

C.V. 2014

PAUL WILLMAN

WORK ADDRESS

Department of Management
London School of Economics
London WC2A 2AE

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EDUCATION

- 1978 D. Phil, Faculty of Social Studies and Trinity College, Oxford University,
- 1974 B.A. (Hons) Social and Political Sciences, St. Catharine's College,
Cambridge University (M.A. 1977, M.A by incorporation, Oxford University,
2000]

EMPLOYMENT

- 2006- Professor of Management, London School of Economics
- 2000-06 Ernest Batten Professor of Management Studies, Saïd Business School and
Professorial Fellow, Balliol College, Oxford
- 1991- 2000 Professor of Organisational Behaviour and Industrial Relations, London
Business School
- 1989 Sir Norman Chester Senior Research Fellow, Nuffield College, Oxford
- 1988-91 Associate Professor, Organisational Behaviour and Industrial Relations,
London Business School
- 1984-88 Lecturer, Organisational Behaviour and Industrial Relations, London Business
School
- 1983-84 Lecturer, Industrial Relations, Cranfield School of Management, Cranfield
University (tenure 1984).
- 1978-83 Lecturer, Industrial Sociology, Imperial College, University of London, (tenure,
1981).
- 1977-78 Research Officer, National Union of Bank Employees

OTHER POSTS

2014 -	Council Member, Advisory Conciliation and Arbitration Service.
2012-	Director, Private Wealth Programme, Said Business School, Oxford University.
2011-	Visiting Professor, Department of Management, Macquarie University.
2009	Visiting Scholar, Department of Work and Organisation, University of Sydney.
2006-	Fellow, Centre for the Analysis of Risk and Regulation, London School of Economics.
2001-12	Fellow, Centre for Economic Performance, London School of Economics
2001-5	Fellow, Centre for Management Development, London Business School
2001-3	Director of Executive Education, Said Business School
2001-3	Chief Operating Officer, Oxford Management Development Ltd.
2001-6	Editor in Chief, <i>Human Relations</i>
1988-	ACAS Arbitration panel member.
1983-5	Visiting Research Fellow, Imperial College, University of London

ADMINISTRATION AND DIRECTION

2010-14	Director, Executive Global Masters' in Management, LSE
2008-10	Head of Employment Relations and Organizational Behaviour Group, LSE
2008-11	Director, Masters' in Management Msc, LSE
2001-3	Director, Executive MBA, Oxford University.
2001-3	Chief Operating Officer, Oxford Executive Education
2001-2	Chair of Examiners, Oxford University MBA
1998-2000	Subject Area Chair, Organisational Behaviour Group, London Business School
1996-9	Governor, London Business School

1995-2000	Director, Centre for Organisational Research, London Business School
1993-5	Chief Examiner, London Business School
1989-92	Director, Sloan Programme, London Business School

PUBLICATIONS

FORTHCOMING

Bryson, Gomez, Kretschmer, Willman
 "What Accounts for the Union Gap in Voter Turnout? Evidence from the European Union, 2002-2008"
Special 50th Anniversary issue of Relations Industrielles/Industrial Relations (RI/IR) 2014

[I] BOOKS

Willman
'Fairness, Collective Bargaining and Incomes Policy',
 Oxford University Press, 1982.

Francis, Turk and Willman [eds]
'Power, Efficiency and Institutions, A Critical Appraisal of the Markets and Hierarchies Paradigm' Heinemann, 1983.

Willman and Winch
'Innovation and Management Control: Labour Relations at BL Cars'
 Cambridge University Press, 1985.

Marsden, Morris, Willman and Wood
'The Car Industry: Labour Relations and Industrial Adjustment',
 London, Tavistock, 1985.

Willman
'Technological Change, Collective Bargaining and Industrial Efficiency'
 Oxford University Press, 1986.

Dawson, Willman, Bamford, and Clinton
'The Limits to Self Regulation: Ten Years of the Health and Safety at Work Act' Cambridge University Press, 1988.

Willman, Morris and Aston
'Union Business; Trade Union Organisation and Financial Reform in the Thatcher Years'
Cambridge University Press, 1993.

Kelly and Willman [eds]
Union Organisation and Activity
Routledge, 2004

Fenton O'Creevy, Nicholson, Soane and Willman
Traders; Managing Risks and Decisions in Financial Markets
Oxford University Press, 2005 (paperback 2007)

Willman
Understanding Management; Social Science Foundations
Oxford University Press, 2014

II) MONOGRAPHS

Willman
New Technology and Industrial Relations: A Review of the Literature
Department of Employment Research Paper, No. 56, 1987.

Willman and Morris
The Finances of British Trade Unions 1975 - 1985
Department of Employment Research Paper No 62, 1988.

(III) JOURNAL ARTICLES (*refereed)

Francis & Willman,
'Microprocessors; Impact and Response', Personnel Review, Vol 9, No 2, Spring 1980, p9-17.

*Willman
'Leadership and Trade Union Principles; Some Problems of Management Sponsorship and Emergence', Industrial Relations Journal, Vol 11, No 4, October 1980, p 39-50.

*Willman
'The Growth of Combined Committees; A Reconsideration', British Journal of Industrial

Relations Vol 19, No.1 March 1981, p 1-13.

*Gospel & Willman

`Disclosure of Information; the CAC Approach', Industrial Law Journal, Vol. 10, No. 1, March 1981, p 10-22.

*Willman

`Opportunism and Labour Contracting: An Application of the Organisational Failures Framework', Journal of Economic Behaviour and Organisation, Vol 2, No 1, March 1982, p 83-98.

*Willman

`A Note on the Feasibility of Incomes Policy', Industrial Relations Journal, Vol 13, No 2, Summer 1982, p75-82.

Bamber & Willman

`Technological Change and Industrial Relations in the U.K.', Bulletin of Comparative Labour Studies, June 1983, p 77-101.

*Willman & Gospel

`The Role of Codes in Labour Relations; The Case of Disclosure', Industrial Relations Journal Vol 14 No. 4, Winter 1983. p 75-82.

*Willman

`The Reform of Collective Bargaining and Strike Activity at B.L. Cars', Industrial Relations Journal Vol 15, No 2 1984, 1-12

Dawson, Willman, Bamford & Clinton,

`Safety in Construction: Self Regulation, Industrial Structure and Workforce Involvement'. Journal of General Management, Vol 10 No 4 Summer 1985, 21-37.

Willman & Morris

`The State of the Unions: Trade Union Finances 1975 to 1985', Employee Relations, Vol 10, No 2, 1988, p 17-22.

Morris & Willman

`La gestione delle risorse umane nelle banche britanniche' I Quaderni Di Note Finanziarie, No. 2, 1988, 25-34.

Morris & Willman

`Le strategie sindacali nel settore finanziario britannico' I Quaderni Di Note Finanziarie No. 2, 1988, 34-46.

*Willman

`The Logic of Market Share Unionism, Is Membership Decline Inevitable?' Industrial Relations Journal, Vol 20, No 3, 1989 p 260-271.

*Aston, Morris & Willman

`Still Balancing the Books; the NUM and the 1984-5 Strike' Industrial Relations Journal Vol

21 No. 3, Autumn 1990, p173-185

*Willman

`The Financial Performance of British Trade Unions, 1950-1988'
British Journal of Industrial Relations, Vol. 28, No. 3, November 1990.

Willman

`Playing the Long Game; Reaping the benefits of Technological Change', Business Strategy Review, vol 3 No. 1 , 1992

Morris & Willman

`The Union of the Future and the Future of Unions' Employee Relations, Vol 36 No 2, 1994.

*Willman and Cave

`The Union of the Future: Super Unions or Joint Ventures?' British Journal of Industrial Relations, Vol 32, No 3, 1994, 396-412

*Willman and Morris

`Financial Management and Financial Performance in British Trade Unions' British Journal of Industrial Relations, Vol 33 No.2, 1995

*Willman

`Strategy vs Context; a Reply to Morishima', British Journal of Industrial Relations Vol 33 No.3 1995

Willman

`Protecting Know-How' Business Strategy Review, Vol 7 No. 1, 1996

*Flood, Turner and Willman

`Union Presence, Union Service and Union Participation', British Journal of Industrial Relations Vol 34 No.4 1996, 415-431

*Willman

`Merger Propensity and Merger Outcomes among UK Unions, 1986-1995' Industrial Relations Journal Vol 27 No. 4 1996

Coen and Willman

`The Evolution of the Regulatory Affairs Function', Business Strategy Review, Vol. 9, No. 4, 1998

*Flood, Turner and Willman

`A Segmented Model of Union Participation', Industrial Relations, Vol 35, No.1, January 2000

*Willman

`The Viability of Trade Union Organisation; A Bargaining Unit Analysis' British Journal of Industrial Relations, March 2001

*Willman, Fenton O'Creevy, Nicholson and Soane

“Knowing the Risks; theory and practice in financial markets’ Human Relations, Vol 54 No. 7

July 2001, 887-910

*Gospel, Lockwood and Willman

'The right to know: disclosure of information for collective bargaining and joint consultation' Bulletin of Comparative Labor Law and Policy, Vol 22 No 2 2001, 327-49

*Willman, Fenton O'Creevy, Nicholson and Soane

'Traders, Management Behaviour and Loss Aversion in Investment Banking; A Field Study', Accounting, Organisations and Society, Vol 27, 2002, 85-98

*Wood, Moore and Willman

Third time lucky? Statutory Union Recognition in the UK' Industrial Relations Journal, Vol 33, No 3 July 2002 215-34

*Willman, Coen, Currie and Siner

'Regulatory Institutions and Firm Behaviour; The Evolution of Regulatory Relationships in the UK', Industrial and Corporate Change, Vol 12 No.1 2003, 69-89

*Fenton O'Creevy, Nicholson, Soane and Willman

'Trading on Illusions; Unrealistic perceptions of control and trading performance' Journal of Occupational and Organisational Psychology, Vol 76, 2003, 53-68

*Nicholson, Fenton O'Creevy, Soane and Willman

'Personality and Domain-Specific Risk Taking', Journal of Risk Research, 8 (2), 157-176 March 2005

*Peccei, Bewley, Gospel and Willman

'Is it Good to Talk? Information Disclosure and Organisational Performance in the UK.' British Journal of Industrial Relations Vol 38 1, 2005

Bryson, Gomez Willman,

'Voice at work...what do employers want? A symposium summary .' Socio-Economic Review, Vol 4 No 2 2006, pp. 279-282

*Willman, Bryson, Gomez

'The sound of silence: which employers choose no employee voice and why?' Socio-Economic Review, Vol 4 No 2 2006, pp. 283-299

*Willman, Fenton O'Creevy, Nicholson and Soane

'Noise Trading and Trader Behaviour' Journal of Management Studies Vol 43 No 6 2006, 1357-75

*Bryson, Gomez, Kretschmer, Willman

The Diffusion of Workplace Voice and High-Commitment Human Resource Management Practices in Britain, 1984-1998. Industrial and Corporate Change Vol 16: 2007 pp 395-426;

*Willman and Bryson

'Union Organisation in Britain' Journal of Labor Research Vol xxviii, No. 1, 2007, pp93-115

*Willman, Bryson, Gomez

'The Long Goodbye; The rise and fall of union voice in the UK'
International Journal of Human Resource Management Vol 18 No. 7, 2007 pp 1318-34

* Loveridge, Willman and Deery
'60 years of Human Relations' Human Relations, Vol 60 No. 12, 2007 pp 1873-88.

* Peccei, Bewley, Gospel, Willman
"Look Who's Talking; Sources of Variation in Information Disclosure in the UK"
British Journal of Industrial Relations, Vol. 46 No. 2, 2008, pp340-66

* Peccei, Bewley, Gospel and Willman
Antecedents and outcomes of information disclosure to employees in the UK, 1990–2004:
The role of employee voice" Human Relations 2010 Vol. 63(3) 419–438.

* Bryson, Gomez, Willman
"Online Social Networking and Trade Union Membership"
Labor History Vol 51, No 1 2010, p41-53

* Soane, Fenton-O'Creevy, Nicholson and Willman
"Thinking, feeling and deciding: The influence of emotions on the decision making and
performance of traders", Journal of Organisational Behavior, 32, p1044-61, 2011.

* Bryson, Willman, Gomez, Kretschmer
"The Comparative Advantage of Non-Union Voice in Britain, 1980-2004", Industrial
Relations, Vol 52 no.1 2013, p26-52.

Bryson, Gomez, Kretschmer, Willman
"Workplace Voice and Civic Engagement: What Theory and Data Tell Us About Unions and
Their Relationship to the Democratic Process" Osgoode Hall Law Journal 50 (4): 1-33, 2013.

(IV) CONTRIBUTIONS TO EDITED COLLECTIONS

Willman
'The British Trade Union Movement and Technological Change, Organisations et Conditions
du Travail en Grand Bretagne: Agence Nationale pour L'Amelioration du conditions du
Travail, Universities de Lille, 1980.

Francis, Snell, Willman & Winch
'The Impact of Information Technology at Work: The Case of CAD/CAM and MIS in
Engineering Plants', in 'Information Technology'[ed] L Bannon, U. Barry and O. Holst, Dublin
Tycooley, 1982.

Willman
'Social and Employment Implications of Information Technology' in 'Brave New World.
Living with Information Technology', London, Macdonald, 1982.

Willman

'The Organisational Failures Framework and Industrial Sociology' in Francis, Turk, and Willman (Ed), 1983.

Winch, Francis, Snell & Willman

'Management, Industrial Relations and New Technology for the B.L. Metro'. In M Warner (Ed) 'Microelectronics, Manpower and Society', Gower Press, 1984.

Willman & Cowan

'The Impact of Autotellers on Bank Staff Numbers: Some Case Study Evidence', in M Warner (ed)'Microelectronics, Manpower and Society' Gower Press, 1984.

Winch, Francis, Snell & Willman

'Industrial Relations and Technical Change in the UK Motor Industry', in W Streeck (Ed) Industrial Relations and Technical Change in the British, Italian and German Car Industries, International Institute of Management, Berlin, 1984.

Willman & Winch

'Making the Metro' in T. Forrester (Ed) The Information Technology Revolution, Oxford, Blackwell, 1985.

Willman

'Labour Relations Strategy at B.L. Cars' in S. Tolliday, and J Zeitlin Eds) 'Between Fordism and Flexibility: The International Automobile Industry and its Workers', Oxford, Polity Press, 1987.

Willman

'Industrial Relations Issues in New Manufacturing Technology', in T. Wall et al (Eds) 'Human Aspects of New Manufacturing Technology', London, Wiley; 1987.

Willman

'The Future of the Assembly Line in the U.K. Car Industry' in U. Jurgens, B.Dankbaar and T. Malsch (Eds) "Die Zukunft de Arbeit in der Automobilindustrie" Springer, Berlin 1988.

Willman

'Human Resource Management in the Service Sector' in Jones, P. [ed] Management in Service Industries, Pitman, London 1989.

Willman and Holding

'Computerization at the Trustee Savings Bank' in Williams, P.C. and Spaul, B. [eds] 'I.T. and Accounting', London, Chapman and Hall 1991 48.

Kay and Willman

'Managing Technological Innovation: Architecture, Trust and Organisational Relationships within the Firm' in P. Swann [ed] 'New Technology and the Firm', London , Routledge, 1993.

Willman

'Negotiating Structural Change' in B.Bolton et al [eds] Telecommunications Services, ILO, Geneva 1993,123-37

Willman

Industrial Relations in N. Nicholson (ed) The Blackwell Dictionary of Organizational Behavior, Blackwell, Oxford 1994.

Willman

Safety in N. Nicholson (ed)

The Blackwell Dictionary of Organizational Behaviour, Blackwells, Oxford 1994.

Willman

'Appropriability of Technology and Internal Organisation'

in I. McLaughlin and Harris, M., [eds] 'Innovation, Organizational Change and Technology' Thomson, 1997, p42-61.

Soane, Fenton-O'Creevy, Nicholson and Willman.

"Psychological theory and financial institutions: Individual and organisational influences on decision making behaviour. In: R. Jameson (ed) Operational Risk and Financial Institutions, pp 159 - 172. London: Risk Books in association with Arthur Andersen. 1998

Nicholson and Willman

Folly, Fantasy and Roguery – A Social Psychology of Finance Risk Disasters. Financial Times Mastering Risk, Volume 1: Concepts, pp241 – 246. 2001

Gospel and Willman

'Dilemmas in worker representation; information, consultation and negotiation' in Gospel and Wood [eds] Representing Workers; Trade Union Recognition and Membership in Britain Routledge 2003

Willman

'Structuring Unions; the Administrative Rationality of Collective Action' in Kelly and Willman [eds] Union Organization and Activity Routledge, 2004, 73-89

Bryson, Gomez, Willman

'The End of the Affair; the decline in employers' propensity to unionise', in Kelly and Willman [eds] Union Organization and Activity Routledge, 2004, 129-50

Willman

'Circling the Wagons; Endogeneity and Union Decline', in Metcalf and Fernie, [eds] British Unions; Dissolution or Resurgence? Routledge 2005

Gospel and Willman

'Statutory Information Disclosure for Consultation and Bargaining: A German, French, British Comparison'. in J. Storey (ed.), Adding Value through Information and Consultation, Palgrave, 2005.

Gospel and Willman

'Changing Patterns of Employee Voice – Information, Consultation, and Negotiation' in J. Storey (ed.), Adding Value through Information and Consultation, Palgrave, 2005.

Willman and Bryson

"Accounting for Collective Action; Resource Acquisition and Mobilisation in UK Unions" Advances in Industrial Relations, Volume 16, 2009 p23-50.

Willman, Bryson, Gomez
“Voice at the Workplace 1980-2004”
The Evolution of the Modern Workplace, (ed) Brown et al., Cambridge University Press,
2009, p97-120

Gomez, Bryson, Willman
“Voice Transformation: The Shift from Union to Non-Union Voice in Britain”
Oxford Handbook of Participation in Organisations
(ed) Wilkinson et al., Oxford University Press, 2010

Willman and Fenton-O’Creevy
Cultures of risk?
Risk in Financial Institutions, Shojai and Feiger (eds)
Euromoney Publications, 2013

Willman, Bryson, Gomez .
“Voice and the Transactions Cost Perspective”
in The Handbook of Research on Employee Voice, Wilkinson, Dundon and Freeman (eds),
Edward Elgar, 2014.

Teaching Experience

Undergraduate teaching of Industrial Relations at Imperial College

Msc Teaching of Organization Theory, Oxford Said Business School

MBA, EXEC MBA Teaching at Cranfield, London Business School, Ecole des Ponts et
Chausees, Said Business School.

Executive Education on open programmes at London Business School (Advanced
Management Programme, Human Resources Strategy Programme), Oxford University
(Oxford Programme on Negotiation, Advanced Management Programme)

Executive Education, in company work for Cranfield, London Business School Centre for
Management Development, Insead, Oxford Said Business School, Duke Corporate
Education

LSE – ID300, ID410, ID411, ID413, MG433, MG426, MG 429, FM403

Summer School in Negotiation, Foundations of Management.
Executive Summer Schools in Leadership, Strategic Decision Making and Negotiation

PhD Students

Clare Kelliher, London Business School (1989) now Professor, Cranfield University
 Rose Trevelyan, London Business School (1996) subsequently Lecturer, AGSM
 Christina Butler, London Business School (2004) now Senior Lecturer, Kingston Business School
 Liang Yu, Oxford University, (2008) now Executive with China Financial Services Authority.
 Sophie Lee LSE (2013)
 Margarita Gelepithis LSE (current)
 Roongkiat Ranabunchen LSE (2013)
 Christopher Moos LSE (current)

RESEARCH GRANTS

- | | |
|---------|---|
| 1980-83 | Joint principal investigator, with Professor D. Wedderburn, Professor Z.A. Silberston and Mr A. Francis, on a Science Research Council/Social Science Research Council funded project investigating "Social and Economic Aspects of New Technology at the Enterprise Level". The project employed two full-time research assistants. (£60,000). |
| 1981-82 | Holder of Nuffield Foundation Grant to investigate "Trade Unions and Technical Change; Comparative Developments in the U.K. and the U.S.A." (£1,500). |
| 1982 | Holder of US Government grant to promote research links between Imperial College and the Centre for Policy Alternatives, MIT (£500). |
| 1982-84 | Principal Investigator on Social Science Research Council Open Door Award: 'Technological Change and Personnel Policy in Banking', employing one research assistant. (£19,000) |
| 1983-85 | Joint Principal Investigator (with Professor S. Dawson) on Social Science Research Council funded project to monitor the impact of the 1974 Health and Safety at Work Act. The project employed two full-time research assistants. (£50,000) |
| 1985-86 | Holder of Department of Employment grant to review "Industrial Relations Consequences and Implications of New Technology" (£2,800). |
| 1987 | Holder of Department of Employment Grant to analyse "The Finances of UK Trade Unions" (£1,625) |
| 1988-89 | Holder of Department of Employment Grant to analyse "The Management of Trade Union Funds", employing one research assistant (£17,000) |
| 1988-92 | Holder of ESRC/DTI Grant (with Professor J. Kay) to study "New Technology and the Firm", employing four research assistants (£400,000) |

1990	Holder of ILO Grant to examine "Negotiating Structural and Technological Change in Telecommunications in the UK and Sweden" [£3000]
1996-98	Holder of ESRC grant [with Professor Nigel Nicholson] to examine "Risk-bearing Behaviour of Finance Professionals" [£65,000] employing one research assistant
1999-2001	Holder of Anglo-German Foundation Grant to examine 'Firm level approaches to European Regulation' [with Professor David Currie [£85,000], employing one research assistant.
1999-2001	Holder of ESRC ROPA grant [with Professor Nigel Nicholson] to examine 'Styles of trading in financial markets' [£50,000] employing one research assistant
2007-12	Holder of grant from Pensions Corporation to examine "The Future of Pension Provision" (£150,000). Including 2 PhD scholarships.
2012-15	Holder of Grant from SRL Global plc to establish the Private Wealth Institute (£600,000)

Reviewer for;

Journal of Management Studies
British Journal of Industrial Relations
Industrial Relations Journal
Industrial and Labour Relations Review
Personnel Review
Times Higher Education Supplement
Employee Relations
Human Relations
British Journal of Management
Research Policy
Sloan Management Review
Industrial and Corporate Change

Oxford University Press
Cambridge University Press
McGraw Hill
Routledge
Manchester University Press
Sage
Pearson

Reviewer of grant applications for;

ESRC,

SERC,
Nuffield Foundation,
Leverhulme Trust,
Anglo German Foundation,
Axa

Editorial Board, British Journal of Industrial Relations, 1994 - 1998
Editorial Board, Cambridge University Press Management Series 1985-95
Editorial Board, Business Strategy Review, 1990-1992 and 1996- 2000
Editorial Board, Human Relations, 2007- 2014

External Examiner, M.A. Manpower Studies, Polytechnic of Central London, 1989-92
External Examiner, Cranfield MBA, 1989-94
External Examiner, Imperial College MBA 1992-1995
External Examiner, National University of Ireland, Undergraduate and Postgraduate Business studies 1997-2002
External Examiner, University of Oxford, MBA, 1998-2000
D. Phil Examiner, Oxford University, 1991
Ph.D. Examiner, University of Warwick 1993
Ph.D. Examiner, University of London 1994, 1996, 1997, 1998, 1999, 2000, 2009, 2010
Ph.D. Examiner, University of New South Wales, 1995
Ph.D. Examiner, University of Cambridge, 1995, 1997
M.Phil Examiner, University of Cambridge, 1999.
External Examiner, S.P. Jain Institute, Singapore 2010- 14

Member, Appointing Committee, Chair in Organisational Behaviour, Imperial College London, 1995,1999
Member, Appointing Committee, Chair in Organisational Behaviour, King's College London, 2000.
Member, Appointing Committee, Chair in Organisational Behaviour, Aberdeen University , 2009.
Member, Joint Appointing Committee, Chair in Organisational Behaviour, Cranfield School of Management, 1995
Member, Committee for Recognition of Distinction, Said Business School, Oxford University, 1997, 1998, 1999
External Member, General Board Review of the Judge Institute of Management Studies, Cambridge University, 2000-2001

AFFILIATIONS

Industrial Relations Research Association (LERA)
British Universities Industrial Relations Association
European Group for Organisational Studies
Society for the Advancement of Socio-Economics
Academy of Management

