

# NETWORK

AshridgeAlumni  
newsletter

Issue 30 Spring 2003



Exploring your future  
The Ashridge Alumni lifelong  
learning conference [page10](#)

**PLUS**

Pensions timebomb

Climate change

The advantage of  
nations



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Dear Colleague

# It's our future



The Alumni lifelong learning conference - Exploring your future, scheduled for the 5th and 6th of August is progressing well and the shape and format of the event has excited all of us involved (further information on page 10).

Using the 'exploration theme' and a balanced scorecard approach you will hear what business, society, your career and you can expect from the future. Speakers from head-hunters to Forum for the Future will provide you with new insights in what the future holds. You will get the chance to explore your attitude to learning and your learning skills profile. You will meet people who can provide tools and techniques to help you learn about new career, personal, emotional or all round skills, including Cisco and other business learning providers.

You will laugh at the pseudo management guru that lives in all of us - as expressed by L. Vaughan Spencer (award winning Neil Mullarkey's alter ego) - and wake up the real thirst for knowledge in your life.

Finally, working with your peers you will set out a learning plan for the immediate future - establishing a 'contract' with yourself to achieve a key personal goal that is sitting in front of you. Armed with your exploration plan and your commitment, you will be supported by the Alumni to deliver your personal goals over the coming months.

Book a place now in what promises to be the best learning event of the year!

Finally as this is my last editorial as Chair of the Alumni I must thank Lynn, Ruth and Elaine in the Alumni office for all the help and support they have given me. It has been a busy and rewarding three years and the Board has achieved a great deal in that time - delivering the Outreach 2000 strategy - providing the VLRC, introducing SIG's, supporting the Alumni development manager's appointment. We are now looking forward to the first lifelong learning event and delivering the new strategy 'Lifelong Growth' over the next three years... we have also had some fun and learned a lot!

..and of course thank you as members for continuing to enjoy the Ashridge experience.

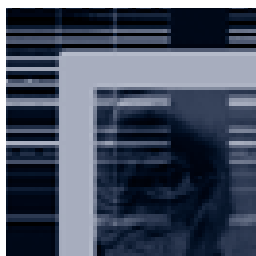
A handwritten signature in black ink, appearing to read 'Mike Gilbert', written over a horizontal line.

**Mike Gilbert** Chairman, Ashridge Alumni

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**Editorial panel**


Mike Gilbert  
Lynn Margetts

**Alumni Board**

Stephen Bassett, Mike Gilbert (Chairman), Leslie Hannah, Keith Harcourt, Mervyn Hogg, John Hughes, John Levett, Lynn Margetts, Fiona Newton, Sian Rogers, Briony Sutcliffe, Andrew Wilson

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# The challenges of climate change



The government is signalling that it is taking the challenges faced by climate change very seriously. Arthur Gibbons, Industry Relations Manager, at the Energy Information Centre (EIC), suggests how to ensure your business is ready for the changes to come.

Barbara Young, Chief Executive of the Environment Agency, has said. "Climate change is the most significant environmental challenge facing society in modern times and concerted action is needed by us all to significantly reduce emissions of greenhouse gases."



**Arthur Gibbons**  
Industry relations Manager,  
Energy Information Centre

## What is worrying about climate change?

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Globally, 1998 was the hottest year on record, and in the UK, 4 out of the 5 hottest years in the 330-year Central England temperature record, occurred in the last 10 years.

Global sea level is predicted to rise by up to a metre over the next hundred years, and threatens to flood low-lying land, accelerate coastal erosion, and encourage saltwater intrusion into freshwater aquifers. The rise in sea level is thought to threaten the homes of one billion people and a third of the world's crop growing areas, endanger the food supply of 200 million people and could create 50 million environmental refugees.

In the UK this would probably mean the demise of East Anglia, Lancashire, Lincolnshire, Essex and the Thames Estuary. At the same time the Gulf Stream that carries warming waters from the Caribbean to the shores of northern Europe could be reduced, with the result of a significant cooling of the region.

## What is the position in reducing greenhouse gases to meet the Kyoto target?

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Reports from Professor Paul Ekins of Policy Studies Institute show that the CO<sub>2</sub> element of the greenhouse gases is not meeting the agreed Kyoto reduction target.

The energy intensive industries that enjoy an 80% levy relief under the terms of a Climate Change Agreement, have recently reported the savings they are required to deliver. The details are eagerly awaited, but the headlines are already suggesting that targets will not be met, a worrying sign as this is the largest UK scheme where intensive energy users have undertaken an energy reduction and reporting project. This sector is now at the stage of preparing for a further set of savings.

## How much energy can be saved?

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DEFRA figures give an annual energy spend in the UK of £55 billion, in which they estimate the potential saving at 20%, which is £11 billion. This is equivalent to the total earnings on tourism in the UK. This level of saving would meet the Kyoto requirements.

## What are the schemes supporting energy saving?

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- Corporate energy and cost reduction plans
- Climate change agreements
- ISO 14001 environmental standard
- Energy accreditation from the Energy Foundation
- IPPC energy issues
- Emissions trading
- L2 Building regulations, European directives

## What is the current state of energy savings in the UK?

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From my many visits to both industrial and commercial clients it is clear that energy saving issues are receiving some attention, this however is mainly on an ad-hoc basis with schemes competing for capital funding with other projects. In this current business world of unprecedented change and demands on management time, energy saving initiatives are often being put on the "back burner".

## What is needed?

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The corporate integrated commitment for an energy saving culture, with direction from the top, and ownership throughout the organisation, on a structured approach with two main inputs:

- 1 **Energy saving culture:** An input of management, time, procedures and skills.
- 2 **Operational savings:** A technical input and a capital budget.

The subjects are;

**Energy policy:** To be included in the boardroom agenda, establishing targets and capital budgets, monitoring and reporting roles and responsibilities, and formalising a strategy and commitment to continual review performance for a sustainable energy reduction policy. Energy performance should be introduced as a KPI, along with financial and production performance.

**Monitoring and targeting:** On a regular basis, usually monthly, tracking the energy consumption, and benchmarking this based on relevant measurements of production of floor area. Inter-comparing these with similar operations, or national standards. Communicating energy performance figures to the Boardroom and line management.

**Technical site energy audits:** Carried out by skilled experienced engineers, a detailed investigation, obtaining measurements and calculating savings to provide information on a self funding cost reduction plan in which management decisions can be based.

**Energy and environmental awareness training, and campaign launch:** Informing on operational and management techniques, developing the ownership of energy saving culture and motivating staff to deliver energy reduction campaigns and initiatives. Aimed at training the trainers and energy managers.

## Is this a viable business plan?

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Energy savings achieved by adopting this approach have been between 10 to 25%. In cases of energy spends above £50,000 per year, the savings have proved to be very viable with paybacks of investment under two years on a notable proportion of the energy saving recommendations.

Such schemes have met the criteria of many corporate cost reduction schemes. The bonus benefit is that this counts towards the public and business image of an organisations' corporate environmental and energy saving commitment.

## About EIC

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EIC provides utilities market information and support to business energy users. EIC is a totally independent organisation, with a client base of over 900 contacts, covering over 40 per cent of the FTSE 100, including industrial, commercial, public services and both local and central government organisations. Our client base represents over 25,000 sites and more than 20 per cent of the utilities market in the UK.

# Pensions and the demographic timebomb

## Look forward to a frugal retirement, tax

Tens of thousands of trades union members, left-wing politicians and activists recently marched through Paris, Lyons, Lille, Marseilles, Strasbourg and many other cities in France to demand a stop to action to address the most acute problem that faces France, and most of Western Europe, in the coming years.

The issue is not Iraq, terrorism, crime or immigration - but pensions. The French Government wants a comprehensive plan for reform to deal with the demographic timebomb. During the next 10 years, France will have more citizens over the age of 60 than under 20 for the first time in its history. From 2006, its 'active' population, already one of the smallest in Europe, will start to fall. By 2040, if nothing changes, France will have seven pensioners for every 10 in work.

In France, State employees can expect a pension of 75% of final pay for life from age 60 (some, such as train drivers, can retire from age 50). The cost of providing such a pension falls on those in work. Not only is the number of these reducing, and the number of pensioners growing, but pensioners will be receiving their pension for longer. Recent figures in the UK show that, in 1970, a 60 year old male could expect to live until around 78, and a woman of the same age until 82. Less than 30 years later, the figures are now 84 for men and 87 for women. These expected ages at death are forecast to increase to 85 and 88 respectively over the next 10 years.

The problem is not most acute in France. Whereas the population aged 65 or over as a percentage of those aged 15 to 64 rises from 24.5% in 2000 to 46.7% in 2050, in Germany it rises from 24.1% to 54.7%, in Italy from 26.7% to 68.1% and in Spain from 24.8% to 73.8%. By contrast, in the UK, the percentage rises from 24.4% to 39.2%.

The percentage of gross domestic product (GDP) used to provide state pensions is forecast to rise in France from 12.1% in 2000 to 15.8% in 2040, in Germany from 11.8% to 16.6%, in Italy from 13.8% to 15.7% and in Spain from 9.4% to 16%. Remember, this increased cost will fall on reducing numbers of 'active' workers.

In the UK, the percentage of GDP is actually set to drop from 5.5% in 2000 to 5.0% in 2040. The reason for this is that the level of State pension is set at a low level and only increases in line with price inflation. This means that the level reduces still further in real terms over the years. As the UK Government has itself admitted: "anyone who relies solely on the basic State retirement pension and makes no other provision will, as has always been the case, retire in abject poverty".

While State pensions are relatively low in the UK, the level of privately funded pension provision is high by international standards. As a percentage of GDP, the value of UK pension assets is over 80% (slightly more than the percentage in the



Chris Bellers



# increases and industrial unrest

United States). Only the Netherlands have a higher percentage (around 105%), while most other European Union countries have less than 5%.

So in most European countries, the coming years will see increased efforts to reduce state pensions and increase the age from which they can be taken, plus increased taxes on those in work to pay for them. More industrial unrest must be on the cards as those currently in work fight to keep what they were planning to live off when they retire.

The UK does not share these problems to anything like the same extent. But it has its own set of problems. There is a 'crisis of confidence' in privately-funded pensions, such that there is an estimated savings gap of £27 billion. In other words, those in the UK are not saving enough. And if they do not save enough, they will not be able to rely on the State to support them above the poverty level.

There are many reasons for the shortfall in savings. In the early 1990's we had the Maxwell scandal when millions of pounds were siphoned out of the Mirror Group pension schemes. This led to huge swathes of regulation, burying company pension schemes under mounds of red tape. At the same time, insurance companies were selling the Government's new personal pensions to everyone they could, whether or not it was actually in the individual's interests. This led to the 'mis-selling review' that cost insurance companies billions in compensation. Then we had a change in the tax rules on pensions, estimated to cost pension funds £5 billion a year, and the collapse of Equitable Life which cost many people a large chunk of their pension savings. These events have shattered many people's confidence in both company pension schemes and individual plans.

But the real reason for the lack of saving is the current economic climate. Low interest rates have encouraged people to live for today on credit rather than think about tomorrow and save. At the same time, many pensions are invested heavily in equities and three years of poor returns have prompted many employers to cut back

on their pension schemes. And the fall in equities has also affected the performance of 'with profit' policies, which have traditionally been the most popular investment choice for those investing in insurance companies. Bonuses are being cut and 'market value adjusters' imposed on savers who have still not recovered from the collapse of Equitable Life. With property prices at last seeming to have peaked, and likely to fall at some point soon, with Government borrowing due to increase (so reducing yields on gilts), there are few 'safe' places for people to invest.

The UK Government's recent Green Paper on pensions has made a courageous attempt to simplify pensions, but there are no clear incentives to save. Without these incentives, and without compelling employers and employees to contribute, the UK's coveted private pensions system is in danger of not providing adequate levels of pension to supplement the meagre State pension.

So the message is - if you live in the UK, you can expect a frugal retirement unless you take early steps to save for your retirement. If you live on the continent, expect tax increases and industrial unrest.

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# Loosen the vice and encourage the

## A personal perspective

My feeling at the moment, probably like many involved with the public sector, is that the system of delivery is too tightly controlled. As a consequence we are squeezing out the individuality and innovation needed to provide the excellence customers deserve and expect. My intention in this article is to explore the current situation a little more and offer some thoughts on leadership and change in the context of public administration.

The existing measurement culture in the UK public sector encourages managers to focus on targets, results and league tables. According to recent research by the Economist there are some 600 indicators across the public sector. I would suggest that the root of this current pre-occupation with targets started in the early eighties with the launch of the audit commission by the government at that time. Over the years the commission have widened their brief from scrutiny of costs to thoughts on how to improve performance. However the auditors default setting is about minimising risk and ensuring compliance.

There is also a belief that what is important can be measured. The Police Federation recently stated that "indicators alone will never capture the whole picture of policing since much of the work that is carried out never gets measured" I suspect these sentiments could have come from virtually any public sector organisation.

However, there is a comfort for Ministers in falling back on this model of scrutiny and assessment. They are investing taxpayer's money and their own careers in making things happen, on driving agenda's for change and trying to improve productivity. Control and command would seem the right way to whip the public sector into shape. However over the long term it is not sustainable. Furthermore, over reliance on this approach does not encourage enough organisations to experiment, they are too busy avoiding blame to be brave. To promote success and encourage innovation requires letting go - trusting people and their judgement.

On a personal basis we all value our individuality and uniqueness; we all want to make a difference. Nevertheless come Monday morning too many organisations and managers respond to the workload pressure and traditional expectation and revert back to control and command. The dominant metaphor is organisation as machine with people as working parts. Faced with the challenge of service renewal and community inclusion the public sector will increasingly rely on the creative participation of employees and "cannot treat their core personnel as if they should be obedient foot soldiers and no more" (Bentley).



I think it is important to honour the aspirations and anxieties of Ministers about public sector spending and productivity - there are clearly significant issues and the political stakes are high. However I am convinced that public sector leaders, policy advisors and consultants should invite challenge to the current perspective of many politicians on how things might best be delivered. In many ways the current top down approach and obsession with targets creates the context for what Caulkin calls "the cult of decisive leadership; being seen to be doing something, anything" A more enabling, participative and 'quiet' approach is often labelled as weak. Furthermore, as a senior public sector manager recently observed "pressure from Ministers on managers to meet government targets is making it impossible to talk openly about problems in the NHS"

In the light of a recent report by the Work Foundation, it is also fair to suggest that UK managers including those that operate in the public services need and deserve more and better learning opportunities. The report by the Foundation presents the dominant management training approach as based around tool kits and analytical skills - this emphasises the benefit of walking the talk and places little value on thinking the talk or reflective practice.

Working collaboratively with Ministers on policy and with managers on operational issues could allow the possibility of exploring other ways of thinking about and achieving what we all want - better public services. It also goes a little further than that for me. Public services should be a better experience for the end user or customer but they should also be a more engaging and lively workplace for public administrators.

If it is so simple then why is it so complicated? Our apparent need for certainty and clarity, good and bad, which Klein called splitting and that started when we were infants, does not fit with the reality, diversity and complexity of modern organisational life. Rather than work with uncertainty and not knowing we strive to

## on leadership in the public sector

be clear and authoritative. However "the possibility of shaping change comes at the price of giving up the attempt to control it" (Bentley).

Giving up or letting go requires us to rethink our role as leaders. We might now think of confident humility, awareness of self and availability for others, encouraging and supporting those around us. Control could be viewed or reframed as acting with intent in the moment mindful of a possible future direction. We can influence and shape, act ethically and mindful of the possible consequences of our decisions.

While these potential roles are offered as an invitation to rethink leadership my belief is that leadership is a quality or potential that rests within us all. Therefore what really matters is that any leadership model should be authentic and unique to the individual. I would also suggest that the real authority to lead rests within the people who follow. Lincoln observed, "No man is good enough to govern a man without that man's consent" and Lao Tzu suggested, "Leading without following is sterile". Perhaps real authority based on personal qualities and freely given participation by employees could now replace pretend authority based on position in the organisational structure.

In these different circumstances we might now think of organisations not as machine but as complex networks of relationships and possibility with people creating meaning and organising work through conversation. In the nature and flow of conversation change takes place. How might a leader now create opportunities for good quality discussion? How could a leader encourage conversations that are appreciative and generative?

In the midst of these potentially powerful new ways of thinking and organising to create the context in which innovation and excellence might flourish I have a sense that it is important to stress two things.

Firstly a more open and participative style does not mean that the routine processes and core activities that sustain the essential delivery of services should stop. These structured tasks have to be done and done well.

Secondly, there will still, be examples of poor individual performance and service failure. My approach to poor individual performance would be to advocate paying greater attention 'front end' to staff recruitment and selection, clarity of expectation, awareness of governance and ethics and building personal capability.

With regard to service failure we might need to rethink our current perception and begin to manage failure more effectively rather than rush to punish. To eliminate failure could discourage risk and the possibility of learning and innovation. Another consequence of our current thinking about failure is the rush to turnaround under performing services quickly. The consequence of such rapid intervention is a disregard for the interconnectedness of such complex organisations. A quick fix could soon reappear as an issue somewhere else in the system.

StrategyguruHamelhasproposedthatinnovationisthekeycompetitive advantage of the next 50 years just as quality was during the previous 50 years. If as Zohar suggested, "creativity abhors balance, the middle way and a measured trend" how leaders and organisations view and work with conflict has significant implications. Complexity theorist Stacey suggests that top managers in large organisations face a choice. "Take a chance and enable the unpredictable emergence of new strategies, which will be accompanied by conflict or reduce the risk by applying directing forms of control in all situations. As a consequence, nothing new or innovative is likely to emerge." Traditionally conflict is something that is avoided or ignored. Yet clearly we now need to surface the difference and diversity that exists in organisations and work with these tensions in a generative way.



**Mark Lowther** works in the public sector and is currently completing the Ashridge Masters in Organisation Consulting. He has a particular interest in public administration and issues of leadership, strategy and change. He can be contacted on 07901 712351 or at [mark@marklowther.com](mailto:mark@marklowther.com)

I wanted to conclude with a very recent statement by the Prime Minister and then a passage of writing by Senge, which captures, far better than I could, the essence of the management by means or management by results debate.

The Prime Minister has suggested that in the context of the public services New Labour has "not forged close enough links with the more exciting and dynamic intellectual currents in economics, social policy and management theory". This would seem to indicate an acceptance that the current way of operating needs to reflect more emergent ways of thinking.

In this paper I have tried to offer for consideration some of that thinking - but perhaps the final thought should rest with Senge who also includes a quote by Frost - "Management by results creates needs, goals that we feel we must achieve for our survival or for personal gain. Management by means nurtures aspirations, aims that we pursue because they matter to us. The difference is subtle yet profound. Once we become convinced that we must achieve a certain outcome, our universe collapses and we see everything through the narrow lens of the predetermined outcome. Our awareness diminishes. Our ability to invent totally new ways of responding to new challenges is lost. Fear of failure increases. The state of flow is destroyed. By contrast, genuine aspirations elevate us and call forth our highest and most imaginative efforts. It is a tragedy when we lose the ability to distinguish needs from aspirations. This, I believe, is one of management by results' greatest shortcomings. Conversely, it is management by means most important contribution. As the poet Robert Frost put it - All great things are done for their own sake"

# Neither here nor there

I am writing this on a Sunday evening on a plane from Singapore to Bangkok. Nothing unusual in that, I hear you think. Plenty of Ashridge alumni are regular business travellers.

Well, here's the twist: I live in Singapore, and all but one of my colleagues are in Bangkok. I am not a lonely pioneer sent out to set up an office in a foreign land, nor am I a local agent or representative. I am the Managing Director of a Singapore-registered company. So why are almost all my team in Bangkok? There are a number of reasons. Perhaps the two most important are cost - salaries and office space in Bangkok are considerably lower than in Singapore, and skills - it is relatively easy to find really creative web designers and programmers in Bangkok. The company is built around an idea that is often talked about but seldom practiced: arbitrating cost differentials and skills availability across national boundaries. In other words, putting the theory of "The Advantage of Nations" into practice.

This sort of arrangement is somewhat different from the well-established outsourcing or remote locating of back-office operations. For a start, as an interactive marketing consultancy, we have very few routine functions to standardise and document. This is a single team, working on projects as if in a single location.

Does it work? Well, I took over the company in Asia Pacific in the second half of 2002, so it's early days. Despite teething problems, it is looking good so far. Based on my experience to date (and that of previous regional roles in larger organisations), I have some observations that may be helpful to those in, or contemplating, a similar company model.

Seek advice, but be discriminating in following it. That applies to this article as well! Before taking this on, I sought a good deal of advice from long-time foreign residents with experience of management in Thailand. Most of it was (to be polite) unhelpful. A surprising number of experienced managers advised me to behave in an authoritarian and patronising manner. They did not use those words, but that was the substance. Local managers I consulted acknowledged that this was indeed the "local style", but encouraged me to break the mould.

Do not let cultural differences overwhelm your common sense. I first visited Thailand in 1990, and have been travelling around the region (based first in

Hong Kong and then Singapore) since 1997. I was very fortunate that for the first four and a half years, I was working as a market researcher. In effect, I was being paid to study how people actually think and behave - unconstrained by having to establish or prove any sort of cultural theory. In addition, I established friendships with colleagues, suppliers, clients and contacts throughout the region. This helped me see what is surface or an expression of culture and what is fundamental.

A well-known example of this is the supposed credit-averseness of the Japanese. Credit card usage in Japan is lower than a purely economic model would predict. Received wisdom holds that this is due to a fundamental aversion to borrowing. In fact, the Japanese are, at heart, no more reluctant to use a credit card for purchases than you or I. What suppresses usage is a combination of the complexity of the transaction (I will spare you the gruesome details) and the assumption that only the penniless pay by card. The first delays and inconveniences others (a powerful taboo) and the second advertises your inability to manage your finances.

There is no substitute for being there. If you are going to run an office remote from your own location, go there regularly (and not just day-trips). If you are the sort of manager who places a high attention or administrative burden on subordinates, or who is feared, this type of role is probably not for you. It will be too stressful for your staff, and give you ulcers (you will assume nothing happens in your absence). I have found an impending visit can lift spirits and hasten the completion of projects in a way difficult to achieve sitting in the office every day.

Make clear who is responsible for what in your absence. Perhaps the two most paralyzing situations for a team are not knowing who can make a decision if the manager is not available, and not knowing what each person should be doing from day to day. Both will occur (especially initially), but minimising this should be a high priority. A deputy or project/office manager can reduce this wastage but at a cost (salary and overhead) which most start-ups and small companies will find unviable.

Be clear why you are basing staff in a particular location. If you really are going to benefit from remote locating staff and/or managers, make sure you are clear about why a particular person is recruited or placed in a particular location. Otherwise, much of the advantage will be lost.

Get help. I share offices in both Singapore and Bangkok. I am also in the process of co-locating related companies in the Bangkok office. This means that at both ends of my journey, I have people who know what has been going on and able to keep continuity.

This is by no means an exhaustive list, but I hope it is helpful to those wondering whether it is worthwhile treading this path.



**Clive Wright** BMDP289 is Managing Director of Synthesis Interactive Media Pte. ([www.syn-global.com](http://www.syn-global.com)), an interactive marketing consultancy with offices in Singapore and Bangkok, and associates in the USA and the UK.



STUTTGART HBF.	935	-
HELSINKI	940	683-686
SAN FRANCISCO-DALLAS	940	113-338
VENEDIG	945	731-739
DALLAS	945	683-686
AMSTERDAM	945	113-338
	950	478-689
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FLUG Flight		an to
LG	302	LA
AZ	41	TURIN
		NEAPEL
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AY	822	HELSINKI
AA	071	SAN FRANCISCO
AF	743	PARIS
	1116	VENEDIG
DL	023	DALLAS

# The Ashridge Alumni lifelong learning conference

## Exploring your future

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The Ashridge Alumni presents a thought provoking conference to develop personal strategies for life long learning

- What is the case for life long learning and the strategic goals for your career?
- Why do you need to enhance your market value - what do the head-hunters of today want?
- What do the companies of tomorrow want?
- Where will society be in 5 - 10 years time?
- Where do you want to be in 5 years time?
- What learning solutions are available 'at your fingertips'?

This Ashridge Alumni conference will offer opportunities to understand the application of strategies and solutions through case studies, practical solutions and a personal action plan.

A range of key note speakers from a wide variety of businesses and organisations, will share their ideas, explore practical solutions and give an insight for business and personal survival strategies.

## Booking information

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Exploring your future - The Ashridge lifelong learning conference

Tuesday 5th - Wednesday 6th August 2003

Fee: Members £500 inclusive VAT  
Non Members £550 inclusive VAT

This includes conference fee, meals, evening dinner and one night's accommodation

To book a place, please contact the Alumni office quoting reference AA3203

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All cancellations within 48 hours of event will be charged at full-rate. Substitute delegates will be welcome

# Tuesday 5 - Wednesday 6 August 2003

## Programme of events

### Day 1 Map Reading: A Primer

9.15am Arrival and registration

Explorers all...  
Vignette and welcome

10.00am Is it the journey or the destination?

Introduction to personal aspirations, results and evaluation of self-questionnaires.

Introduction to the Personal Balanced Scorecard

Break

11.00am Exploring the terrain...

Why do I need to learn? Plenary sessions with guest speakers from:

Head-hunters - Why you need to enhance your market value

Business - Why companies are investing in life long learning

Community - Where will society be in 5- 10 years time

Individual - Where do I want to be in 5 years time

1.00pm Lunch

2.00pm Planning your route

2.15pm Choosing your equipment...

Tools and techniques - a practical insight for business and personal survival strategies. How to value knowledge, recognise cultural learning differences and develop a learning culture

\*A (i) Formal education / career path

(ii) Learning for society / learning via volunteering / a social conscience

\*B (i) Learning for myself

What do I need to learn for myself? How do I become aware of who I am and how do I become that person?

(ii) Creating a mind - body balance

Break

3.30pm Travellers' tales...

Carousel sessions involving a range of guest speakers with a story to tell - experiences of different learning styles, cultures, including explorers (other business schools UK and overseas) and successful entrepreneurs

5.00pm Close of day

Free time or optional breakout sessions

7.00pm Pre-dinner drinks

7.30pm Evening dinner with guest speaker

L. Vaughan Spencer

### Day 2 Expedition Planning:

9.00am Introduction to the day

Getting fit for the trip

Introduction to the day. How are you feeling so far? An interactive improvisation session which will set the challenges for the day

10.15am Setting your compass...

Your personal learning strategies and styles - personal learning aspirations, learning strategies for your career, self-awareness/life-work balance and contribution to society.

10.45am The start of your journey...

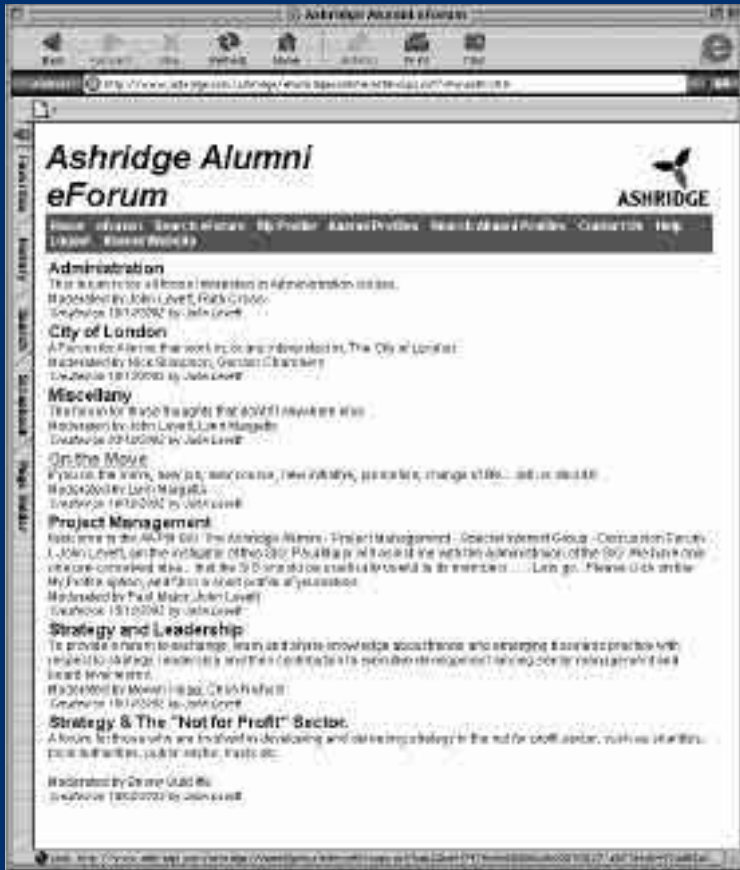
Small informal groups - to discuss and work on personal lifelong learning plans.

11.45am Setting out

Open forum - Q & A

12.30pm Close of conference

# Career corner



## eForum

Discussion Board, Special Interest Group, Chat Room, "What's in a name?". Well our name is 'eForum'. It is a place on the internet where Alumni can give those details about themselves that they wish to share with other members, which may be no more than your name and a place to register particular interests, raise topics, respond to topics and share documents, presentations and pictures.

The first time that you login, your password is your forename followed by a space and then your surname.

If you have suggestions for new forums, please let us know.

If you have any questions about the use of the eForum please contact Ruth Cross at [ruth.cross@ashridge.org.uk](mailto:ruth.cross@ashridge.org.uk), in the Alumni Office or John Levett at [john@jxl-management.co.uk](mailto:john@jxl-management.co.uk).

**3 Easy Steps to The Job You Want**  
by Malcolm Homby  
~~£9.99~~ £6.99



From practical tips on writing a CV and application letters to personality profiling, preparing for assessment

centres and planning presentations, this step-by-step workbook gives you all you need to build your own career plan and have the confidence to achieve your new found goals.

**The London Jobhunter's Guide**  
by Tim Gough  
~~£12.99~~ £9.99



This book contains everything you need to know about getting a job in London. It includes the most comprehensive listing of recruitment agencies in the capital, who they recruit for,

what they want to see, plus where to get skilled-up and advice on CV writing, interview skills, career planning and much, much more.

**Brilliant Future**  
by Chris Sangster  
~~£12.99~~ £9.99



This book uses a wealth of exercises, tools and a specially designed ID plan to help you stand back, take stock, plan and implement and

follow a personal route map to improve your life. By breaking down an intimidating task into small achievable chunks and monitoring your progress against the bigger picture, you can map your way to a brilliant future.

The LRC Bookshop has teamed up with Pearson Education to offer our customers a choice selection of career books at great discounts to help you find and get your ideal job.

e-mail [ordersto margaret.doygde@ashridge.org.uk](mailto:ordersto margaret.doygde@ashridge.org.uk) or ring +44(0)1442841159



**Brilliant Answers to Tough Interview Questions**  
by Susan Hodgson ~~£8.99~~ £5.99

Every interviewer uses testing and tricky questions - this book shows you how to answer more than 180 of them. Learn how to stay calm and in control and the art of turning every question to your advantage.

**Brilliant Test Selection Results**  
by Susan Hodgson ~~£9.99~~ £6.99

When it comes to selection tests for jobs, it's easy to under-perform simply by being unprepared. If you really want that job and have to face daunting or puzzling tests to get it, here's how to avoid any surprises and tackle every kind of test brilliantly.

**Brilliant Career Finder**  
by Josephine Monroe ~~£9.99~~ £6.99

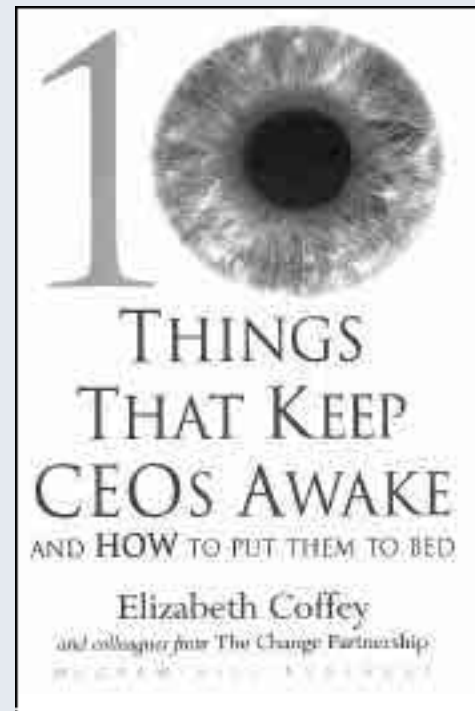
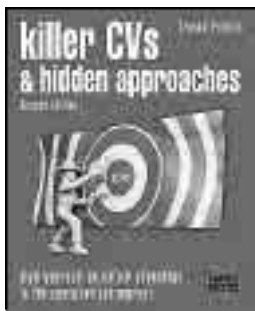
This book is like having a personal career coach and career directory all in one. Follow the seven steps to work out what you want from work and where your strengths lie - then use that information to find your perfect career.

**Brilliant Interview**  
by Ros Jay ~~£9.99~~ £6.99

A Clear, down to earth book with tips, examples, exercises and instructions from the people who know - the interviewers. Arm yourself with this advantage and make your interview make the difference.

**Killer CVs & Hidden Approaches**  
by Graham Perkins ~~£9.99~~ £6.99

Learn how to deploy cutting edge techniques and unconventional tactics to secure the job you want. Everybody needs an unfair advantage - get that job before it's even been advertised!



**10 Things that keep CEOs awake:  
And how to put them to bed**

**Elizabeth Coffey and colleagues from  
The Change Partnership**

McGraw-Hill Business, 003.

Although the title does not make it explicit, this is essentially a book about executive coaching. It describes not only the challenges faced by today's hard-pressed CEOs but also the benefits they can derive from working in close partnership with coaches. The notion is that the coaching process makes leadership challenges easier to deal with - and to sleep with too.

Leading an organisation has never been more complex. The basic verities remain: people are as important as technology; companies still have to earn more than they spend; and shareholder value is created by selling products to satisfied customers, 'not by rearranging the balance sheet'. But these basics have never been harder to achieve. In the global, interconnected 'always-on' world, the disruptive potential of events both inside and outside the organisation has multiplied ten times over. And CEOs have to take decisions with the eyes of millions upon them.

Pressures include the number and variety of stakeholders who have a legitimate interest in the organisation and their very varied demands; changing regulatory requirements; technological advances; changes in corporate governance, and the significant increase in the amount of risk now involved in leading a

Continued over page

major enterprise. Challenges range from the strategic to the personal: getting the right organisational structure and deciding whether restructuring is really what is needed; how best to run a global and multicultural business; creating appropriate organisational change; acquiring, motivating, developing and keeping talented individuals; and communicating with the full range of stakeholders.

Even CEOs need a mentor. And all this has to be done in the context of a relentless drive for bottom-line achievement in the short term, constant strategic change with significant potential for failure, along with high personal visibility and intense media interest. These together constitute a ferociously demanding work environment. Stress makes people do stupid things, say the authors, and that is why coaching's hour has come. A CEO needs a confidant, a sounding board, and an impartial but engaged mentor, someone who is outside the organisational politics and can look at different perspectives and ensure that a decision is in line with internal values rather than skewed by external events.

The main part of the book consists of ten chapters, mostly fictionalised scenarios based on real life cases, focusing on specific challenges. The common denominator is the presence of a coach working with a CEO whose focus is to enhance the leader's development and so raise the performance of the organisation they lead. Each chapter explains the specific challenge, defines a set of desired results, and then shows how the client was guided to achieving those results. It also offers practical frameworks and suggests the questions you should ask and answer before addressing a similar challenge yourself.

**1. Developing bifocal vision.** The CEO's main responsibility is to develop a clear results-oriented vision of where they want to take the company and then to lead the company in that direction. But they have insufficient time in which to think and reflect, find it difficult to retain clarity about the short versus the long term, and are victims of the belief that the CEO must have all the answers. In this first scenario, the coach helps the CEO of a large multinational to balance short and long term, to know when to be 'hands-on' and 'hands off', and to create a strong senior executive group to assist in forming and achieving strategic goals. The effective leader must avoid involving themselves in everything. He or she has to focus on issues that are both important to the organisation and where they have the personal ability to add particular value. While CEOs usually give a lot of attention to the structure, skill sets and rewards of their direct reports, the coach helps the CEO understand that he must also reflect and act on how the senior team can work together effectively.

**2. Getting the organisational structure right.** The message here is don't make structural changes that do not meet a clear and obvious need. Successful structural change only takes place when the leader thinks right through what is needed and then takes even greater pains in the communication and implementation phases. In this scenario the coach helps the new leader of a leisure company business stream (who is under pressure from the CEO of the parent company to carry out a major restructuring) realise that the vision, quality, visibility and motivational skills of the people at the top are more important than any new organisation chart. He also makes him aware of 'political' and communication issues regarding the need to manage the expectations of the parent company CEO and rehearses him in the arguments that will convince the latter he is

taking the right course.

**3. Creating time to maximise CEO impact.** Here, the coach helps the CEO of a high street fashion retailer spend her time most effectively rather than just surviving. The key questions are what can the CEO - and only the CEO - do to add value to the organisation? What can the CEO delegate to other members of her team and what can't she give away? A priority is to create more thinking time - the coach recommends booking time in her diary for fictitious meetings and working at home occasionally using modern technology to keep in touch with the office. In dealing with the media, the coach recommends she buffer her self-confidence (e.g. by keeping a log of her many achievements) and ensuring she has a good support mechanism - someone, like her partner, in whom she can confide.

**4. Energising the organisation through leadership.** This scenario involves not just one-to-one coaching (to prepare the chief financial officer of a global services group to become the next CEO) but also shows a coach working with a top team. The aim is to energise the CFO's community of global finance directors to deliver a new strategy. At the same time, the coach helps the CFO articulate and achieve his personal vision and agenda. Part of the process involves helping the aspiring chief executive to identify his default responses - the patterns which have helped or hindered his biggest life and career achievements so far. The group work helps the finance directors understand and accept their different styles and build a common leadership vocabulary.

**5. Delivering strategy through the top team.** This chapter shows how Glaxo Wellcome undertook some 'groundbreaking' work to develop greater entrepreneurship and innovation among its top team. To help the CEO develop a programme to meet these challenges, the coach worked in partnership with three business schools around the globe to create a leadership framework aligned to the strategic imperatives and values of the firm. The process entailed assessing and developing the executives concerned and designing interventions that would shift the culture in a more entrepreneurial direction. Of fundamental importance, according to the coach, was the acknowledgement that everyone had development needs. This had a 'transformational' effect on the senior leadership cadre. It was now acceptable to identify where people had strengths and to find role models to coach those with developmental needs. This began a process of building trust that extended back into the business around the world.

**6. Managing the board.** Here the coach, himself a former chief executive, works with the new CEO of a manufacturer to help him formulate and implement a new growth strategy. The coach knows from his own experience that it is vital for the CEO to assert himself with the board (whose members all have their own agendas as well as the company's) but also how essential it is to build relationships with them. Despite this advice, the CEO fails to build such relationships and becomes increasingly isolated from the board, thus endangering his new strategy.

**7. Communicating with all of the stakeholders all of the time.** The CEO must communicate with a wide range of stakeholders and do it with precision and care - what you say and what comes across are often two very different things. A CEO needs to understand his or her audience and to talk to it with conviction. Most CEOs, however, do not have time to communicate well. The coach here supports the CEO of the UK operations of a European utilities

consortium by raising his awareness of the disparate political and business agendas of the consortium partners, helping him inspire his own team, and developing non-conflicting messages for all the stakeholders. Part of this involves persuading the CEO to free up time for planning and delivering effective communications - breaking out of the vicious circle of focusing on tasks to the detriment of communication - which only leads to accusations that communication is lacking. The CEO must also flex his style to communicate well in different situations and must ensure he is visible to his people - an absolute necessity, not a 'nice to have'.

**8. Meeting the diversity challenge.** This chapter is not so much about coaching an individual CEO than about The Change Partnership's role in implementing a leadership development programme, at the behest of top leadership, to create diversity culture change across the UK Civil Service. The 'Pathways' programme aims to level the playing field for ethnic minorities by helping them to compete effectively for top leadership positions. The implication here is that every CEO needs to consider how their organisation can serve its diverse customer base effectively and how it can demonstrate an inclusive culture to attract and retain the best talent.

**9. Surviving in the global jungle.** This scenario illustrates very well the tensions of working in global firms. The coach supports the recently-appointed CEO of a UK company just acquired by a globalising US firm. The CEO's challenge is to demonstrate his leadership to the new American owners and to rebuild the morale of his unsettled management team. He also has to overcome national perspectives and management biases and develop an international outlook in the management team by changing their mindsets, individually and collectively, and does this by highlighting the enhanced career development opportunities offered by the new parent.

The coach emphasises the importance of developing cross-cultural relations by organising visits of UK managers to the US corporate HQ and plants. While the US parent wants to integrate the UK firm into a global product group, the CEO's concern is to ensure that the US firm understands the specific customer requirements in the UK market and that this business is safeguarded and developed. The coach helps the CEO prepare his arguments to persuade the Americans of the unique nature of the UK.

**10. Balancing work/life demands.** Here the coach uses a 'Balanced Personal Portfolio' (BPP) approach to help the CEO of a management consultancy achieve the 'right balance'. A CEO can use a BPP to define priorities, set out specific roles and accountabilities and targets, and plan allocation of time to such activities as client work, revenue generation and personal development - it will also include a personal development plan, including holidays, family time and hobbies. A BPP enables CEOs to see their work from a different angle; it is not a purely private document - it has to be shared with colleagues to be effective. When used by every top team member, BPPs enable the CEO to identify the team's strengths and weaknesses and where development and recruitment are needed. Sharing personal aims and targets provides a solid foundation for teamwork as colleagues gain a deeper understanding and a more rounded view of each other.

Coaching as executive development. The authors argue that, faced with today's demands, traditional approaches to top executive

development are unlikely to provide CEOs with everything they need to fulfil the role. A coach working in a supporting role alongside the CEO fills the development gap. This is particularly so as learning opportunities become fewer and less predictable in flatter hierarchies. In future, the authors suggest, coaching will be as vital to the attainment of full personal development in business as it is in sports.

Executive coaching is essentially a personalised form of executive development. It is about helping individuals gain insight and awareness and fulfil their potential. It is essentially dialogue-based and focuses on personal learning of the person being coached. Coaches do not provide solutions or expert consulting. They provide a safe, confidential environment in which executives can enhance their learning, identify their own ways forward and arrive at their own solutions. One of the essential benefits of coaching is that it demands reflection - something that most CEOs find it difficult to make time for. Coaches also ensure that the dialogue focuses on outcomes: action and results. They attach great importance to every client making tangible progress in the achievement of his or her goal, whether it is business-related or a more bearable work/life balance.

The book certainly provides an excellent insight into the real life concerns of today's top managers. It suggests that effective leadership is based on ten keys of effective leadership: consciousness (of what is going in inside and outside the organisation); congruence ('walking the talk'); compassion (for employees' emotional needs); connection (including awareness of social and environmental responsibility); communication (including active listening); culture - (creating a powerful 'invisible field' to produce positive outcomes); courage (to stand by principles); confidence (build it in yourself and the people on whom you depend); creativity (organisations need to constantly reinvent and renew themselves); coaching style (asking the right questions to 'lead out' the inherent wisdom to be found in all people when they are supported to contribute, learn and grow).

And what makes a good executive coach? Previous experience as a CEO certainly helps. But the most essential characteristic is discretion - they must be an 'unimpeachable confidential sounding board'. They must also be frank, urging courage when necessary, and be a careful listener.

The book presents a very strong case for executive coaching. The cult of ego and the 'heroic' leader is still with us, however, and there will always be leaders who are afraid to demonstrate 'weakness' by working with a coach. And they wonder why they have sleepless nights.



**Kevin Barham**

# Christmas on the beach

## The highs 'n' lows of a move down under



Alumni member **Mark Craig** WOSW1102 and family enjoy a new way of life in Australia

Without a doubt, the last twelve months have been a whirlwind. With the merger of the 3 Scottish water companies last summer, the opportunity arose for a career change. Having worked in Sydney, Australia for Ernst & Young in the late Eighties / early Nineties I always had a desire to return and after lengthy discussions with my wife Christine, we agreed to go. With no jobs to go to and three children (aged 8, 5 and 14 months) many friends and colleagues thought we were mad and that the 'mid life crisis' had well and truly set in!

We sold the house and left Scotland in early August, then spent five weeks travelling en route to Australia. The children were treated to 2 weeks at Disneyworld, Florida (which they loved) and we then moved to Miami Beach & Castaway Island in Fiji (gorgeous) for some rest & relaxation, before spending a week with friends in Brisbane.

Whilst the holiday was great, it wasn't quite as smooth as we'd wished - extensive travel delays, cash and credit cards stolen at Disneyworld and then having our youngest airlifted to hospital in Fiji. We also picked up an email informing us that our rented accommodation in Sydney had fallen through, which meant we arrived not quite as relaxed as intended.

From Brisbane we hired a people carrier and drove the 1200 kilometres to Sydney, arriving in late September 2002. We were very fortunate that old friends who lived in the Northern Beaches, agreed to put us up for as long as required. The next few weeks were probably the hardest of our lives and we frequently wondered whether we had made the right decision. We were basically starting afresh and had lots of bureaucracy that just had to be done; registering for medicare, getting Australian driving licences, buying a car, looking for a house to rent, looking for a job, looking for a school for the children, looking for a house to buy etc. It was enough to drive a Scotsman to drink!

However, it was amazing how quickly things started falling into place. Within six weeks I had joined EnergyAustralia (Retail) as their Chief Financial Officer. We are the largest electricity retailer in NSW (now marketing gas too) in an energy market that has only recently become fully deregulated in New South Wales. With plans to expand interstate to Victoria this year and South Australia next year we expect to grow our \$2bn turnover fairly rapidly, which means many interesting challenges ahead for me.

Outside of work, we were especially fortunate to find a rental property at Seaforth, with distant ocean views and a pool, which has made it easier for the kids to settle.

Christmas was spent on the beach (bit of a change) and New Year was passed watching fireworks over the Harbour Bridge with a cold beer in hand (not much of a change there). The eldest children have now started school and are really enjoying it. The two main schooling differences for them are more sports and learning Italian from the age of 5.

The weather makes life much easier as little time is spent indoors - if you are sports orientated the lifestyle is fantastic. We watched the Poms win the final test at Sydney Cricket Ground, been to horse racing at Royal Randwick, joined a local golf course and started swimming lessons. Every Sunday morning is spent at the beach, watching the children competing in water and sand sports competitions.

In summary, we have come a long way in the past 4 months and without doubt had some difficult times. However, most challenges have been overcome and we are settling into our new way of life. With lots of sunshine, fabulous cuisine, a sporty lifestyle and an excellent job, what more could one ask for!

# What the Diploma means to me!

I was working in Petfood manufacturing in West London as a Project Engineering Manager when I originally embarked on my Diploma studies. I can still remember setting out my personal Diploma study plan with military precision on MicroSoft Project, but never did I think that over the coming years I was to geographically relocate my family twice, eventually settling in the North East, some 274 miles away, face a number of personal setbacks and totally change my career direction. No one said it was going to be easy!

During this time one of the most difficult tasks for me has been keeping up the self motivation and commitment needed to complete the journey - an element that should not be underestimated by anyone who embarks on a programme that relies on a high degree of self study and discipline such as the Ashridge Diploma.

Looking back I now feel that I would not have completed the programme had it not been for the continued and determined support I received from my personal tutor at Ashridge. This combined with encouragement from my family and work mentor ensured I did not give it all up when at times I already had.

Personally for me, completing my Diploma has been one of the most satisfying, challenging and changing experiences of my life. Within 4 years I am now working as Group Operations Director for one of the UK's largest Technical Training providers. Based in the North East, we provide much needed skills based training and education to both adults and apprentices mainly for the Chemical / Petrochemical Oil and Gas based industries in the UK and Overseas. A career I thoroughly enjoy and one which could never have been achieved without the learning experience and support from Ashridge.



Alumni member Philip Blewitt, originally attended the Ashridge General Management Programme in 1996 - G4/96 before embarking on the Ashridge Diploma.



## 2003 Diploma intake

Back row, left to right

Patrick Clarke Fortune, Adrian Baxter, Walter Mbah, Florian Eames, David Cowley (Programme Director)

Front row, left to right

Neil McCrossen, Jacqueline Monro-Higgs and Martin Watson

## Function reports



Left:  
**Nicolas Worms** and  
**Rory Hendrikz**

Right:  
**Alex Knight** and  
**Roy Staughton**

### How to break the Knowledge Management dilemma

At a recent briefing in London, Nicolas Worms & Rory Hendrikz, Ashridge Consulting, presented their view of Knowledge Management today, and the dilemmas companies face when implementing Knowledge Management (KM) solutions.

In one form or another, KM has been around for a very long time. Practitioners have included philosophers, priests, teachers, politicians, scribes, librarians, etc. If Knowledge Management is such an ageless and broad topic what role does it serve in today's Information Age? These processes exist whether we acknowledge them or not and they have a profound effect on the decisions we make and the actions we take.

To promote a greater understanding of KM, its application and practice, Nicolas Worms & Rory Hendrikz began their briefing by posing the following questions:

- What is KM?
- What constitutes intellectual or knowledge-based assets?
- What benefits can companies expect from KM?
- What are the challenges of KM?
- Who should lead KM efforts?
- What technologies can support KM?

They then said there was no universal definition of KM, just as there's no agreement as to what constitutes knowledge in the first place. For this reason, it's probably best to think of Knowledge Management in the context of being the process through which organisations generate value from their intellectual and knowledge-based assets. KM caters to the critical issues of organisational adaptation, survival and competence in the face of increasingly discontinuous environmental change.

Training people to understand what knowledge is and how to get them to see that knowledge is part of their job was not an easy task. It was important to give them an understanding of the intangibility of knowledge, the fact that knowledge is individual as well as organisational, that it is tacit as well as explicit, and influenced by organisational elements such as structure and culture.

It was equally important to define what useful knowledge was, and how to manage it to provide the most benefit to an organisation. Successful KM could, for example, provide a means for organisations to learn from their mistakes by referencing archived knowledge about consultancy and management projects that had been commissioned in the past. If a new problem could be solved by using an old solution from the organisation's KM archive, there could be significant cost benefits. Regarding who should be involved in the KM process, studies had shown that the 'top down' approach was a poor model for success, as it engendered cultural resistance. Better by far to educate and integrate people at every level of business activity into KM culture.

The challenges of KM concerned the need to acknowledge the whole, whilst focussing on areas that would quickly and significantly improve business performance. It was also important to define both the formal and informal processes within an organisation in KM terms, and to consider social and technological factors.

In the context of the business enterprise or the personal computer user, knowledge tends to connote possession of experienced "know-how" as well as possession of factual information or where to get it. Enterprises have recently begun to treat their accumulated knowledge as an asset and to develop Knowledge Management plans and applications. (Data Mining is used in KM to try and develop knowledge from a company's accumulated business transactions and other data.)

Rory Hendrikz said that: "Knowledge Management was the new panacea. Indeed 95% of CEO's polled at the 2001 World Economics Forum in Davos said that KM was critical to organisational success. Most often, generating value from such assets involved sharing them among employees, departments and even with other companies in an effort to devise best practices.

This event was designed to put a perspective on the current reality of KM in today's organisations. It was also designed to provide time to reflect on the concepts of KM and to illustrate a case study by Nicolas Worms and Rory Hendrikz. (The study concerned the implementation of KM in an international organisation.)

Toward the close of the briefing Nicolas Worms & Rory Hendrikz facilitated a round table session in which attendees were invited to take centre stage and discuss the many and varied aspects of KM.

This approach provoked a stimulating and lively response with much discussion about:

- Adding enterprise value with KM
- The fear of increased workload as a result of implementing KM
- What obstacles were there to applying KM to the business model?
- What were the 'things' that KM did, that paid the bills and got the business?

Clearly, in today's world, an organisation must not only be able to manage information in order to be successful, it must be able to turn that information into knowledge and develop systems to manage that information that continue to provide enterprise-wide benefit.

Nicolas Worms is a Senior Consultant with Ashridge Consulting. His work focuses on the interrelated areas of strategy, innovation and organisational change with international organisations. Rory Hendrikz is a consultant at Ashridge Consulting working with a range of clients on Strategy, Project Management and Customer Relationship.



### **Creative business relationships - overcoming Lord Farquaad!**

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On arrival at the RIBA, London, on 15 January, those attending the briefing were welcomed by Alex and Roy with a glass of wine, and asked to informally talk to other guests. Their task was to discover 1 or 2 interesting facts which they could build on, to establish a business relationship.

Alex Knight, Ashridge Consulting and Roy Staughton, Shape International, demonstrated that these early introductions at the event developed opportunities for creative advantage through 'out of the box' relationships within the briefing.

They shared their experiences drawn from work in a number of global organisations, and in particular from a manufacturing service industry and a 'not for profit' service, where they gave examples of best practice and highlighted emerging themes and assumptions.

During the second part of the evening, Alex invited attendees to join him as part of a small group and take part in a discussion, to demonstrate how to develop a business relationship.

### **Alumni workshop on blended learning**

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Thursday 15 May 2003 - date to be confirmed  
**In order to deliver blended learning successfully cross-functional teams need to come together**

Led by: Andrew Ettinger, Director, Ashridge Learning Resources

Venue: Ashridge

More information to follow

### **Alumni visit to BMW group - Oxford**

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Wednesday 25 June 2003

We are delighted to have the opportunity to visit the BMW site at Oxford and see the new Mini being manufactured.

### **Alumni business briefing - London**

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July - date to be confirmed

**'Outstanding service - the customers perspective**

Led by: Tony Cram, Ashridge

### **Lifelong learning conference - Exploring your future**

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Tuesday 5 - Wednesday 6 August 2003

Full details of this special event are on pages 10 and 11

## Members on the move

### Julian Benkel Tarmac0699

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Finance Director  
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e.mail: julian.benkel@jarvis-uk.com

### Mark Craig WOSW1102

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Mark has moved from Finance Director of West of Scotland Water to Energy Australia in Sydney as Finance Manager. He can be contacted at:

Energy Australia  
570 George Street  
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Australia

Tel: +61 02 9269 7241

### Hilary Ellis REXAM2396

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Hilary has recently moved to Bacou-Dalloz, as Global Leadership Development Director. She can now be contacted at:

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95958 Roissy CDG Cedex  
France

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e.mail: hellis@bacou-dalloz

### Tracie French GM2401

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E.mail tracie@formula1sailing.com

www.formula1sailing.com

Tracie left Sainsburys last year, after over 10 years service, for a change of scenery. She spent the summer in the UK and Europe building her sailing knowledge and mileage, including a trip from Southampton to the Canaries.

Formula 1 Sailing is a small company based in Gosport on the south coast. F1S specialises in corporate hospitality, team development and yacht racing. It offers an unrivalled range of distinctive yachts from 38ft to 65ft, including the highly acclaimed Prima 38's, Sydney 40's, and the magnificent Farr65 ocean racers, of 'millennium round the world race' fame. The F1S yachts are used during the Advanced Management Programme (formally G course) at Ashridge for an exercise entitled 'Managing Uncertainty'.

### Roger Hales ALP1900

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Roger has moved to Bradford & Bingley plc as Head of Operations.

He can be contacted at:

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### Allan Hinton SCHLP2801

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General Manager  
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Chipping Norton  
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Tel: 01608 649304

e.mail ahinton@fourmative.com

### Terry Jobson UNISYS4492

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Terry has been appointed as Principal of Lexington Systems Ltd responsible for developing the Financial Services marketplace for Professional Services.

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### John Lockett Lloyds187

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### Ian Rutland Natwest 1600

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## **Walter van der Schaaff - D4801**

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Has moved to Sanoma Magazines as Vice President and CFO

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## **Andrew Wallbridge Whit2696**

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## **Clive Wright BMDP289**

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