

Prof. (Dr.) Colin Coulson-Thomas

MSc. (Econ.), MSc., DPA, (London), MA (CNAAB), MA (USC), MPA (UNISA), PhD (Aston)
FCA, FCCA, FCIS, FCIM, FMS, FCMI, FCIPR, FCIPD, FIoD, FIKE, FAIA (Hon), FRSA, FRGS



Executive Summary

Prof. Colin Coulson-Thomas, an experienced chairman of award winning companies and vision holder of successful transformation programmes in the utilities sector, holds a portfolio of board appointments and for many years has held public appointments at local and national level. He has helped companies in over 40 countries to improve director, board and corporate performance. His clients have included ADNOC, BP, BT global, EVN, Glaxo, H J Heinz, HSBC, IBM, Kvaerner, LogicaCMG, Lufthansa cargo, MashreqBank, Neste, NSK, SeverStal and Xerox.

In addition to serving on corporate boards Colin leads the International Governance Initiative of the OLJ, chairs the group audit and risk committee of United Learning, is Chancellor and a Professorial Fellow at the School for the Creative Arts and Director-General of IOD India for UK and Europe. He is also a member of the Governance, Risk and Performance Global Forum of the Association of Chartered Certified Accountants and the advisory board of Bridges of Sports.

Colin is the author of over 1,000 articles and over 60 books and reports, including '*Transforming Knowledge Management*', '*Talent Management 2*', '*Transforming Public Services*', '*Winning Companies; Winning People*' and '*Developing Directors*'. Since being the world's first professor of corporate transformation he has been a professor of competitiveness, direction and leadership, human resources and organisational behaviour and international relations and has held professorial appointments in Europe, North and South America, the Middle East, India and China.

Background

Colin is an authority on director and board and business development and change, knowledge and talent management, and since publication of his McGraw-Hill book '*Creating the Global Company*' he has also advised on internationalisation and international business development. He counsels corporate leaders, professional firms and public bodies, and has advised over 100 boards on improving board and/or corporate performance. He also leads the Winning Companies; Winning People and winning business research and best practice programmes and has reviewed the business and related talent development processes and practices of over 100 companies. Colin helps boards and entrepreneurial teams to create and exploit knowledge, develop and support talent, differentiate their offerings and build their

businesses. A regular speaker at major corporate events and international conferences, conventions, congresses and summits, he has given in excess of 300 presentations in over 40 countries.

Since four years as part-time Professor of Direction and Leadership at the University of Lincoln Colin has held a portfolio of academic roles, including in India and as Chancellor and Professorial Fellow at the School for the Creative Arts. He draws upon his experience as the Process Vision Holder of major business and market transformation projects at home and abroad when advising boards on corporate direction, transformation, learning and knowledge entrepreneurship. Colin served for 20 years on various committees of the UK Institute of Directors, including on the Professional Accreditation Committee and Board of Examiners, and for five years on the Corporate Governance and Risk Management Committee of the Association of Chartered Certified Accountants.

Formerly chairman of ASK Europe plc for eight years, Colin served for ten years on the Board of Moorfields Eye Hospital SHA, and for six years as Deputy Chairman of the London Electricity Consultative Council. He served two terms of office on the Council for Professions Supplementary to Medicine as the representative of HM Privy Council, nine years on the National Biological Standards Board, five years on the Council of the Foundation for Science and Technology and four years as Corporate Affairs Adviser to the British Institute of Management. He is a past Chairman of the Crossbencher parliamentary liaison programme, a past Chairman of the Bow Group and a past Chairman and past President of the Focus Group. He was also formerly a non-executive director of NHS Cambridgeshire and NHS Peterborough, a Governor of the Peterborough and Stamford Hospitals NHS Foundation Trust and a Lay Member of the General Osteopathic Council (GOsC) and chair of the council's statutory Education and Registration Standards Committee.

Colin has served on various other corporate boards and the governing bodies of representative, professional, learned, and voluntary institutes, societies and associations, including as chairman and president. He led the European Commission's COBRA initiative which examined business restructuring across Europe, was the principal author and co-presenter of the 'employment and training' module of the 'CBI Initiative 1992', and is the principal author of the 'Induction Package for New TEC Directors'. As well as chairing the Judges for the e-Business Innovations awards, he has also been a National Business Award and Sword of Excellence Award judge, a member of the international grand jury for the Golden Peacock awards, and a member of the European Commission's Team Europe.

From 1994-97 Colin was the Willmott Dixon Professor of Corporate Transformation, Dean of the Faculty of Management and Head of the Putteridge Bury campus at the University of Luton, and a Senior Associate at the Judge Institute of Cambridge University. He was Hooker Distinguished Visiting Professor, McMaster University, Canada in 1995; and Visiting Professor, East China University of Science & Technology, Shanghai in 1996. Between 1997 and 2000 he was a Visiting Professor at the Management Development Institute, Delhi and he has also held Visiting Professorial appointments in Europe, the Middle East and South America, including as Adjunct Visiting Professor in the Department of Geopolitics and International Relations at Manipal University. His academic experience also includes some five years as Head of the Centre for Competitiveness and a Professor of Competitiveness at what is now the University of Bedfordshire.

Colin has led various change management, re-engineering and transformation projects, and surveys of entrepreneurial/boardroom issues, attitudes and practice for

the Institute of Directors, Institute of Management, Institute of Personnel Management, Government Departments and the NHS. Practical lessons derived from these surveys and his work with entrepreneurs and boards are summarised in: *Creating Excellence in the Boardroom* (McGraw-Hill, 1993), *Individuals and Enterprise* (Blackhall Publishing, 1999), *Shaping Things to Come* (Blackhall Publishing, 2001), *Developing Directors* (Policy Publications, 2007), *Winning Companies; Winning People* (Policy Publications, 2007), *Talent Management 2* and *Transforming Public Services* (both Policy Publications, 2012) and *Transforming Knowledge Management* (Policy Publications, 2013).

Colin was educated at the London School of Economics (Trevannon Exhibitioner), London Business School, EAESP - Fundacao Getulio Vargas (Brazilian Government Scholar), and the Universities of Aston (PhD), Chicago (Deans List) and Southern California (Graduate School Distinction). He obtained first place prizes in the final examinations of three professions and is a Fellow of seven chartered bodies.

Key Strengths:

Experienced chairman of award winning/start-up companies and process vision holder and/or change manager of some of the worlds most complex IT led national and international transformation projects.

Winning business. Leads the 'winning business' research and best practice programme and has reviewed the processes and practices for winning business of over 100 companies from major corporates to SMEs.

Performance improvement. Has helped over 100 boards to improve board and/or corporate performance.

Pragmatic. Undertakes independent strategic and organisational 'health checks' and 'front end' corporate reviews to identify / prioritise: (i) action areas; and (ii) practical 'next steps'.

International authority on director development, competitiveness, change, knowledge, talent and process management.

Entrepreneurial drive and directorial overview. Founder director of technology / knowledge companies.

Facilitation skills. Facilitated meeting of G10 chairmen which established the vision, mission, key priorities, etc., of the UK TEC Movement and various board/strategy reviews at home and abroad.

Has established joint ventures in Brazil, China, Europe, Indonesia, Middle East, and Singapore.

Government-business relations. Responsible for Rank Xerox Government and media relations aspects of CECOM anti-dumping project which led to EU anti-circumvention framework.

Public speaking. Has been interviewed on radio and TV, and has spoken at over 300 conferences in over 40 countries. Has been a media spokesman for the Institute of Directors and (British) Institute of Management.

Selected Assignments:

- The mentoring and counselling of Managing Directors, Entrepreneurs and General Managers.
- Facilitation of board level reviews of corporate strategy and international business development of Al-Suwaidi Holding Company, OSI Group, ACT, NSK and other companies.
- Process Vision Holder of an Austrian joint venture for selling electricity, gas and other services to major accounts, a successful UK second tier electricity market project for TXU, and a financial services/energy joint venture.
- Change management projects include the blueprint stage of largest SAP implementation of its type.
- Advised ADNOC, EU, Mercury Communications, IBM, the Lotus Development Corporation and other companies on the adoption and application of new approaches and technologies (including for knowledge management).
- Advised BT, National Grid, GEC-Marconi, Kvaerner, BOC and other companies on winning business processes and practices.
- Equipped the worldwide management team of Thomas Cook with a complete suite of corporate transformation/re-engineering/change management methodologies, tools and techniques.
- Facilitation of the development and adoption of a role and competence framework covering the professional and managerial staff of the Mouchel Group.
- Re-engineering of processes within the Basque Country Regional Government, the Luton & Dunstable Hospital NHS Trust and the General Hospital of Manresa.
- Led national initiatives in Spain, Italy, Portugal and Greece to help General Managers/Managing Directors of ambitious SMEs to understand and make effective use of emerging technologies / modern management techniques.
- A review of the quality and project management processes of Logica, Trebor Bassett and other companies.
- Cultural audit of working practices of Eagle Star Life Insurance and the design of new management processes.
- Facilitation of the development of a 'know-how'/IT strategy for MashreqBank and e&s' business processes.
- Led and co-ordinated the European Commission's COBRA project which examined business restructuring and the use of management techniques and teleworking across Europe. Principal author of the COBRA re-engineering framework which is used by over 200 companies and other organisations worldwide.
- Contributions to corporate events and/or the provision of confidential advice to boards and director, board and development services in over 40 countries.

Employment History:

- 1987- Consultant and Founder director and chairman of start-up companies (including ASK Europe plc [group, operating, and associate company boards, including Cambridge Management Centres plc], Cotoco Ltd a specialist provider of award winning job-support tools, Adaptation Ltd, Policy Publications Ltd, etc.).
- 1994-97 the Willmott Dixon Professor of Corporate Transformation, Dean of the Faculty of Management and Head of the Putteridge Bury campus at the University of Luton and a Senior Associate at the Judge Institute of Cambridge University. Achieved a turnaround in financial performance by establishing overseas collaborations, new programmes and additional income streams. Subsequently Professor/Visiting Professor at Luton to 2009 and subsequently elsewhere.

- 1984-93 Xerox/Rank Xerox. Head of UK corporate affairs function 1984-87; and Corporate Affairs Counsel 1987-93. Launched new products, handled the media and Government relations aspects of an international crisis. Responsible for issue monitoring and management 1985-93.
- 1978-84 Publisher/Publishing Director. ICSA role 1978-81 included publications and PR. At the Longman Group had general management responsibility for all periodical titles (Launched or acquired over a dozen titles).
- 1975-78 Internal and external management consultancy for Coopers & Lybrand Associates Ltd and IoD, introducing new procedures and processes. Built financial models for the Royal Commission on the Press and for evaluating property and steel mill investments.

Past Public and Other Appointments:

- Six years as Deputy Chairman of the London Electricity Consultative Council. Presented evidence to the Monopolies and Mergers Commission and an appeal to the Electricity Council.
- Ten years on the Board of Moorfields Eye Hospital SHA.
- Two terms on the Council for Professions Supplementary to Medicine (HM Privy Council representative).
- Nine years on the National Biological Standards Board and 20 years on a committee and/or a board of IoD
- Five years on the Council of the Foundation for Science and Technology.
- Hooker Distinguished Visiting Professor at McMaster University, Canada, 1995.
- Four years as Corporate Affairs Adviser to the British Institute of Management.
- Twenty two years as a trustee of Community Network
- Member of the Council of the Parliamentary Information Technology Committee for 13 years
- Five years on the Governance and Risk Management Committee of ACCA.
- Past Chairman: Crossbencher programme, Focus Group, and e-Business Innovations awards Panel of Judges
- Formerly Professor of Direction and Leadership/ Director of Corporate Programmes, University of Lincoln
- Formerly chair of the Audit and Governance Committee of NHS Peterborough
- Former Non-executive Director, NHS Peterborough (PCT) and NHS Cambridgeshire (PCT)
- Formerly, a Lay Member of the General Osteopathic Council and chair of GOSc's statutory Education and Registration Standards Committee

Current Roles include:

- Leader, OLJ International Governance Initiative
- Consultant and Chairman, Adaptation.
- Chairman, Bryok Systems, Elms Global and Policy Publications.
- Director General, UK & Europe operations, IOD India
- Chair, Group Risk Committee, United Church Schools Trust/United Learning Trust
- Member, ACCA Governance, Risk and Performance Global Forum

- Centre Member, Advisory Council, EMPI Sustainability
- Creative Arts [Ghana] Chancellor and Professorial Fellow, School for the
- Applied Research (Aston University) Honorary Professor, Aston India Foundation for
- of Indian Management-Research Distinguished Professorship, Sri Sharada Institute
- Member, Advisory Board, Bridges of Sports
- Dissertation Supervisor, University of
- Greenwich Chartered Management Institute and Community
- Network Ambassador

Other Clients

Corporate clients have included Al Suwaidi Group, AREVA, Blue Arrow, Cable and Wireless, Granada Group, H J Heinz, IBM, KEMA, KPMG, 3Com, Inchcape Group, Lotus, Manpower, McGraw-Hill, Neste, ODI, W H Smith, Severstal, TNT and Xerox.

Government clients have included the British Council, Cabinet Office/CCTA, Dept. of Employment, Passport Service, ONS, European Commission (DG III & XIII), Derby Royal Infirmary, London Borough and County Councils and overseas public bodies.

Educational/professional/representative clients have included Universities of Exeter and Surrey; UMIST and the University of Manchester, Institute of Directors UK, BIM/Institute of Management, CBI, Institute of Personnel Management, Institute of Training and Development and the Association of Project Managers.

Education:

- London School of Economics (Trevannon Exhibitioner), London Business School, Graduate School of Business, University of Chicago (Deans List), University of Southern California (Distinction); UNISA and the University of Aston
- International Management Programme (London Business School; GSB University of Chicago; and Escola de Administracao des Empresas - Fundacao Getulio Vargas. Brazilian Government Scholar 1975-76

Qualifications:

- PhD Aston Business School 1988 (Organisational Behaviour) [Study of knowledge workers / professionals]: <https://research.aston.ac.uk/portal/en/theses/status-and-professional-association-councils-available-in-4-volumes%288611062d-4177-4eb7-917b-53a10401f0c6%29.html>
- MPA (Public administration), University of South Africa, MPA (Public administration), 1985
- AM, School of International Relations, University of Southern California (Distinction), 1982
- MA Film Studies CNA 1981
- MSc (Econ) London University 1980 (Government-Business Relations)
- DPA London University 1977
- MSc London Business School 1975

- FCA & FCIS (Chartered Accountant and Chartered Secretary 1973), FCCA, FCIPD, FCIPR, FMS, FCIM, FCMI, FIoD, Hon. FAIA

Publications:

Author of over 1,000 articles and author, co-author or editor and over 60 books and reports, including (more recently) the following:

- *'Transforming Knowledge Management'*, Policy Publications, 2013
- *'Talent Management 2'* and *'Transforming Public Services'*, Policy Publications, 2012
- *'Winning Companies; Winning People'* and *'Developing Directors'*, Policy Publications, 2007
- *'The Knowledge Entrepreneur'*, Kogan Page, 2003
- *'Transforming the Company, Manage Change, Compete and Win'*, Kogan Page, 2002 & 2004
- *'Pricing for Profit'*, Policy Publications, 2002
- *'Shaping Things to Come'*, Blackhall Publishing, 2001
- *'The Information Entrepreneur'*, 3Com Active Business Unit, 2000
- *'Individuals and Enterprise'*, Blackhall Publishing, 1999
- *'Developing a Corporate Learning Strategy'*, Policy Publications, 1999
- *'The Future of the Organization'*, Kogan Page, 1997
- *'The Responsive Organisation'*, Policy Publications, 1995
- *'Business Process Re-engineering: Myth & Reality'*, Kogan Page, 1994 & 1996
- *'Creating Excellence in the Boardroom'*, McGraw-Hill 1993
- *'Developing Directors'*, McGraw-Hill 1993
- *'Creating the Global Company: Successful Internationalisation'*, McGraw-Hill, 1992

Summary of Experience

Board Experience

An experienced chairman of award winning and knowledge based companies. NED experience extends over some 30 years and a variety of NED roles in the private, public, professional and voluntary sectors (including as chairman and president).

Has served as a non-executive Ministerial appointment on a SHA (Moorfields Eye Hospital), and has held three national non-executive roles: the Council for Professions Supplementary to Medicine (as a representative of HM Privy Council), the National Biological Standards Board (NBSB) and the General Osteopathic Council (GOsC) as a Lay Member and ERSC chair.

The NBSB was responsible for the NIBSC which was the largest centre and research establishment of its type in Europe. While he was on the board they moved from London to a new site adjacent to a major cancer research centre. Colin's ten years on the board of Moorfields coincided with consolidation on the City Road site and closure of the High Holborn branch.

Has chaired the board of a company that provided transformation and risk management services to large and complex organisations – for example they have provided the Swiss Stock Exchange with a new computer system, while two major projects for an international utility company were completed on time.

Colin has chaired the board of another company whose job related performance support and performance management tools (which are based upon his work) have won awards for innovation at national and international level. Projects have been undertaken for leading multinational companies and tools are in use in over 100 countries, including in regulated sectors and for risk reduction, assurance and compliance.

He currently chairs the risk and audit committee of United Learning, the largest UK operator of independent schools and academies with a turnover of over £300 million.

Until the first of April 2013 Colin was a NED of both NHS Cambridgeshire and NHS Peterborough (responsible together for some £1.2 Billion of expenditure on health and social care) and a Partner Governor of the Peterborough and Stamford hospitals NHS Foundation Trust. He also chaired the Audit and Governance Committee of Peterborough PCT (NHS Peterborough). His NED assessment for the Appointments Commission after the NHS Peterborough turnaround was “outstanding”.

Governance Experience and Expertise

Colin has been a Professor of Direction and Leadership and is an international authority on Governance. He has also pioneered a new approach to risk management, assurance and internal control. He understands governance and accountability requirements, and regularly speaks at national and international events on corporate governance, including keynotes and plenary sessions. He has produced theme papers for international conferences, congresses, conventions and summits concerned with governance.

Colin has spoken on various matters to do with directors and boards and their responsibilities at over 300 national and international conferences, congresses, conventions and summits in over 40 countries. He has also run in-company and public courses on improving director and board performance. The accountabilities, duties and responsibilities of directors and boards are covered in his books – most recently in a revised edition of ‘*Developing Directors*’.

Colin served on a committee and/or board of the Institute of directors for some 20 years including the Institute’s Board of Examiners. He currently serves on the ACCA's global governance, risk and performance forum and leads an international governance initiative with a commission from the Order of St Lazarus (OLJ)

He has designed issue monitoring and management, planning, business development, performance management, financial management and reporting, governance and risk management frameworks and processes for various organisations, including in regulated sectors.

Chair Experience

Colin has extensive experience of governance as a director, board chair (both limited companies and unlisted plcs), as chairman and president of professional, voluntary and representative organisations, and as a non-profit governing body chair.

He has been selected as board chairman and voted as the chairman and president of bodies and is perceived by others as a team player. These electorates would be alert to the risks of individuals who put their own interests or those of a section of the membership ahead of the interests of the organisation and membership as a whole.

Colin understands the distinction between direction and management and encourages involvement and participation. He also encourages colleagues to form their own views as well as listening to the views of others.

As a chairman he has learned the games people play such as asking questions to show they have read the papers and ensure their presence is reported. He endeavours to avoid repetition and to add value. Colin keeps an open mind and likes to think for himself. He is always ready to constructively challenge and raise questions when he feels it appropriate. Sometimes less can be more in terms of board interventions. Focus and how one raises issues are important.

To update his knowledge in relation to the NHS and public sector governance Colin participated in the NHS East of England aspiring chair programme.

Strategy Formulation

Colin has been responsible for coordinating and leading the strategic planning of a number of organizations as chairman or president. He has also undertaken visioning exercises and strategy reviews for many bodies nationally and internationally.

He has served on various private sector boards (Ltd and plc) and public sector boards (regional and national level); and has been responsible for providing strategic direction and the formulation, implementation and monitoring of corporate and business development strategy.

Colin has helped over 100 boards to improve director, board and corporate performance mentored directors and delivered director development and leadership courses which have involved exploring individual and collective accountability. He has been brought in to facilitate reconciliation of different viewpoints within boards and establish an agreed strategic direction – in some cases in difficult situations.

Handling Sensitive Matters

Colin understands how to handle sensitive matters. He facilitated the meeting of G10 chairmen that established the mission, purpose, etc. of the UK national network of Training and Enterprise Councils and the role of the TEC secretariat.

In his Rank Xerox role (responsible for internal, external and government relations) he successfully handled a crisis that threatened to lead to the loss of most new public sector business. His comments appeared on news bulletins, although most of his time was spent keeping the issue out of the news and quietly diffusing it.

Colin has addressed a variety of situations as a non-executive director - from a significant acquisition, a physical move, strategic discussions with potential collaborators to resolving personality clashes and splitting off a part of the business to form a new independent company. Some issues have led to the departure of certain people to protect the reputations of the organisations concerned.

Relationships with Stakeholders

Colin is used to understanding and addressing the needs of diverse stakeholders in a number of capacities, including as a board director/chairman, professional body President and council and committee chairman, chairman and president of

representative bodies, and as a campus head and Faculty Dean. He has also been an elected member of a local authority (London Borough of Greenwich).

Has been a representative on national bodies that have had to reconcile and address the requirements of a number of distinct communities, for example representing HM Privy Council on the Council for Professions Supplementary to Medicine and the corporate members on the Council of the Foundation for Science and Technology.

Government Relations

Colin has political awareness as a result of various roles which have involved direct contact with Ministers and responsibility for liaison with Governments across Europe. He was responsible for Government relations for the successful CECOM consortium anti-dumping action – the largest ever at the time and which resulted in the EU anti-circumvention framework. He chaired the steering group and experts' panel of the DTI frontline initiative.

Parliamentary Relations

Colin is a past chairman of the Crossbencher Parliamentary Liaison Committee which involved relationships with the two sponsoring organisations (BIM and IM) as well as organising and leading its events involving Ministers and backbench MPs.

He served for 13 years on the Council of The Parliamentary Information Technology Committee. He also set up the journals of two all-party parliamentary groups and has given evidence to a parliamentary committee (all-party small business).

European Relations

Colin led the European Commission's pan-European COBRA initiative which examined restructuring across Europe. He was also the principal deliverer of an EU funded programme to act as an adviser and mentor to the owner directors of 50 ambitious SMEs and has delivered programmes to help the growth of high tech companies in four other European countries.

Colin has been a member of the European Commission's Team Europe. He was responsible for Government and media relations across Europe in a major and successful anti-dumping action against a number of Japanese companies.

Sound and Independent Judgement

Colin's judgemental skills have been evidenced in a variety of roles as judge for three sets of awards, chairman of a professional standards committee, and chairman and president of representative and professional bodies. He has also been a judge for the National Business Awards at national or regional level and the Sword of Excellence Awards in communications, and served on the international grand jury for the Golden Peacock Awards scheme initiated by IOD India.

Colin has been chairman of a professional body's Professional Practices Committee and has served on the Professional Standards Committee, Chartered Accreditation Board and Board of Examiners of the Institute of Directors UK. He has had a regulatory role as a lay member of the General Osteopathic Council which has a statutory duty to develop and regulate the profession of osteopathy.

Communications

Colin is TV trained and has appeared on radio and TV programmes at home and abroad in own right. He has been a media spokesman for national and international organisations and been on breakfast TV. He gave 13 TV interviews during one overseas lecture tour. He has spoken at over 300 national or international events in over 40 countries.

Ambassadorial Roles and Missions to Stop Conflicts

Colin has been on missions – including in war zones – to build relationships between competing groups and movements and encourage talks between warring parties. He has also had ambassadorial roles with the EU (Team Europe) and UK bodies (Investors in People, CMI, and Community Network).

In relation to diplomacy, Colin completed a mid-career Masters programme (with distinction) that was set up initially for the US Navy (and later USAF) officers and members of the diplomatic community in London.

Business Development

In relation to marketing, external relations and business development, Colin has held marketing, business development and general management roles (e.g. Longman Group and Xerox). He has reviewed the business development activities of over 100 organisations and has led the world's biggest investigation of winning business. He was director of the business development forum and course director of the CIM's marketing directors' workshop and international marketing programme.

Change and Transformation

Colin is an international authority on change and transformation. He has been process vision holder of certain of the most complex transformation programmes delivered when utility markets opened in the UK and Austria. He obtained an international Change Agent and Transformation Leader Award – presented by two of the education Ministers attending a world education conference.

Colin led an initiative for the European Commission to produce a European approach to transformation and was the world's first professor of corporate transformation. His recent book length reports include '*Transforming Public Services*'.

Innovation

Colin pioneered new ways of working and learning that won awards for innovation at national and international level. His publications include books and reports on creating and exploiting know-how and intellectual property. He led the team which produced the report '*Managing Intellectual Capital to Grow Shareholder Value*'.

As an innovator and campaigner Colin was responsible for the idea and execution of an exhibition of Innovation which attracted over 20 partner organisations, Royal and Parliamentary visits, a daily air display (including Red Arrows on one day) and some 20,000 people who responded positively to personal invitations. It was an invitation only event and tight security was required in view of the technology displayed.

For several years Colin chaired the judges for the Awards for Innovation in e-Business and subsequently the international e-Business Innovations Awards.

International

Colin's books include '*Creating the Global Company, Successful Internationalisation*'. He has an international perspective with two degrees in international relations. He has held professorial appointments in Europe, North and South America, the Middle East, India and China, and has also been an adjunct visiting professor in international relations at an Indian University.

General Management

As a publishing director Colin had general management responsibility for over 50 periodicals from a weekly newspaper (education) to a variety of learned journals. He has also been responsible for significant turnaround in the financial performance of high tech, engineering and knowledge based businesses.

Financial Understanding

Colin is financially literate as a chartered accountant (FCA), chartered certified accountant (FCCA), chartered secretary (FCIS) and a London Business School graduate (MSc) with group risk chair, audit chair and audit and risk chair experience and he is a past president of an accounting body.

When chair of the audit and governance committee at NHS Peterborough he inherited a rapidly worsening financial situation which led to a year end deficit of £12.8 million. In response he commissioned a review from an independent former finance director (via the 'external' internal auditors) of root causes and after securing support from certain NEDs proposed to the audit committee and subsequently the board a combination of governance changes, which included monthly reporting, new reports and the setting up of a finance and performance committee. All his recommendations were accepted and the governance changes were supported by another independent review commissioned by the SHA. Working with board colleagues and a succession of part-time finance directors and CEOs who came and went the financial position was stabilised and a modest surplus obtained the following year.

Colin audited public companies while qualifying with a firm of chartered accountants in the City and consulted with complex organisations while with Coopers & Lybrand Associates Ltd. He built financial models to evaluate steel plant and property investments and assess the implication of changes in the national and regional market for newspapers.

Handling Complexity

Colin is prepared to deal with complex, sensitive and crisis issues and large numbers (He has been a NED of two bodies spending £1.2 billion on healthcare). In his process vision holder roles he had to handle complexity - the projects were delivered on time although the largest and most complex of their type in the years in which they were delivered. He is able to consider complex issues from an impartial and balanced viewpoint.

Representing 'Customers'

Colin served on a Community Health Council and has reviewed the processes for public communication/involvement of a national body receiving millions of

calls/emails per annum. He represented customers as Deputy Chairman and two periods as Acting Chairman of the London Electricity Consultative Council (LECC). While on the LECC he co-presented an appeal to the Electricity Council. While on the board and House Committee of Moorfields Eye Hospital SHA Colin reviewed patient complaints.

Higher Education

Colin understands higher education having been a Dean of Faculty and the head of a university campus with his own advisory board and his own report to each meeting of the University Court. He has had professorial roles at higher education institutions in Europe, North and South America, Africa, the Middle East, India and China.

Colin has also had responsibility for external income generation at two universities. He established post-graduate programmes in Singapore, Hong Kong and Jakarta. He has eight degrees and post-graduate diplomas (including MSc (Econ), MSc, MA, AM, MPA, DPA, PhD)

As Faculty Dean and head of a UK University campus he achieved a turnaround from a large financial deficit he inherited to achieve an annual surplus. 80% of income came from non HEFC sources so this involved establishing new programmes and income streams, including overseas activities, while raising quality and coping with a range of site issues that involved a listed building and protected grounds.

Secondary Education

Colin chairs the group risk and audit committee of United Learning, the UK's largest operator of independent schools and academies. He has also served on the governing bodies of two large comprehensive schools.

Professional

Colin is *inter alia* a fellow of seven chartered bodies (FCA, FCCA, FCIS, FCIM, FMS, FCMI, FCIPR, FCIPD, FRGS, FRSA, FAIA (Hon)). He has served on a variety of professional committee and councils, including as chairman and president. He obtained first place prizes in the final examinations of three professions and was the founder director of the centre for the study of the professions. His PhD was a study of the professions and the process of professionalisation.

Charity and Fundraising

Colin has served as a trustee and treasurer of charitable organisations. He chaired the executive committee for England and Wales of the OLJ at the time the Order was the largest provider of food and medical aid to Eastern Europe and the former countries of the CIS. He spent 17 years as a Trustee of Community Network which was dedicated to tackling social exclusion for disadvantaged groups.

Authorship

As mentioned above, Colin is the author of over 1,000 articles and the author, co-author or editor of over 60 books and reports, the latest being '*Talent Management 2*', '*Transforming Public Services*' (both Policy Publications, 2012) and '*Transforming Knowledge Management*' (Policy Publications, 2013) on creating high performance organisations. Practical lessons derived from his surveys and work with entrepreneurs and boards are summarised in his books from '*Creating Excellence in*

the Boardroom' (McGraw-Hill, 1993) to *'The Knowledge Entrepreneur'* (Kogan Page, 2003), *'Winning Companies: Winning People, making it easy for average performers to adopt winning behaviours'* (Policy Publications, 2007) and *'Developing Directors, A Handbook for Building an Effective Boardroom Team'* (Policy Publications, 2007)

His other publications include *'Creating the Global Company: Successful Internationalisation'* (McGraw-Hill, 1992), *'Transforming the Company'* (Kogan Page, 1992, revised edition 2002), *'The Future of the Organisation: Achieving Excellence through Business Transformation'* (Kogan Page, 1997/8), *'Developing a Corporate Learning Strategy'* (Policy Publications, 1999), *'Individuals and Enterprise'* (Blackhall Publishing, 1999), *'The Information Entrepreneur'* (3Com, 2000), *'Shaping Things to Come'* (Blackhall Publishing 2001) and *'Pricing for Profit'* (Policy Publications, 2002).

Colin is the editor of *'Business Process Re-engineering: Myth & Reality'* (Kogan Page, 1994), and executive editor (all Policy Publications) of *'The Responsive Organisation: Re-engineering new patterns of work'* (1995), *'The Competitive Network'* (1996), *'Winning Major Bids'* (1997), *'Developing Strategic Customers & Key Accounts'* (1998), and the *'Winning new Business'* series of reports (1999-).

Values

Colin has championed the importance of integrity and values and leads a global governance initiative. In relation to his personal values as chairman of the executive committee in England and Wales of a major provider of food and medical aid and chairman and president of the Focus Group his concern was very much with inequalities. Colin gave the first Kuwait knowledge partnership lecture at the TIES centre which was set up to promote mutual understanding between the western/christian and the Middle Eastern/Islamic world.

Education

Colin was educated at the London School of Economics (Trevannon Exhibitioner), London Business School, EAESP - Fundacao Getulio Vargas (Brazilian Government Scholar), and the Universities of Aston (Doctoral Programme), Chicago (Deans List) and Southern California (Graduate School Distinction).

Academic and other Honours and Awards

Change Agent and Transformation Leader Award

FAIA (Hon), Hon. FSCA, FIPM (By invitation), FITD (By invitation)

IPR first place prize (CAM) and first place prize (SCCA)

George Strachan Prize, Kennedy Prize, King George V Silver Jubilee Commemoration Prize and Certificate of Merit (ICSA)

Graduate School Distinction (School of International Relations, University of Southern California)

Brazilian Government International Award

Deans List (Graduate School of Business, University of Chicago)

Trevennon Exhibition

Knight Commander (OLJ): KCLJ and Meritorious Service Medal (MSMLJ)

Commander, Companionate of Merit (OLJ): CMLJ

List of Business Appointments:

Articled Messrs Nevill, Hovey Gardner & Co., Chartered Accountants, City of London, 1970-73

Consultant, Coopers and Lybrand Associates Ltd 1975-77

Research Executive, Institute of Directors 1977-78

Editor/Publisher, Professional Administration 1978-81

Head of Publications and Public Relations, ICSA 1980-81 (also Editor and Publisher of Casebook and Director, Casebook Publications Ltd)

Publishing Director (Periodicals) Longman Group 1981-84 (General management responsibility for over 50 periodical titles)

Manager, Corporate Affairs, Rank Xerox UK Ltd, 1984-87

Corp Affairs Counsel, Rank Xerox, 1987-93;

Chairman, Adaptation Limited 1994- (Chair and C.E.O., 1987-94)

Corporate Affairs Adviser, B.I.M., 1987-91

Member, Advisory Board, The Home Office Partnership 1993-94

Project Leader, European Commission's COBRA project 1994-95

Chairman, Attitudes, Skills & Knowledge Ltd 1994-2003

Chairman, ASK Europe plc 1995-2003

Chairman, ASK Multimedia Ltd 1995-98

Chairman, Policy Publications Ltd 1995-

Chairman, Cambridge Management Centres plc 1998-2003

Chairman, Cotoco Ltd 1998-2013

Chairman, Creative Database Projects Ltd 2000-2001

Associate Director, The Chamberlain Partnership 2003-2005

Senior Independent Director, Bryok Systems Ltd 2008

Chairman, Bryok Systems Ltd 2008-

Chairman, Elms Global Ltd 2013- and Elms Consultancy Services 2013-

Member, Advisory Board, Better Boards, 2014-

List of Academic Appointments:

Visiting Research Fellow, Information Technology Institute, Salford University 1987-95

Director External Affairs, European Business School 1987-88

Head of Executive Programmes, University of Southern California (UK) 1987-88
Visiting Scholar, Helsinki University of Technology, 1990
Visiting Fellow, Aston Business School 1988-93
Founder Director, Centre for the Study of the Professions 1988-89
Senior Visiting Research Fellow, City University Business School 1991-94
Visiting Lectures London Business School 1991-94
Member Advisory Board, Northern Ireland Graduate Management Development Programme 1994-96
Senior Associate, Judge Institute of Management Studies, Cambridge University 1994-97
Professor of Corporate Transformation, University of Luton 1994-98 (Willmott Dixon Chair 1994-97)
Dean of the Faculty of Management and Head of Putteridge Bury, University of Luton 1994-7
Hooker Distinguished Visiting Professor, McMaster University 1995
Visiting Professor, East China University, Shanghai 1996
Visiting Professor, Management Development Institute, India 1997-2000
Leader, Winning Business Research Programme 1997-
Visiting Professor, Luton Business School and Centre for Competitiveness 1999-2000
Professor of Competitiveness and Head, Centre for Competitiveness, University of Luton 2000-2006
Professor of Direction and Leadership, Lincoln Business School, University of Lincoln, 2005-2009
Director of Corporate and Executive Programmes, Lincoln Business School 2007-2009
Visiting Professor, University of Bedfordshire 2006-9
External Examiner, BT/UMIST MSc in Commercial Management 2001-4
Distinguished Visiting Professor, e-TQM College, Dubai 2008
Dissertation Supervisor, 2015-, University of Greenwich [Professor (HR and OB) 2009-15]
Adjunct Professor of Geopolitics and International Relations, Manipal University 2011-15
Member, Advisory Council, EMPI Sustainability Centre 2013-
Chancellor, School for the Creative Arts/UCCA 2015-
Professorial Fellow, School for the Creative Arts/UCCA 2015-

Honorary Professor, Aston India Foundation for Applied Research Aston Business School, Aston University 2017-

Distinguished Professorship, Sri Sharada Institute of Indian Management-Research (Conferred February 2017)

Service on various editorial boards, including The Learning Organization and the European Business Review, and more recently:

Director Today, 2015-

Strategic Change, 2004 – 2010

Strategic Change: Briefings in Entrepreneurial Finance 2010 -

Corporate Communications, An International Journal 2004-

International Accountant 2008-

Editor, The Learning Organisation 2005 (two months while between editors)

List of Professional Appointments:

Member Council, Conflict Research Society, 1974-76

Member of Committee, London Society of Chartered Accountants, 1978-80

Member of Public Affairs Committee, IM 1978 and 79 (Chairman, 1979)

Member, International Chamber of Commerce, BNC Committee on Marketing 1979-80

Chairman, British Institute of Management/Institute of Marketing Crossbencher Programme 1977-80

Member of Council, Society of Company and Commercial Accountants 1978-85

President, Society of Company and Commercial Accountants 1984-85, Hon. Fellow 1985-

Member, Professional Development Committee, Institute of Directors 1989-97

Member of Council, Institute of Business Process Re-engineering 1997-98

Member, Professional Standards Committee, Institute of Directors 1997-2002

Member, Chartered Accreditation Board, Institute of Directors 1997-2002

Member, Board of Examiners, Institute of Directors 1998-2009

Member; Professional Accreditation Committee, Institute of Directors, 2003-2009

Member, Corporate Governance and Risk Management Committee, Chartered Association of Certified Accountants, 2006-2011

Member, ACCA Governance, Risk and Performance Global Forum, 2011-

CMI Ambassador, 2012-

Director-General (UK and Europe), Institute of Directors of India, 2013-

Member, IOD India, Expert Committee, 2016-

Also served on BBGS committee, BGA committee (and as working party and Services to Business Schools Committee chairman), BIM Central London Branch

(Treasurer 1977-79), CAM graduate members committee and IPR council (and as Chairman Professional Standards Committee)

List of Public and Other Appointments:

Councilor, London Borough of Greenwich 1977-82 (Also member of Greenwich CHC and Arts Council and Governor of Roan, Charlton, Kidbrooke and Eltham Green schools)

Member of Council, Anglo-Brazilian Society, 1978-80

Chairman, Bow Group 1982-83 (Formerly Treasurer, Research Secretary and Council Member)

Chairman, Focus Group 1981-82 (Committee 1979-86, Treasurer 1979-81, President 1983-86)

Member of. Council of Royal Commonwealth Society 1981-85 (served on Executive Committee)

Deputy Chairman, London Electricity Consultative Council 1980-86 (Member, 1979-86)

Governor, Moorfields Eye Hospital 1978-88

Member, Council for the Professions Supplementary to Medicine 1982-89

Member, National Biological Standards Board 1985-94

Member of Council, Parliamentary Information Technology Committee 1987-96, 97-2002

Member of Council, Foundation for Science and Technology 1987-92

Chairman, Steering Group and Experts Panel DTI, NEDO, CICI Project Frontline 1988-89

Member, DTI Advisory Group on Teleworking 1992-94

Member, Advisory Panel, Forum for Technology in Training, 1993-95

Judge, Sword of Excellence Awards, 1990-92

Judge, BT Award for Innovation in Electronic Commerce/e-Business, 1993-2000 (Chairman, 1995-2000)

Judge, National Business Awards 2004 (regional), 2005 (regional and final), 2006 (national), 2007-8 (regional)

Member, The National Trade and Industry Forum 1983-2001

Member, European Commission's Team '92/Europe 1989-2002

Ambassador, Investors in People, 2002-2005

Executive Editor, 'The Competitive Network' and the winning business series of reports 1996- (20 titles)

Consultant Editor, 'Close to the Customer' series of briefings 1997- (28 titles)

Member, HR Alumni Advisory Board, 2008-

NED Peterborough PCT 2009-13 (and Chair, Audit Committee, 2009-11)

Member, Audit Committee of the Anglia Support Partnership, 2009-11

Goodwill Ambassador, Chartered Management Institute (CMI) 2009-

Member, Grand Jury for international Golden Peacock Awards, 2009

Member, Grand Jury for national (Indian) Golden Peacock Awards, 2010

Board of Governors of the Peterborough and Stamford Hospitals Foundation Trust as a Partner Governor representing NHS Peterborough, 2010-2013

NED NHS Cambridgeshire 2011-13

Lay Member, General Osteopathic Council 2013-16

Non-Executive Member, Cambridgeshire and Peterborough audit sub-committee of the Department of Health's Audit and Risk Committee, 1st April 2013-30th June 2013 (for scrutiny of final PCT reports and accounts)

Chair, Education and Registration Standards Committee, General Osteopathic Council 2013-16

Judge, Next Generation Digital Challenge Awards, 2014-

List of Charitable Appointments:

Treasurer, The Beauchamp Lodge Settlement, 1976-77

Member, Executive Committee, The City of Westminster Society for Mentally Handicapped Children, 1976-77

Trustee, Frontline Trust 1989-94

Trustee, Community Network 1989-2011

Vice-Chairman, The St Lazarus Charitable Trust 1991-2000 (Trustee 1989-2006)

Leader, OLJ International Governance Initiative 1994-

Co-founder, Kuwait Knowledge Partnership, 2010

Community Network Ambassador, 2011-

Chair, Group Risk Committee, United Church Schools Trust/United Learning Trust, 2012-13

Chair, Risk and Audit Committee, United Learning, 2013-

Bailiff Emeritus, Grand Priory of England & Wales, Military & Hospitaller Order of St Lazarus of Jerusalem 1994- (Bailiff 1991-94, Chairman, Executive Committee 1991-94, Chancellor, 1989-91, Secretary-General 1988-89 - previously Assistant Secretary General) [KCLJ, CMLJ, MSMLJ, PSLJ]

Member, Advisory Board, Bridges of Sports, 2016-



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<http://www.policypublications.com>