dominated by a focus on the impact of official aid provided by governments. But today possibly as much as 30 per cent of aid is provided by Non-Governmental Organisations (NGOs), and over ten per cent is provided as emergency assistance.

In this first-ever attempt to provide an overall assessment of aid, Roger Riddell presents a rigorous but highly readable account of aid, warts and all. *Does Foreign Aid Really Work?* sets out the evidence and exposes the instances where aid has failed and explains why. The book also examines the way that short-term political interests distort aid, and disentangles the moral and ethical assumptions that lie behind the belief that aid does good. The book concludes by detailing the practical ways that aid needs to change if it is to be the effective force for good that its providers claim it is.

*'This book is a heroic achievement. Not only has Roger Riddell mapped out with great clarity the arcane world of international aid, in a way that will help the practitioner as much as the general reader, he has also produced visionary and challenging recommendations for reform of the system.'*

Sir Michael Aaronson, former Director General of Save the Children UK



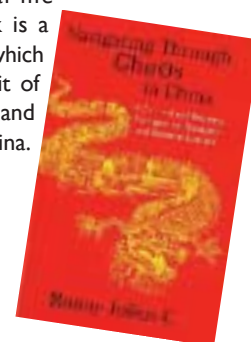
## Navigating Through Chaos in China: A Cultural and Business Compass for Managers and Business Leaders

by Julius C Ronny

Published by Mentognost Ltd

For the last decade, consumers in the West have been wheeled by a horn of plenty with affordable consumption goods that are rolling out of world's workshop, China. At the same time, Western business society has been blinded by the pagoda of China's internal market. A lot is true, a lot is illusion. This book reveals the basics of Chinese-ness in business in the context of the economic model of China Corporate.

Written for practitioners rather than academics, and including plenty of anecdotes and real-life examples, this book is a perfect in-flight read which paints a vivid portrait of the realities of living and doing business in China.



## Strategy as Practice: Research Directions and Resources

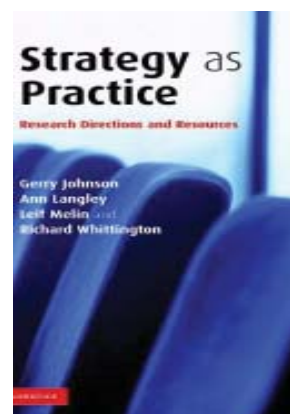
By Gerry Johnson, Ann Langley, Leif Melin, and Richard Whittington

Published by Cambridge University Press

Research in strategy has shifted significantly towards strategy as something that organisations have, rather than strategy as something that managers do. The activities of the people who actually manage and develop organisational strategy have become marginalised. *Strategy as Practice* argues the reverse: that research on strategy needs to take seriously what strategists do and the effects of what they do. Written by a distinguished team of researchers and educators, the book sets out a research agenda, provides guidelines on theoretical perspectives and alternative methodologies for research on practice as well as commentaries on published illustrative papers that exemplify the practice perspective. *Strategy as Practice* will be essential reading for doctoral students, researchers and academics who wish to understand or undertake research in this important field of management research.

*'Strategy as Practice explores the relationship between strategy and the day-to-day performance of organisational work and provides useful ways of connecting previous and future research to this significant agenda. This book is an important contribution to the scholarly efforts to theorise the relationship between what people do and the patterns that their actions create.'*

Martha S Feldman, Johnson Chair for Civic Governance and Public Management University of California, Irvine





## Dates for your Diary

### College Dinners

3 October 2007  
18 October 2007  
29 November 2007

### Fellows' Dinners

11 October 2007  
22 November 2007

### Governing Body Meetings

18 October 2007  
29 November 2007

### Oxford Reunion Weekend

14–16 September 2007

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Caroline Scotter Mainprize and Dorothy Cooke (centre)