

AIM Newsletter



Advanced Institute of
Management Research

March 2004

AIM Executive Steering Committee

You will have noticed in the previous edition of the AIM newsletter that we announced the establishment of the AIM Executive Steering Committee. This steering committee is chaired by Sir George Bain and consists of Professor Alan Alexander, Professor Sue Cox, Professor Mike Gregory, Professor Andy Neely, Professor Andrew Pettigrew, Professor Vicky Pryce, Professor Robin Wensley, Adrian Alsop and Victoria Morris.

It meets every two months and exists to provide strategic oversight and a sounding board for the AIM management team. Full biographies for the members of the steering committee can be found on the AIM website, www.aimresearch.org.

Management Research Forum

Plans are well underway for the next Management Research Forum and many thanks to those of you who have nominated AIM scholars. The response this time has been outstanding, and the only problem this will give us is short listing and selecting a limited number of people from the vast number that have been nominated. Clearly there will be further opportunities in the future for you to nominate your young, bright faculty to the AIM scholar scheme, and I look forward to receiving those nominations when we next issue a call.

The forum we are currently planning will be held in Edinburgh on 27 April. The theme for this forum will be knowledge and skills transfer between universities and local industry. Specifically, we are interested in exploring the question of how universities with world-class research aspirations engage with local SMEs. We will be hearing from Professor Mike Gregory, Head of the Institute for Manufacturing, at Cambridge University; Professor Michel Bernd, Head of Materials Centre, Fraunhofer Institute for Reliability and Microintegration, Berlin; Peter Hughes, Chief Executive, Scottish Engineering; and Gillian McFadzean, Heriot-Watt University.

If you are interested in attending this event, or would like to nominate a colleague that we should invite, please do not hesitate to contact Andy Neely, a.neely@london.edu.

AIM International Visiting Fellow: Professor Mark Moore

As part of the AIM programme, Professor Mark Moore, of the Kennedy School of Government, Harvard University, will be visiting the UK in March and early April. He will be based at Warwick Business School (Institute of Governance and Public Management) and will work with academics, PhD students, policy-makers and practitioners during his stay – as well as writing a paper on innovation in public services. Moore has researched and taught extensively in the areas of public policy and public management for many years. His book *Creating Public Value: Strategic*

Management in Government (Harvard University Press, 1995) is a seminal text that is studied and debated world-wide. Mark will be contributing to a seminar on Innovations in Governance and Public Services on 31 March-1 April at Warwick University. This seminar also includes contributions from another AIM Fellow, Professor John Bessant (Cranfield School of Management), as well as David Albury from the Cabinet Office (who has authored a report on innovations in public services), Chris Yapp, who is Head of Public Sector Innovation at Microsoft Ltd, and Jean Hartley, AIM Public Service Fellow. This seminar is free to all who wish to participate.

Mark is also contributing to seminars on leadership (15 March, at Warwick); innovations in health and local government inter-agency working (19 March, at Warwick) a public lecture on public value (at Warwick, 23 March; and the Work Foundation, London, 6 April). He and Warwick academics, are also involved in meetings with policy-makers and managers in Wales (for the National Assembly for Wales, for NHS Wales and the Welsh LGA combined), and they are involved in a closed event with Hazel Blears, Minister of State at the Home Office, with responsibility for policing. It will be a busy time, but a real opportunity for UK academics and practitioners to meet and work with such a prominent figure who has shaped thinking about public management. If you are interested in one of these open events, then please contact Jane Miller at Warwick Business School (02476 528199 and Jane.Miller@wbs.ac.uk)

BAM Director's of Research

Professors Chris Huxham, Andy Neely and Rick Delbridge have joined forces with seven other BAM members to form an initial co-ordination group for the relaunching of BAM's Director's of Research Network (DoRN). We see

this network, with its links to all Business and Management academics, as an important lever in developing research capacity across UK Business and Management Schools. The Network will ultimately be shaped and run by its members but an initial view of its purpose is, to foster community and collaboration among Directors of Research in the UK, in order to:

- Support Directors of Research in carrying out their roles in their own organizations
- Develop UK research capability in Business and Management
- Raise the profile of UK Business and Management research in relation to other social sciences

The network's functions will evolve, but they are expected to include:

- Providing members with a network of contacts, so providing the basis for mutual support and cross institutional collaboration
- Acting as a conduit for "news" dissemination concerning support for Business and Management research or key areas of research practice
- In collaboration with the Association of Business Schools, providing development programmes for Directors of Research
- Inviting key policy makers and other influential speakers to Network events in order to engage in dialogue with members over important Business and Management research issues (such as the RAE, ESRC policy, government policy, business needs and so on)
- Holding Network events relating to research development issues
- Forming "ginger groups" to address specific issues such

- as proposals for ESRC Research Programmes or provision of training for young researchers
- Developing the DoRN pages of the BAM website as a resource for members
- Suggesting members to represent the Business and Management research community on policy groups and at key events (eg ESRC, DTI etc)

DoRN's first event "The Dawning of DoRN!" will take place on 16th April in Manchester with Paul Rouse of the ESRC as a guest speaker.

Health Care Priority Setting

On 19-20th January 2004, Cam Donaldson (AIM Public Service Fellow) organised a workshop entitled 'Health Care Priority Setting: from principles to practice' at St James' Park, Newcastle upon Tyne. The workshop was co-organised by Professor Donaldson's colleague at the University of Newcastle, Angela Bate, and two AIM International Fellows (Dr Craig Mitton from the University of British Columbia and Dr Stuart Peacock from Monash University in Melbourne). It was attended by 30 people, mostly NHS executives from primary care organisations within the Northumberland and Tyne & Wear Strategic Health Authority, but also five health economics researchers and PhD students and one other AIM Public Service Fellow, Professor Barbara Townley from the University of Edinburgh. Further such workshops will be held for one day each on the 28th and 29th April at the Health Foundation in London. If you are interested in attending either of these workshops please contact Cam Donaldson, cam.Donaldson@ncl.ac.uk.

Recent Events

Paul Longley (Professor of Geographic Information Science, UCL and AIM Fellow) convened a two day seminar at UCL on 18-19 February on the theme 'New Representations: The Use Of Geodemographic Classifications In Research And Public Service Delivery'. The theme of Longley's AIM Public Service Fellowship is 'Geodemographics for managing local services', and the work has a strong emphasis upon extending best practices in the handling of geodemographic data from the private to the public sector. The co-convenor of the seminar was Richard Webber, formerly Managing Director of Experian Micromarketing Ltd., and the event was co-sponsored by Experian and by the ESRC Research Methods Programme (led by Angela Dale, Manchester University).

The aim of the event was to set out how geodemographic classifications and other pertinent indicators can be created and used in public service delivery applications. It also sought to make the research community aware of some new resources that are available for academic use; to clarify methods of access these resources; to build capacity in this area of data modelling and analysis; and to provide examples of uses of indicators and classifications in research applications.

Registrations reached the capacity for the event (85) within days of the seminar announcement. Delegates were drawn from private industry, universities (both established faculty and postgraduates) and the public sector (central and local government). Presentations included representatives from the private sector (Marks and Spencer, Experian, Demographic Decisions), the leaders of two other current ESRC research programmes (Research Methods and Census Development), and senior academics and postgraduates from a number of

UK universities. Contributions were also made by David Rhind (Chair of the Commission on the Social Sciences, above) and Mike Pidd (AIM Fellow, Lancaster University). They illustrated state-of-the-art best practice in the retail sector, and developing public sector applications in health, education and policing. A concluding plenary identified a number of priorities for future collaboration between a range of participants, and some directions for future capacity building in this important emerging area of public policy analysis.

Details of the seminar can be found at www.aimresearch.org/events.shtml.

Award for AIM Fellow

James Cornford, has been awarded an Upstarts Achievement Award for his work in supporting the UK's social enterprise sector.

Organised by New Statesman magazine, the awards celebrate the achievements of the UK's growing number of businesses that aim to advance social as well as economic goals. The six winners in last week's ceremony will share £20,000 in cash prizes and be flown to San Francisco to learn from similar enterprises in the US.

Featured AIM Fellow: Jean Hartley

Jean Hartley holds a one-year Public Service Developmental Fellowship, and is also the Lead Fellow for the group of twelve AIM Fellows working on aspects of public services. Jean is Professor of Organizational Analysis at Warwick Business School.

Jean's work with AIM has two key strands. First is her research on innovation and improvement in public

services. There is considerable government pressure to improve public services, but less understanding of the ways in which policy priorities can be translated into organizational and service improvements which have an impact on the front-line delivery of services. While innovation both within and between organizations is seen to be an important element of improvement, there is a need for research which examines and summarises what is known (and not yet known) about the barriers and facilitators of innovation and sustained change both at institutional and organizational levels. The research focuses on how innovation comes about, and how good practice and knowledge transfer occurs between public service organizations, drawing on literature from both the public and private sectors. The role of leadership (political, managerial and distributed) is one element of achieving innovation. Innovation is being examined in several ways: innovations in governance and inter-organizational delivery, innovations in corporate systems and processes, innovations in services, and innovations in rhetoric to explain service improvements. This is a large canvas, but the plan is to map the field and contribute to setting the future research agenda on public innovation. Jean is also building research links with a number of international researchers, including Professor Mark Moore, at Harvard University (Kennedy School of Government), who will be in the UK in March this year as an AIM International Visiting Fellow. Jean is also working with the Ash Centre for Democratic Governance and Innovation at Harvard University to develop a comparative research programme on governmental innovation.

Second, like all the AIM Public Service Fellows, Jean Hartley has a remit as part of the AIM Fellowship to contribute to the thinking and development of the longer-term

agenda for research on public services. She made a start on this as a guest editor of *British Journal of Management* (December 2003), having written an editorial with colleagues which mapped some of the challenges for rigorous management research into public service organizations. During the year, Hartley, with other AIM Public Service Fellows, will hold workshops and meetings, and write a research strategy paper for this new agenda, which the ESRC is taking into a 3 year programme starting in mid-2004.

Jean has also taken time to in her AIM work to contribute to the fourth objective of AIM, concerned with working with practitioners as co-producers of knowledge. She has written a book chapter on “co-research” as a method of enquiry in organizations, showing a methodology for research in which the organizational knowledge of practitioners can be harnessed to produce high quality research which is of relevance to policy-makers and practitioners.

For Jean Hartley, the AIM Fellowship has provided the opportunity to take stock of existing research and to raise questions useful for framing relevant and effective research for the future. “I have been conducting research on innovation, leadership and organizational change in public services for over a decade. The AIM Fellowship enables me to stand back from these detailed projects and to set this and other research contributions in a wider setting: looking at national and international effectiveness of innovation approaches, mapping barriers and facilitators of innovation and examining how and why improvements can be sustained. It is also exciting to have the opportunity to help the ESRC frame the longer-term research on public services and to help shape research which is rigorous and relevant. Public services are an important but sometimes under-

recognised element of the UK’s international competitiveness, so I am appreciating this chance to make a contribution.”

For further details on Jean’s work, see:

Benington J and Hartley J (in press) Co-research: insider/outsider teams for organizational research. In Cassell C and Symon G (eds) *An essential guide to qualitative research methods in organizations* London: Sage.

Downe J, Hartley J and Rashman L (in press) Evaluating the extent of inter-organizational learning and change through the Beacon Council Scheme. *Public Management Review*

Ferlie E, Hartley J and Martin S (December, 2003,) Changing public service organizations: current perspectives and future prospects. *British Journal of Management*, 14, S1- S14 (Special issue)

Hartley J (in press) Case study research. In Cassell C and Symon G (eds) *An essential guide to qualitative research methods in organizations* London: Sage.

Forthcoming Events

March 2004

Mike Wallace (1st - 5th March) – International Expert Seminar, Combe Grove Manor Country House, Bath, UK.

Mari Sako and Bill Starbuck (International Visiting Fellow) – (1st March) - Seminar. ‘How a butterfly upset an Industry and changed American Society’. Locations – Said Business Schools.

Mary O’Mahony (2nd and 3rd March) – Conference

'Measuring Performance in the Public Sector'.

Location: National Institute of Economic and Social Research

Chris Skelcher and Patricia Ingraham (International Visiting Fellow) (11th March) – Seminar

'Management Capacity, Leadership and Public Service Performance: Lessons from the US Government Performance Project'.

Location: Local Government House, London.

Jean Hartley and Mark Moore (International Visiting Fellow) (15th March) – Leadership Masterclass.

Location – Warwick University.

Chris Skelcher and International Visiting Fellows (15th and 16th March) - An International Colloquium.

'Governance and Performance: Organisational Status, Management Capacity and Public Service Performance'.

Location – University of Birmingham.

Mary O'Mahony and Jack Triplett (16th March) – Seminar
"Measuring Output in Insurance and Finance Industries."

Location - NIESR, London.

Chris Skelcher, Erik-Hans Klijn and Mark Considine (International Visiting Fellows) (18th March) – Networking Design.

Location – University of Birmingham

Jean Hartley and Mark Moore (International Visiting Fellow) (25th March) – Leadership development.
Location – National Assembly for Wales, Cardiff.

Jean Hartley and Mark Moore (International Visiting Fellow) (31st March - 1st April) – Workshop on 'Innovation in Governance and Public Services'.

Location – Warwick University.
April 2004

Mark Easterby-Smith (5-6th April 2004) – 'Writing for Academic Journals' Workshop. In association with BAM.

Location – Strathclyde University.

Management Research Forum (27th April)

Location – Edinburgh

Details tbc

Cam Donaldson (28th and 29th April) – Workshop

"Health Care Priority Setting: from principles to practice".

Location – Health Foundation, London

May 2004

George Boyne, Richard Walker and Ken Meier (International Visiting Fellow) (6th –8th May) – International Seminar on The Determinants of Performance in Public Organisations: Advancing Knowledge in Public Management.

Location – Cardiff University.

Richard Walker and International Visiting Fellows (10th May 2004) – "Developing Network on Management and Organisational Performance in the Far East".

Location – Cardiff University.

George Yip and Tim Devinney (International Visiting Fellow) (12th May) – Alternative Methods for Measuring Performance in Strategy Research.

Location – London Business School

John Bessant (21st May) – Cranfield Discovery Day

Location – Cranfield University.

Details TBC.

Mark Easterby-Smith (27-28th May) – Grant Proposal Writing Workshop.

Details tbc – In association with BAM.

Location – Cranfield

June 2004

Chris Voss and Dick Chase
(International Visiting Fellow) (June) –
Service Research Workshop.
Location – London Business School.

George Yip and Tim Devinney
(International Visiting Fellow) (3rd
June) – Alternative Methods for
Measuring Performance in Strategy
Research.
Location – London Business School.

George Yip and Tim Devinney
(International Visiting Fellow) (9th
June) – Alternative Methods for
Measuring Performance in Strategy
Research.
Location – Strathclyde University

Mark Easterby-Smith (17th – 18th
June) – Writing for Academic Journals
Workshop.
In association with BAM.
Location – London Business School.

July 2004

John Bessant (6th July) – Innovation
Conference
“Dealing with Discontinuity: The New
Innovation Agenda”.
Location – Cranfield University

Mark Easterby-Smith (15-16th July) –
Grant Proposal Writing Workshop. In
association with BAM.
Location – Cambridge.

Andy Neely (28-30 July 2004) –
Co-chair PMA Conference 2004.
‘Performance Measurement and
Management – Public and Private.
The forth international conference on
theory and practice in performance
measurement’.
Location: The Edinburgh International
Conference Centre, Edinburgh.

Ian Clarke and Geoff Easton
(International Study Fellow) (July) –
Symposium

Co-organiser of Academy of Marketing
symposium on. “Mechanisms for
Involvement and Collaboration in
Marketing Management Research”.

Ahead -

Gerry Johnson and Steve Floyd
(International Visiting Fellow) (April
and November 2004), Research
workshops for Scottish Universities.
Details tbc.
Location – Strathclyde University.

Mark Easterby-Smith (6th – 7th
September) – Grant Proposal Writing
Workshop. In association with BAM.
Location – Lancaster.

Luke Pittaway (10th September 2004)
– Corporate Venturing UK. The
conference is a business-to-business
event that will explore how such
networks can be created, maintained
and managed introducing the practices
of successful firms.
Location - Lancaster University
Management School.

Gerry Johnson and Ann Langley
(International Visiting Fellow)
(September 2004 and February/March
2005) – Workshops on micro Strategy.
Approximately 4 workshops – tbc.
Location – Strathclyde University,
Aston University and other locations
tbc.

Ian
an Clarke and Gerard Hodgkinson –
Workshop
Specialist workshop on “Hidden
Processes in Strategizing”.

Chris Huxham and Barbara Gray
(International Visiting Fellow) – June,
September and Spring 2005.
‘Making sense of the variety of IOR
theory’, and BAM conferences.
Details tbc.

Further details on all of these events
are posted to the AIM website
(www.aimresearch.org) as and when
they become available.

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