

Enterprise LSE special

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BY ROGER MOUNTFORD, CHAIRMAN, ENTERPRISE LSE



Roger Mountford

Academics and students choosing to join the LSE community do so for many reasons, but in deciding to come to London they reveal a desire not only to join a world-leading academic institution but also to live and work in the heart of one of the world's centres of commerce, politics, law, finance and communications.

Since its foundation,

LSE people have shown a desire to engage with the wider community, applying their cutting-edge research to issues of the day: whether advising governments on development of policy and planning, companies on the economic or legal environment, or charities and pension schemes on social issues. The benefits of doing so lie not only in seeing research in the social sciences being applied but also in the insights gained from working with the political, business and legal

communities that make up a world city.

Priority three of LSE's new strategic plan focuses on engagement with the wider community. There are, of course, many ways in which the School, its departments and individual academics engage with the international community and influence events in the world. Among these, as the School's strategic plan states, 'the School's influence is spread internationally through various forms of executive education and staff consultancies.' The vehicle that the School has created as a channel for executive education and consultancy is Enterprise LSE Limited, familiarly known as ELSE. This edition of *News & Views* provides a broad description of the ways in which ELSE works with LSE academics to help them negotiate and deliver consultancy or participate in the School's growing range of executive education courses for clients in the public and private sectors, at home and abroad.

Academics are busy people, balancing the demands of teaching and research even before they accept a consultancy assignment. ELSE's consultancy management staff are there to relieve them of the burden of negotiating fees and contract terms, to protect the academic's rights to his or her work, to make sure that tax and national insurance are properly dealt with, and if necessary to collect debts from clients who, though prestigious, can be very slow to pay.

In a number of cases, ELSE has initiated or co-ordinated assignments employing LSE academics from different departments, encouraging new

and exciting collaboration across the School.

Executive education is the fastest growing of ELSE's activities. Public sector clients and global businesses increasingly recognise the value of regularly challenging their management to look at the world around them. They favour short courses designed specially to meet their needs and delivered by the world's top universities. ELSE designs and runs courses, taught by the School's academics, for an astonishingly broad and interesting range of clients – from the British Foreign Office and the National School of Government, to the governments of Jordan and Kazakhstan, as well as a wide range of international businesses.

To achieve even greater penetration of the global business market for customised education, ELSE has created a joint venture with Duke University's Corporate Education business, which recently (and for the third straight time) was ranked number one globally for its customised executive education. Through this joint venture, the School and its community are tackling, through education, the strategic challenges of a growing number of major international banks, technology and resource companies.

I hope this special will answer many questions about consultancy, executive education and how ELSE can help those of our academics who want to participate. As a next step please contact any of the ELSE staff or drop into ELSE's offices in Tower One.

Flagship course

The Top Management Programme (TMP) is the flagship course at the newly re-branded National School of Government (NSG) at Sunningdale Park, the former Civil Service College.

The programme is specifically designed for senior managers with potential for top positions within the civil service, NGOs and the public sector.

NSG approached ELSE to design a 'global dimensions' module within a four-week programme focused on management and leadership skills. The topics covered ranged from *Global Financial Architecture* and *The Future of Europe*, to *The Audit Society* and *The Science of Happiness*.

ELSE's joint venture partners, Duke Corporate Education, contributed with sessions including *Managing Change through Uncertainty*.

The first LSE input on the TPM took place in September last year, followed by another round in October and further instalments are now being scheduled for February and March this year.



Q & A with Christine Whitehead

Q When did you join LSE?

A I became a full time member of staff in the 1980s

Q How long have you been working with Enterprise?

A Since Enterprise LSE began, which makes it just over 10 years now.

Q Can you give a brief overview of some of the projects you have worked on?

A The majority have been for a government department or agency. These include Home Office projects on crime, anti-social behaviour; ODPM, regional and local government projects on housing needs and demand and on projecting household requirements as well as affordability and environmental impacts; evaluating government policies for a range of international governmental organisations including the Finnish Parliament and Fannie Mae; work on privatisation and private finance initiative for the Audit Commission; and a range of projects specific to London.

I have also been involved in a number of seminars organised through ELSE, which bring in a different audience including policy makers and professionals.

Q Which project have you enjoyed most?

A The economic evaluation projects - these are both challenging and fun as they involve developing an effective interface with policy makers who want evaluation done but don't necessarily want to be told what they're doing wrong but have to hear that message. There are also difficult issues

involved in some of the cases such as estimating social costs and benefits of intangibles eg with respect to policing or anti-social behaviour.

Q What have you gained from your consultancy work with ELSE?

A Mostly the benefits of working with ELSE are practical - ELSE provides an interface with the client and organises payment and staffing issues. Because ELSE is part of the School one does not have to ask permission for each project. ELSE also provides necessary insurance.

Since the majority of the things I do involve the School's reputation it is important that the work should be monitored by the School and be of benefit to the School.

If you wish to be involved in more policy oriented issues and in informing policy makers ELSE is a more appropriate conduit than the research route – even though the work often involves publishable research output.

Q How do you get most of your projects? Do you source them yourself or are you approached by ELSE?

A Mostly I am approached by the client and I then take this to ELSE. In this way I get to do projects which fit with my research interests and where my reputation as a housing and urban specialist is most relevant.

Q How much time do you normally spend on the

projects you work on?

A The amount of time varies enormously. I take projects because they interest me and, depending on the project I take, it means varying amounts of work. The School guidelines say no more than one day a week during term time but outside of term time it may be a bit more.

Christine comments further

ELSE was set up in part to help academics increase their incomes while working in fields relevant to the School.

Moreover, to an important extent when you are getting paid to do a project, people will listen to the results because they have paid you for them. But the main reason I do it is to be involved in policy. If you want to be involved you have to take part in the policy making process. It is through this process that I am able to advise on policy and maybe have some impact.



Christine Whitehead

ABN AMRO programme

Enterprise LSE and Duke Corporate Education have recently started a fully customised programme for high potential director level employees of global banking group ABN AMRO. Running through 2005-06, the masterclasses are delivered across the world, including New York, Hong Kong, Amsterdam and London.

The design was customised to cover areas such as strategic development, growth and profitability, with a special focus on risk management and corporate finance. Duke CE and ELSE have produced a highly interactive programme where facilitators and faculty experts target the key areas crucial to ABN AMRO's corporate strategy. The masterclasses incorporate case studies

and group work to enhance understanding of the topics and stimulate group participation.

One participant said: 'It was a well considered structure which ensured continued momentum. This was aided by the quality of the facilitators who related theoretical models back to business cases and our daily experience.'

Enterprise LSE programme director Yuri Bikbaev led the Enterprise LSE contribution to this project and hopes that it will lead to new opportunities for LSE to work with corporate clients.



L-r: Barry Rogers, LSE Institute of Social Psychology and Professor Ron Anderson, LSE Accounting Finance, during the ABN AMRO masterclass delivery.

Benefits we offer

- use of ELSE and LSE name in association with private work
- professional indemnity insurance cover
- financial management and accounting services
- speedy negotiation of client and sub-contractor contracts on behalf of academics
- designated members of staff to manage projects on behalf of academics
- marketing of consultancy and executive education services
- administrative support and use of Enterprise LSE facilities and resources
- database of LSE academics willing to join interdisciplinary teams

Enterprise LSE and Spain

Since its initial LSE Masterclass series in 2000, ELSE has been expanding its operations in Madrid and throughout Spain with a series of executive education programmes. It is now looking to consolidate its business there for the years to come.

‘It’s a very exciting time in both public policy and corporate Spain at the moment’, said Adam Austerfield, ELSE’s director of projects. ‘You only have to look at Banco Santander’s takeover of Abbey and Telefonica’s takeover of O2 in the UK, to see that Spain is rapidly becoming a major actor on the corporate stage.

‘It also has two business schools in the top ten in the world, almost double the EU average GDP growth rate, and serious European and global ambitions away from its traditional Latin American influence.’

The LSE Masterclass programme has taken eight to ten LSE academics each year to Madrid for four week-long courses where they teach some of the best and brightest students from across Spain on a whole range of subjects – from international finance, civil society, immigration, global trade and public



finance. The programme will run again for the sixth time in the first part of this year.

A special alumni group comprising the 500 students who have attended the programme has been formed, including many LSE graduates. The programme has been generously sponsored by the Fundación Caja Madrid and administered by ELSE’s colleagues in Spain, ZEIA.

The Caja Madrid and MAPFRE, Spain’s second biggest (and Latin America’s largest) insurance company have asked ELSE, together with LSE colleagues, to advise them on the strategic development of executive education within Spain, both for their own senior personnel and external clients.

Most recently, LSE has contracted with the Insituto de Estudios Bursátiles (IEB), the Stock Exchange Institute (connected to the Central Bank) and the Madrid Stock Exchange. This will see over 100 IEB students visit the School in September for a series of customised seminars. The IEB is the biggest provider of postgraduate finance education in Spain. These seminars will give all the students a good taste of LSE.



Short Courses on Regulation

For six years, Enterprise LSE has collaborated with the School’s Law Department to deliver the highly successful five-day short course on Regulation at the School every spring and autumn.

The course is attended by UK, EU and overseas participants who are developing their professional expertise in regulation. It introduces participants to key issues and develops an understanding of these. The week is of particular value to professionals who are moving into regulatory affairs from other areas.

The course looks at how regulation operates on the ground and also covers regulatory theory and all stages of the regulatory process – from law and rule-making to risk management, institutional frameworks and enforcement. It considers regulation from the perspectives of economists, lawyers, sociologists, political scientists and others.

Individual seminars and workshops examine not merely how regulation ought to be carried out and evaluated, but how regulation tends to develop, and how its incidence and shape can be explained. The utilities, financial and other sectors are well covered, and European issues are also considered.

A number of enquiries has prompted us to add a three-day

edition of the course. This can be delivered by arrangement to an individual organisation and so far has been delivered to the Jordanian Ministry of Water and Irrigation, the Taoiseach’s office in Ireland, and DEFRA here in the UK.

Further client editions of the regulation course are planned in South Africa, Hong Kong and Switzerland.

Experience to date with the three-day client course reveals that a number of advantages can flow from the bespoke approach:

- the course can be tailored to the client organisation’s particular regulatory interests
- participants from single organisations respond particularly well to workshop sessions
- staff time commitments are reduced by bringing the course to them.

The tutors on the courses come from different backgrounds, departments and research groups as well as practitioners. This enables us to give an overview of regulatory issues from various angles. For in-house customised versions, the learning requirements of the client determines which faculty is most relevant.

Recent projects

• THE IXXI BREAKFAST SERIES

twelve private sponsored meetings, chaired by Lord Desai, were held during the year to discuss subjects ranging from the prospects for Europe to Anglo-American relations in the post Iraq era.

• ANTI-MONEY LAUNDERING RESEARCH

ELSE developed business backing and funding for research work in building new methods of modelling and identifying suspicious behaviour patterns in financial transactions.

• UNITED NATIONS DEVELOPMENT PROGRAMME, BRATISLAVA

a quarterly newsletter covering topics of development and transition in the economies of Eastern Europe and the CIS, distributed to government agencies, consultancies, UNDP staff and other interested parties.

• A THREE DAY CUSTOMISED COURSE

on regulation for the utility industries in Jordan.

• A ONE WEEK COURSE

on statistical analysis and pricing for a North American based pharmaceutical company.

• AN INDIVIDUALLY TAILORED PROGRAMME

for a senior government minister from the Caucasus.

• A STUDY FOR THE CORPORATION OF LONDON

on the role of the capital in the UK economy.

• AUDIT TRAINING

for the voluntary sector engaged in the education activities across developing countries especially in south Asia and sub-Saharan Africa.

• A STUDY FOR THE NATIONAL AUDIT OFFICE

on ‘Citizen Redress: What citizens can do if things go wrong with public services.’

• FOREIGN AND COMMONWEALTH OFFICE

economics and trade policy training, introductory and intermediate levels under a three year contract.

• RISK FORUM

a consortium sponsored group, meeting four times a year to discuss risk topics relevant to their companies.

• EMERGING MARKETS ONLINE NEWS SERVICE

continuing our long running political insight commentary and analysis across three emerging market territories

Meet the team

At Enterprise LSE we have project directors, managers and co-ordinators:

- Adam Austerfield is our long serving director of projects, leads our IDEA news service, manages our Spanish activities and knows almost everyone
- Yury Bikbaev is our charismatic project director who does a lot of work across our executive education and commercial research projects



- Jeannine McMahon and Nic Stavnes are our project managers and both regularly tender for new work as well as managing many projects
- All work at Enterprise LSE is overseen by Simon Flemington, who’s the chief executive
- Horatio Mortimer runs a number of special projects, such as the UNDP Transition and Development enewsletter
- Clare McHugh and Daniel Belcher run the day-to-day finances of Enterprise LSE
- Alex Goddard and Marie Kidman are the project co-ordinators, they’re here to assist the project managers and directors and ensure the smooth running of our work
- Louisa Bull is the office administrator and is the first point of contact for those new to us
- Liz Thompson is ELSE’s business development manager

**top, l-r: Adam, Alex, Yury, Marie, Daniel and Louisa
middle, l-r: Clare and Jeannine
seated, l-r Simon and Horatio**

Kazakhstan’s education pipeline

Following on from a successful executive education programme on *International Political Economy* for members of the Kazakhstan government held last September, Enterprise LSE delivered a second programme for another group of Kazakh officials in November.

The second programme focused on the *Practice of Modern Politics*. Participants studied and discussed such topics as global finance, competition policy and international trade, with a special focus on how to accelerate privatisation and methods for fighting corruption.

All topics were reviewed in both the global context and how they may apply to Kazakhstan. As well as seminars with LSE academics, there were presentations from the Bank of England, the British Gas Group, and Transparency International.

The Kazakhs attended a reception at the House of Lords hosted by Lord Wallace as well as a number of public programmes at LSE

After the completion of the second programme, the chairman of Kazakhstan’s civil services affairs agency said: ‘We are honoured to work with LSE and have

gained interesting insights from this programme and we look forward to continuing our partnership.’



L-r: Kairat Smagulov, deputy head, Office of the Prime Minister, and Julius Sen, course director, Enterprise LSE, during the presentation of attendance certificates at the end of the course.

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