Templeton Towards 2001 – and Beyond

In 1996, Templeton unveiled Strategy 2001, its five year business plan. Three years on, the plan has been refreshed, priorities redefined, and Templeton is confidently heading for new milestones on this exciting journey.

Meeting the Needs of Business

Increasingly, the college is finding itself working inside blue-chip multinational companies – such as De Beers, Reed Elsevier and PricewaterhouseCoopers – with the most senior levels of management. Over the next three years we plan to build on this experience by designing and developing private company programmes which connect strongly with the strategic priorities of businesses. By doing this, Templeton will help to shape and inform the strategic agenda for CEOs of global corporations.

Research

We believe the research agenda lies within business and we seek to work closely with organisations to define that agenda and then to deliver it. By identifying broad research themes in this way, Templeton is putting together a programme that meets the strategic needs of international business. A group has been formed to develop a clear connection between applied research and our work with organisations, using a thematic approach and concentrating on best practice.
The Faculty

Templeton is a unique place. It is a modern graduate college, strongly connected with international business, and part of Oxford University. Several faculty members are due to retire over the next few years; the challenge now is to recruit six new fellows – individuals with academic roots who are experienced in business and committed to advancing the theory and practice of management.

Applicants will relish the opportunity to affect policy and practice in international business, enjoy working with the brightest graduate students and the most senior executives at an individual level, and have a clear applied research agenda – which they will enjoy taking directly into the boardroom. Most particularly, they will be excited about developing the leading management research and executive education centre in Europe, while being part of a collegiate structure.

To enable it to recruit outstanding people, Templeton has recently adopted a new remuneration policy, enabling it to offer essentially double the standard university salary. We are most interested in the philosophy and calibre of the individual, but specific posts are available in the following areas:

- **Leadership organisation and change** | Encompassing the issues around individuals in the organisation and the broader policy questions facing organisations in the middle of dramatic change.

- **Negotiation in a cross-cultural setting** | Combining organisational and quantitative breadth with the more subtle aspects of cross-cultural negotiations.

- **International business** | Seeking to build on Templeton’s strength in this area – the international dimension of management cuts across most research themes.

- **Operations and services management** | Drawing strategically upon leading manufacturing and services companies – increasingly, all organisations are viewed as service providers.

- **Customer service** | Seeking to take best practice from around the world and investigate the policy implications in the UK and in the broader European context. Southern Electric has generously sponsored a research fellowship in this area for the past three years. This has been so successful that the post has been expanded into a full fellowship, sponsored by a consortium of leading companies.

- **Business strategy** | Focusing attention on the broader strategic business issues.
The Learning Environment

As Templeton continues its dynamic growth, so the buildings themselves must change to meet the needs – and in particular the information needs – of the 21st century executive.

Templeton College was built in 1965. A £6 million programme to redevelop the newly listed building – working with original architect Richard Burton – has just been launched; building will begin when planning consent has been received.

Information centre: ‘The Templeton experience should begin in the Information Centre and therefore it must exemplify the college’s values and aspirations’

A review group, in consultation with all the stakeholders, has been considering future development options for the Information Centre – options which would take into account its unique position, literally at the centre of the college.

As a result, the existing information centre will be turned ‘inside-out’. The books and special collections will be moved to the periphery of the central area space, alongside individual study points, a flexible and innovative high quality teaching space, reprographics functions, manager’s office and IT work rooms. The whole of the central area will be made available to activities which foster interactivity and intellectual exchange.

This dynamic new arrangement will offer Templeton’s customers an unrivalled facility for research and information exchange.

The Oxford Approach to Business Education – a World Beating Formula

Sir David Rowland  
President

Would anyone in their right mind have invented the Oxford pattern for developing business studies? Of course not! Two institutions – Templeton College and the Said Business School – operating in the same field – what a recipe for disaster!

But......but...... it is just possible that by a curious mixture of accident and luck, Oxford has evolved a world-beating formula.

By definition, university departments have all the advantages – and there are many – of being deeply embedded in the university system. Rigorous academic standards, commitment to research...... these are the very life-blood of a world class institution. The new Said Business School, whose splendid building is now rising from the site by the station, is the engine at the heart of the University, driving the MBA development. However, the very strength of a department is also its limitation. Constraints, committees and board can inhibit growth whilst seeking to protect standards.

Colleges are different. They are self-governing institutions empowered by Royal Charter, part of the University but able to set their own style and
Janine Nahapiet, Fellow in Strategic Management and Director of the Oxford Institute of Strategic and International Management, has won an award for the best paper published in 1998 in the prestigious Academy of Management Review. The paper, co-authored with Sumantra Ghoshal of the London Business School, is entitled Social capital, intellectual capital and the organizational advantage. The award was presented at the Presidential Luncheon of the Annual Meeting of the Academy of Management in Chicago in August.
The World View –
Templeton, Tuck and HEC

The corporations we deal with are truly global. International alliances with like-minded institutions help us to be more effective in meeting their needs.

Templeton’s world view has an individual focus. The Global Management Education Alliance between Templeton, The Amos Tuck School of Business Administration at Dartmouth College, New Hampshire (Tuck) and HEC, Paris, brings together three business schools of similar scale, atmosphere, and approach to research-based teaching and learning, extending each partner’s reach without in any way restricting its international scope.

The Global Bridge Business Programme

The second international programme is being held at Templeton in August and September. This year 60 young graduates will attend, including 30 from McKinsey UK – all its 1999 graduate trainee intake.

Based on Tuck’s highly successful Business Bridge Program, the course offers an intensive three and a half week grounding in business for graduates from other disciplines who are about to begin a career in management. Covering the basics of finance, accounting, marketing, management and business economics, it is being co-directed by Len Greenhalgh from Tuck and Jonathan Reynolds from Templeton and co-taught by members of Tuck and Templeton faculty.

Global Leadership 2020

This innovative programme offered by Templeton, Tuck and HEC and designed in partnership with a consortium of participating global corporations is a fast-track development tool for potential leaders who are expected to reach the top by the year 2020 – hence the programme’s name. Vijay Govindarajan, of Tuck, is the inspiration behind and overall Director of this collaborative venture.
Based around the theme of transformation, each programme consists of three modules, the first of which concentrates on industry, the second organisation and the third leadership and culture. Each module is held in a different location. Two of these locations are the participating colleges, while the third is based at an institution outside western Europe and the USA – enabling course members to gain direct experience of business and life in a range of different cultures. The 1998/1999 programme took place at Tuck, Templeton and in Shanghai. Next year it will be held at Tuck, HEC and The Indian Institute of Management in Bangalore.

Up to six individuals from each member of the consortium – currently Bang & Olufsen, British Telecom, Colgate-Palmolive Company, Corning Incorporated, Deere & Company, Ford Motor Company, and LVMH – participate. Members of each corporation come from completely different parts of the company and are unlikely to have met before; in between modules team-building continues as they work together on a strategic project – of real significance – within their own company. Janine Nahapiet, Director of Templeton’s contribution to the programme, particularly notes ‘the high calibre and high enthusiasm of participants. They are genuinely committed to taking the opportunity and relishing the challenge’.

Participants benefit by building networks and learning from other organisations, while the consortium offers its sponsoring companies the ability to shape the programme around a shared interest in globalisation but in ways which respond to their particular needs. In turn, the three schools are extending their international reach and enriching their experience of world class business education. With so many organisations and individuals involved, the programme is truly a collaborative global network in action.

### Tuck Meets Templeton: Learning by Video

As part of Templeton’s learning alliance with Tuck, Sue Dopson recently taught a mini-course in leadership to Tuck’s MBA students. After spending four days at Tuck with the students, the rest of the course was taught using video conferencing. This was a first for the alliance, and its success opens up new possibilities for the exchange of teaching skills, enabling guest lecturers to participate in programmes at other institutions much more easily.

Sue Dopson found the experience a positive one, but believes that it is still essential for the lecturer to meet face-to-face with the class at the beginning of the course. ‘It is this face-to-face interaction that provides the opportunity for rapport-building, clarifying expectations of the course and portraying the style of interaction expected,’ she says.

The success of the technology means that – given careful timetabling, as even the best technology cannot eliminate time differences! – the way is now open for Tuck and Templeton to examine ways of tapping into each other’s speakers, to the benefit of both.
Templeton | De Beers Programme

Templeton recently welcomed 20 of the most senior executives from the newly formed De Beers board, which combines the previously separate mining and diamond trading activities of Anglo American, to De Beers in a Changing World, a series of three three-day seminars held in January, March and April of this year.

The seminars were developed by De Beers in partnership with Templeton, where the Programme Director was Marshall Young. One key objective was to benchmark De Beers’ current thinking about strategy development by looking at examples of best practice in other industries. Another was to allow participants an opportunity to seek a common understanding of the future of De Beers and to create a shared sense of direction. Taking place at a time when the company was undertaking a major internal review, the seminars enabled participants to maintain a complementary focus on the world outside De Beers.

It was the first time such an extensive cross section of executives from the previously separate parts of De Beers had worked together. The whole executive board was actively involved throughout the programme, with company Chairman Nicky Oppenheimer and Managing Director Gary Ralfe attending all three events. The De Beers team also took a proactive part in the planning process, using its experience of each three-day seminar to plan the next; a video link between Johannesburg, London and Oxford facilitated this discussion.

The sessions were given by a combination of Templeton – including Rory Knight, Keith Ruddle, Leslie Willcocks and Marshall Young – and external faculty. Guest speakers included Derek Morris, Chair of the Competition Commission, who gave a tutorial on the economics of oligopolies, Penny Hughes, former President of Coca-Cola GB and Ireland, who talked about demand chain management, and Bruce Farmer, Chair of the Morgan Crucible Company.

Despite the packed agenda, De Beers found time to remember its founder by sponsoring a champagne reception at Rhodes House for the Rhodes Scholars – whose scholarships were established in 1903 from a bequest in Cecil Rhodes’ will ‘to promote international peace and understanding through education’.
Kunal Basu has recently published research in the areas of brand loyalty and new product and service development, and is currently pursuing research into global branding strategies. This focuses on global brands and the effect on them and their customers of mergers and acquisitions, with the aim of producing conceptual frameworks which will be of use to managers in multinational organisations. He has published articles in many journals, in addition to conference proceedings and edited books. One of his recent articles on Customer Loyalty won the Best Journal Article award from the Academy of Marketing Science.

Why has he chosen to come to Templeton?

‘Firstly, it’s part of Oxford University; in academic terms, one of the very few top worldwide brands. Templeton is the ideal meeting place for business education and research. It is far more rewarding and effective to teach management to managers than to those who have never managed; faculty members here have a direct input to executive decision making – very different to teaching MBAs! On the research side, Templeton enables direct access to the most senior managers in Europe and worldwide – managers whose knowledge and experience are critical to running research projects that can really make a difference. Also, I’m looking forward to forming strong partnerships at Templeton; with colleagues here, potentially with others in Oxford and the UK, and with big corporations.’

Are there any disadvantages in moving to the UK?

‘Well, my colleagues in Canada ask how I’ll put up with all that rain. But my response is that anything is better than winter temperatures of minus 20 degrees!’
One of Templeton’s longest established programmes, originally developed 13 years ago, is now being held three times a year. While the content is continually evolving to keep ideas and issues relevant and topical, the programme continues to focus on leadership issues at the highest level – which means identifying, assessing and challenging the beliefs, values, attitudes and assumptions that lie at the heart of all organisations.

Recent innovative sessions have explored the theme of leadership using ‘the Concept Café’ and jazz as starting points for discussion. ‘The Concept Café’ involved splitting the group into three ‘dinner parties’ each of which took readings – ranging from poetry to news items – as a starting point for freewheeling, but facilitated, discussion, which some participants continued beyond midnight. On a later programme, Harald Knudsen, a management professor from Norway, played with a live jazz band to explore the jazz/leadership metaphor.

The programme is attracting interest in new quarters. Templeton and the Centre for Creative Leadership in the US were invited by the UN University to give workshops at the International Leadership Academy run by the UN in Jordan. Marshall Young, the Programme Director, attended a workshop in Washington DC entitled Nurturing Leaders for the 21st Century and run under the auspices of the Organisation of American States.
Faculty News

Keith Grint, Fellow in Organisational Behaviour, is on sabbatical working on an ethnographic study entitled Deep Leadership sponsored by an ESRC research grant. He has recently completed two books, The Arts of Leadership (OUP, forthcoming) and The New Sociology of Work (an edited reader for Polity Press).

Rory Knight, Dean, has been invited to work on leadership programmes for General Electric and Bristol-Myers Squibb. He was recently hosted by the International Financial Corporation (IFC) in Washington DC where he gave a presentation to 50 senior executives at IFC headquarters. Rory Knight is also working on a book, Financial Performance, with Marc Bertoneche (Butterworth, to be published in 2000).


Janine Nahapiet, Fellow in Strategic Management, has research interests including business futures, in which she examines how organisations think about and prepare for the future. In this connection, she has recently published with Michael Earl a case study on Skandia, the Swedish insurance company.


Jonathan Reynolds, Fellow in Retail Marketing, has been on sabbatical following three years as senior tutor. He spent Michaelmas Term 1998 as visiting professor at Tuck, and has given invited papers at events including the 10th International Conference on Research in the Distributive Trades, the G8 Conference: A Global Marketplace for SMEs – Electronic Commerce, and the Retail Electrical Trades Association Annual Conference in Barcelona.

Alan Rugman, Thames Water Fellow in Strategic Management, was recently appointed to the TIME Canada Board of Economists and featured in a special report on Canada’s productivity dilemma in the 28th June issue. He is co-author, with John Kirton and Julie Soloway, of Environmental Regulations and Corporate Strategy (OUP 1999). He recently presented papers on global strategy to international conferences in France and Germany, and on foreign investment policy to a World Trade Organisation conference in Oslo.

Rosemary Stewart, Emeritus Fellow, received an honorary DPhil from Uppsala University, Sweden last summer, at an unusual ceremony where she was crowned with a laurel wreath while a cannon was fired. As mementoes of the occasion, she was presented with a gold ring engraved with a similar wreath and the brass shell case – now being put to good use as a vase!

Marc Thompson, Research Fellow in Employee Relations, has been appointed an Associate Fellow at the Economic and Social Research Centre on Skills, Knowledge and Organisational Performance (SKOPE), based at Oxford and Warwick Universities.

Leslie Willcocks, Fellow in Information Management, co-authored with Mary Lacity the best case paper award at the Seventh European Conference in Information Systems in Copenhagen. A chapter written with David Feeny on Rethinking Capabilities and Skills in the IS Function appeared in Currie and Galliers Rethinking Management Information Systems (OUP 1999). He has also edited a book Beyond the IT Productivity Paradox (Wiley 1999).
Student News

DPhil student Stephen J Perkins, an international HRM expert, presented a paper on *Investing in skills, knowledge and competencies* at a conference recently organised in Dubai by the Institute for International Research. He has also co-authored a chapter on transnational compensation strategies for a book to be published later this year by the UK’s Institute of Personnel and Development.

Oxford Retail Futures Group

The Oxford Retail Futures Group exists to contribute an authoritative voice to the debate about the shape of the world’s retail industry into the 21st century. Its members – senior representatives of leading retail companies and service providers – meet every two months. These evening sessions include presentations on thought-provoking topics relevant to the future of retail, followed by further discussion over dinner. As well as six events a year, membership of the group includes free access to The Oxford Institute of Retail Management’s expertise for two days a year, access to the Institute’s special research collection, and a subscription to the *European Retail Digest*. Forthcoming events will cover topics including the future of retail branding, customer loyalty – from a technology and marketing viewpoint – and new and emerging retail channels.

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Calendar of Events: Michaelmas Term 1999

- The Oxford Senior Executive Finance Programme 19–24 September
- The Oxford Advanced Management Programme 3–30 October
- The Oxford Strategic Leadership Programme 7–12 November
- Templeton Lecture: Foundation Lecture in Memory of Clifford H Barclay to be given by The Rt Hon Eddie George, The Governor of the Bank of England 11 November

For further information about any of these events, please contact:

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