



**COS**

CENTRE FOR ORGANISATIONAL STUDIES  
Foundation José M. de Anzizu

CENTRO DE ESTUDIOS SOBRE LAS ORGANIZACIONES  
Fundación José M. de Anzizu

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## **NEWSLETTER No. 13 - JULY 2000**

### **EDITORIAL**

#### **LOOKING INTO THE 2000s (II)**

The year 1999 has been an important one in assuring the continuity of the Centre for Organisational Studies, a logical but always difficult process that I mentioned in our last Newsletter.

First of all, our ninth Round Table on the job of future managers was a success both in terms of co-ordination by our Chairman José Luis Álvarez and the active presence of more than twenty professionals, a good number of them from Spain. You will find detailed information in this issue.

On the other hand, the collaboration agreement with the Business School EADA which I announced a year ago has been confirmed and agreed upon by the members of both Boards of Directors. COS will continue being an independent institution open to collaborate with any Business School or University but, at the same time, will have a special link with EADA and have moved its premises to the EADA Building in Barcelona in order to have more visibility and accessibility. We are sure that this agreement will be of interest for both institutions in the future.

We are already working on the project of the Round Table 2001 that will take place in September at ESC Nantes following an invitation from this institution. There is still a lot to discuss about the topic but it has already been decided that Bernadette Conraths (the last EFMD Director General) will be the Chairperson and also that we will continue exploring the demands of the managerial job in the near future.

We will inform all of you as soon as a decision is taken on this.

*José M. de Anzizu*  
*COS Director General*

#### **COS ROUND TABLE 2001**

***TOPIC:***

The responsibilities of today's managers: exploring the tension zones

***CHAIRPERSON:***

Bernadette Conraths, former Director General of EFMD (1995-1999)

***DATES:***

Sunday, September 23rd until Tuesday, September 25th, 2001

***LOCATION:***

Groupe ESC Nantes-Atlantique, NANTES, France

Up-dated information can be regularly obtained from COS website: <http://www.bcnet.upc.es/~cos>

Board Members of the Foundation José M. de Anzizu:

*José M. de Anzizu, owner of a services company in Barcelona, and management consultant, Spain*

*Gay Haskins, former Director General of EFMD; Director of Company Management Development, London Business School, UK*

*David Parcerisas, Director General of EADA Business School, Barcelona, Spain*

*Gerardo Salvador, Director of a Consultancy, Barcelona, Spain*

*Sybrein Tijmstra, former Director General of EFMD & EAP. Currently an independent consultant, Apeldoorn, The Netherlands*

COS Executive Committee

*José Luis Álvarez, Professor at IESE, Barcelona, Spain*

*José M. de Anzizu*

*Gay Haskins*

*Penny Jones, a London-based organisation & management consultant, UK*

*Sybrein Tijmstra*

COS Advisors

*Max Boisot, Professor at ESADE (Barcelona) and Senior Associate, Judge Institute of Management Studies, University of Cambridge, UK*

*Bernadette Conraths, former Director General, EFMD, Brussels. Currently a Partner in InterContext, Belgium*

*Bob Garratt, Chairman of Organisation Development Ltd., in Hong Kong and of Media Projects International in London*

*Richard Holroyd, former General Manager of Colman's of Norwich, UK*

*Tom Lupton, former Director of Manchester Business School; Emeritus Professor of the University of Manchester and International researcher and Consultant*

*Edgar Schein, Professor at MIT, Boston, USA*

*Leopold Vansina, Ph.D, Emeritus Associate Professor, Catholic University of Leuven and Louvain-la-Neuve, Belgium, and Head of the Professional Development Institute, Belgium*

**TOM LUPTON IN MEMORIAM**

Just a few days before printing this Newsletter we learned that our friend and COS Advisor Tom Lupton has died in Manchester.

Until quite recently, Tom had been very active as a professor, as a consultant and also as a participant in a number of professional events. As you will see in this Newsletter, he participated very actively in our 1999 Round Table, as he did in most of our meetings since 1989.

Tom was one of the experts in organisational matters who understood COS objectives from the very beginning and tried to link the theoretical approaches and ideas with its implementation in the day to day world. Undoubtedly, he has been one of the main factors in helping to build and develop the Centre for Organisational Studies.

Our condolences to his wife Dorothy and our memory as well as our thanks to Tom Lupton.

**COS 1999 ROUND TABLE ON  
"Challenges in Managing Managers for the 2000s:  
Careers, Evaluation and Rewards"**

Comments on 1999 COS Round Table  
by participant Silviya Svejenova, IESE Doctoral Student

Cooking up a Round Table:  
Recipes from the COS 9th Round  
Table  
Collbató, Barcelona

**A RECIPE:**

Take several enthusiasts with long experience in developing managers. Appoint a Spanish "Chef" chairman, and let COS and EADA together "lay the table" at Collbató, Barcelona. Mix all these ingredients, add the superb wines of Miguel Torres, S.A., and leave them to "ferment" in fresh Montserrat air and generous sun. A surely explosive concoction is served - the COS 9th Round Table. Enjoy it!

**STEP 1.  
GETTING THE  
INGREDIENTS TOGETHER**

Bringing together reputable professionals from companies, universities, and consulting businesses is not an easy task. It requires a "hook" to attract their interest and commitment. But when the invitation comes from

José María de Anzizu, and the topic is "Challenges in Managing Managers for the 2000s", you can be sure of success. Of course, you also need a Scot (named Katherine McLaughlin, preferably) as COS executive assistant in order for all the details to be taken care of.

**STEP 2.**

Mix the ingredients together and serve while the discussion is hot. A chef-d'oeuvre requires time and care before becoming such. In the case of the COS 9th Round Table, it took three days of work and shared experience by professionals sheltered in EADA Training Centre in Collbató, hosted personally by David Parcerisas, EADA Director General.

**THE CHRONICLES...**

*Day 1, September 29, 1999*

A bunch of enthusiasts gathered to "become" part of the COS 9th Round Table. Participants were welcomed by José María de

Anzizu who reminded us of the series of events and people that have woven the fabric of COS history.

In line with the COS's "rejuvenation" and enlargement of the network of collaborators, José María de Anzizu announced the partnership with EADA and the mutual expectations for a fruitful relationship. In addition, the increased number of Spanish collaborators in COS activities was signalled by the fact that for the first time in the history of COS a Spanish chairman, the IESE Professor José Luis Álvarez, was presiding the Round Table.

José Luis Álvarez took over, accentuating the amicable, open, and creative atmosphere for the exchange of ideas and experiences of the COS Round Tables and proceeded to a "breaking the ice" exercise where participants revealed their identities. He then invited two honourable members of COS to preside over two discussion groups that were to dig out important issues and their

possible solutions relating to the theme of the conference. The practitioners' corner was left in the hands of Leopold Vansina, while Tom Lupton navigated the academics' discussion. The findings of the two teams were shared in a joint session.

*Day 2, September 30, 1999*

Leopold Vansina offered a talk on the "Challenges in Managing Managers," subtitled it "When conventional wisdom fails..." on the necessity to complement performance oriented thinking with consequence thinking. Vansina's comments were echoed in the following sessions of the Round Table.

And then Joy Hazucha turned it all around "360 degrees." She not only presented "New evaluation practices: The case for a 360 degree feedback", but also entered into operational details for developers/facilitators, managers, and evaluated people. Small groups went through an exercise, coming up afterwards with the pros and cons of such a practice. Gerrit Knodt shared hints from hands-on experience with the technique, while Tom and Leopold were more united than ever in their disagreement with the tool's utility.

The afternoon session submerged the participants in some episodes (both in text and on screen) of the life and the career of an exceptional leader and change agent - Margaret Thatcher. José Luis Álvarez facilitated a heated

discussion focusing on her strategies for building power and relationships. The presentation of Luis Arturo Rábade on "How do managers learn?" nicely complemented the case discussion. The audience warmly welcomed the talk and both scholars and managers made useful inputs. Then, the buzz word "networking" was let loose and time was given for socialising.

In the evening, dark suits and ties replaced the more relaxed clothing fitting the amicable atmosphere of the Round Table to show that we were approaching the gala dinner. Generously, the ladies participating in the event were forgiven the lack of ties and were allowed to give free expression to their femininity. After the metamorphosis, the audience welcomed its evening guest-speaker - José Daniel, Chairman of the Board of Directors, Nestlé, Spain, who shared his thoughts on the challenges in leading managers, and the career management, evaluation, and rewards "a la Nestlé."

And then the wines of Miguel Torres, S.A., and the toast of Miguel Torres, Chairman of the company, garnished the sophisticated cuisine and made the conversations on professional and cultural issues smooth and animated.

*Day 3, October 1, 1999*

While the previous night offered

an invaluable experience with the Torres wines, the morning discussion welcomed the reflections of Jorge Grosse, from Miguel Torres, S.A. on the company's reward systems for securing the commitment of the managers to the continuity of the family business. In a similar vein, José María de Anzizu introduced the way his family's real estate company was managing a transition towards the sharing of the leading management positions between family members and professional managers. José Antonio Senarega of Watson Wyatt reviewed the latest executive compensation practices. His presentation opened a debate on the necessity of following fashions, best practices, or rather being attentive to business peculiarities.

The afternoon session was left for registering the pulse of the Round Table, and for future paths for approaching the COS 10th Round Table. Among the thoughts participants took with them were the following.

José María de Anzizu voiced his deep conviction, after those three days, that the collaborative effort between COS and EADA had future and potential. David Parcerisas emphasised the importance of not equating the variable pay with higher payment. One has to get accustomed to both income increases and decreases depending on the effort and the results. Beatriz Martín from Winterthur was delighted with the multiple lenses she got

on the topics of the Round Table - she thought it fascinating to simultaneously have academic, professional, and consulting perspectives on an issue. Gerrit Knodt, however, offered a fresh dose of criticism affirming that participants on the Round Table had been more critical than solution oriented, and while the former is an indispensable first

step, the second is critical for the practice. Leopold Vansina expressed his amusement with the development of the thinking in organisation and managerial issues in Spain - both at universities and in businesses.

José Luis Álvarez thanked everybody for making the chairman's chair a really

comfortable one, and in an instant the COS 9th Round Table was already part of history. But it has offered food for thought to the participants, new contacts that should give birth to future undertakings in the development of managers and a sense of belonging to a group which can tap on the differences in experience and perspectives.

#### ROUND TABLE PARTICIPANTS

COS would like to express thanks to the staff at the EADA Training Centre, Collbató (Barcelona) for helping make the 1999 Round Table such a success, and also to thank Miguel Torres, S.A. for providing the wine at the final dinner.

Finally, we would like to thank the participants for their contribution:

**José Luis Álvarez:** Professor, *Spain*  
**José María de Anzizu:** Manager, *Spain*  
**Jean-Luc Castro:** Manager, *France*  
**José Daniel:** Chairman of the Board of Directors, Nestlé, *Spain*  
**Giuseppe de Feo:** Manager, *Italy*  
**Jorge Grosse:** Manager, *Spain*  
**Joy Hazucha:** Manager, *France*  
**Marlies G. Keil:** Manager, *Switzerland*  
**Gerrit Knodt:** Consultant, *Belgium*  
**Tom Lupton:** Professor Emeritus, Consultant, *UK*  
**Beatriz Martín-Luquero:** Manager, *Spain*  
**Melcior Mateu:** Professor, *Spain*  
**David Parcerisas:** Manager, *Spain*  
**Arturo Rábade:** Professor, *Spain*  
**Joan Roma:** Consultant, *Spain*  
**Silviya Svejenova:** Doctoral Student, *Bulgaria*  
**Joaquín Tena:** Professor, *Spain*  
**Luis Torras:** Professor, *Spain*  
**Miguel Torres:** Manager, *Spain*  
**Theo Van Campen:** Manager, *The Netherlands*  
**Leopold Vansina:** Consultant, *Belgium*  
**Anita Westerström:** Professor, *Sweden*

## REPORT ON 1999 and 2000 ACTIVITIES

By Katherine McLaughlin, COS Executive Assistant

### BARCELONA GROUP:

Bi-monthly meetings have been held at COS to present, discuss and debate the process of internationalisation of small and medium-sized businesses. The Group is made up of managers, consultants and academics.

### EADA-COS FORUM:

Three Conferences have been held so far in EADA (Aragón).

*23rd November 1999*

"The First Decade of the Third Millennium: A Prospective Vision for Spanish Companies" (José Daniel, ex-Director General, Nestlé (Vevey, Switzerland) and Chairman of the Board of Directors, Nestlé, Spain

*8th February 2000*

"New challenges for successful managers: development of power and influence competencies" (José Luis Álvarez, Ph.D., Harvard, and Professor, IESE).

*8th May 2000*

"Management of Change at Torres Winery (1990-1999)" (Jorge A. Grosse, Director of Organisation & International Operations, Miguel Torres, S.A.); and José M. de Anzizu, external consultant

### MAILING LIST

The mailing list of individuals and institutions interested in regularly receiving information on COS activities is gradually increasing. We have over 2,000 people comprised mainly of academics, consultants and managers from Spain and abroad. Information is sent free of charge.

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### HARVARD BUSINESS SCHOOL LIBRARY

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