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The Professions' Summit

Leading through uncertainty to clarity

22 June 2023

SUMMIT SUMMARY REPORT



[Always learning]

Foreword

In the face of significant challenges over the past five years—a global health crisis, political turmoil, and economic disruption—professionals have had to adapt to a landscape of extreme unpredictability. Levels of stress have risen significantly while engagement with work has declined.

These developments are prompting professionals to reassess, not only their individual roles, but the wider dynamics at play in their organisations. Processes and assumptions once taken for granted, are being re-examined. Much that was previously unimaginable is now an everyday fact of life.

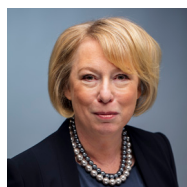
My idea for the Professions' Summit, sponsored by Thomson Reuters, emerged from the need to bring clarity to the complex interplay of issues facing professional service firms and their leaders. My vision was to bring together renowned professionals and the academics who study their organisations. These two groups normally operate in separate spheres. Bringing them together for a day promised new perspectives on the challenges and opportunities ahead.

Alongside a remarkable line up of speakers, the specially invited audience of over 100 professionals and academics engaged in a lively, and sometimes heated, dialogue.

This report offers a summary and highlights of the dynamic and productive conversations we had throughout the day, organised around four key themes: technology and professional work; leadership and professional people; leadership and professional organisations; ethics and professional culture.

I hope this proves to be an enlightening resource and a catalyst for meaningful conversations that help shape the future of our professions.

Laura Empson



Laura Empson

Professor in the Management of Professional Service Firms
and Director of the Centre for Professional Service Firms,
Bayes Business School

Technology and professional work

Fantasies, hopes & anxieties

Digital transformation has the potential to enhance the quality of professional work and professional lives, yet too often is reduced to a means of saving costs and maximising efficiencies. How can professionals exploit the opportunities and counteract the threats which AI represents?



“This technology represents the greatest opportunities for transformation of professional services that I’ve ever seen in my entire 30-year career.”

Andy Baldwin, Global Managing Partner – Client Service, EY

Traditionally, AI has been seen as a disruptor in professional work, replacing human jobs and upending conventional workflows. However, this perspective has begun to shift in recent years, and many are now starting to see AI as an enabler that can improve existing systems and processes, particularly in knowledge-based work. The problem with this view, according to Andy Baldwin, is that it can cause people to overlook the potential for more fundamental opportunities and challenges AI might bring about in organisational and economic structures of professional organisations.



“The idea that AI is going to change everything is not backed by evidence.”

Crawford Spence, Professor of Accounting, King’s College Business School

Crawford Spence characterised the popular notion that AI will drastically reshape professional services and allow professionals to dramatically exceed their current abilities as “fantasy.” He described a need for academics to cut through the hype towards a more sober and evidence-based assessment of what is happening in practice. Based on his research in the financial services sector, he argued that the idea that AI will fundamentally revolutionise practices is overstated. However, a particular issue of immediate concern is that automation of certain tasks may curtail learning opportunities for junior professionals, potentially undermining their ability to develop professional skills and expertise in the long-term.



“The potential harm related to algorithmic bias is perpetuating digital inequalities.”

Michael Barrett, Professor of Information Systems and Innovation Studies, Cambridge Judge Business School

Michael Barrett focused on the potential benefits and risks associated with the implementation of AI in healthcare. Based on his research, he highlighted its advantages, including the ability to analyse millions of images for diagnosis, which could lead to cost reductions and shorter waiting times. However, there are risks tied to information governance, patient consent, and the potential for algorithmic bias. He voiced particular concern over the potential marginalisation of certain patient groups due to a lack of representative data. Using synthetic data to rebalance datasets to improve diagnostic accuracy for underrepresented groups might be a solution.



“The limiting factor is us.”

Mark Enzer, Strategic Advisor, Mott MacDonald and Visiting Professor in the Digitalisation of the Built Environment, University of Cambridge

Mark Enzer noted that the limit to technology’s impact is not the technology but our ability as humans to adopt and integrate it effectively. “It’s much more about us as people,” he said. A significant limitation to maximising the potential of AI is the difficulty we have in fostering cross-sectoral collaboration. Even within a single organisation, effective collaboration can be challenging. As AI projects often require broad sharing of data and cooperation between departments and across industries, this issue is a fundamental barrier to fully realising AI’s potential.

Session 1: Technology and Professional Work

Andy Baldwin

Professor Crawford Spence

Professor Michael Barrett

Mark Enzer OBE FREng



Panel discussion highlights

Chair: **Laura Empson**, Professor in the Management of Professional Service Firms, *Bayes Business School*

Discussion touched on the difficulties around the language of technology. The panel supported the suggestion that instead of ordinary people being asked to learn the language of tech, the tech-savvy should learn to communicate in terms everyone else can understand. This will help make technology more accessible and inclusive, so that humans' limitations represent less of a constraint on the opportunities for technology-based improvements.

It was observed that AI will likely result in a reduction in levels of hiring, producing a leaner workforce where technology plays a greater role in handling routine or repetitive work.

A member of the audience raised a concern about the current state of university training, which may quickly become obsolete due to rapid advancements in AI and other technologies. There is a need for a shift in education towards skills that are adaptable and relevant in a variety of contexts, rather than training for specific jobs that may not exist in the future. As students and junior professionals make more use of AI in their work, an academic in the audience asked, "When can we start using generative AI to mark our students' assignments?"

TAKEAWAYS

AI as co-pilot: AI will assist professionals in their work, not entirely replace them, enhancing their ability to perform tasks more efficiently and effectively – the barrier to change is us.

Role of academia: Collaborating with academic institutions is important to help remain grounded in evidence and to understand how learning and development needs to evolve in the age of AI.

New risks: There is a growing need to manage risk effectively as junior professionals rely more on AI, raising questions about maintaining quality of service and ethical standards.

Leadership and professional people

Getting closer to the “truth”

Currently leaders of professional organisations are bombarded with agenda-setting acronyms, all representing large and intractable challenges – from EDI and ESG, to WFH. Meanwhile, the pandemic has caused many professionals to ask profound questions about their working lives.



“People used to get coached and mentored and were surrounded by a thick fabric of relationships. But that doesn’t happen as much in the current environment.”

Herminia Ibarra, Charles Handy Chair in Organisational Behaviour, *London Business School*

Delivering results is critical for securing leadership roles, but people skills become increasingly important for success as individuals become more senior, Herminia Ibarra explained. These kinds of skills require a leadership journey – beginning with recognising their importance, commitment to deep learning, creating conducive learning contexts, and eventually internalising them as part of one’s identity. Reintegrating executives returning from life-changing sabbaticals, and accommodating their new insights and desire for change can be a challenge. But the effort is worth it, as leaders who develop their skills in this way often become catalysts for organisational change.



“People confuse leadership with doing things as opposed to being things.”

Kirsten Edwards-Warren, Executive Vice President, *Compass Lexecon*

Kirsten Edwards-Warren stressed the need for leaders to invest in their own personal and professional development. She pointed out that athletes rely heavily on a coach for continuous improvement, feedback, and assessment throughout their careers. Professionals would be wise to do the same, she advised. She also highlighted listening skills, consistency, modelling the behaviour you want to see, and authenticity as essential leadership qualities. “Try on different styles” of leadership, but don’t confuse authenticity with “sharing your entire life story.”



“Are you creating expectations you can’t meet?”

Paul Lewis, Firmwide Managing Partner, *Linklaters*

Paul Lewis discussed the benefits and pitfalls of employee feedback. Conventional surveys can raise unrealistic expectations and produce post-survey dissatisfaction. Instead, he recommended an approach which he uses at Linklaters, a more frequent, “pulse-like” feedback method with a smaller number of questions, backed by an algorithm that tailors queries based on previous replies. This approach invites more open dialogue, helps employees feel properly heard, and gives him an opportunity to respond directly to their comments. “I read all the comments,” he said; “46,000 of them so far”. And he sometimes spends his Sundays responding personally to them.



“Even when we have the best of intentions with the strategic interventions we put in place to help with employee engagement, we sometimes create unintended consequences.”

Michelle Rogan, Associate Professor of Strategy and Entrepreneurship, *Imperial College Business School*

Well-meaning interventions can lead to undesired results, according to research by Michelle Rogan. She reported her study of CSR initiatives in a management consultancy firm. It found that while participation in these kinds of initiatives boosted employee retention, it also had a negative impact on the promotion prospects of male employees, who suffered a 43% lower promotion rate. As CSR work is associated with nurturing and altruistic traits often stereotyped as feminine, male employees engaging in these projects appeared to face unintended career penalties as a result of this association.



Panel discussion highlights

Chair: **Stefan Stern**, Visiting Professor in Management Practice, *Bayes Business School*

A member of the audience identified curiosity as a critical leadership quality. It prompts leaders to continuously question the status quo, challenging why certain things are being done or not done. Leaders should consider the potential unintended consequences of prioritising curiosity in hiring and performance evaluations, said another contributor. However, while curiosity is valued in academia, for example, it may be viewed as disruptive in a commercial context.

The panel stressed the importance of genuine consultation and listening in leadership, arguing that it can be misused in management contexts as gloss over already-decided actions. Leaders need to show they are willing to change course based on the input they receive. They must create an environment where disagreements are allowed, in which listening really happens. Leaders that listen more and ask, “what else?” get closer to the truth in their organisations.

On the training and career paths of future professionals, it was noted that, while most associates used to want to become partners, newer generations may have different ambitions. Firms need to pivot towards providing high-quality training and work experiences that better prepare employees for the next stages of their careers, whether that involves becoming a partner or not.

TAKEAWAYS

“Bishop’s door handle” syndrome: People tend to express their most important or challenging thoughts as they leave their manager’s office – so it is important to ask, “what else?”

Responding to feedback: Asking for feedback is not enough – you need to be able to respond to it. Even when you cannot act on it you need to be able to learn from it.

Career fluidity: As career paths become less rigid, firms must think about strategically managing and leveraging departures.

Leadership and professional organisations

Collegiality, honesty, and “meaningful” purpose

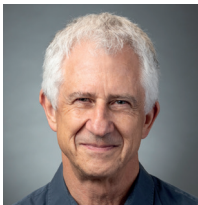
Professionals have clung to traditional partnership forms of organising, reliant upon mutual trust, peer pressure and collegiality. Yet these structures and norms of behaviour are hard to sustain in large and complex, pluralistic professional organisations. Has collegiality become no more than a myth in the commercialised professional service firm? What can professional firms learn from other sectors?



“There is immense power in the concept of collegiality; we need to curate it very carefully.”

Laura Empson, Professor in the Management of Professional Service Firms, *Bayes Business School*

Laura Empson spoke of her research on collegiality in professional service firms. Though often hard to define, collegiality is a significant feature of professional organisations, fostering relationships based on mutual support, equality among peers, and cultural cohesion. “It is a hugely powerful concept,” she said, because it affects relationships between colleagues who are united in a common purpose. Collegiality is threatened by the absence of mutual support, leading to destructive competition and “neurotic individualism”, and by centralised management that can undermine peer equality and autonomy, resulting in disengagement. An overly restrictive approach, as opposed to a culturally cohesive one, can lead to conformity, exclusion, and heightened competition. Post pandemic these challenges are being brought into sharp relief.



“Meaningful purposes energise people.”

Paul Adler, Professor of Management and Organisation, *Marshall School of Business, University of Southern California*

Insights on organising for and sustaining shared purpose and collegiality were shared by Paul Adler. Focussing on his research in the domains of software consulting and healthcare, he argued that as professional organisations grow, they can no longer rely on informal understandings of collegiality and common purpose, so it is important to articulate these more explicitly. “Professional firms don’t need some spiritually elevated mission,” but it does have to be meaningful and grounded in reality. He warned that sustaining common purpose and collegial behaviour as an organisation grows is difficult, but it is important for leaders to resist the pressure to adopt grandiose and meaningless purpose statements.



“Your values, your statements of what it is you are there to do is essential. And then you need to convert that into action through strategy.”

Tony Hall, Lord Hall of Birkenhead and Former Director General, *BBC*

Lord Tony Hall reiterated the centrality of sound institutional values and reflected on the importance of enabling creative experimentation without fear of negative consequences. He emphasised the significance of fostering an environment that encourages serendipitous encounters and cross-department collaboration. Additionally, he underscored the need for devolved decision-making, rooted in clear guidelines and standards. Drawing on his experience at the BBC and National Trust, he affirmed the effectiveness of “upside-down management” where trust in employees leads to better performance and problem-solving. He also highlighted the need for transparency and engagement when dealing with inevitable changes and challenges, and the importance of continual internal communication and inclusion of different stakeholders.



“What if we don’t go back to business as usual? What if we make it better?”

Dame Emily Lawson DBE, Head of the Delivery Unit, *10 Downing Street*

Emily Lawson focussed on the role of professionalism within the civil service, and the importance of values like honesty, integrity, and objectivity in carrying out public service duties. She noted a tension between politeness and honesty in professional culture, where politeness can simply be a cover for not saying what you really think. During the pandemic she held a leadership role in the NHS and experienced at first hand the “power of the Civil Service let loose on a big, difficult, and challenging problem that everybody wanted to fix.” She celebrated the civil service’s response to the crisis, noting how civil servants demonstrated exceptional professionalism under pressure, dealing with complex issues around procurement, distribution, and policy creation in an extremely uncertain and challenging environment.



Panel discussion highlights

Chair: **Stefan Stern**, Visiting Professor in Management Practice, *Bayes Business School*

The panel looked at the tricky interplay between professional values and commercial pressures. To a certain extent, conventional ideas about professionalism can be compromised by the drive to delight and serve clients and make money.

Superficial collegiality can lead to a culture of positive affirmation, leaving the more complex underlying realities unexamined. It was also noted that those seeking promotion may be hesitant to challenge the status quo, making engagement with lower-level employees an important route to getting a grounded perspective, preventing leadership from becoming isolated from reality.

Discussion delved into the issue of truth in professional organisations. The panel agreed on the importance of professionalism in executing duties, and that getting closer to the truth can involve uncomfortable conversations and may result in unhappy clients. It was agreed that politeness can sometimes conceal or hinder the open expression of dissenting views. Leaders should surround themselves with people who are willing to challenge them.

TAKEAWAYS

Open dialogue: Putting ego aside and fostering an environment where people can speak candidly facilitates collaboration and brings about innovation.

Collaboration and collegiality: Collaboration is seen as a top-down commercially oriented approach, while collegiality facilitates a more peer-oriented mutually supportive environment.

Communicating across professions: Different goals, language and problem-solving approaches can create communication challenges between professionals from different fields. It is important to develop mechanisms to overcome these.

Ethics and professional culture

Professional rules. Professional judgement.

Traditionally professionals were trusted to be motivated by their vocation and bound by their professional ethics, inculcated, and reinforced through protracted training and socialisation. Yet ethical scandals are now commonplace. How can professional organisations recalibrate their ethical underpinnings in the contemporary context?



“Hybrid working weakens the ties that bind us together.”

Sarah Rapson, Deputy Chief Executive & Executive Director of Supervision, *Financial Reporting Council*

Trust and ethics are at the heart of the auditing profession, which exists to protect public interest and foster trust in markets. Breaches of ethical standards in the profession do occur, however, including auditors providing misleading information to regulators. Sarah Rapson shared her observations on why ethical issues persist. Professional standards can be compromised by generational differences in ethical views, high-pressure work, and commoditised training (off-the-shelf training programs that are not customised or tailored to specific needs, values, or culture of an organisation). Ultimately, while auditors should be held to the highest standards, the greatest ethical challenges typically have their origins in the organisations they are auditing.



“The dynamics underlying the diffusion, adoption and entrenchment of practices in ethical grey zones can be hugely impactful.”

Aharon Cohen Mohliver, Assistant Professor of Strategy and Entrepreneurship, *London Business School*

It can sometimes be a professional's sense of professionalism that results in misconduct, asserted Aharon Mohliver. To explore this counterintuitive statement, he revealed that the Benzodiazepine epidemic in the U.S. is largely driven by the very physicians meant to safeguard public health. “More than half of such prescriptions come from regular physicians,” he said. These examples of widespread misconduct can stem from professionals using their expert knowledge to interpret vague rules because they feel they know what is best for their patients. When this behaviour is not universally recognised or punished, a continuing cycle of professional misconduct is perpetuated and can become self-reinforcing.



“We are all living in a world of metrics, scores, rankings, indexes, and performance management.”

Daniel Beunza, Professor of Social Studies of Finance, *Bayes Business School*

In a world increasingly driven by metrics and performance indicators, there is a tendency for “box-ticking” and gaming the rules, which can give rise to ethical challenges within a supposedly professional culture. Daniel Beunza spoke of his ethnographic fieldwork on equity derivatives trading floors during the time of the banking crisis and revealed that traditional performance indicators could lead to feelings of injustice and encourage employees to work around systems. Instead of relying on rigid and simplistic risk management data and systems alone, firms should enable and respect professional judgement and autonomy. It is not about policing employees but about aligning employees' internal norms with the organisation's values.



“The tone from the top is absolutely key.”

Lord David Gold, former Global Senior Partner, *Herbert Smith*

Lord David Gold emphasised that clear policies and rules alone do not ensure ethical behaviour. Drawing on his experience with companies under investigation, he suggested that organisational culture, specifically the “tone from the top,” plays a crucial role. This tone should not merely be about vocalising ethical stances but about demonstrating them through actions, he said. Mid-level executives, under intense pressure to deliver, are most vulnerable to ethical transgressions. But if you get the values of the organisation right, then you shouldn't need to keep looking at the rules.



Panel discussion highlights

Chair: **Laura Empson**, Professor in the Management of Professional Service Firms, *Bayes Business School*

With the increasing commoditisation and modularisation of professional training systems, it was agreed there is a danger of turning ethics into mere “tick box” tasks, potentially compromising the development of the profession.

An audience member highlighted the important role of universities in instilling ethical values and critical thinking in aspiring professionals. But the panel emphasised that part of the problem arises from the rapid turnover of leaders at the top of professional organisations – lessons learnt by one leadership team are not necessarily carried over to their successors. A failure to continually reinforce ethical values in the workplace can mean they are forgotten, potentially resulting in unethical conduct, which further underlines the need for robust and responsive governance structures.

The broader ethical challenges extend far beyond individual bad apples, bad leaders, or bad organisations. The frequency of ethical scandals raises regulatory concerns about how to punish effectively large-scale unethical behaviour, when borderline unethical practices become normalised across a profession. As commercial values supplant ethical values, these challenges will likely intensify.

TAKEAWAYS

Professional integrity: The true test of a professional organisation’s values and professional culture emerges when business starts to falter, such as during a recession.

Unpacking truth: Understanding truth and defining good behaviour are not “obvious” but require continuous exploration and understanding.

Devolve decisions: Trust individuals to handle ambiguity and uncertainty, but make sure they are effectively socialised first into the appropriate norms of professional ethics.

Afterword

The Professions' Summit brought together senior leaders and significant scholars of the professions to debate the key issues confronting professional organisations. Four insights resonated with me particularly powerfully.

Firstly, the summit underscored the importance of maintaining a critical perspective in a world filled with hype. We need to centre our actions and decisions on solid evidence rather than getting caught up in buzzwords and grandiose promises. In doing so, we can make informed decisions that are grounded in reality and backed by tangible data.

Secondly, the crucial need for “speaking truth to power” was evident throughout the discussions. A culture of openness and honesty is one where innovative ideas flourish and problems are identified before they escalate. But sometimes the truth is unpalatable, and leaders need to be brave enough to hear it.

Thirdly, the value of active and empathetic listening was emphasised. The key to progress in academia and the professions, lies in deeply understanding what is being conveyed, going beneath the surface and challenging our own assumptions. This habit forms the foundation for effective communication and collaboration.

Lastly, the discussions highlighted the delicate dance between technology and humanity. In our pursuit of technological progress, we must not overlook the importance of the human factor. The ties that bind us to each other and our organisations are fundamental to our success.

As we look to the future, these insights can serve as guiding principles. Let's adopt a critical perspective, foster spaces for open dialogue, really listen to people we would not normally engage with, and remember the irreplaceable value of our human connections. By doing this, we can not only navigate the uncertainty of today but have an opportunity to positively shape the future of our professions.

Professor Laura Empson
Bayes Business School



What participants said about The Professions' Summit

"A truly unique blend of content and people."

"When you bring the right people together - magic happens!"

"Such interestingly diverse theories and experiences of leadership, and so much to take away."



"It was a triumph! So many interesting speakers and important topics."

"It's one of the best and most interesting seminars I've ever been to."

"It was fantastic to hear the views from different perspectives."

"A great event. Wonderful format. Left with my head buzzing."

"I am invited to a lot of these things, attend very few, but I think this was the best I have been to!"

"It was a real coup in terms of the calibre and breadth of people gathered."



"Excellent! Interesting debates, great audience, excellent speakers."

"Such a well-curated and well-structured day."

"I found myself slightly overwhelmed (in a good way) with all the new ideas and perspectives that were put forward and debated."



"I don't often get to describe something as having been 'fun' in my job, but it really was."

"A wonderful event. So interesting and engaging and fun. Excellent bringing Academia and the Corporate world together."

"What a wonderful day!"



Participants

Scott Addison, Director, *Infinite Global*

Atinuke (Tinu) Adediran, Associate Professor of Law, *Fordham University School of Law*

Sameh Amer, PhD Student, *University of Manchester*

Andromachi Athanasopoulou, Associate Professor in Organisational Behaviour, *Queen Mary University of London, School of Business & Management*

Grace Augustine, Senior Lecturer, Strategy & Organisation, *University of Bath*

Douglas Board, Founder, *Maslow's Attic Ltd*

Jonathan Bond, Director of HR & Learning, *Pinsent Masons*

Greg Bott, Director, *Addleshaw Goddard*

Karen Briggs, Non Executive Director / Senior Advisor

Khuyen Bui, Phd student, *Bayes Business School*

Helen Burton, London Managing Partner, *Ashurst LLP*

Nick Bush, Director, *Centre for Management Consulting Excellence*

Eugenia Cacciatori, Sr Lecturer in Management, *Bayes Business School*

Gregory Campbell, Partner, *O'Melveny & Myers LLP*

Itziar Castello, Reader in Sustainability and Digital Economy, *Bayes Business School*

Fergal Cathie, Partner, *Clyde & Co LLP*

Huiming Chen, Commercial CFO - Europe, *Illumina*

Maggie Chen, PhD Researcher, *Bayes Business School*

Daisy Chung, Senior Lecturer, *Bayes Business School*

Virginia Clegg, Senior Partner, *DAC Beachcroft LLP*

Aster Crawshaw, Senior Partner, *Addleshaw Goddard LLP*

David Cross, Lecturer in HRM and Organisational Behaviour, *Southampton Business School*

Emily Duncan, Head of Stakeholder Engagement, *Financial Reporting Council*

Ziyun Fan, Associate Professor, *University of York*

James Faulconbridge, Professor, *Lancaster University*

Deborah Finkler, Managing Partner, *Slaughter and May*

Alina Goad, VP, *Compass Lexecon*

Paula Gomes-Freire, Managing Partner, *VdA*

Stefanie Gustafsson, Associate Professor, *University of Bath*

Matthew Harris, Commercial Director, *Monteith International*

Richard Harrison, Partner, *Clyde & Co LLP*

Julia Hobsbawm, Commentator on Future of Work, *The Nowhere Office and Bloomberg*

Damian Hodgson, Professor of Organisational Studies, *University of Sheffield*

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Lindsey Keeble, Managing Partner, *Watson Farley & Williams LLP*

Jonathan Kembery, Partner & General Counsel, *Freshfields Bruckhaus Deringer LLP*

Francesca King, Founder and Director, *FdK Consulting Services*

Edwin Lee, Research Associate, *University of Cambridge*

Inka Luhrs, PhD Student, *Bayes Business School*

Charles Martin, Senior Advisor, *Macfarlanes LLP*

Stephanie Mason, PhD student (retired RSM partner), *Bayes Business School*

John Mawdsley, Associate Professor, *HEC Paris*

Gerry McGivern, Professor of Public Services Management & Organisation, *King's College London*

Jonathan Morgan, Managing Partner, *Saxton Bampfylde*



Szilvia Mosonyi, Lecturer, *Queen Mary University of London*

Daniel Muzio, Professor of Management, *University of York*

Leena Nangia, Chief Strategy Officer, *Stewarts*

Michelle Nesbitt-Burrell, Strategic Marketing & Proposition Manager, *Thomson Reuters*

Seamus O Croinin, Chairperson/Partner, *A&L Goodbody LLP*

Fiona Packman, Partner, *Egon Zehnder*

Frida Perner, Associate Professor, *Stockholm School of Economics*

Ed Poulton, Managing Partner, *Baker McKenzie*

Gareth Price, Global Managing Partner, *Allen & Overy LLP*

Anna Purchas, London Office Senior Partner & Regional Chair, *KPMG*

Ian Rodgers, Doctoral Researcher, *University of Oxford*

Andrew Roscoe, Partner, *Egon Zehnder*

Mari Sako, Professor of Management Studies, *University of Oxford*

George Salijeni, Lecturer in Accounting, *Aston University*

Jen Sander, Director, Enterprise Content & Operations, *Thomson Reuters*

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