

CPSO

CENTRE FOR PUBLIC
SERVICES ORGANISATIONS

Royal Holloway College School of Management

CENTRE FOR PUBLIC SERVICES
ORGANISATIONS



Annual Report for 2005



Table of Contents

Introduction	3
Section 1: Rationale and Purpose of the Centre	4
Strategic Academic Vision	4
Aims and Objectives	4
Academic Themes	5
Profile of the Centre	5
Dialogue with Policy and Practice	5
Teaching Activities of the Centre	5
Strategic Alliance in Leadership and Management	6
Section 2: Current Research Activities	7
Networks in Health Care: A Comparative Study of Their Management, Impact and Performance	7
Decentralisation and Performance: Autonomy and Incentives in Local Health Economies	7
Measuring Cancer Services	8
CALM Evaluation	8
Steering of Universities (SUN)	8
Section 3: Case Examples of Dialogue With Policy – Three Recently Completed Studies	9
Managing Change & Role Enactment in the Professionalised Organisation	9
London Patient Choice Project	9
London Managed Clinical Networks for Cancer Evaluation	10
Section 4: CPSO Seminars	11
Section 5: Personnel Associated With the Centre	12
Director	12
Academic Staff	13
Research Fellows and Affiliated Researchers	14
Doctoral Students	15
UK Associates	17
International Associates	21

Introduction



This is the third annual report from the Centre for Public Service Organisations covering late 2004 and 2005. In September 2003, the CPSO moved from its original location at the Business School, Imperial College London to the School of Management at Royal Holloway, University of London. This followed the appointment of its Director, Professor Ewan Ferlie, as Head of Department there. The CPSO has now been reconstituted as a College Research Centre at Royal Holloway.

The CPSO brings together a number of research projects in the field of the organisational analysis of the public services. Our intention is to carry out rigorous and relevant research into contemporary public service organisations, in particular focussing on our core themes of organisational change, organisational learning and decision making.

The purpose of this annual report is to provide information about the research projects we are currently engaged on, the kind of academic and practitioner related publications we are producing and how we seek to inform policy and practice. The report also contains information on who is associated with the centre and their areas of research interest

This Annual Report starts by outlining the purpose and rationale of the Centre, our overall approach and three mobilising research themes. It then describes the individual research studies we are working on currently, together with one vignette of a recently completed study which illustrates how we have worked with partners in policy and practice. The report finally contains information about partners are associated with the centre, together with details of their research interests and recent publications.

I hope you find the report interesting and informative.

Professor Ewan Ferlie

Director – Centre for Public Service Organisations

<http://www.rhul.ac.uk/management/research/cpso/>

Section 1: Rationale and Purpose of the Centre

The Centre for Public Services Organisations (CPSO) seeks to further rigorous and relevant research into organisational and managerial issues in contemporary public services organisations. There continues to be intense political, policy and academic interest in the question of whether UK public services are likely to be transformed, radically 'modernised' or not within the next five or so years and this interest has, if anything, increased over the last year with the increased interest of the ESRC in this area. The public sector is now growing in size for the first time in a generation: 500,000 new public sector jobs have been created since 1997.

Strategic Academic Vision

The CPSO continues to seek to produce independent minded, high quality, and scholarly material which engages with significant themes of public and policy concern in relation to the organisation and management of Public Service Organisations (PSO), both within the UK and at the international level. It is first and foremost a research centre. The CPSO should develop into a leading centre undertaking theoretically, methodologically and empirically rigorous research into public service organisations. The Centre seeks relevance as well as rigour, through commenting on broad and enduring issues of public and policy concern which lie within the field of PSOs. It should enter into active dialogue with reflective policy makers and practitioners as well as produce high quality research outputs. Any research centre needs a 'strategic niche' which defines its field and identity. Such a niche should differentiate the centre; be broad enough to allow for real impact across the discipline of public management studies; yet narrow enough to provide a common focus for the group. Such a niche should be intellectually engaging and emerge out of a platform of pre existing work so that it is academically well founded. Three broad mobilising themes continue to inform the work of the centre:

- organisational change;
- organisational learning;

- and decision making, all within public services organisations;

These themes are considered further later in on the report.

Aims and Objectives

Following this introductory review, the aims and objectives of the centre can be stated as follows:

- (1) to undertake rigorous and scholarly organisational analysis of contemporary PSOs, both within the UK and internationally.
- (2) to undertake primary empirical research on PSOs, including both the NHS and other PSOs where appropriate research opportunities arise;
- (3) to focus on the broad mobilising themes of organisational change, organisational learning and decision making within public services organisations;
- (4) to publish the results of such research in leading academic journals, research monographs published by leading academic presses and in policy orientated journals;
- (5) to create a number of research collaborations, with high quality external research partners, to develop wider impact, strategic alliances and a critical mass;
- (6) to disseminate the results of this research widely to academics, policy makers and reflective practitioners and to enter into sustained dialogue with the worlds of policy and practice on the basis of high quality research and publications;
- (7) to create an national and international network of like minded scholars and centres, and to develop a strong national and international profile
- (8) to use such research and publications to renew and refresh

the curriculum within the School of Management, for example the planned MBA for the Public Sector, thus providing students with 'leading edge' material in the classroom; to offer a regular programme of research seminars at RHUL.

Academic Themes

The research agenda will be based on the following three broad themes which provide a distinctive niche for the new centre:

- **organisational change:** the management of change, including strategic service change; the emergence of new organisational forms; the impact of macro changes within the public sector as a whole, such as the New Public Management wave and further reform cycles on individual settings; the rise of the post-NPM governance narrative; the (non) implementation of Evidence Based Medicine; the intended and unintended consequences of desired change strategies; the impact of culture change programmes;
- **organisational learning:** the attempt to create new types of 'learning organisations'; individual and collective learning and HRM interventions; the diffusion of good practice across conventional boundaries; learning flows within managed network forms; new types of 'learning professionals'; the obstacles to effective learning within PSOs;
- **decision making processes:** implementation and implementation deficits; collaboration, conflict and power issues within PSOs; strategic decision making; corporate governance and the role of the Board; PSOs as loosely coupled, multiple stakeholder arenas; boundary crossing; the roles and relationships of clinicians, managers and clinical hybrids;

new styles of management and HRM implications; the intended and unintended effects of performance measurement and management systems;

Profile of the Centre

The core academic disciplines represented in the Centre are based on Organisational Behaviour, organisational sociology and also political science. We regard this as a distinctive area of strength, although we are keen to collaborate with others with research skills in different areas). Our methods will typically be based on qualitative work or surveys, and are unlikely to include sophisticated statistical modelling.

We have already developed a number of international collaborators. These associates are listed in Section 5.

Dialogue with Policy and Practice

As well as publishing academic work, we are keen to enter into dialogue with reflective policy makers and practitioners about its possible significance so as to increase its broader impact. Section 3 gives a vignette of a recently completed project which was followed by active dialogue with the world of policy.

Teaching Activities of the Centre

In 2005, the School of Management at Royal Holloway College introduced the MBA for the Public Sector. This is one of the few MBAs in the UK to combine generic management programmes with tailored courses addressing contemporary concepts and practices within, and concerning, the public sector.

This MBA course is aimed at policy-makers, managers and practitioners from across the public sector (including central and local government, health service, education, criminal justice system and housing) as well as executive agencies and private sector organisations involved in partnerships with the public sector. The course is deliberately international in scope and content and therefore

introduces students to a wider perspective on their own country's public sector.

The MBA for the Public Sector is designed to develop individuals and improve practice through a tailored package of core and optional courses, drawn from existing MBA programmes and specially designed courses addressing key public sector issues both in the UK and internationally. Building on the work of research active staff in the CPSO and the excellent links with local, national and international public sector organisations, the course provides a stimulating environment in which theory and practice inform each other.

Strategic Alliance in Leadership and Management

On a central level, Royal Holloway College is in the process of fostering a strategic alliance with Kingston University and St Georges Hospital Medical School. Staff in the CPSO are working closely with colleagues at Kingston Business School and St Georges to develop the Centre for Leadership and Management in Health and Social Care. The aim of this Centre will be to draw on the expertise of the three partner institutions, to build on an already strong research and teaching programme. The Centre will meet the growing demand for high quality health management and leadership research and education in the local region, the UK and internationally.

Section 2: Current Research Activities

Networks in Health Care: A Comparative Study of Their Management, Impact and Performance

Amount and Source of Funding: £303,910. SDO Programme (2006-2009)

Research Fellow: Dr Gerry McGivern

This recently funded project is being conducted in collaboration with colleagues at DeMontfort University and will compare different network types in health care – cancer care (a clinical service), elderly care (a client group), public health (a functional activity) and the development of new genetics technologies (a basic science). We seek to identify the characteristics of the identified networks that are likely to lead to “success” within their given context. The findings will provide policy recommendations for more effective network management.

This is a qualitative study, using a comparative case study design of eight network cases. That is, selecting and comparing eight networks across London and the midlands. Data collection methods thus include: (i) analysis of key local policy documents (ii) a range of semi-structured across the various stakeholders identified; (iii) observation at key meetings. Further, we propose to include two consultancy projects, focusing on clinical and user perspectives, to complement the skills and experience of the core research team.

The study will examine the performance and impact of these networks. The basis for this analysis will be formed partly on previous literature, particularly by the research team, and also through consultation with the project advisors.

Prof Ewan Ferlie is the Principle Investigator on this study, in collaboration with Gerry McGivern (Research Fellow), Mark Exworthy, Rachael Addicott, and Prof Louise Fitzgerald at DeMontfort University.

Decentralisation and Performance: Autonomy and Incentives in Local Health Economies

Amount and Source of Funding: 299,000. SDO Programme (2006-2009)

Research Fellow: TBA

This project proposes to examine the impact of decentralisation upon the performance of ‘local health economies’ – the term commonly used to refer to the community of NHS (and other) organisations in localities. The study will analyse the interactions amongst the organisations of the LHE to determine whether their “room for manoeuvre”, the incentives they face and the local context affects the performance of the local NHS.

This is a qualitative, three-year study using a comparative case-study design of 3 contrasting LHEs. ‘Tracers’ in each LHE will be used as examples of current policy priorities and will provide greater focus for the analysis. The methods will include documentary analysis, a survey of local staff, interviews, and observation of local planning meetings. Analysis will determine the effects of coordination mechanisms, autonomy and incentives upon performance by each case-study, organisational type and over time.

The study is highly relevant to the NCC-SDO call for proposals as it addresses the mix of coordination mechanisms within LHEs as sub-systems of the NHS and by tracing the interaction of these with incentives and performance. It addresses issues of current and future relevance to the NHS in England including Foundation Trusts, Patient Choice and earned autonomy. It will assess the implementation of these policies, analyse the pathways by which coordination mechanisms, autonomy and incentives can facilitate improved performance, and of the conditions for the optimal balance of these. The study will generate practical lessons for the NHS.

Conducted by a multi-disciplinary team and advised by senior NHS managers, the study will involve NHS staff in data collection and provide (interim and final) feedback to them. Dissemination will

involve a report for NCC-SDO, and feedback to NHS decision-makers at all levels and academic communities through presentations and publications (in practice and peer-reviewed journals).

Team:

Dr. Mark Exworthy, School of Management, Royal Holloway University of London

Stephen Peckham, Dept of Health Policy, London School of Hygiene & Tropical Medicine Prof. Martin Powell, Dept of Social Policy, Stirling University Dr Ian Greener, Manchester Business School, University of Manchester Dr. Jacky Holloway, Business School, Open University Dr. Paul Anand, Open University

Measuring Cancer Services (advisory role)

Amount and Source of Funding: £10,000. NHS R&D SDO Programme (2002-2004)

Advisors: Prof Ewan Ferlie and Rachael Addicott

Ewan and Rachael have been asked to play an advisory role in relation to the study of organisational issues in cancer networks by the Principal Investigator, Professor Mark McCarthy, Dept of Public Health, University College London. They will provide advice and supervision to the Research Assistant to be appointed in this area, working also with Dr Susan Michie, Department of Psychology, UCL. This will keep the theme of organisational issues in NHS cancer networks going. It is also an important collaboration with Public Health and with UCL.

An Evaluation of Learning in the CALM (Coaching, Action Learning and Mentoring) Network for Higher Education (West London)

Amount and Source of Funding: Leadership Foundation for Higher Education, 2005, £14,500

Evaluation team: Steve Collins; Juliet McDonnell, Jo Tait and Ewan Ferlie

The Higher Education sector is experimenting with various approaches to management and personal development, including the CALM network across West London universities which provides coaching, action learning and mentoring services. The Leadership Foundation has funded a small scale evaluation of the CALM network which is using participative and formative methods to comment on the progress of this initiative. The final report will be produced in early 2006.

Steering Of Universities (PRIME -SUN)

Prof Ewan Ferlie and Gianluca Andresani (School of Management, University of Hull and PhD student working with Prof Ferlie)

The CPSO is an associate member of the PRIME collaboration which brings together a number of high quality research centres working on aspects of science and technology policy across the EU. PRIME is funded through the EU Framework 6 Programme. SUN PRIME is a subgroup which investigates strategic change in the steering of Universities across different countries in the EU. PRIME has made €28,000 available to CPSO to support bid preparation and cross group activity. This research collaboration is coordinated by Prof Catherine Paradeise, University of Marne La Vallee Paris, who is a CPSO External Associate. The team is interested in investigating how Universities are 'steered' by governmental and non-governmental actors, and whether this varies by jurisdiction across the EU. This proposal helps diversify our research out of health care and into related public sector organisations and also strengthen European collaborations. The teams all presented papers at the 2005 European Group of Organisational Studies (EGOS) Conference held in Berlin and will also present at the main PRIME conference in Paris in February 2006.

Section 3: Examples of Dialogue with Policy – Three Recently Completed Studies

Managing Change and Role Enactment in the Professionalised Organisation

Amount and Source of Funding: £290,173. National Health Service Delivery and Organisation Research and Development Programme (NCCSDO).

Research Officer: Rachael Addicott

This project was a collaboration with the Department of Human Resources Management at De Montfort University, Leicester. Professor Louise Fitzgerald (DMU) is the Principal Investigator and Professor Ewan Ferlie co-investigator. Dr Juan Baeza from Tanaka Business School, Imperial College London is also working closely on the project. The aim of this research was to examine how clinical directors and service managers from non-clinical backgrounds interpret and enact their roles and use them to implement effective service change. The project also recognised that the assessment of 'effective' change would require the use of multiple criteria, and such, the project also sought to identify what additional factors account for individual or organisational differences in the effectiveness of change implementation.

The design of the study was predominantly qualitative and inductive, comparing and contrasting case studies of ten sites that were purposefully selected. This design facilitated the construction of a large-scale database with both internal and external validity. The ten sites consisted of four primary care sites and six acute sector sites in London and the West Midlands.

In each site, the case focused on a selected area of care and our design included three clinical areas of care – cancer; maternity and diabetes (in primary care). These care groups were chosen in relation to the priorities set out in the National Plan. Case study sites were purposefully selected using a two-stage process, to assess case contexts as of 'higher' and 'lower' complexity. The rationale for this selection is to enable the researchers to examine the extent to

which complex, contextual pressures affect the interpretation and enactment of roles and relationships. Case analysis involved the gathering of data on the context, roles, interpretation of the roles and the activities undertaken. Data collection methods include archival data, interviews and observations of meetings, but with interviews as a prime data source. Interviews were semi-structured and approximately 200 interviews were conducted. Analysis was an iterative process and occurred in stages. The final stages of the project consisted of local and regional workshops, run collaboratively with professional organisations and user and advocacy organisations, to debate and action plan on the basis of the findings.

Whilst not setting out to focus specifically on context, the conclusions drawn collected emphasised the crucial importance of context for understanding why and under what conditions, clinical service improvements may or may not progress. In order to exemplify these points in greater detail the study developed a typology across all eleven sites. This typology sought to exemplify the links between the positive or negative factors and characteristics of the context and the extent of progress within the specific care area under study.

London Patient Choice Project

Amount and Source of Funding: £219,852. National Health Service (NHS), London Patient Choice Project. March 2003-Sept 2004.

Research Associate: Dr Christina Petsoulas

Research Assistants: Juliet McDonnell (part time); Sara Rundle-Smith

The Department of Health wishes to reduce NHS patient waiting times and resources have been made available to NHS London for the London Patient Choice Project to help achieve this in London. NHS London wishes to maximise patient choice in waiting list reduction through providing alternative services, which patients can choose whether or not

to take up. It will commission extra capacity from a range of providers, which may include non-NHS (as well as NHS providers) and non-London providers (as well as London based providers). These providers will be given incentives through special contracts to bring new capacity on stream. This is a bold experiment addressing a major issue of health policy concern from which there should be national as well as London wide learning. NHS London has commissioned a three stranded evaluation of the project to cover: (i) the patient level; (ii) the system wide level; and (iii) the organisation and management of the programme. A team at the University of York (led by Diane Dawson) will examine the health systems/health economics aspects and a team at the Picker Institute, Oxford University (led by Angela Coulter) will be looking at patients' perceptions of the services they receive. The CPSO will be examining the organisational strand but will also liaise closely with the other strands. This is also a joint project with the Centre for Primary Care and Social Medicine in the IC Faculty of Medicine, as Professor George Freeman is a co-investigator.

This project ended (31 August 2004) and an article will be appearing in the January 2006 edition of 'Public Money and Management' on the key supply side issues that emerged in London Choice.

London Managed Clinical Networks for Cancer Evaluation

Amount and Source of Funding: £111,181. Department of Health, London Research and Development Directorate.

Research Assistant: Rachael Addicott

The 'managed network' model has been developed within NHS cancer services as a novel way of organising and developing cancer services. It is an important management innovation within health care, yet there has been little independent evaluation of the strengths and weakness of this approach. The overall aim of this study was to provide an evaluative commentary on the creation, development and impact of the five managed clinical

Networks for cancer in London. This study provided an organisational analysis of managed clinical Networks.

This qualitative study was based on the methods of organisational process research, defined as the dynamic study of behaviour within organisations. Process research uses comparative case studies, which are tracked through over time and selected to explore variation in outcome. Data collection methods thus included: (i) analysis of key local policy documents; (ii) a range of semi-structured interviews across the various stakeholders identified, and; (iii) observation at key meetings.

The case studies focused on Network wide activities and targeted two specific tumour types – gynaecology and urology. The case studies examined three specific issues (or 'tracers') in order to gain some insight into the operation of managed clinical Networks for cancer. These tracers were: centralisation of services; budget / resource allocation, and; education and training.

The case studies provided an analytic description of the Networks and examined the growth of the Networks as a whole. The case studies focused on the two tumour groups identified and detailed the 'story so far' regarding their development, successes and disappointments. Further, the case studies provided feedback in response to 16 specific success criteria that were identified through a Delphi study.

It was evident from this study that the five cancer Networks studied displayed a mixed pattern of performance and that there was not a clear 'top performer' which emerged across the indicators. This is a significant conclusion as it emphasises the complexity in identifying and diffusing high performance. Rather, this study suggests that high performance was spread across a whole set of organisations in rather different ways. There was clearly some discrepancy between what the 'remote centre' considered to be indicators of success of cancer Networks, versus the viewpoints of those delivering direct patient care. However, there is little time, resources or flexibility within the current regime to focus on a strategic direction or developments for the Network that are not part of the central edict.

Section 4: CPSO Seminars

CPSO Seminar Series

Each year, the CPSO hosts a series of seminars, in order to share information on current research activities in the public sector. Further details – including abstracts and presentation material – of all of these seminars is available on the CPSO website. Over the past year, the CPSO has hosted the following seminars:

Jan 2005:

Rachael Addicott

The Dilution of a Managerial Technique: The Case of Clinical Networks in the NHS.

Feb 2005:

Prof Chris Skelcher and Dr. Pauline Jas

Institute of Local Government, Birmingham University

Explaining Underperformance and Turnaround: Evidence from Longitudinal Research in Local Authorities

Mar 2005:

Professor Christine Edwards

Business School, Kingston University

The New Public Management and Managerial Roles: The Case of the Police Sergeant

Oct 2005:

Gloria Agyemang

Steering and Control in Two Education Departments

Nov 2005:

Jo Tait

Open University; School of Management, RHUL

An Evaluation of Learning in the CALM (Coaching, Action Learning & Mentoring) Network for Higher Education (West London)

Further seminars are planned for 2006 and are listed on the CPSO website at:

www.rhul.ac.uk/Management/research/cpso

CPSO Annual Lecture 2005

Sir Derek Wanless: 'Securing Good Health for the Whole Population' - What should the Government do?'

On 13 December 2005, Sir Derek Wanless delivered the first annual lecture of the CPSO on the title of 'Securing Good Health for the Whole Population' - What should the Government do?'

Sir Derek is the former Nat West Group Chief Executive and has recently been an adviser to the Chancellor of the Exchequer (Gordon Brown). He is currently working on a review of social care for the King's Fund.

In his 2002 report for the Chancellor of the Exchequer, Derek Wanless illustrated the long-term financial benefits which the prevention of illness could bring to our health services. Asked later to tell the Government what needed to be done to seize this opportunity, he reported again in 2004 and set out the reasons why in many ways we were failing. In the CPSO annual lecture, he discussed what Government can and can't do and set out his views on how the Government and others have risen to the challenges he set. He concluded that, despite some positive signs of progress, much work needs to be done across all departments and agencies of government.

To view Sir Derek's (powerpoint) presentation please visit the CPSO website.

Section 5: Personnel Associated with the Centre

Director

Prof Ewan Ferlie

Ewan has a first class degree in modern history at Balliol College, University of Oxford, followed by an MSc in Social Research and Social Policy (also at the University of Oxford) and a PhD in Social Policy and Administration at the University of Kent.

Ewan has worked in a number of research posts in the social and health care sectors, first at the Personal Social Services Research Unit at the University of Kent and then at the Centre for Corporate Strategy and Change, Warwick Business School where he was Deputy Director. He has also been a Non Executive Member of Warwickshire Health Authority.

Ewan has held NHS research grants to the value of some £3m. His special interest is in organisational and management research in health care. He is co-author of 'Shaping Strategic Change' (London: Sage, 1992) and 'The New Public Management in Action' (Oxford: Oxford University Press, 1996) as well as 50 articles in peer reviewed journals. His current interests include change, innovation and restructuring within health care, with special reference to the changing nature of professional work. He is also developing an interest in the study of organisational change and governance in University settings.

Ewan is a member of the national R & D Methodology Programme which provides advice on methods to the Department of Health R & D function. In 2002 he was appointed as a University of London member to the Management Board of the London School of Hygiene and Tropical Medicine. He is a member of the Research Advisory Group for Macmillan Cancer Relief and a member of the Research Committee of the Health Care Division of the Academy of Management. He has recently been appointed as a member of the NHS R and D Service Delivery and Organisation commissioning group for Health Care Organisations.

Ewan was appointed Professor of Public Services Management and Head of Department of the School of Management,

Royal Holloway University of London in September 2003.

Recent Monographs

Co author of chapters in:

(Eds) Dopson, S. and FitzGerald, L. (2005) 'From Knowledge to Action? Evidence Based Health Care in Context' Oxford: Oxford University Press

Ferlie, E., Lynn, L. and Pollitt, C. (2005) 'Oxford University Press Handbook of Public Management', Oxford: Oxford University Press

Published Articles

E. Ferlie, J. Hartley and S. Martin (2003) 'Editorial: Changing Public Services Organisations – Current Perspectives and Future Prospects', British Journal of Management, Special Issue

L. Locock, S. Dopson, J. Gabbay and L. Fitzgerald. (2003) 'Evidence Based Medicine and the Implementation Gap', Health, Special Issue, 7(3): 219-228

T.McNulty and E. Ferlie (2004) 'Organisational Transformation in Health Care?', Organisational Studies, 24: 1381-1412

E.Ferlie, L. FitzGerald, M. Wood and Hawkins, C. (2005) 'The (Non) Diffusion of Innovations: The Mediating Role of Professional Groups', Academy of Management Journal, 48(1): 117-134

J.Lavis, Davies, H., Oxman, A., Denis J-L, Golden-Biddle, K. and Ferlie, E. (2005) 'Towards Systematic Reviews That Inform Health care management and Policy making', Journal of Health Services Research and Policy, 10(3): S1, 35-48

P.Thomas, J, McDonnell, McCulloch, J., While, A., Bosanquet, N and Ferlie, E. (2005) 'Increasing Capacity for Innovation in Bureaucratic Primary Care Organisations – A whole system participatory action research project' Annals of Family Medicine: 3(4): 312-317

Academic Staff

Mark Exworthy

Mark is Senior Lecturer in Public Management and Policy in the School of Management at Royal Holloway. Mark is Deputy Director of CPSO and also Deputy Director of MBA programmes. He is the Course Director of the 'MBA for the Public Sector' which was launched in 2005.



Mark has previously held a Harkness Fellowship in health-care policy at the University of California San Francisco and funded by the Commonwealth Fund of New York. He has also held research positions at Oxford Brookes University, University College London, London School of Economics and Southampton University.

His interests focus on health policy and management and his research has included decentralisation, professionalism, primary health-care, policy relating health inequalities and international comparisons. Mark's recent published work includes:

Exworthy, M. and Powell, M. (2004) 'Big windows and little windows: implementation on the congested state.' *Public Administration*, 82, 2, pp.263-281.

Exworthy, M. and Scott, T. (2004) 'Evidence ideas: the human touch.' *Health Service Journal*, 4 Nov 2004, pp.18-19.

Peckham, S., Exworthy, M., Greener, I. and Powell, M. (2005) 'Decentralising health services: more local accountability or just more central control?' *Public Money and Management*, Aug 2005, pp.221-228

Peckham, S., Exworthy, M., Powell, M. and Greener, I. (2005) 'Decentralisation, centralisation and devolution in publicly funded health services: decentralisation as an organisational model for health-care in England. Report to the NHS NCC-SDO research and development programme. Available at: www.sdo.lshhtm.ac.uk

Exworthy, M. and Washington, AE. 'Organisational strategies to tackle health-

care disparities in the US.' *Health Services Management Research*, forthcoming.

Exworthy, M. and Freeman, R. 'The United Kingdom: health policy learning in the NHS.' Chapter in Marmor TR., Freeman R. and Okma, KGH. (eds) *Learning from comparison in health policy*. Yale University Press. Forthcoming.

Exworthy, M., Bindman, A. and Davies, HTO. and Washington, AE. 'Measuring the progress of policies to tackle health disparities and inequalities in the US and UK.' *Milbank Quarterly*.

Exworthy, M. and Peckham, S. 'Access, choice and travel: the implications for health policy.' *Social Policy and Administration*. Forthcoming summer 2006.

Rachael Addicott

Rachael has recently finished her PhD at Tanaka Business School, Imperial College London. The research involved an analysis of the interorganisational and interprofessional relationships within managed clinical networks for cancer and – taking a political science perspective – examined issues of power, governance and knowledge management. Rachael has an Honours Degree in Sociology and Psychology from Swinburne University in Melbourne, Australia. Prior to arriving in the UK, Rachael held a joint appointment between The Alfred Hospital and the Medical School at Monash University, examining quality of health care in developing countries and alternatives to inpatient treatment. More recently, Rachael worked at the Victorian Department of Human Services, assisting in developing strategies to reduce demand on emergency services in public hospitals. Rachael arrived in the UK in 2001 to work as a Research Assistant at Tanaka Business School, Imperial College London. In July 2005 Rachael began a lectureship in health and public sector management at the School of Management at Royal Holloway College.



Rachael's research interests include organisational change in the public sector, networks as a model of service delivery in health care, models of governance in the public sector and evaluation research using qualitative research methods.

Gloria Agyemang

Gloria is a Lecturer in Accounting at Royal Holloway. She holds a first class degree from University of Ghana and an MBA from McGill University, Montreal, Canada. Gloria has several years experience working in Professional Accounting firms in Africa and the UK. She has held academic posts in Ghana, Zimbabwe and the UK. She joined Royal Holloway from the University College Worcester where she was responsible for teaching public sector management and finance to undergraduate, post graduate and local government managers. Her main research interests are in the effects of government funding regulations on the management processes of educational organisations. She is currently finishing of her PhD under the supervision of Professor Jane Broadbent. In her doctoral thesis she has concentrated on the UK schools sector studying the impact of Fair Funding and the School Standards and Framework Act 1998 on the management processes of Local Education Authorities. In future she would like to extend her work to consider the university sector considering the impact of Full Economic Costing on university decision-making.



Lutz Preuss

Lutz Preuss teaches sustainability, business ethics and European business at the School of Management of Royal Holloway, University of London. He holds a PhD from King's College London in addition to



undergraduate and postgraduate qualifications from Humboldt University Berlin and the University of Reading. His research interests lie in the areas of sustainable development, corporate social responsibility, CSR, and business ethics, particularly in a European context. Building on his work on environmental issues in the manufacturing supply chains, he is currently working on a research project into the ways in which procurement by UK local government authorities can foster sustainable development in their areas. This project is supported by WestFocus. Other research projects concern the role of employee representative bodies across Europe in shaping the CSR agenda of their companies. From 2002 to 2005 he served as Treasurer and Membership Secretary on the Executive Board of EBEN-UK, the UK Association of the European Business Ethics Network. He also organised the society's 2005 annual conference, which brought together some 60 delegates from 12 countries.

Research Fellows and Affiliated Researchers

Dr Gerry McGivern

Gerry has recently joined the School of Management at Royal Holloway, University of London, as a Research Fellow to conduct research on networks in health care. He previously worked at Warwick University, also as a Research Fellow, engaged in short applied research projects. Gerry received a PhD from the Tanaka Business School, Imperial College London, for a fieldwork-based thesis on the introduction of NHS consultant appraisal. While at Imperial College, he was also involved in research on cancer networks, co-authored a report for the Department of Health Strategy Unity on measuring quality change, and spent time in the Groupe D'Analyse Politiques Publiques at the Ecole Normale Supérieure de Cachan, France. Before the



PhD, Gerry worked as a HR consultant to NHS, public and private sector organisations, for a technology research consultancy and a then 'big 6' consultancy. He holds a BSc (Hons) in Economics and Politics from Bath University and a MA in Organisational Analysis and Behaviour from Lancaster University Management School and was recently awarded a PhD from Imperial College London.

Juliet McDonnell

Juliet has worked as a researcher on a number of projects concerned with organisational learning and change in health care and higher education, with CPSO since 2000. Most recently, she was a successful co applicant with Ewan Ferlie, for a small development grant from the Leadership Foundation for Higher Education (LFHE) to evaluate learning in the CALM (Coaching, Action Learning & Mentoring) Network for Higher Education. She has also undertaken research with CPSO to evaluate the organisational impact of the London Patient Choice Project, and a series of action research projects - concerned with recent organisational reform in the primary healthcare sector.



Juliet also works with a number of other health and higher education organisations. She is currently working with the Management School at the University of Surrey on a project concerned inquiry based learning; with Continuous Learning Ltd/Thames Valley University and Middlesex University as Module Leader on an MA in Leadership for Health & Social Care. Juliet has also undertaken evaluations of organisational development strategies and leadership development in PCTs and worked as a research facilitator and mentor for the West London (Primary Care) Research Network.

Juliet's current research interests are organisational learning and change in health sector; inquiry based learning in the workplace and in HE; qualitative and appreciative modes of evaluation. Juliet

worked as an organisational development manager in the NHS for ten years before moving into freelance/ contract research and development. She has a first class honours degree in education & training from Greenwich University and an MA in Management and Organisational Learning from Lancaster University which was awarded with distinction.

Doctoral Students

Raheelah Ahmad

Raheelah has previously completed an MSc in Health Services Management from the Health Policy Unit at the London School of Hygiene and Tropical Medicine. Raheelah also has 10 years of NHS management experience in the primary care sector. Raheelah is the final year of her PhD research, aiming to conceptualise health care quality in the developing country context, using a qualitative, inductive approach. Raheelah is assessing the evidence of impact of quality management programmes in maternal health in urban and rural Pakistan. On the consumer side, the research aims to define the role of consumer perceptions of quality in care seeking behaviour through the therapeutic network, with an explanatory model for the extensive existing quantitative observations of utilisation trends. An embedded case study design is being developed to fully understand the inner and outer context. Raheelah's research interests include international diffusion of quality programmes and inequities in health service provision and utilisation. She is currently working on projects, including an evaluation of the Global Fund (GFATM) and Quality monitoring in Bosnia, through the Centre for Health Management at Imperial College London.



Gianluca Andresani

The aim of Gianluca's research project (which is almost completed) is to contribute – both theoretically and empirically – to the longitudinal study of organisational change. For the theoretical aspect, a conceptual framework is built by linking together streams of literatures concerned with issues of corporate governance, and social and organisational theory. For the empirical aspect, the area chosen for the fieldwork is the British National Health Service where three organisations – a Hospital Trust, a Primary Care Trust and a Strategic Health Authority - have participated in the project. Public sector organisations more generally and health care ones in particular have recently been under considerable pressure to change from being professionally-led organisations to more managerially oriented and business-like. Making sense of the processes of organisational change undergone by the three organisations has required 'theoretical lenses' powerful enough to allow the observation of such phenomena. By drawing on critical social theory and in particular on the contributions of four social theorists – Michel Foucault, Anthony Giddens, Jürgen Habermas and Niklas Luhmann – a conceptual framework is suggested. The assumption underlying the project is that for the above organisations to attempt any radical change, they must involve their governing bodies. The focus is on the latter's participation in the mechanisms which allow their organisations to maintain – and indeed to change – their identities. A constructivistic, reflexive and qualitative methodology is adopted which has required the mutual and reflexive construction of theory and empirical data. Semi-structured interviews, observations of meetings in situ and analysis of relevant documents are the research techniques used. The key finding is that governing bodies do contribute (in differing degrees) to keep consensually stable over time within factually relevant contexts (or otherwise change) the reflexive



expectations which structure the routines and actions of their organisations and enable them to function in the face of internal and external complexity. Gianluca is currently a lecturer in Organisational Behaviour/Management at Hull University Business School

Michael Fischer

Michael is a consultant adult psychotherapist, group analyst and organisational development consultant. He has worked extensively with public and voluntary sector organisations, including primary care, specialist services, high secure hospitals, NHS commissioners and education establishments. He continues to work part time as a consultant adult psychotherapist within the NHS and as an organisational consultant with the Institute of Applied Health and Social Policy. Michael is completing a PhD in interorganisational collaboration, supervised by Prof Yiannis Gabriel and Prof Ewan Ferlie. His research examines the management of organisational boundaries between services for people with severe personality disorders, who have long-term and complex social and health needs. Using an ethnographic methodology, the research examines relations between agencies in the health, social care and criminal justice sectors, focusing on the role of competing organisational ideologies.



Ailson Moraes

Ailson is a second-year PhD student at the School of Management, Royal Holloway, University of London and member of the SRHE (Society for Research into Higher Education), IAM (IBERO-American Academy of Management), CMI (Chartered



Management Institute) and the CPSO. His research seeks to understand more about the role of leadership in the strategic management of higher education organisations, particularly in Business School. Business Schools are of particular interest because they have expanded rapidly and are now often large scale departments with large budgets; because they are often critical to the financial viability of their host universities; they are more market orientated and 'firm like' than other departments and also because they teach and research strategic management and leadership as subject areas.

Ailson's research design is qualitative and based on comparative case studies of four sites (UK and Brazil). He is supervised by Professor Ewan Ferlie, Head of the School of Management and Director of the CPSO. Ailson holds a BSc in Behaviour Sciences (Psychology and Sociology) from Andrews University, USA; a MA in Business and Culture from City University, London and a Postgraduate Diploma in Skills of Teaching to Inspire Learning (insTIL). Ailson is presenting working as a workshop tutor in the Strategic Management and HRM areas at the School of Management and as a Project supervisor for the Bridging Diploma for international students at the Language Centre, Royal Holloway.

Ali Mohammad Mosadegh Rad

Ali is a doctoral researcher under the supervision of Prof Ewan Ferlie at the School of Management, Royal Holloway University of London. He has completed an MSc in Health Care Services Management in 2001.



He is also a senior lecturer in a medical university, management and medical informatics faculty, health care services department.

Ali's PhD research examines the strengths and weaknesses of Total Quality Management in health care systems, multi-stakeholder perspectives of quality of

health care, introducing, developing, implementing and testing a new model of quality management in the field of health care using quantitative, qualitative, and participatory action research approaches.

Ali's research interests are related to health policy and management, strategic management, quality management, participative management, change management, knowledge management and health macro economics. His current research interests are related to strategic quality management, especially in the public services particularly in health care systems.

UK Associates

Juan Baeza

Juan's research focuses on health policy analysis. He has worked on various projects that have examined the impact of health reform programmes upon various levels of different health systems. Although much of his work has focused on the British NHS he has also carried out research in Chile, Mexico, Russia and most recently Australia. He is particularly interested on the impact of health reform upon on the medical profession and how the medical profession influences health policy. He has just published Restructuring the medical profession through the Open University Press. Juan is currently on sabbatical from the Tanaka Business School at Imperial College at the University of Melbourne where he is a research fellow studying the policy process in Indigenous health. His most recent publications include:

Atun, R A, Baeza, J, Drobniowski b , F, Levicheva c , V & Coker , R J (2005) "Implementing WHO DOTS strategy in the Russian Federation: stakeholder attitudes." Health Policy. 74, 122-132.

Cunningham, J. & Baeza, J I. (2005) "An 'experiment' in indigenous social policy: The rise and fall of Australia's Aboriginal and Torres Strait Islander Commission (ATSIC)." Policy and Politics. 33, 461-473.

Baeza, J I. (2005) Restructuring the Medical Profession: The Intraprofessional Relations of GPs and Hospital consultants. Open University Press: Buckingham

Jane Broadbent

Jane Broadbent is currently a Professor of Accounting at Royal Holloway College. Since 2002 Jane has been Vice Principal (Academic Affairs), with responsibility for quality enhancement and assurance, student admissions and widening participation, and human resource strategy. Jane is soon to leave Royal Holloway College, to take on the role of Vice Chancellor at the University of Roehampton. Jane's main teaching interests are in the area of Management Control Systems and Management Accounting. Jane's research interests are related to the general theme of control in organisations, especially in the public services. She is interested in the extent to which the value and cultures of organisations impacts on controls and see accounting as a technology representing various interests rather than a neutral technical measurement system. Jane has two recent research projects:

Broadbent J and Laughlin R. 'Public Services: Performance Management of Higher Education: An Analysis' which is part of the Public Services: Quality, Performance and Delivery Programme. From 1/5/05 to 30/6/06 ESRC, £46,165.

Guthrie J, English L, Broadbent J & Laughlin R. 'Developing a Model for the Evaluation of Australian Public Private Partnerships'. From 1/8/05 to 31/7/08 Australian Research Council. A\$1,125,188.

Angela Coulter

Angela Coulter is Chief Executive of Picker Institute Europe. A UK-registered charity, the Picker Institute works with patients, professionals and policy-makers to promote understanding of patients' needs at all levels of healthcare policy and practice.

A social scientist by training, Angela has a doctorate in health services research from the University of London and has published widely on health policy topics. She is Visiting Professor in Health Services Research at the University of Oxford, a Governor of Oxford Brookes University, an Honorary Fellow of the

Faculty of Public Health and a lay member of the Postgraduate Medical Education and Training Board of the UK. Her books include *The European Patient of the Future* (with Helen Magee, Open University Press 2003), *The Autonomous Patient* (Nuffield Trust 2002), *The Global Challenge of Health Care Rationing* (with Chris Ham, Open University Press 2000), *Informing Patients* (with Vikki Entwistle and David Gilbert, King's Fund 1998) and *Hospital Referrals* (with Martin Roland, Oxford University Press 1992). Angela is the founding editor of *Health Expectations*, an international peer-reviewed journal of public participation in health care and health policy.

Sue Dopson

Sue is Vice President at Templeton College, University of Oxford. In 1994 Sue was awarded a PhD from the University of Leicester on *Managing Ambiguity. A Study of the Introduction of General Management in the NHS*. Sue teaches elements of the University's degree programme in management, is a tutor for post-graduates of the College and teaches on management development programmes for various companies. As a member of the Oxford Health Care Management Institute she is involved in the development of courses for the NHS and a number of research projects, including the evaluation of projects aimed at improving clinical effectiveness, exploring issues of getting the results of medical research evidence into clinical practice and more general research in the area of NHS management. She has published on the changes in the management of the NHS, the changing nature of middle management, management careers leadership, the changing employment relationships and developments in public sector management.

Christine Edwards

Professor Christine Edwards of Kingston University Business School is head of one of the largest academic departments of Human Resource Management in Europe. She has been teaching, researching and

writing on issues of management and employee relations for over thirty years, working with policy makers and managers to analyse and resolve workplace problems. Her earlier work investigated the management of employee relations in coal mining and the railways, and several private sector companies including Cadbury-Schweppes, Black and Decker and British Airways. Her current research concerns the transfer of HRM best practice and the issues surrounding work/life balance. She is currently evaluating the operation of flexible working policies in the NHS, local authorities and the police, and the role of management in the public sector. Articles published on this work can be found in the British Journal of Industrial Relations, The Journal of Human Resource Management, Employee Relations and the Health Services Journal.

Louise Fitzgerald

Louise took up her Chair in Organizational Development in the Department of Human Resource Management, DeMontfort University in 1999. The main focus of her work is research into the implementation of organisational change in professionalised organisations, especially health care. Currently, she is leading a research project funded by the Service Delivery and Organization (SDO) Research and Development Programme to examine the roles and relationships of clinical managers in managing change. She is also engaged in working as 'expert' support to the Research into Practice Programme in the Modernisation Agency. Within the university, she is engaged in teaching postgraduate students on specialist masters courses and supervising research.

Throughout her career, Louise has had extensive experience of organising and facilitating training and learning for senior managers and clinical professionals. In conjunction with clinical colleagues, she ran the management development programmes for the NW Thames Region for five years. Since then, she has led strategy development workshops for Health Authorities and general practices. She has been active in the design and delivery of the General

Management Training Scheme in the NHS since its outset.

George Freeman

Appointed as Foundation Professor of General Practice at Charing Cross and Westminster in 1993 George was active in developing the new Imperial Faculty of Medicine undergraduate curriculum, specifically in expanding general practice clinical experience. After undertaking research in the introduction of primary care units in A&E departments George returned to a major interest in the patient-doctor relationship, in particular in Continuity of Care, the quality of GP consultations, the concepts of partnership and trust and in multicultural issues. He has now retired from Imperial College and is an Emeritus Professor there. He is Visiting Professor of General Practice at St George's (University of London) since 2005.

George has had fruitful collaboration with groups in Edinburgh, Brunel, Leicester, Nijmegen and Oslo. After leading a successful multidisciplinary "scoping exercise" in continuity of care for the Service Delivery & Organisation (SDO) panel of NHS R&D, and a review of continuity in severe mental illness with Mike Crawford (Psychiatry) and Tim Weaver (SSM), George is now writing up a major study of the patient's view of continuity of primary care, again with Richard Baker and Mary Boulton (Oxford Brookes). Also writing up are projects on patient-doctor partnership in relation to asthma and to information sharing led by Josip Car and Richard Ashcroft, and a recent partnership with Ewan Ferlie (School of Management, Royal Holloway) evaluating the London Patient Choice Project. Decisions on further Continuity of Care research bids in the UK and Canada are awaited at the time of writing. Meanwhile George is continuity of care consultant for Profs Chris Salisbury in Bristol and Andrew Murphy in Galway.

Mark McCarthy

Mark McCarthy is professor of public health at UCL, and previously director of public health in the NHS for Camden and

Islington Health Authority. He undertakes research concerned with public health practice, both quantitative using primary and secondary data sources and qualitative using survey and policy analysis methods. His current specific fields include organisation of cancer services, environmental health impact assessment and strengthening public health research across Europe. For more information, please visit www.ucl.ac.uk/public-health.

Paul Thomas

Paul is a general practitioner who has worked in deprived areas of Liverpool and London for 17 years. He has been involved in many primary health care research and development projects both as researcher and as founder director of the West London Research Network (WeLRn).

His research interests are in whole systems - whole systems of care and whole systems of health. This leads to an exploration of the relevance of the 'new sciences' – how to work with ideas about organisational learning that explain how diverse, interacting factors become relevant to each other; how a rich picture of complex phenomena can be crystallised from complementary research paradigms; what leadership approaches within complex organisations facilitate emergence and sense-making.

Completed work includes case studies of primary care research networks, exploration of the factors that facilitate learning and innovation within primary care organisations and a variety of participatory action research projects. He is Chair of the North-West London faculty of the RCGP and Deputy Chair of the RCGP Health Inequalities Standing Group and he is presently helping to devise policy that will embed applied research in the activities of Primary Care Trusts and practice based commissioning in North West London.

Diana Winstanley

Professor Diana Winstanley BSc, PhD, PG Dip Couns, FCIPD is Director of

Postgraduate Programmes at Kingston Business School, Kingston University. She specialises in management development and personal effectiveness, and has written over 50 articles and 5 books on management, including her latest 'Personnel Effectiveness' (2005, published by the CIPD). She is also a trained humanistic counsellor and an executive member of European Business Ethics Network UK. Her current research interests are in the areas of learning, development, diversity and business ethics. Diana's previous research includes a study of senior management competence in the NHS, and an information strategy for the Department of Health in the area of disability equipment provision.

In the last year she has designed and delivered (with partners at Change-fx) an innovative management development programme as part of the national management development initiative in the NHS. The programme (running from 2005-2006) designed for NELSHA, is being delivered to East London and City mental health Trust, and combines accelerated learning modules, projects which make a real difference to practice, and work-based learning contracts leading to the award of MA in health management.

Diana is one of the steering group on the new tripartite centre for leadership and management in healthcare, a joint venture between Royal Holloway School of Management, Kingston University Business School and St. Georges Medical School, a body which will be launched in 2006.

International Associates

Prof Jean Louis Denis, HEC, University of Montreal, Canada

Jean-Louis is a Professor at the Department of Health Administration and researcher at the Department of Health Administration and GRIS at Université de Montréal. He holds the Chair on Governance and Transformation of Health Care Organizations from the Canadian Health Services Research Foundation and the Canadian Institutes for Health Research. He has been involved in the training of managers and researchers in the health care sector for almost fifteen years. Author of many scientific publications on strategic change and leadership and the regulation of health care organisations, he currently carries out research on regionalisation and integration of health care, on the reorganisation of the university hospitals and on the role of scientific evidence in the adoption of clinical and managerial innovations. He is also a member of the Royal Society of Canada.

Prof Ann Langley, HEC, University of Montreal, Canada

Ann Langley is Professor of Strategic Management and Research Methods at HEC Montreal, Canada and Director of the PhD. and MSc programs. From 1985-2000, she was a faculty member at Université du Québec à Montréal. She obtained her undergraduate and masters degrees in the UK and her PhD in administration at HEC in 1987 after working for several years as an analyst both in the private sector (Mars Ltd., UK) and in the public sector (health systems consultant). Her early research was inspired by these work experiences, and dealt with the role of analysis in organisations. Since then, she has pursued her interest in strategic management processes, focusing particularly on complex organisations with multiple goals and ambiguous authority. Her recent work deals with strategic decision-making, innovation, and leadership and strategic change in the health care sector. She is currently working on a major project in two teaching

hospitals that examines the management of implementation of hospital mergers. Her work has appeared in journals such as *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Studies*, *Organization Science*, *Journal of Management Studies*, *Canadian Journal of Administrative Sciences* and *Sloan Management Review*. She also has several French language publications in journals such as *Sciences Sociales et Santé*, *Revue Française d'Administration Publique* and *Revue Internationale de Gestion*.

Dr Jenny Lewis, Department of Political Science, University of Melbourne, Australia

Dr Jenny Lewis is Senior Lecturer in Public Policy and the Director of the Master of Public Policy and Management program in the Department of Political Science, University of Melbourne. She also holds an adjunct position at the University's Centre for Health and Society. She held a Senior Research Fellowship funded by VicHealth and the Department of Human Services (state government) from 2001-2005. She teaches public policy, and health politics, policy and governance. Jenny has published widely in academic journals on governance, health policy, networks and professions, and has worked for state government in a number of different roles and as a consultant. Her most recent publications include a book entitled: *Health policy and politics: networks, ideas and power*.

Jenny's current research is centred on network theories and methods in a number of different settings, including: social connectedness in communities; innovation inside government; health policy networks; partnerships for health; and capacity building in indigenous health policy. She is on the Editorial Board of *Public Administration Review*, and the *Journal of Health Services Research and Policy*, and a founding board member of a new on-line journal *Australian and New Zealand Health Policy*.

Catherine Paradeise, Université de Marne La Vallée, France

Catherine Paradeise is a sociologist by training. She was trained in France (Institut d'Études Politiques de Paris, École des Hautes Études en Sciences sociales), and in the US (University of Michigan at Ann Arbor), and holds a *thèse d'État* from La Sorbonne. She has been teaching in a variety of universities (Paris X-Nanterre, Nantes, Lyon) and 'grandes écoles' (HEC, ENSAE, CNAM, IEP de Paris, ENS de Cachan) in France and abroad (UQAM, University of Montreal, Canada). She held important positions as a science and higher education manager, as deputy director of the social sciences department at the National Center of Scientific Research (CNRS) in the 1990's, deputy director of the École Normale Supérieure de Cachan at the beginning of the 2000's, and scientific counsellor for several French scientific organisations. She is presently at the Université de Marne la Vallée.

As a researcher, she specialised in the sociology of labour markets, professions and occupations, and industrial relations. More recently, she developed an interest in science policies and STS. She is member of the PRIME NoE executive committee. She is presently working at several empirical research works dealing in a comparative manner with the organizational aspects of science production. She acts as an occasional referee for several journals or book publishers. She is presently a senior editor at *Organization Studies* and *Sociologie du Travail*.

Prof Jean Claude Thoenig, ENS (Cachan) Paris, France

Jean-Claude Thoenig is a directeur de recherche at the French Centre National de la Recherche Scientifique. He currently is a member of Dauphine Recherche en Management, the management research centre of the university of Paris-Dauphine. He also is a professor of sociology at INSEAD (Fontainebleau). He graduated from the University of Geneva (CH) as a sociologist. He chairs the advisory board of Organisation Studies and has been the first chairperson of EGOS. He also has been the president of the French Council for Evaluation. His current research interests are: public R&D policies and institutions, management of human resources in the public sector, sociological theories of the firm, cognitive management in organisations.