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Catalyst.

Management School — Spring /Summer 2015

Issue — 07

“It felt like time
to be giving
something back.”

Alumni matters

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Helping you help our students.

THIS ISSUE

We're delighted to share with you the School's excellent performance in the most recent REF review, as well as our world-class re-accreditation status from EFMD, keeping us firmly within the top 1% of business and management schools globally. We also hear success stories from just some of our Management Students being recognised for their business ideas and thought provoking research, and bring you recent interviews with alumni about what they have been up to since graduation.

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CATALYST

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Welcome from Andrew

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Welcome from the new Associate Dean for External Business Advancement
Professor Andrew Simpson
Andy Brown Photography



A warm welcome to all our alumni and to this seventh edition of Catalyst! The past year has seen some exciting activity at the Management School, and I'm delighted to be a closer part of it in this new role as Associate Dean for External Business Advancement. So far, I've enjoyed the opportunity of getting to know some of you here in the UK, as well as elsewhere in the world; I especially enjoyed meeting several of you in Tokyo back in October, and it was a pleasure to see so many of our Japanese alumni interested in re-connecting with the School.

Following David Oglethorpe's introduction in our last issue, in which he outlined our mission and vision, I want you to know that alumni relations are a major focus for us and especially for me in this new role. Along with your help, I envisage that new areas for alumni development and partnerships will be identified, on both corporate and personal levels of interest, helping to drive business forward, enhance our students' experience, and provide you

with the alumni benefits and services you deserve. Reaching out to more of you wherever you are in the world, is something we will be doing much more of, and I'm personally looking forward to meeting and speaking to as many of you as possible over the coming months.

Whilst we have exciting plans ahead, we can also be safe in the knowledge that we are making steps in the right direction, from two big achievements over the last year. Firstly, we're pleased to say we maintained our place in the world's top 1% of Management and Business Schools, affirmed by the approval from the prestigious international accreditors, EFMD. Accreditations from EFMD's European Quality Improvement System (EQUIS), the Association of MBAs (AMBA), and the Association to Advance Collegiate Schools of Business (AACSB) are collectively known as Triple Crown accreditation, and we're extremely pleased to uphold this status. This is a great example of our global presence and the progress we have made as a world-class management school. The continuation of our international activity is something I will be further developing, and I see you, our international alumni community, as an extremely important asset to be able to do this. We'll keep you up to date with any plans and how you can get more involved in this area, so please do stay in touch with us.

Secondly, we gained the Silver Award from the Small Business Charter, in recognition of the School's engagement with start-ups and small and medium sized businesses (SMEs) in the Sheffield City Region - something which we are very proud to have gained. Unique to the

region, this award recognises not only our support but collaborative work with local, new and developing business. The real impact of such partnership work can be seen not only from some of our recent research case studies, which you can read more about on page 12, but also from the enhancements it provides to our students' experience - expert talks, careers advice, recruitment tips, start-up guidance, employment opportunities – many of which are provided by local business representatives and alumni who are also part of the local business community too.

These are just two of our great achievements over the last year, and as we continue to implement our mission and vision in everything we do, I hope to continue sharing our success with you over the coming months. As always, we welcome your stories too and are always happy to hear from our alumni and to engage with you whether it's business, personal development, volunteering, social or otherwise, so please do keep in touch with us and let us know how we can help you. I hope you enjoy this edition of Catalyst, and I look forward to hearing from you in the meantime.

Best wishes,

Andrew

Professor Andrew Simpson
Associate Dean External Business Advancement

In the Press

Staff News

Academic appointments

Over the past year, the Management School is pleased to have welcomed on board the following academic staff:

Dr Huiping Xian –

was appointed as Lecturer in August 2014, in the Human Resource Management and Organisational Behaviour Division. Her research interests include women's careers, cross-cultural research and translation issues in international research.

Dr Juliana Meira –

joined the school last August, as Lecturer in the Accounting and Finance Division. Her research interests focus on supply chain accounting, accounting and employment relations, performance measurement, and management accounting innovations.

Dr Lei Chen –

also joined the Accounting and Finance Division in September last year. Her research interests lie in the areas of intangible assets, corporate disclosure and financial institutions.

Dr Stewart Smyth –

was appointed to a Senior Lectureship in Financial Accounting in September. Stewart's research interests cover accountability relations, particularly in the public services, social housing and public finance, critical accounting studies and qualitative research methods in accounting.

Professor Josephine Mattby –

was appointed as Chair in Accounting in October last year. Josephine is a chartered accountant and her research interests cover financial reporting, governance and audit, charity and financialisation.

**Professor Melanie Jones** –

also joined the school in October, as Chair in Management Economics. She has a particular research interest in the interaction between health and the labour market.

Ms Claudia Henninger –

took up the post of University Teacher in Marketing in October last year, in the Marketing and Cultural Industries Division.

Mr Matthew Willett –

was appointed as a Senior University Teacher in Strategic Management last November, in the Strategy and International Business Division.

Dr Junghong Yang –

joined the school as Lecturer in Finance in January this year, in the Accounting and Financial Management Division.

Dr Wael Hadid –

also joined the Accounting and Financial Management Division in January, as a Lecturer in Management Accounting.

Dr Navdeep Athwal –

began at the school in January as Lecturer in Marketing in the Marketing and Cultural Industries Division. Her research interests include luxury consumption and authenticity and the role of gender in consumer behaviour.

Ms Andreana Dencheva –

was appointed a Lectureship role in Entrepreneurship in January earlier this year.

Dr Sergej Ljubownikow –

joined as a Lecturer in Strategic Management in February this year, in the Strategy and International Business Division.

Dr Erica Ballantyne –

joined the school in March, as Lecturer in Operations and Supply Chain Management.

Mr Mostafa Abuzeid –

took the post of Development Lecturer in the Accounting and Financial Management Division in March this year.

Mrs Olga Gam –

also joined the school as Development Lecturer in the Accounting and Financial Management Division in March.

Professor Rachael Finn –

re-joined us in April, as Professor of Organisation Behaviour, as part of the Institute of Work Psychology at the school.

Dr Mohamed Shaban –

joined as a Reader in Finance in the Accounting and Financial Management Division in April this year.

Dr Zaheer Khan –

also joined the school in April this year, as Lecturer in Strategy and International Business.

For a full list of Management School staff and their research interests see:

www.sheffield.ac.uk/management/staff

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Andy Brown Photography

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Andy Brown Photography

Staff awards and recognitions

Dr Dermot Breslin together with Dr Daniela Romano (Dept of Computer Science), and Dr Steve Dobson (Sheffield Hallam University) were awarded a grant from the South Yorkshire Fire & Rescue Authority for a recent project that models the co-evolution of community fire risk behaviours using Agent-Based Simulation Modelling techniques. This project will have clear preventative and predictive outcomes for SYFR. Read more about Dermot's research on page 14.

Dr Jeremy Dawson won a grant from the National Institute for Health Research (NIHR)'s Health Service & Delivery Research programme to evaluate the effectiveness of Schwarz Center Rounds®. Increasing numbers of NHS organisations in England have adopted these Rounds, which offer healthcare providers a regularly scheduled time during their work to discuss social and emotional issues that arise in caring for patients, with the intention of enabling caregivers to make better personal connections with patients and colleagues.

Dr Eva Selenko's co-authored paper, "Are virtues national, supranational, or universal?" was accepted for publication in SpringerPlus. This was a collaborative effort of researchers in 14 different countries, initiated by a colleague at the University of Groningen, NL.

Dr Shlomo Tarba has also been notified by Emerald that his co-authored paper published in 2013 has been selected as a Highly Commended Paper: Rossi, M., Tarba, S.Y., and Raviv, A. (2013). Mergers and Acquisitions In The Hightech Industry: A Literature Review. *International Journal of Organizational Analysis*, 21 (1), 66-82

Shlomo was also invited to join the editorial boards of the *British Journal of Management and HRM* (US, Wiley) and



the *Management International Review*. Together with colleagues including Prof. Sir Cary Cooper from Lancaster University, Shlomo has been invited to serve as a guest co-editor for the special issue of the *Journal of Organizational Behavior* (4*ABS, Impact Factor: 3.262) on the Behavioral Microfoundations of Sustainability.

Dr Diane Burns had a paper accepted in the special edition 'At a critical age: the social and political organization of age and ageing' for *Organization Studies*, a 4* journal (with Paula Hyde, John Hassard & Anne Killett). The paper is entitled 'Colonization of the aged body and the organization of later life'. Diane was also invited to spend time this year as a Visiting Scholar in the Centre for Work & Health in the Labor Studies and Employment Relations Department at Rutgers University, New Jersey in the US.

Doctoral Researcher Ms Claudia Henninger's co-authored article with Dr Panayiota Alevizou, Dr Caroline Oates, and Dr Ranis Cheng was accepted to the 11th International Conference on Environmental, Cultural, Economic & Social Sustainability, which took place in January in Denmark. Claudia was also selected to compete at the Yorkshire Postgraduate Festival in Leeds for the title

of 'Yorkshire Postgraduate of the Year'.

Doctoral Researcher Rob Marchand co-authored a paper with Dr Martina McGuinness, based on his MBA research, and this has now been published in the *International Journal of Risk Assessment and Management*:

McGuinness, M. and Marchand, R. (2014) 'Business continuity management in UK higher education: a case study of crisis communication in the era of social media', *Int. J. Risk Assessment and Management*, Vol. 17, No. 4, pp.291-310.

Dr Kamal Birdi had a paper published in an online form for the *Journal of Product Innovation Management*, the only Grade 4 journal in the Innovation category in the ABS list:

Birdi, K., Leach, D. and Magadley, W. (2014) 'The Relationship of Individual Capabilities and Environmental Support with Different Facets of Designers' Innovative Behaviour'. *Journal of Product Innovation Management*. doi: 10.1111/jpim.12250

Doctoral Researcher Richard Bruce accepted an invitation to become a Chartered Fellow of the Institute of Logistics and Transport (FCILT).

Doctoral Researcher Sam Farley and Dr Christine Sprigg's well received piece for the Guardian's Higher Education Network blog "*Culture of cruelty: why bullying thrives in higher education*" has generated considerable impact via social media, with over 1200 shares on Twitter, Facebook and LinkedIn.

Professor Jason Heyes has been awarded funding under the ESRC Impact Accelerator scheme to undertake a collaborative project with the International Labour Organisation (ILO) focused on 'strengthening labour administration'. The project will involve the development of new training tools for the ILO's international training centre.

Dr Kirsty Newsome has been elected onto the editorial board of the 4* Journal Work, Employment and Society from January this year, for three years.

Mrs Andrea Ward, Director of Teaching Quality and Enhancement (Postgraduate) at Sheffield University Management School, has been awarded a prestigious US fellowship. The Jane N Ryland Fellowship is offered by EDUCAUSE, an American organisation which helps those who lead, manage, and use information technology to shape strategic IT decisions at every level within higher education.

Dr Sasha Talavera's paper 'Price Setting in Online Markets: Evidence from a Major Shopping Platform' (together with Y. Gorodnichenko (UC Berkeley) and V. Sheremirov (FRB Boston)) has been selected for the Best Paper Award at the 14th Eurasia Business and Economics Society Conference – Barcelona. About 440 papers were presented at this conference.

He also had a paper entitled, 'R&D Expenditures and the Global Diversification of Export Sales' (with C. F. Baum and M. Caglayan), accepted for publication in The Manchester School (3*ABS).

Dr Angela Carter was nominated for the British Psychological Society's Division of Occupational Psychology (DOP) Academic Contribution to Practice Award, for her work with youth employment.

Dr Andrea Genovese, Jon Morris, and Lenny Koh received the Best Paper Award at the Operations, Logistics and Supply Chain Management track at the BAM Conference that was held in Belfast in early September, for a paper entitled: 'Benchmarking Supply Chain Performance in Public Procurement Projects'.

Dr Tim Vorley, Dr Nick Williams and Dr and Rob Wapshott have been awarded funding for a major new Horizon 2020 project called STARTIFY7. This is an innovative project examining entrepreneurship training initiatives in Europe. The project will explore the importance of a 'learning-by-doing' approach among high tech entrepreneurs and start-ups. The project aims to examine the strengths of existing initiatives and support programmes in the high-tech sector.



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Dr Niraj Kumar, recipient of the 'Hind Rattan Award 2015'
Andy Brown Photography

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Andy Brown Photography



Success at the ESRC Festival

The Management School again saw success at the latest ESRC Festival in November 2014, which included **Professor Lenny Koh's** workshop to discuss the University's new Advanced Resource Efficiency Centre (AREC) which combines expertise in supply chain management, advanced materials, agritech and energy to produce a unique, world-class research facility.

Dr Tina McGuinness also discussed her expertise in business risk for small and medium sized enterprises (SMEs), with a particular focus on flooding, during two workshops with business representatives from the region. A workshop was also run by **Dr Geoff Nichols** which touched upon a very current subject – the transfer of public lecture facilities, such as libraries, to volunteers.

Significant Indian honour for SUMS academic

Dr Niraj Kumar, Lecturer in Operations and Supply Chain Management and Programme Director for our BA International Business Management, was selected as a recipient of the prestigious 'Hind Rattan Award 2015' for his valuable contribution to academia and the society at large.

Hind Rattan (which translates to the 'Jewel of India') is one of the highest Indian diasporic honours, awarded annually to non-resident Indians (NRIs) by the NRI Welfare Society of India under the umbrella of the Government of India. Dr Kumar said: "It is a great honour to receive recognition for my efforts. I will endeavour to reciprocate the faith by keeping up the good work."

Dr Kumar's research interests broadly relate to sustainable supply chain management, supply networks and food supply chains. He has worked on a number of research projects with companies in the UK and Indian aerospace, retail, construction, food and automobile sectors. Currently he is involved in a research project called 'Green Design to Green Disposal', with the objective to design the green supply chain for the next generation. The project is funded by the UK-India Education and Research Initiative.

Apart from his academic contribution, Dr Kumar is actively involved in various educational outreach activities with schools in Jharkhand, with the objective to inform and encourage young students to adopt sustainable practices in their daily lives. He has received various awards in UK and India for his contribution to community services and social cause. He is also the Fellow of the Higher Education Academy in UK.

For his valuable contribution to academia and the society, Dr Niraj Kumar, Lecturer in Operations and Supply Chain Management and Programme Director for our BA International Business Management, was selected as a recipient of the prestigious 'Hind Rattan Award 2015'.

In the Press

School News

REF2014: SUMS soars up the rankings

Sheffield University Management School finished 2014 on a high, with the announcement of the latest Research Excellence Framework (REF) results.

For the first time, we are in the top 15 business and management schools in the UK – a huge 81 per cent of our research is considered world leading or internationally excellent. Up two places from the previous assessment (RAE2008, =16th), this significant elevation is a reflection of our fantastic research environment, output and impact.

The School performed exceptionally well in its research impact, which is the demonstrable contribution that research makes to society and the economy. Sixty per cent of our research impact is considered 'outstanding' (4*), and the remainder 'very considerable' (3*). Impact is assessed on its reach and significance,

so we are pleased to have seen such outstanding achievements in this category – with our core research themes of sustainability and socially responsible work practices and processes, it is evident that our academics are making a significant contribution to the world.

The Management School has achieved a great deal in the years leading up to 2014; the hard work and determination has come to fruition. Dean of the Management School, Professor David Oglethorpe, said: "To achieve such great success in both the REF and through our EQUIS reaccréditation in one week marks us out as one of the most outstanding and improving Schools in the UK, with a truly global reach and significance. I am delighted with these results which are a testament to the dedication, commitment and quality of everyone who works in the School."

You can read more about the schools current research case studies on [pages 12-15](#).



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Edward Miller Photography

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Edward Miller Photography

Top 5

in the Russell Group for research impact

Top 15

in the UK overall

Top 10

in the UK for research impact

81%

of our research is considered world leading or internationally excellent



A global player: Sheffield University Management School maintains place in world's top 1%

The University of Sheffield's Management School has kept its place in the global elite thanks to once again gaining the stamp of approval from prestigious international accreditors, EFMD.

Accreditations from EFMD's European Quality Improvement System (EQUIS), the Association of MBAs (AMBA), and the Association to Advance Collegiate Schools of Business (AACSB) are collectively known as Triple Crown accreditation, an honour upheld by Sheffield University Management School since 2012 and bestowed on fewer than 60 business and management schools worldwide.

Dean of Sheffield University Management School, Professor David Oglethorpe, said: "I am proud to lead such an inspiring school. EQUIS accreditation is a highly prestigious mark of quality and another feather in our cap – although we are already in the top one per cent of schools worldwide, we are highly ambitious for the future and want to further enhance our reputation and that of the University on a global scale.

Accrediting bodies look for qualities in a school that are unique – Sheffield University Management School's research focus sets it apart from similar organisations. Professor Oglethorpe continued: "Our researchers are conducting world-leading studies, with an overarching focus on sustainability and socially responsible work practices. From analysing labour standards in Brazil and South Africa, to developing flood risk strategies in the face of climate change, and securing food supply chains, they are working to solve huge global problems."

Associate Dean for External Business Advancement, Professor Andrew Simpson, said: "Continuous improvement is embedded in our staff's and students' approach to work and study, and we are committed to this as a strategy for the future.

"To achieve EQUIS we don't simply have to maintain standards – the School must have advanced significantly in line with its strategy since the panel's previous visit."

Professor Simpson is spearheading the Management School's international profile. He recently returned from a trip to Japan with the University's Vice-Chancellor, Professor Sir Keith Burnett, where he met with other universities, organisations and alumni.

Management School's Josie Smith wins Student Collaborator of the Year at Professional Services Awards

The School was delighted to learn that Josie Smith, Research Support Officer at Sheffield University Management School, was presented with the prize for Professional Student Collaborator of the Year at the first ever Sheffield Professional Awards.

The celebratory ceremony, held on 26 March at The Octagon, was a fantastic occasion to recognise the contribution of Professional Services to the University as a whole. Deputy Head of Student Experience and Accreditation at the Management School, Sharon Rose, narrowly missed out on the Faculty of Social Sciences award for Professional Staff Member of the Year.

"Our researchers are conducting world-leading studies, with an overarching focus on sustainability and socially responsible work practices."

In the Press

Student News

Enactus Sheffield flourishes on the world stage

Enactus Sheffield, a student-run company specialising in social enterprise projects in Sheffield and around the world, has representatives from all faculties at the university, though around 50 per cent of students who work with them are studying at the Management School.

The Sheffield team recently made the semi-finals of the Enactus World Cup in Beijing. Needless to say, the Management School is very proud of their achievements. Managing Director of Enactus Sheffield, undergraduate Accounting and Financial Management student Caroline Turner, spoke to us about the experience:

"Being able to present on the World Stage was genuinely an incredible experience. One of the reasons we worked so hard over the summer was to showcase our projects to their best in front of the top students, business leaders and academics from around the world. Seeing the support worldwide for our projects and how they are some of the best projects in the world was very rewarding for all our hard work."

Due to the support from the University, the Management School and USE, Enactus were able to take 23 students to Beijing.

We asked Caroline what she had planned for her second year as Managing Director of Enactus Sheffield: "For me, it's mainly about sustainability – this year we actually had no plans to win Nationals as we were on a two-year plan! We want to make the projects we have even bigger and better



and we're starting new ones for the team to build upon and share with the UK long after I graduate. I am proud to lead an absolutely incredible and inspirational team and I'm sure great things are coming from all of them this year."

Dr Jon Burchell, senior lecturer in management at the School, said: "As an Enactus Sheffield advisor I am, of course, immensely proud of what the team have achieved – winning nationals and doing so well in China. My role in their success is advisory, meaning the fantastic students, led by Caroline, deserve all of the credit. They are changing so many lives through their projects, and I can't wait to see what they do next year. Onwards and upwards."

Read more about how alumni have worked with students on their Enactus projects on page 20.

IWP student success at national conference

Beatrice Redfern, MSc Occupational Psychology graduate at Sheffield University Management School, has received an award for her MSc research project.

Members of the Management School's Institute of Work Psychology (IWP) were present at the British Psychological Society's Division of Occupational Psychology (DOP) conference to celebrate Bea's achievement, which was presented at a ceremony in London in November last year. The DOP awards celebrate achievement and excellence in practice and research in the field of occupational psychology.

"I believe the endorsement of this award and having an EMBA will help me to open new doors."

Student awards are given to individuals at undergraduate and postgraduate level who have submitted projects that make the most valuable contribution to the field of occupational psychology in the 21st century. Bea's joint second-place in the Student Prize for Excellence was for her project titled 'Putting innovation into context: Exploring the impact of contextual factors on the relationship between individual factors and innovative behaviour'.

The student prizes at the DOP conference are sponsored by Pearn Kandola, one of the UK's leading business psychology consultancies, specialising in assessment, development and diversity.

£5,000 in the bag for SUMS' student social enterprise

EMBA student at Sheffield University Management School, Roz Davies, beat strong competition to win the Enterprising Ideas Competition's Business Startup Award.

Presented to her at this year's University of Sheffield Enterprise, Innovation & Impact Awards, organised by University of Sheffield Enterprise and sponsored by Santander, the award gives Roz £5000 to put into her business, We Love Life.

We Love Life is a community platform which supports people to better manage diabetes. It includes forums, information, a store, local living and motivational tools – it is designed to help people feel more knowledgeable, connected and in control

so they live happier and healthier lives. It's not only a business – We Love Life is also a social enterprise, so 50 per cent of profits go back into achieving the social aims of the company.

On winning her award, Roz said: "I have just completed my EMBA at the University. I started the course three years ago as a director in the NHS and I leave as a social enterprise founder, which really shows what a huge personal and professional impact the course can have!

"The course at Sheffield University Management School, combined with the support I have received from the University's Enterprise Zone (USE), has given me all the tools, knowledge, networks and confidence I need to follow my dreams and build a sustainable business which I hope will make a big difference to people like me, who live with diabetes.

"I will be using the prize money to fund my software development partner to begin building a platform for the online self-care toolkit for people with diabetes. I believe the endorsement of this award and having an EMBA will help me to open new doors, build partnerships and access resources that will help me to make my dream a reality."

Support from USE came from Enterprise Officers, Darren Chouings and Janet Grant. The pair said that it had been a pleasure working with Roz, seeing her digital self-care kit go from strength to strength: "Roz is a true professional, committed to her business and the outcomes it will achieve. The judges of the competition voted her the clear winner which is truly deserved. We wish Roz every success as grows her company."

Three-minute thesis success for PhD student Ciara Kelly

For the first time ever, the University of Sheffield challenged all of its postgraduate researchers to take part in the national Three Minute Thesis

competition. Devised by the University of Queensland in 2008, its popularity has grown with almost 200 universities across the world now taking part in the competition that challenges doctoral researchers to explain their research and its importance to an audience of non-specialists, in just 180 seconds. What's more, they can only use one presentation slide to help them.

The Management School's Ciara Kelly, who is a doctoral researcher within the Institute of Work Psychology at the school, made a huge impact in Sheffield's round of the international Three Minute Thesis competition, and competed in the University final having made it through two earlier rounds, including a video audition and a faculty final.

Ciara, whose research looks at how leisure activities can impact on work performance, was judged overall runner up in the closely-fought competition. Commenting on her involvement in the Three Minute Thesis, she said:

"I began Three Minute Thesis because presenting is a skill I enjoy using and I think science communication is important. I didn't imagine it would have the impact it has. Since the Three Minute Thesis I can confidently give people an understandable and enthusiastic summary of what I do. This has helped me in recruiting people to my study, making connections with people who work in similar areas of research, and just generally encouraging me to talk about my research. I can't overstate how important all of these things are for driving my PhD forward."

Around 100 University of Sheffield researchers entered the competition, with the overall winner of the University's competition being Carly Lysndale, from the Faculty of Science. She went on to the national semi-finals, competing against 35 other researchers to win a place in the final.

In the Press

Making an Impact

Our research impact

Our research culture has always been one that is focused on sustainability and social responsibility, and following our recent success in the REF2014, we can confidently say we're doing just that. Here are just a few of our recent research studies to show how we're making a positive difference to organisations and society.

The calibre of our industrial and academic partnerships speaks millions about the attention and investment the University is putting into our initiative.

Organisations benefit from the Advanced Resource Efficiency Centre

The launch of the Advanced Resource Efficiency Centre (AREC), led by Professor Lenny Koh, has captured the attention of organisations looking to improve their sustainable credentials, both locally and on a national scale.

AREC has been formed as a facility to promote collaboration between industry and academics who can help introduce resource efficiency and sustainability across supply chains. It also offers a platform for access to policy makers and focuses on four main industries: Advanced Materials and Manufacturing; Energy and Nuclear; Water; and Agritech/Food.

Professor Lenny Koh, Chair in Operations Management at Sheffield University Management School, and her interdisciplinary team of both industry and academia delegates, has identified a number of issues affecting the development of resource sustainable supply chains in large organisations, including getting support from the board for sustainability improvements, unless there is a legal requirement or financial benefit. AREC also recognises that Small and Medium sized Enterprises (SMEs) need to overcome supply chain challenges so gives them the opportunity to collaborate with larger industrial partners to benefit from their cutting edge academic research and skills – this endeavour fits directly with current Government and EU policies.



It is AREC's view that long-term success lies in achieving a fair and sustainable balance between rewarding all stakeholders in a business, not just the shareholders. With this approach, customers, suppliers, employees and the community in which the business operates should benefit.

AREC will support businesses in considering development in these areas, and will provide resources and partnerships with which to do so. Professor Koh said: "I am delighted to be leading this Centre. The calibre of our industrial and academic partnerships speaks millions about the attention and investment the University is putting into our initiative."

Industry partners so far include the Advanced Manufacturing Research Centre (AMRC) with Boeing, Rolls-Royce, Tata Steel, Unilever and DLA Piper – in collaborations overseen by Professor Koh's team, organisations of every size can benefit from their expertise and resources.

To find out more about the AREC, visit www.sheffield.ac.uk/arec, or email s.c.l.koh@sheffield.ac.uk.

What does sustainability mean to you?

We recently took our research focus on sustainability a little further, and asked 11 of our academics what it means to them and their research - from consumer behaviour, supply chain management and the fashion industry, to food security, learning and development, and social housing. See what they had to say by watching our itunes videos at: <http://bit.ly/sustainability-youtube>



Kamal has helped organisations such as the NHS, local councils and emergency services see significant cost-savings, through the implementation of the CLEAR IDEAS training programme



Professor Lenny Koh, Chair in Operations Management



Dr Kamal Birdi, Senior Lecturer in Occupational Psychology



What's your problem? IWP expert launches innovative solution-finding app

Innovative problem-solving has been at the core of Dr Kamal Birdi's research for over a decade, proving that a creative approach really can lead to innovative ideas.

The CLEAR IDEAS framework has been used in training private, public and third sector organisations all over the UK, and is now set to go worldwide with the release of the new CLEAR IDEAS iPad app which guides users through the innovative problem solving process.

Continually developing his on-going work at the Institute of Work Psychology, at Sheffield University Management School, Kamal has helped organisations such as the NHS, local councils and emergency services see significant cost-savings, through the implementation of the CLEAR IDEAS training programme. He said: "CLEAR IDEAS is a way of tackling problems more creatively. It's not just a way of helping you come up with more ideas; it will also help you pick which ideas to take forward and will assist you in putting those ideas into practice more effectively."

Kamal's research shows that some potentially great ideas fail because creativity and innovation aren't taken into account well enough. Through the app, you will be taken through the ten steps of the CLEAR IDEAS process to come up with new ideas, picking those ideas and coming up with a strategy for implementing them.

Now the approach is available on iPads, users such as professional managers can put their problems to the test on the go – perhaps on a commute, or in the spare half-an-hour before a big meeting. It doesn't require an internet connection to go through the CLEAR IDEAS app process, so there's no need to worry about unreliable WiFi or 4G blackspots either.

You can download the CLEAR IDEAS app from: itunes.apple.com/gb/app/clear-ideas/id955418044?mt=8

Firefighters to use sophisticated modelling techniques to improve fire prevention

PREMONITION was launched as a joint venture between the University of Sheffield and Sheffield Hallam University; a new project aimed at keeping our most vulnerable communities safe from fire.

Carried out by experts in behavioural risk analysis, intelligent simulations and in the study of social processes, the PREMONITION simulation involves a sophisticated computer modelling technique which enables firefighters to draw together the many different strands of information (including geographical, demographical and behavioural data) to build up a picture of an area and predict where fires and other emergencies might occur.

Although some of this information is already available to fire services through online sources, or from local authority records, it is often difficult for humans to make sense of it in real-time. The PREMONITION simulation will therefore enable firefighters to identify where the most vulnerable areas are, considering, for example, times of the year or the day when risks are greatest, and combine the information in real-time to support decision-making.

Further layers of detail are also being added to the computational model about the routines and behaviours of people living within particular areas, taken from previous research of residents carried out by South Yorkshire Fire and Rescue Service, to produce even more accurate results.

Dr Daniela Romano, in the Department of Computer Science at the University of Sheffield, is leading the project, along with Dr Dermot Breslin, from Sheffield University Management School, Dr Stephen Dobson, in Sheffield Hallam University's Business Systems Department, and experts from South Yorkshire Fire and Rescue Service (SYFRS).

"We live in increasingly complex social networks, with our behaviours being influenced by many interrelated factors," explains Dr Breslin. "Although fire services already have access to much of this information, there is no tool that can help them grasp all of the different strands and utilise the information in real-time to make decisions. This predictive model will unpack this complexity, and help manage resources and services targeted at the most vulnerable groups in our community."

South Yorkshire Fire & Rescue's Nicola Smith said: "The research we are supporting with our academic partners is a cutting edge exploration of behaviours during our prevention and response activities. Partnerships with well-respected organisations like the University of Sheffield and Sheffield Hallam University will place us at the forefront of modern approaches to delivering improved community safety."

Could you become a destructive leader?

With research suggesting that the behaviour of followers, or fellow workers, could have something to do with the emergence of destructive leadership, doctoral researcher Peter Crellin set up a virtual workplace simulation to test users' behaviour against the question, 'what causes destructive leadership?'

Peter said: "After a couple of fruitless tests, the question became 'how can we easily immerse people in an experience that will allow them to behave genuinely'. The answer was a Computer Simulation of an Actual Workplace (CSAW) – the product of several months of tailored graphics creation and programming."

The CSAW is designed to create specific work scenarios that players react to. Peter created scenarios that were designed to see if he could elicit potentially destructive behaviours – the user assumes the role of 'leader' in a team of four followers, and is randomly allocated to a situation to do with popularity, workload or staff productivity. These scenarios were variable, so for example sometimes they were popular, other times there was low productivity amongst followers. The programme allowed users to communicate with their staff through emails.

Peter continued: "Users connected emotionally with the programme, through systems such as the emails. For example, if they were unpopular in the office they received three emails, two of which explicitly excluded them from social situations and one which directly outlined how much the player was disliked by their team."

"On top of that, each player had to make a number of choices regarding rewards – promises of promotion, training opportunities, bonus increases, positive appraisals, drinks rounds, and chocolates – and punishments – redundancy threats, reduced training, bonus decreases, lunch hour reductions, and negative appraisals – whilst monitoring operational and logistical matters, and incoming emails. Players were also free to write to their staff via email if they wanted to, and had to choose to make one member of staff redundant at the end of the working day."

The programme collects a great deal of data which Peter is still analysing, but it has become very clear that engagement from users has been much higher than with previous test attempts. Users quickly attributed personalities to their followers as well as reasons for their behaviour, both of which were created by the computer so therefore should ignite no reason or discernible traits.

For more information on Peter Crellin's projects, visit:
destructiveleadership.wordpress.com

Outreach to India – Dr Kumar publicises the green agenda

Dr Niraj Kumar visits Jharkhand, India to raise awareness of environmental issues amongst the new generation of Indian youngsters.

Lecturer in logistics and supply chain management at Sheffield University Management School, Dr Niraj Kumar was invited to a school in Jharkhand, India, to talk about his expertise in sustainability. Niraj hopes that by passing on this information, a new generation of Indian youngsters will be more aware of the issues affecting our planet.

He said: "Over the summer, I was involved in educational outreach activities with a school (Saraswati Shishu Vidya Mandir) in a small town known as Hazaribag in the state of Jharkhand, India. I was invited to visit the school, and to interact with more than 250 students of 11-15 years age. The purpose of my visit was to inform and encourage young students to adopt sustainable practices in their daily lives, in a friendly and interactive environment.

"Developing countries like India are often criticised for poor performance on sustainability indicators, and I believe that the real change can only be made by working with young children, who can not only change their own practices but can also influence their parents to adopt sustainable practices in their daily lives. If we really want to provide a greener and cleaner earth to future generations, we must need to develop 'green thinking' in young minds."

Dr Kumar enjoyed his visit, and plans to return again later this year.



I believe that the real change can only be made by working with young children, who can not only change their own practices but can also influence their parents to adopt sustainable practices in their daily lives

For more information about our research see:
management.shef.ac.uk/our-research

Alumni profile

We caught up with... Jodie Cook

Business Management, 2010

→
Jodie Cook
Business Management, 2010

Look to add value wherever possible: aim to make someone smile, laugh, think, share – rather than overtly selling



As well as running a successful social media agency, JC Social media, Jodie Cook (previously Jodie Cole), along with her husband, is also the co-founder of Clever Tykes, a series of children's storybooks that introduce children to positive entrepreneurial role models, to inspire them to have a career they love when they grow up. Now based in Birmingham, Jodie still finds the time to visit Sheffield regularly, and has even delivered guest talks to Management Students as part of the BA Business Management programme modules.

After making the transition from a business management degree to real life business management in just a year, Jodie believes that the life experience of university – learning about time management and to how push yourself to achieve – as well as a sound background in business principles, all helped prepare her for a successful career running a social media agency. We spoke to Jodie about how far she has come since graduating from Sheffield in 2010...

How did JC Social media come about?

After I finished my course at Sheffield, I managed to secure a place on a graduate scheme for the National Skills Academy for Social Care. During the next year I worked in the marketing department of Sheffcare, the Sheffield-based residential care home company that I was placed with. I also spent time overseeing some charity projects, which involved raffling off prizes from local businesses to fund the renovation of a care home garden into a sensory garden to benefit the residents – social media being one of the main tools is used on these projects. This experience taught me a lot about how I wanted to shape my career and gave me an insight into how social media might work for businesses.

The day after my graduate scheme ended, I founded JC Social Media!

So what's a typical day like for you?

I go to the gym first thing in the morning then head into the office straight after. Most weeks involve

meetings with clients or prospects, talking through ideas with the team, doing talks for universities and associations, and overseeing company processes. Within the company I focus on the overall strategy and new ways of working. My team consists of brilliant, resourceful account managers and sales people.

Within my week I also focus on personal development. I watch a lot of TED Talks and have recently finished books including Arianna Huffington's 'Thrive' and Paul McKenna's 'I can make you sleep'. I am always looking to learn more about ways of working and living, to become a better version of myself. I don't have trouble sleeping but since reading Paul McKenna's book my sleep has been much better! The lesson is that even if you think you have something sorted; you can always learn more about it, which is what I try to do.

What do you enjoy most about your job?

I really enjoy overseeing and being involved in every part of the company, including being able to teach others and lead by example. Seeing a team member receive great feedback from a client makes me very happy, as does meeting young entrepreneurs who are passionate about their field of business.

What would you consider as the highlights of your career so far?

I would say there are four stand-out highlights for me:

1. Securing JC Social Media's first client on enthusiasm only, no experience!
2. Winning Birmingham Young Professional of the Year (BYPY) 2014.
3. Visiting Downing Street to discuss enterprise education with Lord Young.
4. Being on the cover of summer 2014's Business Quarterly (BQ) magazine.

What are your top three tips for gaining social media success?

1. Look to add value wherever possible: aim to make someone smile, laugh, think, share – rather than overtly selling.

2. Think before you post! Ask yourself if there is anyone who you wouldn't want to see what you are about to send out. If there is, don't post it!
3. Chat, ask questions and don't be afraid to jump in on conversations – that's the fun of it!

What do you remember most about your time at Sheffield?

I was a keen member of the fantastic athletics and cross-country team, and I remember travelling ridiculous distances to run ridiculously long distances in the freezing cold! Afterwards we'd have a well-deserved celebratory meal at Interval!

What are your plans for the future?

1. Securing a national sponsor for Clever Tykes – at the moment we are looking for company sponsors for enterprise education storybooks and resources into all 17,000 primary schools in the UK.
2. Continue to grow JC Social Media. We are now approaching our 4 year anniversary and aiming to be thought-leaders in the field, whilst continuing to achieve great results for our clients.
3. Become a bestselling author! My book #Winning at Social Media, about social media interaction is now available on Amazon in the Kindle store. And something I would really like to do...
4. Travel the world. I have just come back from 5 weeks remote-working in Sydney and Melbourne. The beauty of the super connected digital world we live in is that you don't have to be physically next to people to work well with them and keep communication high, even with an 11-hour time difference!

Find out more about Jodie and her work at:

www.jodiecook.com or follow Jodie on twitter @cookiewhirls

Guest article

Investment society meets Robert Pulford: From SUMS to MD at Goldman Sachs Investment Bank

↓
Robert Pulford BA Business Studies (1994)
now MD at Goldman Sachs
Photo courtesy of Goldman Sachs



In February this year we were delighted to welcome Robert Pulford to the Management School, who gave a talk on his journey from a Sheffield Business Studies graduate (1994), to the Managing Director of one of the leading investment societies today, Goldman Sachs. The University's student Investment Society decided to make the most of his visit and took the time to ask him a few questions for their 'USIS Review' magazine... here's what they found out...

Robert Pulford graduated from the University of Sheffield in 1994 with a Bachelor of Arts in Business Studies. Pulford contemplated a variety of career paths after University including accountancy and managing a Safeway branch. However, after graduation, Pulford began working for Midland Bank (now HSBC) which was his first job within the financial services industry.

Through hard work and dedication, in February 1997 Pulford joined Merrill Lynch Wealth Management (now a division of Bank of America) and was appointed to become a managing director. After 10 years with the firm, Pulford left to join Goldman Sachs in July 2007. Robert joined just before the financial crisis of 2008, and when it occurred, it brought about a variety of challenges. This was not made any easier being a new employee in a position of significant responsibility, but he was able to weather the storm and was promoted to Partner last year.

Pulford first worked in the Leveraged Finance Group, where he structured and executed leveraged loan, high yield and mezzanine financings for corporate and private equity clients across EMEA. In 2008, he became the industry captain for Leveraged Finance across the consumer, retail, healthcare and natural resources industries. Pulford moved to his current role in the Financial Sponsors Group in 2010.

In this role, Pulford manages the firm's relationships with a number of private equity and related portfolio company clients such as Blackstone, Apollo and Advent. In 2014, Pulford was made partner at Goldman Sachs, joining a select group of 380 and attaining one of the most prestigious titles within the Investment Banking Industry.

During Robert's evening lecture at Sheffield University Management School in February this year, he gave great pieces of advice regarding how to enter and succeed within the banking industry. He said: "The most common mistake of applicants is that they do not prepare thoroughly, and this becomes apparent to interviewers, so whenever you have an interview prepare thoroughly."

Robert outlined the fact that you need to come across as excited, enthusiastic and interested in your interview. Furthermore, you need to know why you want to work in banking, and if you can't come up with a good answer to that question, then the industry probably isn't for you. He also said: "It's important to be honest with yourself, if you're going into banking purely for the financial benefits you're not likely to enjoy it, banking is hard work, but when you enjoy your job it makes it easier."

Pulford explained that he was inspired by entrepreneurship at the University of Sheffield, and it drove him to reach the levels that he has today. Despite his incredibly successful career, Pulford still has his own ambitions for entrepreneurship saying "I will run a company one day." He urged students to develop an entrepreneurial nature and to be innovative in their careers. Robert emphasised the need to take risks: "Without taking risks you won't go as far as you can, I took a risk and with good fortune and some wheeling and dealing I landed a job at Midland Bank, and it led me to get where I am today."

Robert shed some light into the working culture of Goldman Sachs. Pulford described Goldman Sachs as a collegiate and respectful environment, it is a difficult, competitive and demanding but there is a great desire to give back at Goldman Sachs, and if you don't have a good team ethic it is unlikely you will last long there. Pulford has enjoyed his time at Goldman so much so, that his only regret with the firm is that he didn't join sooner than he did. He cites working with some of the most talented and smartest people in the industry as one of the best aspects of his job.

Working in banking especially since the financial crisis has brought a series of challenges, particularly in terms of public perception of the industry. In the immediate aftermath of the crisis, not many people would admit to working in the industry due to the stigma attached to Investment Bankers, however most of the stigma has gone.

Outside of his career Robert has a huge passion for football, supporting his hometown team Nottingham Forest, and lists Stuart Pearce as one of his role models. He even has a photo of Pearce, celebrating wildly after scoring a penalty on his office wall as a source of motivation. Robert also has a deep involvement in education, and sits on the Board of Governors of the William Davies School in Eastham.

This article was taken from the USIS Review March 2015. Read the full version of the March 2015 newsletter and more at <http://uosinvestment.com>

It's important to be honest with yourself, if you're going into banking purely for the financial benefits you're not likely to enjoy it, banking is hard work, but when you enjoy your job it makes it easier

Focus

Alumni matters: How your help has helped our students

Welcoming alumni back to the Management School and University is something we're always pleased, and extremely grateful, to be able to do.

Over the past year we've been privileged to have a number of alumni volunteer their time, knowledge and energy by helping to enhance the learning experience of our students. Whether it's giving advice over email or a skype chat to support with a job application, providing that extra business knowledge to boost their understanding of a project they're working on, or sharing your experience of transitioning from student to graduate by delivering a short talk, we can be confident in knowing that this extra support goes a long way in helping to shape student learning and their early career choices.

We spoke to just a few of you who have been a part of giving something back over the past year, and we heard from our students about just how much your generosity has helped them.

Getting in touch

Ken Smith, gained a BA in Business Studies from the Management School in 1983, and has had a successful career in banking, finance and business ownership for over 20 years. Now retired he is an active private equity investor. Ken decided to get in touch with the University last year to express his interest in helping students and volunteering his time, which led to him being involved in a number of student activities at the University and Management School.

Speaking to Ken about the volunteer activities he's been involved in over the past twelve months, he explains how a trip down memory lane and a bit of 'free time' led to him making the move to get in touch with the University. Ken said: "When the Sheffield Alumni Bulletin drops into my inbox, I always enjoy having a good read through and catching up with news and goings on back in Sheffield. I guess it was through this that I was first made aware of opportunities for alumni to get back involved with the university, though at the time it wasn't something that I'd properly considered for myself.

I found myself reflecting more and more on the time I spent as a student at Sheffield in the 80s.

"It wasn't until after I'd retired in March 2014 that I found myself with more time on my hands – although little did I know that all of this 'free time' would soon be filled up with numerous projects and new ventures to get my teeth into. But with the extra time that I did have, I found myself reflecting more and more on the time I spent as a student at Sheffield in the 80s. I've always looked back on this time in my life as such an important and enjoyable one, and have some truly fond memories of the years I spent there, but this time it seemed to be more than this, and I was getting the feeling that it was time I 'gave something back' as it were.



"And during a trip up to Sheffield for one reason or another last year, I was obviously reminded of my time there even more so, but on this occasion it really struck a chord with me – and so I decided to follow this inclination and get in touch."

So Ken did just that, and after speaking with Emma Packham, Alumni Volunteering Manager at the University, who suggested he pay a visit to his old department the Management School, we had a good chat about his areas of interest and some possible ideas where we could work together. Ken adds: "I had an open mind as to what I would find out about this programme of alumni involvement, and where it could take me, so off I went to the familiar Management School building amongst the very memorable hilly roads of Crookesmoor."

After speaking to Ken it was clear that he was extremely passionate and enthusiastic about the chance of being able to have a positive impact on students' learning, having been a Business Management Student himself, and remembering how he would have benefitted from such a thing.

"From reflecting on my own experience as a student, and having started to make a re-connection with Sheffield as an alumnus, I became very conscious that I could be a part of something that wasn't

available to me – to share my experience with students in the hope of being of some benefit to their own experience."

The challenge

One of the activities that Ken was involved in was providing guidance to students with their Enactus project. Enactus Sheffield is a student-run company, dedicated to running commercial and social projects to make a difference to the community, both locally and internationally.

The project in question was led by Adam Derradji, a final year Bioengineering student, whose team consisted of Management Students Ed Robinson (2nd year Business Management) and Tom Kilgallen (2nd year Accounting and Finance) as well as Florence Manley (3rd year Economics), Clydrex Katahena (2nd year Mechanical Engineering). Their project 'Homemade' comprised of jam being made by homeless individuals in sheltered accommodation around Sheffield, with the aim of getting local business to stock the jam in their outlets. The team recognised they needed some extra expertise, and so Ken was approached to see if this was something he would be interested in, which he accepted.

Ken told us a little more about his role in the project: "After speaking with Adam and his team, it was clear to them that they needed help with pitching the Jam to major retailers in the Broomhill area of Sheffield. " Whilst Ken was impressed with progress the team were making, it became clear to him that his role was more that of a Commercial Manager, helping to raise the team's awareness of real business issues. "Adam and I would often have chats and email conversations, and I quickly realised I what I could do to help. I found myself often saying to Adam, 'that's great, but let's just take step back' which would just give the guys time to think about what they were actually trying to achieve."

"Adam and his colleagues were keen to pitch the Jam to larger retailers and to help them pitch for this I thought I needed to make them more aware of the hurdles they could face - if Waitrose agree to stock, just how many jars of Jam can we actually make?"

→

Alumni and student speed networking event
Andy Brown Photography



I'm thankful for having this opportunity, and for being a part of giving something back to Sheffield and its students.

By having Ken available to ask advice, the team were able to gain a professional and outside perspective on their work. Speaking on behalf of the team and how they benefitted, Adam said:

"Ken lives in London so we chatted over the phone on average about every two weeks. He offered another perspective on some of our plans and ideas, which were really useful in the early stages of our development. Something which really stuck with me which Ken did say was 'Credibility is everything' – we really took this on board, especially when discussing ideas about how to carry out some of our market research."

The team also have another project underway, which involves helping female ex-prisoners get back into society, through the making and selling of a soap bar product. Their ethos behind this project also extends beyond helping the women, as for every bar of soap purchased, one is sent to help a village in Zambia. "We're currently working on branding the product," said Ken, "deciding on packaging and what will make people purchase this over well-known soaps."

Why it worked for Ken

We asked Ken what he had enjoyed so far about his involvement in volunteering: "For me, my involvement so far hasn't been about what I get back, but the giving of my time. As long as what I have put in has been beneficial and worthwhile to a student or students, then that's good enough for me."

"I'm thankful for having this opportunity, and for being a part of giving something back to Sheffield and its students."

"On a personal level, I feel I've reconnected with Sheffield. My time there was such an important one in my life, so I feel really grateful to be a part of it again. Only recently I was in London proudly sporting my Sheffield University sweat shirt, when another Sheffield alumnus saw it and was urged to come up and talk to me! It was a little strange to be talking to a stranger in the middle of London about our time at Sheffield, but equally comforting and left me with a feeling of nostalgia and content for the rest of the day."

Ken has also been involved in the City Connections events, and continues to work with the Enacuts students on the next stage of their project.

Your help in the 'City'

Alumni from the Management School and across the University made a real impact on our students with their help at the recent City Connections event. The day took place in March earlier this year and was organised by the University's Alumni Volunteering Manager and Faculty of Social Sciences Outreach Team. 40 students from backgrounds under-represented in Higher Education, who may have had no experience of visiting London, not to mention working or living there, were invited to visit work places, take part in skills workshops and most importantly, offered the chance to speak to over 40 alumni from a range of organisations and roles based in London.

Meeting alumni in a professional environment can have such a positive influence on our students, and we want you to know just how much such experiences can impact on their outlook. Here's what one of our Management Students said about how City Connections has benefitted them:

"The highlight for me was definitely learning from very experienced individuals who had once been in a similar position as me. It made me think about my own potential and what I can achieve following graduation. I also took away from the day the moral that it is important to believe and be confident in striving towards whatever it is you feel passionately about, despite the obstacles." Harry Avdic, a second year Business Management Student.

With six students from the Management School taking part, and four Management Alumni, as well as other students and alumni from across the disciplines, 'City Connections' provides an opportunity for students to build their confidence and develop essential skills – introducing themselves to professionals, asking questions about potential careers – things we might take for granted, but some students may simply not have had the opportunity to interact in these kinds of environments before.

eMentors can support students too

Our students have also benefitted from the precious time that alumni have dedicated to being eMentors. These relationships are built up over a few months and in the way that both alumni and students feel comfortable, so over email, telephone or skype. Providing insightful knowledge around certain career areas and industry specialists is something that only people working in those areas can bring, and what better people to be able to share this than alumni, who have also been in the same daunting position as our students – deciding which career step to take next.

Our Alumni eMentoring scheme (run by the Careers Service) saw 16 Management School students paired with mentors this spring, and hearing comments like Harshali's below, an Accounting and Financial Management Student who took part in the autumn scheme last year, we know just how much your time is appreciated.

"My mentor was very insightful and helped me get a clearer perspective on the field I would like to work in. I could not thank her enough for taking the time out to guide me and provide so much relevant information! Her knowledge of the industry, together with willingness to assist me where possible was very helpful." Harshali Desai, Final year Accounting and Financial Management student, December 2014.

Talking to our students always helps

Another way, in which alumni have given their time to students and the Management School recently, is by providing short talks as part of Careers and Employability events. The Careers Discovery Series at the Management Schools sees employers, professional bodies, alumni and students come together in week-long events throughout the year.

As part of the Finance, Accounting & Banking Careers Discovery week in October last year, students heard from Ben Duckham, BA Business Studies 2004,

and now Relationship Director, Corporate Banking Origination for Yorkshire & Lincolnshire (Barclays), who shared his advice on being a new graduate and how to make those essential big steps in your early career. Ben was pleased to be asked back to the school, here's what he said:

"It was a pleasure to be invited back to my alma mater to give the students a flavour of what a career in Corporate Banking is like. The faculty staff and students were friendly and welcoming and full of interesting questions, making the session an interactive one, hopefully meaning the students benefitted from receiving answers to questions that they cared about."

Business Management alumna (2010) Jodie Cook, also featured on page 16, has delivered guest lectures on social media to management students as part of the Business Management programme modules over the past year. Jodie said: "It was very strange to be delivering a lecture rather than listening to one, but hopefully the students found it useful and it's got them thinking about what they will do once they graduate and how social media could play a part in that."

Volunteering your time, knowledge and experience can have a real impact on the lives of current and future students. If you are interested in getting involved with any of the above activities or other areas of alumni volunteering, please register your interest at: www.sheffield.ac.uk/alumni/volunteering/register

For more information about volunteering at the Management School, visit: management.shef.ac.uk/alumni/volunteer

Interview

Alumnus Neil Rackham

the King of SPIN returns to 'shake things up'



Two decades on, his 1995 text, *SPIN Selling*, is still lauded as the most influential sales book of all time, and more than half the US Fortune 500 use models from that research to train their sales teams. Professor Neil Rackham's studies have stood the test of time, but as he makes clear in this interview – it's important to evolve. In his own words: "It's a Darwinian world out there. Adapt or die."

In March we welcomed US-based Neil back to these shores as Visiting Professor to Sheffield University Management School. Ahead of his return, we spoke to him about the sales and marketing sector where he has such legacy, his current research and any advice he may have for our students.

On the state of the sector, Neil identifies a number of key shifts in sales and marketing, albeit in the USA: "The integration of sales and marketing or, at least, a major shift in how they work together is finally underway. It's curious that the only two functions in the organisation with an identical mission – the generation of profitable revenue – should so rarely work well together. A few years ago, Professor Philip Kotler and I wrote an article in Harvard Business Review called 'Ending the war between sales and marketing'. It created a lot of interest; less because of the article itself, more because many senior executives thought that they had big problems in this area.

"The internet has forced new thinking and has taken over the selling of simple products. In many companies, marketing now does the selling, using the website, social media and telesales. Sales, meanwhile, has focused on high level, complex business-to-business selling. This change has altered the way companies think about the roles of sales and marketing."

As a University of Sheffield alumnus, Neil remembers the city fondly and has some advice for students considering a career in the sales and marketing arena: "As little as five years ago, if a student asked me if they should make a career in sales or marketing, I would tell them, 'It's a great place to start, but don't stay there too long unless your sole objective is to make money: you'll die of boredom'. Not so today. A background in both marketing and sales is an invaluable springboard to senior management success. Selling, in particular, has become complex, strategic and professional – it's about creativity; nothing to do with the old stereotypes of persuasion and pushiness. It's about creating new value.

"However, the days are long gone when you could succeed in either sales or marketing by seat-of-the-pants methods. Just like a doctor, lawyer, architect or any other profession, there's a need for certification, standards and continuing professional development. The field is moving incredibly fast: the knowledge you had three years ago is already nearing the end of its shelf life. Bodies like the Chartered Institute of Marketing (CIM) have an increasingly important role in keeping us up-to-date and providing an assurance to potential employers that we are competent professionals.

Having delivered an evening guest lecture at the Management School in March, to an audience of students, local alumni and the business community, Neil is looking forward to developing his research network and working with students: "What I hope to do at Sheffield University Management School is to inspire some smart and talented students to enter this exciting and fast-moving area. I always learn from working with students – much more than I learn from working in boardrooms. I get out of it a whole lot of ideas. I'm fed up with explaining social media to geriatric senior managers. I love it when a student tells me things I didn't know about, say, trending bloggers."

As this article noted earlier, Neil's popular texts are still influencing sales teams worldwide and his research career hasn't slowed down – though it has a slightly different focus: "I've lost interest in the large corporations like IBM, Oracle or Citicorp who funded my early research. Most of the new wealth today isn't being generated by these dinosaurs. It's coming from small nimble companies that are creative and fun to work with. That's where I like to be.

"The methods I pioneered in the 1980s, by all rights, should be long extinct in 2015. But they are not. There's a wide perception in business that the methods still work. Of course they have to adapt to new times and I can see a lot of possible changes I'd like to explore, but the fundamentals are still alive and well.

"My present research concerns 'pipelines'. In sales, a pipeline is the amount of business a company has where the sale has been started but may not result in a final contract for a year or more. I'm interested in things like how do you speed the rate of flow in this pipe and how do you increase its yield. I'm also working on sales and marketing integration and I find myself fascinated with how really big sales are made; where there may be a team of 50 people working on one billion dollar sale. That's exciting stuff. It really gets your adrenaline going to know that tomorrow you're going to hear if you've won or lost one of these giant contacts."

Neil's research is still hugely popular, but it's how this has influenced his practice that also interests us. As founder of Huthwaite International, a global research and consulting firm based close to Sheffield, he has always been concerned with the role of sales and marketing practitioners in an organisational context. We asked Neil to elaborate on how important it is that this sector is represented on a company board: "The big contribution that sales and marketing make to corporate boards is to bring the voice of the customer. That's often sorely missing – even today – in traditional companies. I confidently predict that both sales and marketing will have an increasing presence, and an increasing impact, at board level in the future."

In many sectors, this is a controversial proposition indeed. Then again, Neil's never been afraid to cause a stir: "In my student days at Sheffield, when I was Secretary of the Union [my membership is still up to date] I was a loud and enthusiastic troublemaker. Today I'm less loud and a little more subtle about it but, once a troublemaker, always a troublemaker. I hope to shake a few things up – in a professional and professorial way, of course."

"I find myself fascinated with how really big sales are made; where there may be a team of 50 people working on one billion dollar sale. That's exciting stuff."

Alumni profile

We caught up with... Alice Dartnell

BA Business Management, 2008



My next career move is to progress into coaching and consultancy, using my degree to help in these areas. One aspect of management that I enjoy is helping people to get the best out of themselves or the job, so I am keen to move into coaching.

Keen blogger Alice has a head for problem solving and if she isn't busy writing her next online post she's involved in various volunteer roles, as well as fitting in as much world-travel as possible, all whilst carrying out her day-to-day management job! Alice told us that ten years on from her time at Sheffield, she's still best of friends with the people she met in her first year - so she's extremely grateful that Sheffield met her extensive criteria when it came to choosing which university to study at!

Now the Local Engagement Lead at the Royal Pharmaceutical Society (the professional body of pharmacists in GB), Alice heads up the Local Engagement Team in England, by project managing the team's various innovative engagement activities, as well as being the project manager for the organisation's first 'wellbeing and CSR' policy and programme. We spoke to Alice about establishing her career since completing her degree and her plans to run her own business in the future.

Tell us a little bit about your current role and your main responsibilities.

My current role as Local Engagement Lead at the Royal Pharmaceutical Society involves managing a remote team of 4 and overseeing the development and implementation of the organisation's local stakeholder engagement strategy. I manage the team's budget, set the strategic direction for the team, and I also support the organisation's volunteer workforce and provide overall project management on various in-house projects, meaning I get to be involved in lots of innovative and exciting initiatives!

Did your degree help you with your career?

Definitely! The benefit of studying a broad degree like Business Management means it opens you up to a wide range of career paths. As a manager now, I can say that my degree provided me with so many tools that I use every day. When I was at University, my friends and I would always joke how Maslow's hierarchy of needs was our favourite management theory. We joked, yet entering the workforce and working in management, I was surprised how much it actually gets brought up, especially in training sessions!

Given the nature of my role too, a basic understanding of the different business functions such as marketing, accounting and work psychology have proved invaluable. Further to that, it was whilst I was at Sheffield University that I discovered I was dyslexic. Rather than letting it hinder my learning, I was offered so much support from the University, and I couldn't be more grateful.

How would you sum up your experience of studying at Sheffield University Management School in one sentence?

A fantastic experience – I hated school but fell in love with studying and Business Management the moment I had my first lecture.

What do you remember most about your time at Sheffield?

Gosh, there are too many memories!

One of my most memorable is probably the day we graduated. It was sad to see the end of an era but also exciting to know you had the rest of your life ahead of you and the possibilities were endless. My friends and I were celebrating before our graduation ceremony in the Union beer garden, where the sun was blazing and the mood was electric. It was the best day.

What are your plans for the future?

My next career move is to progress into coaching and consultancy, using my degree to help in these areas. One aspect of management that I enjoy is helping people to get the best out of themselves or the job, so I am keen to move into coaching. I am also a self-confessed geek and enjoy anything to do with strategy or problem solving, so a career in consultancy is looking enticing!

I have really enjoyed my time writing for my blog and for a website called lifehack.com, so I am keen to break into freelance writing too. Perhaps even penning my first book? Of course, all my writing is business or management based!

Eventually, my ultimate goal is to start my own business but I have a lot more to learn – I bought a bar with a business associate in Cambodia a few years ago (my parents live there) but after a short 9 months, the business wasn't going where we wanted it to go so I sold my half. This hasn't deterred me though, I am just waiting for the right time again!

...And what do you like to do in your spare time?

I have a terrible habit of taking on too much so I am often told that I am trying to do too much at once! But I can't seem to sit still! I do like writing for my blog in my spare time though, (of course it is a management and personal development blog), I go kick boxing (my next belt is my brown belt), I do my best to volunteer (I am currently applying to be a trustee for the mental health charity Mind) and I do a lot of baking! I am also currently learning Spanish and Japanese.

Of course, seeing my friends and family is important to me so I always make sure I have time for them as well as indulging in my passion for travel - last year alone I took 9 holidays.

You can read Alice's blog at:
www.yoursuccess toolkit.blogspot.co.uk



Round up of Events



Keeping up with our friends across the waters

During October last year, our colleagues welcomed the opportunity to meet up with some of our international alumni in their homelands. Firstly, we visited Singapore, with Mohammad Rajjaque, teacher in Accounting & Finance at the school, hosting an informal evening with local alumni. We were delighted to see old and new faces, including Mr Wong Peng Wai, a graduate from the School's first MBA batch back in 1979!

Then it was on to Taiwan with the School's Marketing and Recruitment Officer, Mrs Maddie Stewart, along with Ms Hannah Stelman from the University's International Office. In between their busy schedule of recruitment activities, Maddie and Hannah were pleased to be able to spend an evening with local alumni whilst in Taipei, and enjoyed getting to know old and new members of the community over drinks and an evening meal. Guests included Mr Sam Shen, a 2008 graduate from the MSc Management programme, who is enjoying

a successful career in banking since leaving Sheffield, and Ms Evelyn Chung, a recent graduate of 2013 from the MSc Marketing Management Practice programme who is now working in the cosmetic and health care industry.

Finally, an evening in Tokyo, Japan, hosted by the School's newly appointed Associate Dean for External Business Advancement, Prof Andrew Simpson, saw our Japanese alumni come together for an evening of drinks and chatting. Andrew was delighted to be able to re-engage with our alumni during his time in Japan, and was extremely pleased at the turn out for the evening and the efforts that people had gone to in order to meet him and other alumni.

If you are interested in hosting your own alumni reunion, please let us know: mgtalumni@sheffield.ac.uk

A Celebration of Female Entrepreneurship

In collaboration with the Inspiring Women network, and as part of the 2014 MADE Festival, the Management School was delighted to host a celebration of female entrepreneurship event in September.

With a one hundred strong audience of students, alumni and local businesses, an international and expert line-up of female professionals was brilliantly led by the School's own x Dr Angela Carter, Lecturer in Work Psychology. The panel comprised of Lorely Burt, Liberal Democrat MP for Solihull and the 2014 government's Ambassador for Women in Enterprise; Laila Pawlak, Founder & Chief Impact Officer of DARE2 and nominee for Female Entrepreneur of the year in 2010; author

and award-winning entrepreneur, Therese Sopie Kindal, CEO and Co-Founder of Unleash; and Jane Robinson, Co-founder at Cutting Technologies Manufacturing and winner of the Business Woman Of The Year in the 2013 WiBA award.

An enthused audience put forward some great questions to the panel during the evening, with the panellist sharing their own successes, failures, lessons learnt and advice for students and like-minded business people looking to make their own stamp in the entrepreneurial world. There were lots of laughs and nods from the audience as the speakers shared entertaining anecdotes from their experiences of starting-up to where they are now.

The women were well-placed as panel members for the evening, with a range of business expertise, knowledge and experience between them. From managing a South Yorkshire based metal-cutting company with 20 years' experience in the field, Jane was able to provide her views and opinions of running a local business as well as managing a 32 strong workforce. Laila's experience of managing DARE2 based in Copenhagen, along with its 100 associated world-wide partners, allowed her to provide an international perspective on being a successful business woman in her field of researching and designing what makes a great customer experience.

Lorely and Therese also added to the mix with their expertise in enterprise and small business consultancy, and as a management consultant for large and multi-national organisations, respectively. With her representative role for Business and Women and Equality, and work as shadow minister for Business, Enterprise and Regulatory Reform, Lorely brought a depth of knowledge around start-ups and enterprises in a range of business sectors and areas.



Therese offered her insight into entrepreneurial thinking from an academic perspective, and from her 15 years working closely with executives and start-up teams, large companies and multi-national organisations as a management consultant

All four speakers held a captive audience during the evening and were able to build upon one another's stories, adding their own advice and take on how to handle certain situations, creating a relaxed atmosphere to the evening which the audience appreciated. Speakers and audience members were also impressed by the excellent presentation from the Sheffield Enactus students at the head of the evening, which enabled them to showcase just some of their successful enterprise projects helping to make a real difference to communities, ahead of their journey to represent the UK in the Enactus World Cup in Beijing.

International alumni reunion in Hong Kong

A celebration of female entrepreneurs
Andy Brown Photography

The Sheffield London Alumni Network at Herbert Smith Freehills LLP

Trevor Williams, Chief Economist at Lloyds Bank
Photo courtesy of Lloyds Bank



London Alumni Network

Last issue we mentioned the launch of the Sheffield Alumni in London Networking Group, which kicked off with a drinks reception hosted by the University's recent Chancellor, Sir Peter Middleton, GCB, at his Marsh & McLennan offices in Tower Place. The group has continued to be a success with members having met on three further occasions since last March, with over 100 post-2000 alumni of Management, Law, and Economics who are currently living in London having joined the network in this first year.

Events so far have consisted of a summer event at the business venue The Clubhouse, in Mayfair, where members enjoyed a social night with a quiz; a speed networking event held at the law firm Olswang's London offices; and more recently, a panel event held at Herbert Smith Freehills LLP where guests heard three different career perspectives from three alumni across the disciplines, and had time to chat and ask the panel members questions later in the evening.

More events are planned for June and October this year, in which we hope to see even more Management alumni attend. For more information visit: management.shef.ac.uk/alumni/london/



An evening with Lloyds: My Life as an Economist

The Management School was delighted to again host the annual evening lecture from Lloyds in March this year. We were privileged to hear from the bank's Chief Economist Trevor Williams, in not only one but two talks, this year. Firstly, Trevor spoke to some of our students in an early evening session about his journey as an economist so far, and answered questions from the audience of keen accounting and finance students.

Then it was on to the evening's main event, for the annual talk, in which Trevor discussed the wider issues of risk & vulnerabilities in the world economy to a wider audience of economists from our student, alumni and business community.

Trevor is a well-known voice within the banking sector, and regularly appears in the financial press, writing articles for publications and sharing his expertise on television. He is also a Visiting Professor of Banking and Finance at University of Derby and a member of the Institute for Economic Affairs Shadow Monetary Policy Committee.

Get Involved

Getting involved in activities with the Management School is a great way to **develop your social and professional networks**. We also welcome and encourage alumni volunteering, and will do our best to fit opportunities around your skills and interests.

Here are just some of the ways that you can help or become involved:

- **Have an idea for an alumni event with fellow course members? Or want to meet other alumni in your region?** We hold various alumni events around the world and during the year, but we know that sometimes these aren't always convenient for you. If you have an idea of would like to help organise an event, let us know and we can help.
- **Are you an expert in your field and want to share your knowledge?** We're always delighted to welcome alumni back to the school to deliver guest talks or lectures, and to be able to demonstrate to other alumni, students and our business communities the talent of the Management School. This could be giving a careers talk to students, running a skills workshop, or a guest lecture to a wider audience.
- **What's your story?** One of the best ways in which we can inspire current students is to share with them stories of other Management Graduates. Learning about the paths that others in similar situations have taken is a great way to inspire new career paths. Telling us your story by creating an alumni profile enables students to gain an insight into a range of real graduate careers.

Keep in touch

You can keep in touch with Sheffield University Management School, fellow alumni and friends by joining us at:

-  www.shef.ac.uk/management/facebook
-  www.shef.ac.uk/management/linkedin
-  [@Uos_Management](https://twitter.com/Uos_Management)

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