



In celebration of the life and works of
Emeritus Professor ALLAN WILLIAMS
(A.P.O Williams)

Email Tributes Received from Colleagues at Cass Business School and the Worshipful Company of Management Consultants (WCoMC)

I worked with Allan on our Education Committee, he was a perfect gentlemen!

He provided sound advice, guidance and encouragement to me personally. I'm hugely saddened at the loss of a wonderful Liveryman and of course father and husband.

- Noorzaman Rashid, Master WCoMC

As you know, Allan had not long retired as Deputy Dean at Cass Business School when Ian Bruce and I formed the Centre for Charity Effectiveness and the City Centre for Charity Effectiveness Trust. As the founding Chairman of the Trust I appointed Allan to the initial Trust Board as a Cass representative and he served on the board under my Chairmanship for 9 years. He is in fact the only still-serving, founding Trustee.

Both Cass Business School and the Company owe Allan a huge debt of thanks.

- Patrick McHugh, Past Master, WCoMC

It was always a great pleasure to meet up with Allan - an enjoyable conversationalist who was also a dedicated professional and educator, the bonus was always the thoughtful and wise observations. Allan was noticeably a listener as well, interested in one's experiences, views and ideas.

His sense of duty and dedication was shown to me in his role as Trustee on the grant making body CCE Trust Ltd for many years. I worked with him as a fellow Trustee for two or three years. His counsel was always sound and provided in a measured and good humoured way that always gained support and always with the interests of beneficiaries and the Trust at heart. The Trust didn't only handle the donations of WCoMC, but also major grants from other sources.

That Allan was a Trustee for so long, nominated by the School on a trust which had to have independence from the School, is its own tribute to him.

I'll treasure my friendship with Allan and all I learned from working with him.

- Edward Sankey, Past Master, WCoMC

The inscription on the grave of John Smith seems very appropriate for Allan, "An honest man is noblest work of God."

- Denise Fellows, Founder Liveryman of the Company, WCoMC

I'm surprised that Allan was 81 – I must say that he seemed rather younger than that.

- Geoff Llewellyn, Past Master WCoMC

I had the pleasure of meeting Allan on several wonderful occasions, including this past September at the 50th Anniversary celebration of Cass. He was truly an inspiration, and will be greatly missed.

...when I had the opportunity to talk with him, Allan's dedication to Cass and passion for higher education was truly inspiring.

- Marianne Lewis, Dean, Cass Business School

Announcement made at Cass Business School following Allan's death

It is with great sadness that I write to inform you that our colleague Allan Williams passed away peacefully this past weekend surrounded by his wife Rosella and his family.

As many of you will know, Allan was a true institution of City University and Cass Business School, having been recruited in 1963 to help develop management education at the College of Advanced Technology which later became City University. During Allan's 38 years of service he served as Pro-Vice-Chancellor of City University followed by an appointment as Deputy Dean of Cass.

Allan has always been passionate about the history of management education and particularly that of our institution. Since his retirement Allan authored *The Rise of Cass Business School: The Journey to World-Class, 1966 Onward* and *Progress through change: The recent history of City University London: 1978-2008*. He was also a founder and liveryman of the Worshipful Company of Management Consultants.

Allan's engagement as an emeritus was simply exceptional, he still regularly attended research seminars, research centre events and conferences. He was always ready with a smile and a chat with colleagues, often to be found telling them about his latest trip to his favoured holiday destination, Lanzarote or the research he was working on. He was one of life's gentlemen and truly a part of the very fabric that makes this School. He will be sorely missed by us all.

I am sure that many of us will be thinking of Allan and his family in the days to come and would like to send condolences, I will be in contact with more information once we have heard from Allan's family about the arrangements.

- Marianne Lewis, Dean, Cass Business School

One thing missing from the Dean's message was Allan's real strength - the person he was - a really nice and good human being: honest, fair, loyal, trustworthy, objective and balanced in his judgement and dealings with his colleagues.

- Dr Paul Dobson, Cass Business School

Allan was a lovely gentleman of the old school. Always polite and an encouraging word to students and staff. As Allan's signature is on my doctorate certificate he will always be remembered.

- Paul Palmer, Head of Business School, Cass Business School

I joined Allan, Ian Bruce and John McLean Fox in the very early days of the formation of the Centre for Charity Effectiveness and, for a period, chaired the C3E Trust following Patrick McHugh. Allan was unfailingly positive and helpful, willing to take on tasks and to represent the Centre in a most favourable light. He was generous with his time, his contributions thoughtful, constructive and balanced – a pleasure to work with. I will remember him fondly and with great respect.

- Gareth Rees, Liveryman, WCoMC

I am so very sorry to hear about Allan's death. I like him very much and am sorry that I can't attend his funeral

- Mary Collis, Liveryman, WCoMC

He was a steadfast supporter of the Company from the earliest days and someone whose company I always enjoyed: the kind of individual you were always pleased to find yourself sitting next to.

- Sir George Cox, Past Master, WCoMC

Very sad to read of Allan's death....lovely man, lovely colleague at Cass and with management consultants.

- Dr Misha Hebel, Liveryman, WCoMC



Allan and his son, Edmond, in Mauritius



Allan with his sister, Hilda



Allan and his daughter, Helene



Allan with his daughter, Roselyne

Professor Allan Williams introduced me to the Company and Sponsored my membership, which allowed me to enjoy its fellowship over the last sixteen years.

Our Company has much to thank Allan for – his wisdom, guidance and important contacts, which have played such an important part in developing its relationship with the Business School and the City Centre for Charity Effectiveness.

Allan laughed and chuckled when I shared gossip with him about a meeting in the Guildhall Toilets, between the Founder Alderman of our Company, Lord Levene, and a very good friend of our Company, Alderman Dr Andrew Parmley. Apparently, a convenient decision was made, that hopefully influenced our Founder Alderman to fully support the Company's application for Livery Status.

Whenever Allan attended a black tie event, he always carried a spare black tie, which helped me when I came to the event without my tie. Not many people know that.

For his vital services to the Company, he was awarded the Wardens' Quiaich in 2010.

I chose Allan to say Grace at our Informal Lunches. Alas, no longer can we enjoy his charming voice.

Farewell My Sponsor, I Will Miss You.

- Gordon Stoker, Liveryman, WCoMC

Allan and I go back to before the foundation of our Company; indeed I think I was his proposer as a member. He and I had first made contact in the early 1990s when he was working on a book, *The Competitive Consultant*, with his collaborator Sally Woodward, who was also at Cass, and he was generous enough to mention my contribution in the book.

In those days, Cass was known as City University Business School and was accommodated in Frobisher Crescent in the Barbican; it had not received the finance from the Cass foundation that enabled it to acquire the splendid building in which it now resides – and the change of name. I was an infrequent outside lecturer and on occasions in the early life of the then Guild of Management Consultants, Allan and I would use his office to change into formal wear for an evening event after working together.

Allan was also instrumental in my being invited to be a Visiting Professor at Cass, and also supported my wife's application to join the British Psychological Society.

Within the Company, Allan helped to set up the original arrangements for the award of the Urwick Prize, a role that I took over from him; he also did much else to build good relations between the Company and Cass – and I am sure that others will remind us of other contributions that he has made.

Allan was unfailingly courteous and charming at our events, of which he has been a regular supporter; we shall miss him.

- Calvert Markham, Father of the Livery, WCoMC

I had indeed known Allan for a long time and always had the greatest respect for him. The Company has indeed gained greatly from his involvement over the years.

- William Barnard, Past Master, WCoMC

I'd known Allan since the mid-60s at the Association of Teachers of Management. We found that we had great interest in history and the development of modern management. So when I was asked to chair WCoMC's Education Committee he was an obvious choice as a member - neither wanted it to be filled with people advocating short-life 'gee whiz' nostrums. We had a few battles over this!

- Bob Garratt, Past Master, WCoMC

I, for one, will remember Allan with very fond memories; he was a lovely, lovely man.

- Leslie Johnson, Hon Liveryman, WCoMC, Past Clerk

I shall always remember Allan as one of the best colleagues that I had the privilege to work with at the Business School. He was always available; always thoughtful; and always supportive. Allan was

also good for a laugh when the occasion demanded it. He will be missed by many but his contribution will live on for a very long time.

- **Carol Vielba, Cass Business School**



Allan with wife, Rosella celebrating her 80th birthday

Left: Allan with Rosella at her 82nd birthday meal

Allan was a gracious gentleman, whose quiet wisdom, sharp intelligence and generous companionship I much appreciated during my time as Clerk of the Company.

- **Claire Dyer, Past Clerk, Hon Freeman, WCoMC**

One of the reasons I joined The Company was Allan. He was such a gentleman and role model. He would always make time to share some humour and have a chat and made me feel incredibly welcome. Allan was also an Alum of Cass Business School, and we shared connections. But beside that, he was always inclusive and embraced everyone. He was indeed the role model to whom many still aspire on his conduct, professionalism and spirit.

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Paul Lampey, Liveryman, WCoMC

I remember Allan Williams well. He was such a gentle soul - courteous to a fault. He will be greatly missed by all.

- **Satjit Singh, Liveryman, WCoMC**

Allan was the longest serving director of the City Centre for Charity Effectiveness Trust, the joint venture company between Cass Business School and the Worshipful Company of Management Consultants. There were directors who came and went, but Allan was always there to provide historical context, perspective and words of advice and wisdom to guide our discussions, forward thinking and decision making. We will continue to think "What would Allan have said?"

- John Pulford MBE Chairman, CCE Trust

I first met Allan when I came to CUBS (as it then was) to discuss a chair that was being advertised. I immediately liked him, finding him open, warm and engaging. I did not get that job, but a few years later I was his successor as the chair of organizational behaviour. We were never actually colleagues at Cass, but his strong continuing commitment to the School, to Organizational Behaviour, to education, to the British Academy of Management and to developing professionals meant that we spent many hours in conversation, one to one or within research seminars, BAM conferences and so on.

Allan was a rare combination. He was a serious academic who conducted his research with care, and who would accept no short cuts or sloppiness in academic thinking, and he was also fully committed to improving practice, as shown in his involvement in the Worshipful Company of Management Consultants. He continued to be meticulous in the various historical projects he conducted in retirement. Coupled with this, he was a warm, thoughtful and positive person, who made the world a better place for all those who were in contact with him. I am very grateful to have known him and to have regarded him as a friend, and my deepest sympathies go to Rosella and to his family.

- David Sims, Emeritus Professor of Organizational Behaviour, Cass Business School

Please include all good wishes from me and prayers for the family at this time. Allan was always very affable and approachable. I am unable to attend the funeral but I will hold it in prayer and thought for the family.

- Carole Brooke (Allan's former PhD student)

I knew Allan since I joined Cass in 2002. He was always ready with a smile and willing to talk about what he was working on. And he was always working, well after he retired so I never really knew when he retired or even if he actually did! He was really kind and welcoming to junior and new colleagues like myself and I am grateful for that. Being out of the country at this time, I am sorry I will miss the chance to say goodbye to a wonderful man, who I was lucky and honoured to have known. My condolences to the family - you are so lucky to have known Allan much longer. Take care, Allan, get some rest!

- Mohan Sodhi, Professor of Operations and Supply Chain Management, Cass Business School

When I first started working at CUBS (now Cass) fresh from university in 1999, Allan showed me that Professors and members of a Senior Management team could be good natured, kind and genuinely interested in people, and that this way actually meant that staff were prepared to go that extra mile for him as they liked and respected him so much. After retirement Allan still popped round to my desk for a chat about the latest goings on at the School or his latest holiday or we'd have a catch up over a glass of wine at one of the many events he and I attended. He was one of the most active Emeritus faculty I know, continuing to attend Faculty of Management research seminars and numerous events. He was a real gentleman, always had a smile for you and will be greatly missed.

- Lara Fothergill (formerly Howe) Head of Faculty Administration, Cass Business School

I was extremely sad to hear about Allan's death. I have known Allan for a very long time going back to my time at City and then more recently since I joined Cass in 2002. Like many colleagues, I liked Allan a lot and respected his thoughtfulness, his insight and his quiet but firm approach to making decisions and sorting out problems. During my time as Deputy Dean, I found him to be very supportive at a personal level, generous with his time and always available for advice. He will be greatly missed.

- Professor Steven Haberman, Professor of Actuarial Science, Cass Business School



Allan by the gates of his family home in Mauritius



It is with great sadness that I heard the news that Allan passed away. All my condolences.

Since I started working at Cass in 1990, Allan has always been very kind and helpful. I keep in my mind his charming and smiley face. Before his retirement we had long discussions about various issues in business and how our different disciplines join together. We also discuss lately his book about the Business School. I was very pleased to see him at an evening seminar at Cass in November 2016. We had a long chat and remembered the olden days and our previous colleagues.

RIP Allan.

- Meziane Lasfer, Professor of Finance, Cass Business School

I first met Allan at my viva for the BPhil degree in occupational psychology at Liverpool University in 1969. Allan was the external examiner. I recall that the way he dealt with both the strengths and the weaknesses of my dissertation as kindly, constructive and inspirational. I passed! We remained in touch and meeting from time to time ever since. Only last year did he let me know about his new

book, *Occupational Psychology, Management Education and Consultancy: A fifty-year narrative for academics striving to manage their careers in a competitive climate*, and he said he would welcome any positive or negative feedback. It is to my regret that, having acquired a copy, I had not got back to him before he died. However, the book is a wonderful sharing of his personal experiences aimed at those who in turn share his values and aspirations. In the words of Winston Churchill, which he quotes, 'If you have knowledge, let others light their candles with it'. A gentleman scholar, Allan certainly did so.

- Professor Roger Gill, Visiting Professor of Leadership Studies, Durham University Business School

My reflections: Professor A P O Williams.

I have fond memories of Allan.

Like Allan, I'm a Chartered Psychologist, and I met Allan in 1970 when we were both on the British Psychological Society's Committee for the Occupational Psychology Section (as it was known then, now a Division). We went our own ways in terms of career, but given that occupational / organisational / business psychology is a relatively small community, I heard about Allan and we were loosely in touch. We met up again, through what has become the Worshipful Company of Management Consultants (WCoMC), and we were, about the same time, both Assistants on the Court and both members of the Education Committee.

Allan and I got on well, maybe it was the common psychology background. I found Allan measured, rational, and logical in his thinking and decision-making. He would take on important issues and pursue them without creating a fuss to a satisfactory conclusion. He would examine the wider aspects of issues and thoughtfully consider the impact on people, groups, and entities that others had neglected to take into account.

I know he made a valuable contribution to occupation and organisational psychology and to the WCoMC.

I, like many others, will miss Allan, but I know he will live on in our memories.

-Douglas Prior, Liveryman, WCoMC

Condolences follow

Condolences



Sad news. Thoughts are with his family

- Stuart Pocock, Freeman, WCoMC

A sad day.

- Patrick Chapman, Liveryman, Past Master, WCoMC

I hope it all goes as well as it possibly can.

- Barry Martin, Freeman, WCoMC

Sadly, I am unable to attend and pay my respects but Allan and his family are in my prayers.

- Drew Montague, Liveryman, WCoMC

I'm afraid that attending his funeral would be too much logistically for me to cope with, but I hope that the Company will be well represented.

- John Mclean Fox, Liveryman, WCoMC

This is terribly sad.

- Elizabeth Consalvi, Liveryman, WCoMC

I have known Allan for a long time but not well and it is very sad news.

- David Johnson, Liveryman, First Warden WCoMC

Having only recently joined the Worshipful Company of Management Consultants, I sadly never had the opportunity to meet Allan but was struck by the many people I met at my admissions ceremony who spoke so fondly of him. May I offer my sincere condolences.

- Simon Tayler-Smith, Freeman, WCoMC



As Almoner of the Worshipful Company of Management Consultants, it was my pleasure to first get to know Allan by phone and email when he was very ill in 2013. My greater pleasure however came from meeting him in person, when he was fully recovered and able to attend company events again. Allan was such a gracious man, a real gentleman, always smiling and happy to chat in that friendly, charming way of his. For me, the true reward in undertaking this role is to see people come through difficult times.

I was therefore devastated to learn in mid-February that Allan was very ill indeed. After a phone call with Rosella, I was looking forward to seeing Allan on 27th February, but sadly this was not to be. The day before my planned visit, Rosella phoned to tell me that Allan had passed away extremely peacefully on the Saturday afternoon in the presence of his close family. Despite the difficult circumstances, Rosella was kind enough to allow me to visit anyway and to meet her for the first time and her oldest daughter, H  l  ne who was staying with her. As you would expect, Allan had a very loving and supportive family behind him and I feel privileged to have been made so welcome within his family at such a poignant time.

As a farewell to Allan - a very special person - I am pleased to have put together this collection of tributes which I hope will show his family how highly he was regarded by everyone whose life he touched.

Gill King, Almoner, WCoMC



*The Worshipful Company
of Management Consultants*

