



Emeritus Professor Allan Peter Owen Williams
14.10.35 - 25.2.17

WORDS SPOKEN AT THE CELEBRATION OF ALLAN WILLIAMS LIFE AND WORK

commencing at 2 pm

Thursday 16th March 2017, Stephens House & Gardens, Finchley, London N3 3QE

1. Gill King, Almoner, Worshipful Company of Management Consultants - Welcome and introduction

Good afternoon everyone and welcome to this celebration of the life and work of Emeritus Professor Allan Williams.

Just to introduce myself to those who do not know me - my name is Gill King and I am the Almoner of the Worshipful Company of Management Consultants. It is my privilege today to be your Mistress of Ceremonies and my pleasure to bid you a warm welcome on behalf of Rosella, Hélène, Edmond and Roselyne.

When I met Rosella only two days after Allan had died, she was very clear that she wanted today to be a celebration of Allan's life and that there should be speakers from both Cass Business School, City University and the Worshipful Company of Management Consultants as both organisations were a big part of Allan's professional and academic life.

It is this spirit of celebration that explains why I am dressed in bright colours - blue and yellow at his funeral - it is to acknowledge that these were Allan's favourite colours - I hope he would have approved, but if not, he would have been too much of a gentleman to have said anything.

I have often found that you learn more about someone after they have died than you knew when they were alive and I am sure this will be the case today. However, before we hear from speakers on behalf of Cass Business School and Allan's Livery Company we are going to learn something about Allan's family and personal history.

As you can imagine a special person like Allan would be surrounded by a special family and I cannot thank Rosella, H  l  ne, Edmond and Roselyne enough for making me so welcome at this very difficult time of loss for them all and allowing me to work with them all on putting this programme together today.

I would now like to hand over to H  l  ne Williams, Allan & Rosella's first daughter to tell you more about 'the man' who meant so much to so many people he came into touch with. I feel blessed to have had the opportunity of getting to know them and Allan better.

I also want to mention that there are a number of things available afterwards - a digital document of the tributes received about Allan both from Cass and the Worshipful Company of Management Consultants; book of remembrance to sign and copies of Allan's latest book, only completed last year which the family are not selling but are happy for you to take in return for a donation to charity in the box provided, plus other photos and books to look at.

2. H  l  ne Williams - Allan's first daughter speaking about Allan's life up until his time at Cass

I will begin with my father's early years as told to me by my Aunty Hilda, my father's sister.

Allan Peter Owen was born in 1935 to Hilda Marie and Thomas Llewellyn Williams at their house in Floreal, Mauritius. His mother called him Owen after the Dr that delivered him. He was the youngest of 9 joining Lucienne, Edmond, Alix, Charles, David, Rosemary, Tom and Hilda. In 1938 the family moved up the hill to a specially built teakwood house with views from the verandah of Mauritius' famous volcanic mountain ranges, the sea and on a clear day the adjacent island of Reunion.

Allan's playground was the nearby jungly crater; 'Trou aux Cerfs' where he fished and had races on Banana leaves sliding down the hill with his brothers and sisters. Arlette and Noel tutored them at home; that is once the teachers had managed to extract them from hiding in the sugar cane plantations or playing on their tennis court. In 1946 the family immigrated to England via Cape Town on an out of action aircraft carrier – taken to receive a good 'British education'.

The family lived in a large Victorian house overlooking Devonshire Park, where Allan continued his love of tennis playing for the county tournaments and ball-boying to Ken Rosewall in the Davis Cup. A typical Sunday would find their mother reading to them from Swedenborg, national newspapers, Rabindranath Tagore or teaching them the biology of sex; Whilst Allan would be composing poetry, Tom making model airplanes and Hilda embroidering. Later he shared his love of opera, attending concerts at Devonshire Park with his sister Hilda; returning in the evening to discuss philosophy, religion or to continue a game of monopoly.

In 1955 Allan met his 'little Rose', Rosella at Church Easter School; they married in 1959 moving to Belsize Park for a year and then onto Fitzjohn Avenue Barnet. Rosella was a skilled teacher, artist, mother, DIY extraordinaire, gardener, ran her own dress making company and of course gave invaluable support throughout Allan's career. Allan took his family responsibilities seriously, caring for his mother nearby (with help from Rosella and other family members) and ensuring that his 3 children all had a place to live after they'd left home.

Allan was a lover of the outdoors – a passion he shared with his family; camping/motor caravanning several times a year in the sunny climes of the Med. to the snows of Scotland. He kept up his athletics playing tennis every Sunday, golf during the week and walking with his family in the Hertfordshire countryside – right up to his last few months.

Being a member of the Tate galleries, Royal Academy and the British Museum meant that he would regularly visit exhibitions with Rosella and myself appreciating Picasso, Hockney and Blake to name a few. I was inspired by my father and mother's love of art and I went on to study at Camberwell exhibiting internationally.

The study of human behaviour however carried on in my veins as I gained a degree in Psychology and then went on to do MA in Arts Psychotherapy.

Allan was also proud of his son Edmond who inherited his father's methodological way of working gaining a PhD in Physics from St Andrews, later branching out into the world of Eastern medicine.

He also added a very welcome addition to our family – his wife Anna-Maria.

Ros, the youngest also followed in his footsteps with a degree in Psychology, working in the caring professions of social work and Dyslexia.

His love of his family was completed by his 3 grandchildren; Lewis who is reading Business Administration at Kent University, Rory reading Geophysics at the University of Liverpool and Luke who has a pet rabbit called Snowy and is working hard at school.

WORK LIFE

In 1954 Allan left for Manchester University where he received a degree in Psychology and became an avid follower of Manchester United. He was a keen reader of the sociologist Margaret Mead where he selectively remembered certain theories such as, 'Going to church is good for the socialization of Women, but is not necessary for men!' Allan's work career started as a Chef's assistant, which ended dramatically with the French chef chasing him down the street with a carving knife. His next job was more successful, spent wandering around shops with a camera on his head filming what it is that people look at. This love of studying behaviour led him onto gaining a PhD from Birkbeck College, London University, on the effects of noise with people at work. It was not only human but Chimp behaviour he became interested in and nearly took on a baby chimpanzee at the same time as Edmond, (his son born in 1965) to compare the similarities and possible differences in their development!

September 1963 Allan joined Northampton Institute later to become City, University of London.

3. Emeritus Professor Georges Selim - Professor of Internal Auditing and Former Head of the Faculty of Management, Cass Business School until his retirement in 2007 delivering a tribute on behalf of Cass Business School

Dear family and friends

I have known Allan since the late 1970s. I met him through my wife Sally, who was working with him in his research centre.

Sally always said that Allan was a true academic. He thought in models - systems theory was a particular favourite of his. She worked with him for more than twenty years and always admired his aim of creating knowledge of real world value.

Subsequently, I came to know him better as a colleague and friend when I joined the Business School and became a member of faculty.

City University, London was very fortunate in having Allan as a member of staff.

He was a founding member of the Business School and during his many years at the University he took on a number of leadership roles. The university was a better place and was better supported especially thanks to Allan's role as pro-vice chancellor.

Despite the sometimes challenging administrative posts he held at the university and Cass, including Deputy Dean of the Business School and Director of Research, Allan charted an important and worthwhile academic career.

In addition to teaching, he supervised and mentored many students and future academics, published in many of the top academic journals, and had books translated into a variety of languages including Arabic and Chinese.

Allan was an impressive academic and supportive colleague. And I know those who worked with him will remember him as such.

Allan had many strong qualities: He was always willing to help, and advise, those he worked with. He took particular time with me to advise on how to establish, nurture and seek funds to establish and sustain my research centre.

His extensive experience of both the business school and the university meant he gave wise counsel to me personally when I was Head of the Faculty of Management. I valued our time together and was able to take on many of the various challenges and risks that arose with his advice.

Another colleague of ours, Paul Dobson, who is unable to be with us here today sums up for all of us that had the good fortune of knowing Allan: 'As a person, Allan was a really nice guy, honest, fair, loyal, trustworthy, objective, balanced in his judgement and in his dealings with colleagues'.

I would like to add that he will be dearly remembered and sorely missed by both those who have retired and those still in the business school.

I would now like to pass the floor to Calvert.

4. Calvert Markham - Father of the Livery, Worshipful Company of Management Consultants delivering a tribute on behalf of the Worshipful Company and representing **Noorzaman Rashid, Master WCoMC** who was indisposed and unable to be present

It must have been around 1990 that I first met Allan. He and Sally Woodward were engaged in a research project about the practice of management consulting, which eventually resulted in their book "The Competitive Consultant". They had advertised in the magazine of the Institute of Management Consultants for some help and I think that I was perhaps the only person who responded.

Allan found out that I wrote and lectured on the practice of management consulting and so invited me to lecture various groups of students at what was then City University Business School – something I have done ever since – and so began our long association.

It was not long thereafter that a number of us conceived the idea of forming a livery company for management consultants, and each of us cast around for people we might invite to be founder members. We invited friends and colleagues who were management consultants, and I suggested that Allan might be a suitable recruit. Allan didn't fit the template of being a full time management consultant, but we recognised that there were others who were engaged in the consulting community who could be worthy members of what was then a Guild, and what a worthy member Allan turned out to be.

In any membership organisation there are passengers and there are crew; the passengers are happy to participate, but the crew keep things going. There is no doubt that Allan was an active member of the crew throughout his membership, and I will say more about this in a moment.

Anyhow, I was delighted that Allan positively responded to my invitation, and he was one of the founder members of the Guild. It so happened that there were a number of occasions when my lecturing and meetings with Allan coincided with an evening event at the Guild which required us to wear black tie, and so we used his office in the Business School's then accommodation in the Barbican as a changing room.

Allan contributed in so many ways. On a personal basis, I have to thank Allan for facilitating my being appointed a Visiting Professor at Cass Business School some years ago; he also supported my wife's application to join the British Psychological Society.

But it is his activities with what is now the Worshipful Company of Management Consultants that I am here to celebrate.

Allan was instrumental in building and maintaining links between Cass Business School and the Company, and there are many projects that owe much to his support. He served as the Cass representative on the City Centre for Charity Effectiveness Trust, and his fellow trustees recognised that his knowledge of the Company and Cass was a great help to the joint working of the two organisations. One colleague noted that he was "unfailingly positive and helpful, willing to take on tasks... he was generous with his time, his contributions thoughtful, constructive and balanced – a pleasure to work with."

And that was my experience too working with Allan as a fellow long term member of the Company's Education Committee. For example, some years ago we received the benefit of the Urwick Trust, which had been set up in memory of Colonel Lyndall Urwick, one of the great management thinkers - and indeed management consultants – of the mid 20th century. It was Allan who set up the arrangements for a competition for the award of the Urwick Cup which was given to the Company by Colonel Urwick's son.

And it is also worth noting that Allan was instrumental in bringing a biography of Urwick to publication, working with a manuscript that the late Edward Brech, the honorary archivist of the Company, had drafted.

Allan did much else in supporting the Company; and within our Company we have a Quaich which is awarded annually to members of the company who have rendered outstanding service over the years. In 2010 this was awarded to Allan.

For those of you who don't know what a Quaich is, it is a small silver bowl which is filled with whisky and shared among the assembled guests. I don't know if Allan was fond of whisky, but the award of the Quaich was well merited.

Allan was a truly distinguished man, but he wore his accolades lightly. He was very approachable and supported the Company's events whenever he could; he and my wife had a shared love of tennis and we always looked out for him at events and he was ever a charming companion. More widely in the Company, the esteem and affection in which he is held is evidenced by the many tributes and the presence here today of so many fellow members.

Fascinating Aida is a trio famous for their comic songs; but they have a song of some poignancy that laments the loss of friends; it's called "*Lay one less place at the table; shuffle to fill up the space*".

Allan leaves a space in our Company and he will be missed.

5. Jo Silvester – Deputy Dean, Cass Business School in absence of **Marianne Lewis, Dean of the Business School** who is unable to attend, saying a few words on behalf of City University/Cass

I am Jo Silvester, Deputy Dean of Cass and I'd like to thank you for the opportunity to say a few words about Alan on behalf of City, University of London and Cass Business School.

Allan began his career at City University in 1963, which was then known as Northampton College of Advanced Technology, when there was an opportunity to establish psychology as an academic subject when degree status was conferred. He was successful and the thriving Department of Psychology that exists today in the School of Arts and Social Sciences can be attributed to his efforts.

If Allan had had his way, however, this would have been a Department of Occupational Psychology not a Department of Psychology. But we at Cass today can be grateful for the resistance of the Vice Chancellor at the time, because Psychology's loss ultimately became the Business School's gain, when Alan was invited to help lead the development of management education and create a new Department of Management.

Over the years Allan served the University, and what later became Cass Business School, in many different ways. He completed six years as Pro-Vice Chancellor and Senior Pro Vice-Chancellor between 1989 and 1996. He also served as Deputy Dean at Cass between 1996 and 2001. Allan went on to write the history of the University and of Cass Business School when he retired. But I think Allan's real presence is told in the comments that we have heard from colleagues and friends.

Overwhelmingly, the words that people use to describe Allan are warmth and kindness – someone who consistently showed genuine concern for people regardless of their status. Another colleague was keen to stress that Allan's real strength was 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.”*

I can certainly echo those sentiments in my personal reflections of Alan. I joined City University as a very junior occupational psychology lecturer twenty years ago; just at the time Alan was stepping down as Pro-Vice Chancellor. Despite being a very senior and respected member of the University, Allan was never the sort to make much of status. I, like others, found that Allan was always there if I needed help or advice. That said, perhaps my best memories of Allan are of bumping into him at nearly every international conference I went to!

Allan was respected by one and all. He left a tremendous legacy in the form of Cass Business School. The School celebrates its 50th year this year, and it owes its existence in part to Allan's efforts all those years ago to establish a Department of Management. So, on behalf of our 250 faculty and professional staff, our 4000 students and 37,000 alumni – I'd just like to say 'thank you Alan'.

6. Denise Fellows - Founding Liveryman WCoMC and former colleague of Allan's at Cass to say a few words about Allan and on behalf of other members

I knew Allan first and foremost as a fellow liveryman in the Worshipful Company of Management Consultants.

When the Company and Cass Business School jointly founded the Centre for Charity Effectiveness, I set up the Consultancy practice and got to know Allan in his role at Cass.

I would often meet him around the Faculty of Management whilst he was busy with research or his latest book.

In fact it probably took me a long time to work out that he was actually retired.

Allan in his quiet way was instrumental in the foundation of the Centre which is now one of the leading non-profit broad research centres in the world.

In the late 90's, he introduced John McLean Fox, another fellow liveryman to Professor Ian Bruce. Ian at that time was Director General of RNIB and also running leadership diplomas for charity professionals at Cass.

The world is a small and incestuous place and in 1994, Maria, John's wife, had been presented with her Masters in Psychotherapy and Counselling by Allan. John and Maria enjoyed meeting up with Allan at Company events, most recently at the Company's Christmas lunch.

Anyway, that initial meeting between Ian Bruce, John McLean Fox and Allan eventually led, to the formation of the Centre for Charity Effectiveness at Cass.

Allan was a founding Trustee of the City Centre for Charity Effectiveness Trust which supports the centre. John Pulford, the Chair, comments that, "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."

On several occasions, Allan suggested that he might retire as a Trustee, but his knowledge of both Cass and the Company was invaluable and he will now be greatly missed.

There is an old joke that an old academic never dies, he just loses his faculties. Well, Allan certainly never lost his and he will be fondly remembered by those who knew him within our livery company and within the faculty.

7. Gordon Stoker - Liveryman WCoMC introduced to the Worshipful Company and sponsored by Allan 16 years ago

I remember Allan's sense of humour, which impressed me and I remember one incident in particular. This was at the time when the Company (of Management Consultants) were applying to become a Worshipful Company, and it involved high level discussions in the illustrious place of the Guildhall toilets.

At that meeting the founder Alderman and former Lord Mayor of London – Lord Levine – was questioning Dr Andrew Parmley the present Lord Mayor on what was he doing on his patch!

I don't know what really happened during that time in the toilets but while they both were talking about something, something happened – an arrangement was made; and from that the rather hesitant former Lord Mayor backed the Company and it was then it became a Worshipful Company. So I think whatever happened, happened in the toilets!

The other thing I remember about Allan is that he was a 'belt and braces' man; at every black tie event he would have a spare black tie in his pocket. This became very useful one time when I had forgotten my tie and Allan pulled this out,

Gordon pulls out of his pocket an untied bow tie

Like a rabbit out of a hat.

I remember him well at the yearly January lunches and I remember when I asked him to say grace. He said grace in such a lovely lilt that I thought it had come from somewhere in the Welsh valley's, it was a nice voice and it was appreciated.

Allan did a lot for the company and for me, I am very sorry that we've lost him. He was a great person and he was my sponsor and so I say a farewell sponsor I will miss you. Thank you.

8. Hilda Johnson - Allan's sister

When you lose someone, you start to remember the memories you had from childhood with them. Our father was a very strict father, smacking doesn't harm anybody and if we fell you mustn't cry but stand up and say, "I'm a brave little soldier".

However, we had lovely times as well. When it was our birthday he took us to work with him and we had free run of the office. Whoever else worked there would help us do whatever we wanted; giving us paper and pencils and letting us use the typewriter. The best thing of the

day was going out for lunch to 'Lovelor' a restaurant in Port Louis; where we could choose whatever we wanted – usually gorgeous cakes. Allan loved the Neapolitans with pink icing.

As children after lunch the kitchen in our house was free so Allan, Tom, David, Rosemary and myself would practise cooking. Our older brothers and sisters were either already in Europe or out doing their own things which left us younger five. I remember some of our experiments in the kitchen worked and some did not. One of the times we made a tropical salad with tropical fruits like Mango and put salt in it instead of sugar, then left it outside in the sun for an hour or so. This brought out the flavour of the fruit – it was just divine. However, we also had our failures. In Mauritius we had Mein, what in England is called Chow Mein. We mixed the flour and water, rolled it out and cut it into slices. We knew we were supposed to rinse it at some point,

“but do we rinse it before we cook it or after we cooked it?”

We decided before and ended up rinsing the dough which then had to be thrown away. The next time we rinsed it after and it was delicious.

Allan was 11 years old when he came to England and I was 12 and our mother set about getting us all schooled. Tom went for an interview first at the Grammar School – they could see he had potential and so took him in. The head of the High School interviewed me and asked the Grammar School if they were taking Tom. They replied, “Yes”, so the High school said, “Well we’ll give the girl a chance too”. Allan was too young for secondary school and so he went to a small private boys’ school called ‘Down’s View’. This did separate us all as we now all had different friends. However later Allan did enter the Grammar School and went onto University. Both Allan and I were both up in Manchester at the same time; I was at teacher training college and Allan was at Manchester University. We both kept in touch, going to church on Sundays and meeting up during the week.

I am so pleased to see here today our teacher, Arlette who at 17 years old taught us Maths in Mauritius – I still remember today what she taught us.

Josette our cousin whose mother, Aunt Daisy was the sister of our mother sent this message from France,

“Allan was a real English gentleman in every way”.

9. Rosella Williams - Allan's widow

I haven't prepared anything but I would like to say a few words.

It has been a wonderful day, both at the service and getting together here. I'd like to thank you all for coming here to this wonderful celebration. I feel we have been through a lot, our family, on those last days with Allan. However, he passed away very peacefully into the next world without any fuss and without any pain. I feel today that we haven't quite said goodbye to him when we saw him go; I think his spirit today has been shining brightly in all our hearts. I would like to thank you all very much for all you had to say. I also have experienced new friends, because I didn't know everybody here when I first came and it has been lovely. Thank you.

10. Edmond Williams - Allan's son

On behalf of the family, I would like to thank everyone for coming. I know some of you have travelled a very long way to be with us – it is so special to have you all here – you have made this day deeply memorable.

I would like to say a special thank you to the speakers for sharing with us their delightful stories and memories of Allan, to Gill our mistress of ceremonies, who has done so much

work behind the scenes to help make this event happen. She has been an angel appearing at our time of need. We would like to give you these flowers, Gill, as a small token of our gratitude. *(Noted but not said - chosen, again to pick out Allan's favourite colours of blue and yellow)*



With the coming of Spring there is new life, new hope and new beginnings. My father starts his new adventure in the after- life and we must begin anew our own lives without him, as painful as that may be. How do we manage the difficult moments that lie ahead? I am reminded of something my father said many years ago, a proverb that was close to his heart:

'Turn your face toward the sun and the shadows will fall behind you'.

Ladies and gentlemen, would you please raise your glasses and toast our lovely father, beloved husband, dear brother, grandfather, uncle, friend and colleague, Liveryman, Emeritus Professor Allan Peter Owen Williams – bon voyage!

For anyone who wishes to view the actual funeral service or the Celebration of Allan's life afterwards, the YouTube links are as follows:

<https://youtu.be/x-kectvvoNI> - Funeral Service

<https://youtu.be/Lqr2VuF2O7M> - Celebration

both videos contain the wonderful rendering of Ave Maria by Allan's niece Heidi Jost - the first at the beginning and the second at the end.

Rest in Peace Allan

WILLIAMS Emeritus Professor Allan Peter Owen passed away peacefully on 25th February 2017, aged 81. Dearly beloved husband of Rosella, and loving father of Hélène, Edmond and Roselyne, and grandfather of Lewis, Rory and Luke. Funeral 12pm, on Thursday 16th March, East Finchley Crematorium, and a celebration of Allan's life at Stephens House & Gardens, 17 East End Road, Finchley, 1pm onwards. Donations to North London Hospice or Macmillan Nurses.

The Times - 14.3.17

Compiled by Gill King, Almoner, WCoMC with the help and co-operation of Allan's children
Hélène Williams, Roselyne Williams and Edmond Williams