

Professor Ifryn Price, PhD, BSc,

Personal Details

Full Name Ifryn Price
Date of Birth September 8 1949
Place of birth Bangor Wales
Nationality British



Home 4 Ashmount Court, Heaton Mersey, Cheshire, SK4 3BL
Work Centre for Facilities Management Development
Sheffield Hallam University,
Unit 7 Science Park, Sheffield S1 1WB
url <http://www.shu.ac.uk/cfmd>
T +44 0114 2534032 F 0114 2534038
email i.price@shu.ac.uk

Private emails ifprice@aol.com

Education

Primary Lea Cross Primary, Pontesbury Shropshire
St George's School Shrewsbury

Secondary Dauntsey's School, West Lavington Wiltshire
13 O Levels, 3 A Levels at grade A [1966]

Tertiary University of New England Armidale Australia
1967 Year prizes in geology, geography and mathematics
1968 Year prizes in mathematics and geology
1969 Year prizes in geology
1970 First class honours in geology, University Medal for Science Faculty and Edgar H Booth Memorial Medal as leading student of year.
Treasurer Student Representative Council, Vice President College Junior Common Room, Member Union Board, President Drama Society, and Member University Debating Team.
Undergraduates' representative University Senate 1971

Post Graduate University of Cambridge Oct. 1971 to Feb. 1975 PhD

Lifelong Numerous Managerial course including INSEAD [Strategic Finance and Technology Management], Henley [Distance Learning Diploma] and internal company programmes.
Qualified User Mangerison-McCann Team Management Index, and ADL Unwritten Rules analysis.

Synopsis of Career

- 1997 Sept** **Professor Facilities Management Graduate Centre, Sheffield Hallam University**
Involvement in Research, Research Supervision and Strategic consultancy on the broad theme of FMs business impacts in several sectors including Health.
- Non Executive Director Stockport Health Enterprises
- Extensive professional and academic publication list including research assessed as world leading and Internationally Excellent
- Selected as one of the 20 most influential pioneers of FM (BIFM 2008)
- Identified potential savings of **£600,000,000 p.a. in NHS Estate**
- Programme director of the pioneering DBA in Facilities and Property Management
- National and International speaking engagements
- Co author of the RICS Practice Management Guidelines and Practice Management Guidance (in prep)
- Research in applications of evolutionary complex systems theory to organisations.
- 1993 to 1997** **Visiting Research Fellow, Unit for Facilities Management Research**
Two As a founding participant in the unit's development I contributed to the design and facilitation of its Research and Application Fora - projects which have now earned strategic recognition within the NHS, Higher Education and local government. I provided a significant guide to the development of the unit's growing research programme [rated at 3A ca. 18 months after the units inception. In addition to the basic research into Complex Organisational dynamics I made particular contributions to benchmarking studies, the application of Unwritten Rules of the Game analyses to studies of multi-skilling and facilities partnerships, and the introduction of Scenario Planning into Higher Education Facilities Directorates. I developed and taught *Advanced Organisational Modelling* as an MBA module.
- 1993 to 1997** **If Price and Associates Ltd, (trading as Active Personal Learning)**
One The company I established as grew to a turnover exceeding £150,000 p.a. with 25 registered associates. We operated in most areas of education/ training and research. We were registered [through LCCI] as an accredited NVQ centre offering Management [to Level 5], Owner Management [to Level 4], Business Administration [to Level 4], Training and Development, Customer Services and Key Skills. We had contracts to offer private support to small companies [TEC assisted] and large [fully commercial] and were partners under a franchising contract to provide FEFC funded and approved courses to the college's outreach centres. We also provided consulting assistance in cultural change programmes, benchmarking, facilitation skills and new managerial technologies to clients who included the Rover Learning Business, international consultants Arthur D Little and the Saudi Arabian national Petrochemical company. In collaboration with Professor T Kenzie I developed new practice management guidelines for the RICS and scripted/ appeared in a new suite of teaching videos in practice management.

- 1991 to 1993** **BP Exploration Head Office, Head of Business Process Review.**
 In this period BP began what is now acknowledged as the largest, and most profitable, restructuring and cultural transformation yet achieved by a large oil company. Reporting to the board I led the team charged with catalysing changes, learning and encouraging the transfer of innovations by different operating centres and researching the theory and practice of change. We benchmarked a number of leading multinational companies and worked closely with a number of leading business schools and consulting organisations. I collaborated closely with Peter Scott-Morgan of, Arthur D Little, in the development of his approach to understanding and changing *'The Unwritten Rules of the Game'* and developed a personal research interest in the process of change and the behaviour of organisations as Complex Adaptive Systems.
- 1988 to 1990** **BP Research, Sunbury on Thames, Manager Exploration and Production Research Division**
 Managed 250 professional staff and a £25m p.a. turnover. Led the division through the early years of corporate restructuring. During this period I introduced a fundamental re-organisation away from functionally separated research groups towards interdisciplinary teams focusing on different aspects of the exploration and production value chain. It required a turnaround in culture and outlook towards a focus on customer needs rather than simply technological excellence. We achieved a 10% productivity improvement, a 33% reduction in Capital expenditure, a removal of two layers of intermediate management and a 100% increase in measured benefits delivered to customers.
- During this period I was a strategic advisor and later advisory board member to the University of Manchester's successful bid to become one of the six 'first level' departments during the 1989 UGC review of Earth Science policy in the UK. [Our senior research staff and retained consultants were involved in three of the successful top-level bids].
- 1985 to 1988** **BP Research, Sunbury on Thames, Manager Geochemistry Branch.**
 Managed a branch of 50 professional staff with the objective of improving technology transfer from research to operations. By adopting a commercial approach to the service provision from the Branch, restructuring charging and reporting and investing in automation and systems improvement a net 26% increase in productivity was achieved in 2 years. The branch was known as an industry benchmark and collaborated widely with leading academic research institutes in its field. We were also regarded as a benchmark in building effective partnerships with such institutions.
- 1983 to 1985** **Chief Geologist BP China, Guangzhou PRC.**
 Managed 20 geologists and specialists through the establishment of the first resident exploration office in the People's Republic of China by a major western oil company. Lead the geological appraisals of the Pearl River Mouth and Southern Yellow Sea Basins. Conducted field studies onshore China. Managed technical negotiations with three representative offices of the Chinese National Offshore Oil Corporation.

- 1980 to 1983** **Assistant Chief Geologist, BP Pet. Dev. Norway Ltd.**
 Led licence round appraisals in Central North Sea and the Norwegian Continental Margin North of 62°N. Conducted development geology studies for the development decision on the Ula Field. Served on the stratigraphic nomenclature working group for the Norwegian Continental shelf.
- 1978 to 1980** **Geologist, BP Pet. Dev: Ltd. Aberdeen.**
 Led initial appraisals of the petroleum potential of deep waters west of Ireland/ UK and Norway. Appraised the new Upper Jurassic play in the Central North Sea.
- 1975 to 1977** **Oceanic Geologist, BP Exploration Sunbury Research Centre and London Head Office.**
 Recruited to a new inter-disciplinary group of geologists and geophysicists investigating the structure and hydrocarbon potential of continental margins. Worked with first stratigraphic interpretation of the then new multi-channel, digitally processed seismic records and pioneered, within BP the development of seismic stratigraphy. Operated as a global consultant in the interpretation of turbidite sequences. Served as UK representative on Leg 50 of the International Programme of Ocean Drilling.
- Oct 1971 to** **PhD Student, Sedgwick Museum, Cambridge.**
Feb 1975 Studied sedimentological evolution of mid Cretaceous thrust sheets, Othris Mountains, Greece [see publications list for references]. Also Cambridge University; demonstrator
 Cambridgeshire Workers'; Education Authority; tutor
 University of Maryland; Lecturer in Geology for USAF extension programmes
- Feb 1971 to** **Tutor, University of Sydney.**
Aug 1971 Continued field based research in Western New England.
 Awarded PhD studentship from Sidney Sussex College Cambridge, Peninsular and Orient Lines travelling studentship and UNE 'Keith and Dorothy Mackay Scholarship.
- March 1967 to** **Full time student.**
Dec 1970 Vacation experience as field geologist for Conzinc Rio Tinto, Western Mining Corporation and Nickel Mines Pty Ltd [Field party Leader].
 Honours fieldwork on the history of the Peel Fault zone lead to first published paper.
- Sep 1966 to** **Research Assistant, CSIRO Research, Armidale NSW;**
Feb 1967 Worked on nutrient transfer studies of grazed pasture.

Publications

Books / monographs

- 1997 RICS Practice *Management Guidelines* London RICS Publications with T
2003 Kenzie
As above second edition
2010 As above third edition
1998 *Shifting the Patterns: Breaching the memetic codes of corporate performance.*
Chalford, Management Books 2000 [with Ray Shaw]
2009 [Condition matters: pupil voices on the design and condition of secondary schools.](#) Project Report. Reading, CfBT Education Trust. [with E.Clark, M. Holland, C. Emerton, & C. wolstenholme, c
2012 *Managing Organizational Ecologies: Space, Management and Organization.*
New York Routledge [Ed. with K Alexander]
2012 [Leadership and innovation lessons from professional services firms.](#) Stimulus Paper. London, Leadership Foundation for Higher Education. with T Kenzie
2012 [Disruptive innovation and the higher education 'eco-system' post-2012.](#) Stimulus Paper. London, Leadership Foundation for Higher Education. with T Kenzie

Refereed papers/ chapters / conferences

- 1973 A new Permian and Upper Carboniferous? Sequence near Woodsreef New South Wales, and its bearing on the palaeogeography of western New England. *Proc. Linn. Soc. NSW.* 97: 202-210
1974 Siliceous turbidites: bedded cherts as redeposited ocean-ridge derived sediments. In Hsu K. J. and Jenkyns, H, C. Eds. *Pelagic sediments on land and under the sea*, Int Assoc, Sedimentologists Spec. Publ. 1 351-366 with E.G. Nisbet
1975 Acetate peels techniques applied to cherts. *J. Sed. Pet.* 45: 215-216
1976 Carbonate sedimentology in a Pre-Upper Cretaceous continental margin sequence, Othris, Greece. *Bull soc. Geol. Fr.* 244 77-83, Paris
1975 The stratigraphy of the Othris Mountains, eastern central Greece. *Ec. Geol. Helv.* 68: 463-481 With A. G. Smith et al
1977 Deposition and derivation of clastic carbonates on a Mesozoic continental margin, Othris, Greece. *Sedimentology* 24:529-546
1977 Cherts. *Sedimentary Geology*
1978 Initial cruise report of the Deep Sea Drilling Project Leg 50. Scripps Institute of Oceanography, La Jolla California *With the shipboard Scientific Party*
1980 Explanatory notes and Shipboard Procedures DSDP Leg 50 In Lancelot Y. and Winterer E. L. *Initial Reports of the Deep Sea Drilling Project v 50* Washington US Govt. Printing Office *With the shipboard Scientific Party*
1980 Site 415, Agadir Canyon In Lancelot Y. and Winterer E. L. *Initial Reports of the Deep Sea Drilling Project v 50* Washington US Govt. Printing Office *With the shipboard Scientific Party*
1980 Site 416, In the Moroccan Basin In Lancelot Y. and Winterer E. L. *Initial Reports of the Deep Sea Drilling Project v 50* Washington US Govt. Printing Office *With the shipboard Scientific Party*
1980 Provenance of the Jurassic Cretaceous Flysch, Deep Sea Drilling Project Sites 370 and 416. In Lancelot Y. and Winterer E. L. *Initial Reports of the Deep Sea Drilling Project v 50* Washington US Govt. Printing Office: 751-758
1980 Gravity tectonics on a passive margin: Deep Sea Drilling Project Site 415 in relation to regional seismic data. In Lancelot Y. and Winterer E. L. *Initial Reports of the Deep Sea Drilling Project v 50* Washington US Govt. Printing Office 759-772
1981 The Ula Oilfield, Block 7/12 Norway. In Spencer A. .. Ed *Petroleum Geology of the Norwegian Continental Shelf* NPF, Bergen

- 1984 Cretaceous tectonics of mid-Norway: Implications for the Rockall and Faeroe-Shetland troughs. *J Geol. Soc. Lond.* 141 985-992 with R. P. Rattey
- 1987 The expulsion of petroleum from Kimmeridge Clay source-rocks in the area of the Brae Oilfield, UK continental shelf. In Brooks J. And Glennie K. eds. *Petroleum Geology of North West Europe*. 865-877 With A. S Mackenzie, D Leythauser and others
- 1993 Punctuated Equilibrium: an organic model for the Learning Organisation. *Forum, the Journal of the European Association for Management Development*, Special Issue, March 1993 pp 33-35 with Dr Lilly Evans
- 1994 The Genetics of the Learning Organisation. In Cambell T Ed *ECLO Special Publication No 1*, La Hulpe Belgium]
- 1995 Organisational Memetics: Organisational Learning as a Selection Process. *Management Learning*, 26: 299-318
- 1996 The Learning Organisation Meme: Emergence a new Management Replicator] In Campbell T. ED *Third Conference of the European Consortium for the Learning Organisation*, Copenhagen April With Ray Shaw
- 1997 Punctuating Organisational Equilibrium: Shifting the patterns that limit. *Critical Linkages*, Cambridge Ma. Invited contribution
- 1997 Punctuated Strategic Equilibrium and Some Leadership Challenges for University 2000. 2nd International *Dynamics of Strategy Conference*, Guildford April. With T Kennie
- 1997 Partnership Scenarios for UK Higher Education *Working for Change: 2nd International Conference on Public Private Sector Partnerships*, Llubjana, Slovakia, May. With F Akhlaghi and F Matzdorf
- 1998 Images or Reality, Metaphors, Memes and Management. *First conference of the New England Complexity Sciences Institute*, Toronto Canada, April In Lissack M. R. and Gunz H. P. (1999) *Managing Complexity in Organizations: A View in Many Directions*, Westport, Quorum Books pp165-189
- 1998 Organisational Transformation: The Dynamics of Learning and Evolution of Complex Adaptive Systems *Proceedings of the Organisations As Complex Evolving Systems Conference*, Warwick UK, December With J Batchelor and R Shaw
- 1999 New patterns in facilities management; Industry best practice and new organisational theory. *Facilities* Vol 17 No 5/6 pp 159-166 with F Akhlaghi
- 1999 Steps towards a memetic self *Journal of Memetics, Evolutionary models of information transmission* <http://www.cpm.mmu.ac.uk/jom-emit/>
- 2000 Benchmarking Higher Education and UK Public Sector Facilities Management In Jackson, N and Lund H. Eds. *Benchmarking for Higher Education* Milton Keynes, Open University Press Ch. 11 pp 139-140
- 2000 Barriers to Organisational Learning in the Chartered Surveying Profession *Property Management*, Vol. 18, No. 2, pp. 92-113 With F Matzdorf and M Green
- 2000 Whither FM? a Delphi Study of the Profession and the Industry *Facilities* 18(7/8), 281-292 with A. Green
- 2000 From Outputs to Outcomes: FM and the Language of Business, *WIB70 International Conference, Brisbane*
- 2000 Isomorphism in biotic and abiotic Complex Adaptive Systems *Complexity in Management Conference, Warwick* With A Lord
- 2000 Does Property Benefit Occupiers? An Evaluation of the Literature Occupier.Org Report No 1
<http://www.occupier.org/report.htm>
- 2001 Reconstruction of organisational phylogeny from memetic similarity

- analysis: Proof of feasibility *Journal of Memetics* Vol 5 No 2 11pp
- 2001 Input Versus Output Based Performance Measurement in the NHS - The Current Situation *Facilities* Vol 19 No 10 pp. 344-356 with R Heavisides
- 2001 FM Policies and Standards as a Knowledge Management System *Facilities* Vol 19 No 13/14 pp 504-514 with J Puddy and L Smith
- 2002 The History of FM In Best, R., Di Valence, G. and Langston, C. Eds *Building In Value: Workplace Strategies And Facility Management* Butterworth-Heinemann
- 2002 Can FM Evolve *Journal of Facilities Management*, 1(1) 58-69
- 2002 The Complex Adaptive Workspace *Complexity in Manufacturing conference Cambridge*
- 2002 Markets as Evolving Complex Systems: FM in the UK with S Lunn, A Lord and P. Stephenson *Complexity in Manufacturing conference Cambridge*
- 2002 Quantifying the Complex Adaptive Workplace. with B Haynes *Glasgow CIB70 Conference*
- 2002 The Impact of Facilities on Student Choice of University With F Matzdorf, L Smith and H Agahi *Glasgow Cib70 Conference*.
- 2003 The Impact of Facilities on Student Choice of University. *Facilities* 21 (10) 212-222
- 2004 Quantifying the Complex Adaptive Workplace *Facilities* 22 (1/2) 8-18 with B Haynes
- 2004 The boundaries to workplace evaluation *Futures in Facilities and Property Management II*, London with Clark, E.V., Haynes B., Pinder, J.A
- 2004 Business Critical FM *Facilities* 22 (13/14) 353-358
- 2004 Space for emergence: The office at the edge of chaos *Complexity Society Conference, Manchester*
- 2004 Complexity, complicatedness and complexity: A new science of organisational intervention. *Emergence: Complexity & Organisation* 6 (1/2) 68-76
- 2005 Application of data envelopment analysis to benchmark building outcomes *Facilities* 23 (11/12) 473-486
- 2007 Lean Assets: New Language for new workplaces *California Management Review, Special Issue on Workplace Design*, 49 (2) 102-118
- 2008 The Potential of Complexity Theory in Understanding Urban Regeneration Processes. In Kurt Richardson, Linda Dennard and Goktug Morcol eds: *Complexity and Policy Analysis: Decision Making in an Interconnected World*, 168-183 with C Moobela
- 2008 Space and Academe: Pre and Post-hoc conversations CiB W70 Conference with J Fortune
- 2008 Lean healthcare assets challenge FM performance measurement conventions EuroFM Research Conference with D May
- 2009 An output approach to property portfolio performance measurement *Journal of Property Management* 27 (1), 6-15 with E. Clark
- 2009 A revised approach to performance measurement for health-care estates. *Health services management research*, 22 (4), 151-157.
- 2009 FM leadership and excellent patient environments within acute NHS trusts *Journal of Facilities Management* with R Macdonald and P Askham
- 2009 Leadership conversations; The impact on Patient environments *Leadership in health services*, 22 (2), 140-160. with R Macdonald and P Askham

- 2009 Practical post-modernism: FM and socially constructed realities. In: *European facility management conference: 8th Euro FM research symposium*, Amsterdam, June 16-17 2009 with R Macdonald and I Ellison
- 2010 Space to adapt: Workplaces, creative behaviour and organizational memetics. In T Rickards et al. Eds *Routledge Companion to Creativity* London Routledge 46-57
- 2010 Operationalizing lean health assets. *Health environments research & design journal*, **3** (2), 13-29. With J Pinder and P Wyton
- 2010 Space, conversations and place: lessons and questions from organisational development. *International journal of facility management*, **1** (2). With C Beard
- 2010 Shifting the patterns of business school space? In: *British Academy of Management conference*, Sheffield, 14-16 September 2010. With C Beard, I Ellison and F Matzdorf
- 2011 [Triple bottom line space: productivity paradoxes in FM.](#) In: *10th EuroFM Research Symposium: Cracking the productivity nut*, Vienna, 24-25 May 2011
- 2012 *Does FM destroy value: A polemic* Keynote paper for CiB W70 conference, Cape Town, January 2012
- 2012 The selfish signifier: meaning, virulence and transmissibility in a management fashion. *International Journal of Organizational Analysis*. **20** (3)
- 2012 The strategic and the stratigraphic: A working paper on the dynamics of organisational evolution. Rotterdam EURAM Conference
- 2012 Organizational ecologies and declared realities, in Alexander, K. and Price, I. (Eds.), *Managing organizational ecologies: Space, Management and Organization*, Routledge, New York NY 9-22
- 2012 The Social Construction of FM Communities in Alexander, K. and Price, I. (Eds.), *Managing organizational ecologies: Space, Management and Organization*, Routledge, New York NY 83-22
- In review Physical Space, Cognition and Learning *Management Learning* with C Beard
- In Prep Unwritten rules and inter-departmental barriers: results from ethnography in an intra-organisational ecology, with J Sharpe and L Suckley
- In Prep Liberation space. *Proposal being developed for Harvard Business Review* with C Beard
- In Prep The Impact of the UK Research Excellence Framework (REF) on the Evolution of Business Management Knowledge. *Planned submission to Research Policy* with D Renwick and D Breslin
- Planned Cultural barriers in an NHS Ecosystem with S Cole and L Suckley

Internet Working Papers

- 2001 Price, I., Matzdorf, F. and Smith, L., (2001) *Where to study: understanding the importance of the physical environment to students in choosing their university*, Sheffield, Occupier.org Working Paper 3 http://www.occupier.org/working_papers/working_paper3.pdf with F Matzdorf and L Smith
- 2001 *Linking facilities to corporate productivity: Can it be done?* Sheffield, Occupier.org Working Paper 4 http://www.occupier.org/working_papers/working_paper4.pdf
- 2011 [A five-year profile of employee satisfaction for UK local government buildings.](#) Working Paper. CFMD Working Papers with Li X and Clarke E

Book Reviews

- 1994 What is strategy and does it matter? *Book Review for the Journal of Management Learning*
- 1995 Implementing the Learning Organisation *Book Review for the Journal of Management Learning*
- 1995 How Managers Develop Managers *Book Review for the Journal of Management Learning*

Major conference speeches [excluding those connected to refereed articles]

- 1989 Geochemical models of Resource Forecasting, UNESCO discussion conference, Norway with *Dr Andrew Mackenzie*
- 1990 Geochemical limits for North Sea Oil Resources. Petroleum Resource Petroleum Exploration Conference London
- 1990 The transfer of Knowledge in Petroleum Technology. SPE Conference, London
- 1992 Busting the Systems Paradigm; Evolutionary dynamics in IS departments. ITTC Conference Hamburg with *Dr Lilly Evans*
- 1993 Process Review ; Discovering how to achieve Business Focused Change in BP Exploration 1991-1993. Conference on Managing Change, Oxford Sept. 1993
- 1993 Process Review; Aligning People and Processes during Business Focused Change in BP Exploration Managing through Processes and Benchmarking Management Centre Europe Brussels]
- 1993 Activity Sourcing Reviews. For Outsourcing and Change Birmingham
- 1994 Using Unwritten Rules to enable Strategic Change. International Strategic Planning Association annual convention, New York. Invited address with Dr P Scott-Morgan
- 1994 Change Projects Invited Address, University of Cranfield
- 1994 Value Added Facilities Management in the NHS - Conference Chair, London
- 1997 The Unwritten Rules of the Game. Institute of Management Consultants annual meeting
- 1997 Value for Money in FM. To Beyond Cost Cutting in FM 2nd FMGC Conference, Sellafield
- 1998 The future of management. Keynote speech to 50th HCA Conference, Harrogate
- 2000 Managing the Estates Department, not the Estate Invited presentation AUDE Conference, Swansea
- 2000 Partnerships in Practice Invited presentation ACES Summer Conference, Bury St Edmunds
- 2000 Strategic Facilities Management and Best Value Invited presentation COPROP Annual Conference, Warwick
- 2000 'E'-volution and 'Re'-volution: What sort of people will be at the heart of e-business? Invited presentation AMED Summer Conference, Warwick
- 2001 Linking Facilities to Corporate Productivity. The Complex Adaptive Workplace OPD Conference, Canary Wharf (voted best paper)
- 2001 The Value of your asset - understanding the impact of the workplace on organisational performance IIR Conference Strategic Public Sector Asset Management
- 2001 Progress in Modern Ways of Working Invited presentation COPROP Annual Conference, Warwick
- 2002 Corporate Culture and Workspace Work Foundation Inaugural Conference, London
- 2002 Performance Management in NHS FM Keynote Address, Capita London
- 2003 Invited as International Guest Speaker. FMAA Annual Conference Sydney
- 2004 Invited Plenary Speaker BIFM Scotland

2004-2012 Typically 1 to 2 per year

Reports and Professional Articles

- 1975 - 1988 During this period I authored or contributed to ca. 80 company reports, licence submissions and similar documents, mainly of a commercially sensitive nature
More recently applied research reports written for UFMR and distributed to Forum Members include
- 1994 The plain persons guide to benchmarking
- 1995 Catering Benchmarking in the NHS. Final Report July 1996
- 1996 Learning facilities: Strategic directions for the UFMR higher education research and application forum. UFMR Forum Report December 1996
- 1997 Strategic Scenarios for Higher Education Facilities with *F Matzdorf*
- 1997 Cultural dynamics in multi-skilling and generic working with *E Clark*
- 1998 Facilities Futures for Local Government? with *F Matzdorf and E Clark*
- 1998 Space Utilisation Benchmarking – the Qualitative Side with *F Matzdorf*
- 1998 Benchmarking Local Government Office Management: Summary with *E Clark and D Rees*
- 1998 Facilities Futures for NHS Trusts? with *L Smith and F Matzdorf*
- 1999 Best Value FM in Local Government *BIFM Bulletin* No 76 pp 4-6
- 2000 The FM Profession, The FM Professional And FM Research
FM World May 2000
- 2001 Flexible working environments in UK Local Authorities: Current Practice
[COPROP/ ACES Paper](#)
- 2001 Culture Shift *Premises and Facilities Management* December 31-32
- 2002 Action FM with L Hinxman PFM
- 2002 Performance Measurement Paradoxes in FM a Personal View
- 2010 The facilities productivity paradox. *Premises and Facilities Management*
- 2010 *Practice Management Guidelines* (3rd Edition) London RICS with T Kennie

External Examinerships etc.

- Manchester Business School - Research Degrees
- University of Sussex - School of Social Sciences Research Degrees
- Deakin University Melbourne- Research Degrees
- University of Sydney Research Degrees
- University of Warwick- Research Degrees
- University of Salford Research Degrees
- Heriot Watt University External Examiner
- Dublin Institute of Technology External Examiner
- University of Cape Town External Examiner
- Member EPSRC Complexity in Manufacturing Network
- Referee EPSRC
- Invited member of current ESRC and Institute of Knowledge Management discussion panels on Complexity Research
- Editorial Board Journal of Facilities Management, Facilities, International Journal of FM
- Member Evolutionary Theorists in Social Sciences Network
- EURAM Darwinism, Organizational Evolution and Survival Track