



# MANAGEMENT 2020

Leadership to unlock long-term growth

THE COMMISSION ON THE FUTURE OF MANAGEMENT AND LEADERSHIP  
Executive Summary  
July 2014



# ABOUT THE COMMISSION

In 2013, the All-Party Parliamentary Group on Management (APPGM) decided to investigate how management and leadership in the UK will need to change by 2020 to deliver sustainable economic growth. The Commission on the Future of Management and Leadership was created with the Chartered Management Institute (CMI) to pursue that inquiry, bringing together members of both Houses of Parliament, across the main parties, with leaders from a wide range of sectors. The Commission considered evidence from academic experts, vibrant entrepreneurs, up-and-coming young managers and world-renowned business leaders alike. This executive summary outlines the key findings and recommendations. A separate report discusses the findings in depth.

## THE COMMISSION MEMBERS

<b>Peter Ayliffe CCMi (Co-chair)</b>	President of CMI
<b>Barry Sheerman MP (Co-chair)</b>	MP for Huddersfield, Chair of the APPGM
<b>Lord Bilimoria CBE DL</b>	Chairman and Founder, Cobra Beer
<b>Dame Carol Black DBE CCMi</b>	Principal, Newnham College Cambridge; Adviser on Work and Health, Department of Health
<b>Tamara Box</b>	Global Co-chair of the Financial Industry Group, Reed Smith
<b>Professor Sir Cary L Cooper CBE CCMi</b>	Distinguished Professor of Organizational Psychology and Health, Lancaster University Management School
<b>Hushpreet Dhaliwal</b>	Chief Executive, National Association of College and University Entrepreneurs
<b>Jez Frampton CCMi</b>	Global Chief Executive, Interbrand
<b>Ann Francke MBA CCMi CMgr FIC</b>	Chief Executive of CMI
<b>Professor Abby Ghobadian</b>	Head of School of Leadership, Organisations and Behaviour, Henley Business School
<b>Dr Jules Goddard</b>	Fellow, London Business School; author of <i>Uncommon Sense</i> , <i>Common Nonsense</i>
<b>Lord Haskel</b>	Peer, House of Lords
<b>John Hemming MP</b>	MP for Birmingham Yardley
<b>Mark Hoban MP</b>	MP for Fareham
<b>Dr Liz Jackson MBE CCMi</b>	Founder, Great Guns Marketing
<b>Darren Jarvis</b>	Chief Auditor, Global Institutional Client Group at Citigroup
<b>Sir Paul Judge CCMi</b>	Chairman, Schroder Income Growth Fund Plc; Chair, CMI's Academic Advisory Council
<b>Seema Malhotra MP</b>	MP for Feltham and Heston
<b>Derek Mapp CCMi</b>	Chairman of Informa
<b>Dame Mary Marsh CCMi</b>	Founding Director, Clore Social Leadership Programme
<b>Lord Mitchell</b>	Enterprise Adviser, Labour Party
<b>Terry Morgan CBE CCMi</b>	Chair, Crossrail; Immediate Past President, CMI
<b>Meg Munn MP</b>	MP for Sheffield Heeley
<b>Baroness Prosser OBE</b>	Peer, House of Lords
<b>Dr Martin Read CBE CCMi</b>	Chairman of Laird Plc, Low Carbon Contracts Company, Electricity Settlements Company and Remuneration Consultants Group; Non-executive Director of Lloyd's and the UK Government Efficiency and Reform Board
<b>Lynva Russell</b>	Director, Policy Connect
<b>David Rutley MP</b>	MP for Macclesfield
<b>Andy Sawford MP</b>	MP for Corby
<b>Andrew Summers CCMi</b>	Former Chair, Companies House

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# FOREWORDS



It was my great pleasure to co-chair the Commission on the Future of Management and Leadership.

Our work focused on the role of management in driving economic growth. The Commission consisted of a diverse group of parliamentarians and business leaders who desired to investigate one very important question: how can the UK produce the right kind of managers to galvanise business expansion and growth over the coming years?

To address this issue, we sought to understand three things. Where are we going wrong today? What are the management skills that will be needed in the future? And how can our managers acquire these critical skills?

Ultimately, our inquiry was underpinned by the desire to find out how we can equip the leaders of today and tomorrow with the skills needed to succeed in 2020. We hope that the results of our research will help to drive change in management practice in the UK and contribute to our continued economic growth between now and 2020.

**Barry Sheerman MP**

Co-chair of the Commission on the Future of Management and Leadership; Chair of the All-Party Parliamentary Group on Management



The UK boasts world-class organisations and some of the best managers in the world. We heard from several in the course of this Commission. The insights they offered about the future of management and leadership, and what we need to do to deliver long-term growth and prosperity, are at the heart of this report.

But the truth is that those shining examples are just too rare. From the evidence seen by this Commission, it's clear that we're faced with a ticking time bomb of myopic management. We neglect the importance of sustainable growth in the long term in favour of cutting costs to deliver profits in the short term. Our managers are not encouraged to take risks or given space to be innovative. They bear a heavy responsibility for driving economic growth yet they are not given the training and coaching that they need to do their jobs properly.

As a result, the UK falls short in the leadership stakes.

Fortunately, however, the Commission found that the current shortcomings of UK management can be addressed. There is a clear way forward if organisations choose to take it.

In this report, we explain how organisations can focus on purpose, people and potential in order to thrive in 2020. Whatever their sector – business, public services or civil society – the demands on managers are changing fast.

It has been my privilege to co-chair this Commission. Its recommendations provide a blueprint for a better managed Britain.

**Peter Ayliffe CCMl**

Co-chair of the Commission on the Future of Management and Leadership; President, CMI

# INTRODUCTION

The financial crisis of 2007/2008 plunged the UK economy into the doldrums and shattered trust in business leaders. High-profile leaders who had been publicly fêted were shamed. Businesses that looked like world-beaters teetered on the brink of collapse, exposed as being built on false foundations, driven by skewed short-term priorities.

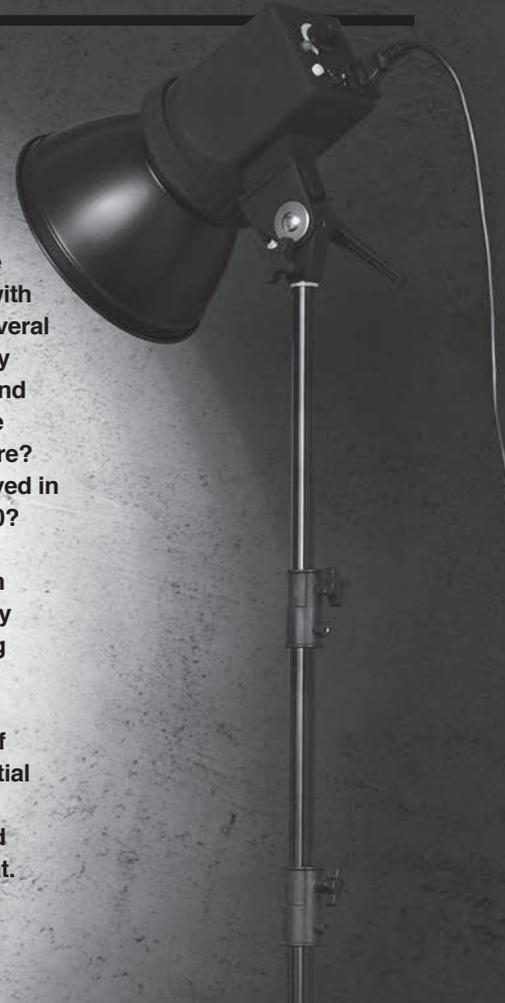
The resulting economic collapse unleashed a cost-cutting agenda that only reinforced the short-termist outlook that got us into trouble in the first place. Managers were under pressure to “do more with less”, often without adequate training. Many lacked belief in the moral purposes of their businesses or their senior leaders. Instead of viewing people as valuable human capital, many organisations started to treat them as a drag on the bottom line.

So it was against this backdrop that the All-Party Parliamentary Group on Management

decided to found the Commission on the Future of Management and Leadership with CMI, launching in October 2013. Over several months, the Commission asked three key questions. How good are management and leadership in the UK today? What are the skills that managers will need in the future? And how can UK management be improved in order to deliver success by the year 2020?

Evidence considered by the Commission identified major changes that are not only reshaping the world of work, but creating profound challenges for managers.

Responding to these challenges is vital if the UK economy is to fulfil its true potential over the coming years. This executive summary highlights our key findings and our recommendations to help do just that. The full report outlines the findings and recommendations in detail.



## THE CHALLENGES WE FACE

### THE UK LAGS BEHIND MANY COMPETITORS ON KEY ECONOMIC INDICATORS

Productivity is 21% lower than that of the rest of the G7 and measures of management are similarly lower than those of many rivals.<sup>1</sup> Time wasted by poor management could be costing the economy as much as £19bn a year.<sup>2</sup>

### YOUNGER GENERATIONS WILL DRIVE NEW WAYS OF WORKING

“Generation Y” and “Millennials” will make up 75% of the workforce by 2025.<sup>3</sup> Their expectations about the employment relationship and ways of working demand new approaches. There are also major employability challenges for young people in the UK.

### MANAGERS WILL NEED TO BE ADEQUATELY TRAINED

Government data shows that the UK labour market will need one million new managers by 2020 – yet 71% of the leaders surveyed by CMI confess they could do better at training first-time managers, or don’t train them at all. This could leave 150,000 employees a year taking on management roles without adequate preparation.

### TECHNOLOGY DEMANDS BETTER PEOPLE SKILLS

New technology doesn’t only demand new technical skills – increased connectivity between people puts a premium on managers’ personal, communication, network-building and collaboration skills.

### GLOBALISATION WILL DRIVE DIVERSITY AND MORE CROSS-CULTURAL WORKING

More organisations will operate across borders and need to navigate cultural differences. But too few young people take opportunities to study and work abroad.

### LONG-TERM SUSTAINABILITY IS FUNDAMENTAL

The global economic crash exposed the danger posed by short-termism in management thinking and incentives. But those who cut costs and overheads still seem to earn more respect than those who take the riskier, more innovative paths that lead to growth in revenue, profits and jobs. Leaders need to define their organisation’s long-term purpose and resist pressure for short-term results.

<sup>1</sup> *Statistical Bulletin: International Comparisons of Productivity – Final Estimates, 2012*, ONS, 20 February 2014

<sup>2</sup> *Leadership and management in the UK – The key to sustainable growth*, Department for Business, Innovation & Skills, July 2012

<sup>3</sup> [www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf](http://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf)

# PURPOSE, PEOPLE AND POTENTIAL: A SNAPSHOT OF CURRENT PRACTICE

The Commission identified key areas of good practice that form the basis of our Management 2020 Framework. It comprises three sections.

## PURPOSE

What social benefit does the organisation exist to achieve and how are its leaders held accountable for these aims?

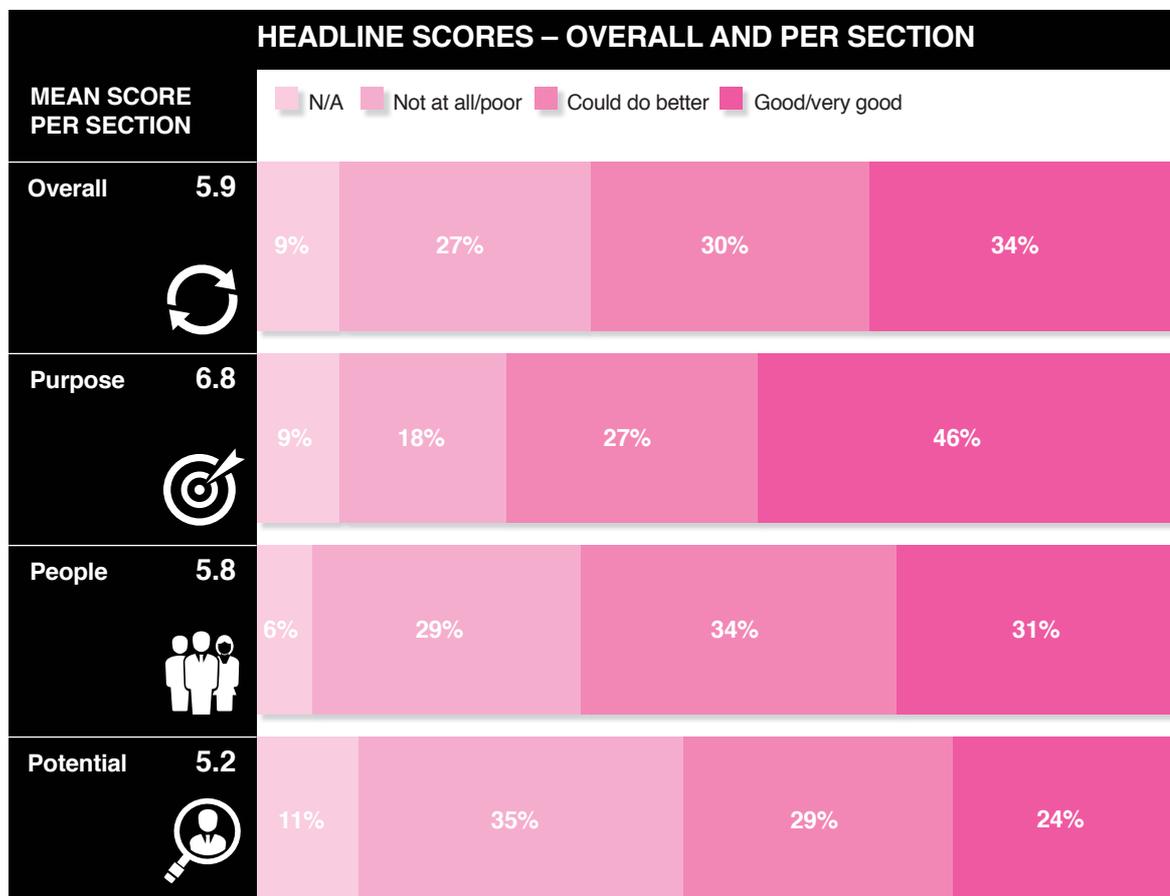
## PEOPLE

How does the organisation prepare managers and leaders at all levels?

## POTENTIAL

How does the organisation support the next generation of managers and leaders?

We surveyed 2,113 managers – split almost equally between CMI members and non-members – asking them to score their organisation out of 10 on each indicator. A summary of the results is outlined below.



## KEY INSIGHTS

Overall, UK organisations were rated by managers and leaders at an average of 5.9 out of 10 across the Management 2020 Framework – the equivalent of “could do better”. This shows significant potential for improving management.

Strikingly, growing organisations scored higher than declining ones across all 18 measures.

Although organisations achieved the best score in the area of **purpose**, with an average score of 6.8 out of 10, this is still equivalent to a “could do better” mark. Organisations scored lower on commitments to their **people**, at 5.8, and lowest, at 5.2, on how they invest in the next generation – their **potential**.



Paul Polman, Chief Executive, Unilever

## PURPOSE

When it comes to **purpose**, the bigger the organisation, the better it is at reporting on its aims and commitments to stakeholders.

For example, only 36% of small organisations (one to 50 employees) say they define and publish their commitment to their employees, compared to 58% of large organisations (over 1,000 employees).

*Thomas Cook Chief Executive Harriet Green summed up the crucial role that employees play in giving feedback when she told the Commission: “People in the company can tell you what is wrong. They may not be able to fix it, but they can tell you what’s wrong.” As a result, Green prides herself on exchanging emails with people from all*

*over the business, and commented: “I don’t consider my role at the top of anything, hierarchically. Great CEOs have to consider themselves in the centre of the vortex and they have to be able to gather quality information from all communities, both inside and outside the business.”*

Overall, 51% of managers say their organisations are poor or could do better when it comes to escalating bad news and ensuring that the senior management team receives feedback directly from employees around the organisation. Among the sectors, the public sector scores worst: 25% say such feedback mechanisms are poor or non-existent, compared to 18% in the private and 16% in the charity sectors.

*“Our model is built on a total value chain approach, on growing our business, reducing our environmental impact, reaching a billion people with health and well-being programmes and moving our whole business to sustainable sourcing. We do this on the basis of a common purpose.”*

*Paul Polman, Chief Executive, Unilever. Unilever recorded a 9% rise in pre-tax profits for the 2013 financial year.*

### PURPOSE: CURRENT PRACTICE

	Average score out of 10	N/A	Not at all/poor	Could do better	Good/very good
<b>Q1.</b> We define and publish the long-term purpose of our organisation, ensuring it covers measurable commitments to all stakeholders.	6.5	10%	21%	27%	42%
<b>Q2.</b> We track the annual progress towards our overall stated purpose at our AGM/annual review and discuss during at least one board meeting.	7.5	10%	12%	22%	58%
<b>Q3.</b> Our CEO/top team is rewarded on the basis of delivering value to all stakeholders and not just on meeting financial targets.	6.2	17%	21%	25%	37%
<b>Q4.</b> Our senior leaders champion the organisation’s values and act as role models.	7.0	4%	16%	30%	51%
<b>Q5.</b> Senior leaders are recruited for their values and track record of delivering long-term performance.	6.7	9%	17%	31%	44%
<b>Q6.</b> Feedback mechanisms exist to escalate both good and bad news, and ensure the senior management team hears directly from employees at all levels.	6.7	5%	19%	32%	44%



Sean Taggart, Chief Executive, the Albatross Group

*“We always believe management is our biggest differentiator, a source of competitive advantage.”*

Sean Taggart, Chief Executive at travel company the Albatross Group

## PEOPLE

The best score for people practices relates to the extent to which people are assessed for their behaviours, not just their results.

This was a key theme that emerged during the evidence sessions.

**“We have put much more emphasis on how, as well as what, managers and leaders achieve. We now bring it into appraisals, throughout the organisation.”** Sir Charlie Mayfield, Chairman of the John Lewis Partnership.

Echoing submissions made to the Commission, management training is usually too little, too late: only 23% of organisations rank as good or very good in terms of whether staff are trained in management and leadership before, or within three months of, taking on a management role.

The use of mentoring and coaching also appears very limited, rated good or very good by only 24% of organisations, despite persuasive testimony about its effectiveness in helping managers

improve their practical skills and make an impact at work.

There were key links between the **people** scores and organisational growth. Almost 60% of organisations in decline do not train their staff or do so poorly, compared to only around a quarter of growing organisations.

Equally, only about 13% of managers in declining organisations say training of staff immediately after a promotion is good or very good, compared to almost 30% of growing organisations. Those that are struggling also use mentoring and coaching programmes far less.

Smaller organisations are much better at learning from mistakes: 48% of managers in large organisations say they do not do this at all well, compared to only 20% in small ones.

### PEOPLE: CURRENT PRACTICE

	Average score out of 10	N/A	Not at all/poor	Could do better	Good/very good
<b>Q7.</b> All staff are trained in management and leadership before, or within three months of, being promoted into a management role.	<b>5.2</b>	7%	37%	34%	23%
<b>Q8.</b> Our organisation uses mentoring and coaching programmes to support all newly promoted managers.	<b>5.3</b>	7%	36%	33%	24%
<b>Q9.</b> We use performance assessment and appraisal tools that evaluate people on their behaviours and not just their results.	<b>6.6</b>	6%	20%	30%	43%
<b>Q10.</b> “Off-the-job” development opportunities focusing on core interpersonal and people-management skills are offered to managers and leaders at all levels.	<b>5.7</b>	7%	31%	34%	29%
<b>Q11.</b> We learn from our mistakes and encourage risk-taking and innovation.	<b>6.2</b>	3%	24%	38%	35%
<b>Q12.</b> We champion the diversity of our talent pipeline at all levels and set targets to benchmark our achievements in terms of equal pay and promotion.	<b>5.9</b>	7%	28%	34%	32%



Kim Winser OBE, founder of Winser London

*“Every division of the company adds to the existing talent with university leavers, school leavers or career-break women wanting to get back into business.”*

Kim Winser OBE, founder of fashion company Winser London

## POTENTIAL

The third area of the framework, the development of **potential**, is the area where employers are currently the weakest, scoring just 5.2 on average.

A particular weakness relates to the recruitment of young people and school leavers. Employers also scored poorly in terms of reporting on how they work with educational institutions. Measures to encourage people back to work after career breaks, which could include parental leave, appear to be weak too.

Only 24% of managers say their organisation is good at reporting on their cooperation with schools. The private sector is lagging behind when it comes to reporting on how organisations are working with schools, colleges and universities: 41% of organisations say they are bad at doing this, or aren't doing it at all, compared to 35% in the public and 21% in the charity sectors.

*One witness said: “Our owners are great believers that one of the roles*

*of business is about giving back to the community, and sustaining communities, in the broadest sense of the word. We don't see that as a burden. Actually it's quite liberating.”*

Not only does supporting **potential** represent the weakest area of current practice among employers, but it's also the area where Government action may be most effective, for example through education and skills policy. This is reflected in our recommendations.

### POTENTIAL: CURRENT PRACTICE

	Average score out of 10	N/A	Not at all/poor	Could do better	Good/very good
<b>Q13.</b> We offer opportunities for young people to gain practical experience and skills within our work environment.	<b>6.3</b>	7%	22%	35%	38%
<b>Q14.</b> We report on how our organisation is working with schools, colleges and universities.	<b>5.0</b>	14%	38%	26%	23%
<b>Q15.</b> Our organisation sets targets to focus recruitment on school leavers and young people.	<b>4.4</b>	14%	45%	24%	17%
<b>Q16.</b> Our organisation supports others in our supply chain or local community with development opportunities and mentoring.	<b>4.9</b>	11%	39%	31%	19%
<b>Q17.</b> We have a programme that actively encourages parents, carers or others to return to work after career breaks.	<b>4.9</b>	13%	39%	29%	21%
<b>Q18.</b> We collaborate with different sectors and other organisations to exchange ideas and people.	<b>5.6</b>	8%	32%	32%	28%

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# SUMMARY OF RECOMMENDATIONS: PATHWAYS TO PROGRESS

## FOR EMPLOYERS

To ensure successful long-term leadership, we recommend that organisations should review and focus on three critical areas: how they define their **purpose**, how they lead and develop their **people**, and how they invest in their **potential**.

But, with official data showing that the UK labour market needs almost 200,000 new managers a year, the scale of the challenge is clear.<sup>4</sup> Developing these new managers' skills, mentoring them and helping them maximise their potential is a clear priority.

More detailed recommendations to improve **purpose**, **people** and **potential** are set out in our full report.

To help kick-start the process, we've developed the **Management 2020 Benchmarking Tool**, which is freely available. The tool enables managers to benchmark their organisation against best practice in the three areas distilled from this inquiry.

With our survey revealing an average score of just 5.9 out of 10, there's clearly huge scope for improvement to create a **better managed Britain**.

## FOR GOVERNMENT

Our recommendations for Government focus on where employers need the most support, as evidenced by the low scores around how they develop their **potential**. With unemployment of young people running at over 18%, it's critical that employability outcomes are improved – giving young people better prospects and helping to create

a much stronger potential talent pool for employers. The recommendations are as follows.

### Build employability into education.

We recommend a series of practical proposals to help embed practical management, enterprise and leadership experiences into the world of education. Secondary schools should be measured on employability outcomes, and pupils provided with much greater real-life experience, perhaps through the "Enterprise Advisers" scheme recommended by Lord Young. The standing of business studies courses should be reviewed to ensure they are relevant, attractive to young people and respected by employers and higher education.

In addition, the apprenticeships trailblazers could be expanded to include management, putting young people on the track to professional management status. In higher education, all management degrees should include experiential learning and work placements.

### Develop exchange networks.

Government should work with partners to encourage placements, secondments and much more extensive exchanges of ideas and people across different sectors, through supply chains, and between business and education.

### Encourage reporting and promote excellence.

Government can do more to encourage employers to expand annual reports to include both social purpose and broader people metrics about their people. With

greater transparency, professional bodies and other partners can work together to help promote excellence and showcase best practice.

## IMPLICATIONS FOR INDIVIDUALS

### Coach and champion your team:

as a manager, be a role model, be authentic and start mentoring others. Support new managers and review and reward behaviours, not just performance.

**Embrace change:** challenge the status quo, embrace and lead change.

**Collaborate and connect:** keep learning, extend your networks across generations, different sectors and cultures, and stay connected.

## FURTHER RESOURCES

The full report includes further detail on our findings and recommendations. It's available at [www.managers.org.uk/management2020](http://www.managers.org.uk/management2020) – where you'll also find short videos, reports on the oral evidence sessions, additional papers and the Management 2020 Benchmarking Tool.

### Other useful sources include:

- A Blueprint for Better Business, an initiative aiming to unite corporate purpose and personal values to serve society: [www.blueprintforbusiness.org](http://www.blueprintforbusiness.org)
- Valuing Your Talent, a framework for better measurement of the contribution that people make to organisations: [www.valuingyourtalent.co.uk](http://www.valuingyourtalent.co.uk)
- The Supper Club, the UK's leading club for entrepreneurs: [www.supper-club.net](http://www.supper-club.net)

<sup>4</sup> Based on IER estimates in *Working Futures 2012-22*, UK Commission for Employment and Skills, 2014

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# WITNESSES

<b>Ruth Ambrose</b>	Director, Legal, AMEC Plc
<b>Professor Julian Birkinshaw</b>	Professor of Strategy and Entrepreneurship, London Business School
<b>Tom Bromley</b>	Student and Entrepreneur, University of the West of England
<b>Alex Cheatle</b>	Chief Executive, Ten Group
<b>Duncan Cheatle</b>	CEO, Prelude Group (including the Supper Club); Co-founder, StartUp Britain
<b>Peter Cheese</b>	Chief Executive, CIPD
<b>Mark Goyder</b>	Director, Tomorrow's Company
<b>Professor Lynda Gratton</b>	Professor of Management Practice, London Business School
<b>Harriet Green</b>	Group Chief Executive Officer, Thomas Cook
<b>Anthony Hesketh</b>	Senior Lecturer, Department of Management Learning and Leadership, Lancaster University Management School
<b>Brian David Johnson</b>	Futurist, Intel
<b>Shivam Kagadada</b>	Assistant Tutor, Explore Learning; and Owner, Original Karma
<b>Arthur Kay</b>	Co-founder and Chief Executive, bio-bean
<b>Debbie Klein</b>	Chief Executive, The Engine Group
<b>Thomas Lawson</b>	Chief Executive, Leap Confronting Conflict
<b>Alastair Lukies CBE</b>	Chief Executive, Monitise
<b>Cary Marsh</b>	Chief Executive and Founder, Mydeo
<b>Sir Charlie Mayfield</b>	Chairman, John Lewis Partnership
<b>Ry Morgan</b>	Co-founder and Chief Executive, PleaseCycle
<b>Kevin Murray</b>	Chairman, The Good Relations Group
<b>Professor Kai Peters</b>	Chief Executive, Ashridge Business School
<b>Paul Polman</b>	Chief Executive, Unilever
<b>Rebecca Ray</b>	Executive Vice President, The Conference Board
<b>Clare Reinhold</b>	Engineering Associate, Building Design Partnerships
<b>Sean Taggart</b>	Chief Executive, Albatross Group
<b>Duncan Tait</b>	Head of EMEIA and Corporate Senior Vice President, Fujitsu Ltd
<b>Dylan Valentine</b>	Bid and Delivery Excellence Apprentice, Fujitsu
<b>Robert Wilson</b>	Student and Entrepreneur, University of the West of England
<b>Kim Winser OBE</b>	Founder and Chief Executive, Winser London
<b>Mike Wright</b>	Executive Director, Jaguar Land Rover
<b>Professor Mick Yates</b>	Visiting Professor, Leeds University Business School

The full list of those who gave written evidence can be found in the full report.

## The Commission on the Future of Management and Leadership

The Commission on the Future of Management and Leadership was created in 2013 to investigate how management and leadership in the UK will need to change by 2020 to deliver sustainable economic growth.

Established by the All-Party Parliamentary Group on Management and the Chartered Management Institute (CMI), the Commission brings together members of both Houses of Parliament from across the main parties, with leaders from a wide range of sectors.

This executive summary outlines the key findings and recommendations from the Commission, with further details available in a separate full report.

The full report, transcripts from the witness sessions, videos and the Management 2020 Benchmarking Tool can be found at [www.managers.org.uk/management2020](http://www.managers.org.uk/management2020)

## About the All-Party Parliamentary Group on Management (APPGM)

The APPGM exists to promote debate and foster a closer understanding between parliamentarians and UK managers from across all sectors. It has been running for over 30 years and currently has 100 members.

### Chartered Management Institute

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London WC2R 0EZ  
Registered charity number 1091035  
Incorporated by Royal Charter

## About CMI

CMI is the only chartered professional body in the UK dedicated to promoting the highest standards of management and leadership excellence.

CMI has been providing forward-thinking advice and support to individuals and employers for more than 60 years. We continue to give managers and leaders – and the organisations they work in – the tools they need to improve their performance and make an impact. As well as equipping individuals with the skills, knowledge and expertise that they need to excel, our products and services support management and leadership excellence across both private- and public-sector employers.

Find out more at [www.managers.org.uk](http://www.managers.org.uk)

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First published July 2014

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British Library Cataloguing in Publication Data  
A CIP catalogue record for this report is available from the British Library  
0-85946-439-3

