



**Professor Michael Cox**  
Director, LSE IDEAS

## Another Good Year!

As we near the end of another lively year in world politics—riots in Hong Kong, Santiago and Beirut, UK elections in December 2019 and upcoming elections in the United States in late 2020—it is a good time to take stock of where we are as a community. For even if the world seems to be in a shaky state, the Executive Masters' looks to be going from strength to strength—and perhaps there is a link between the two? Unsettled times after all invariably call forth more and more demand for serious analysis. And this is what we have sought to provide to all our students since the course was launched.

Talking of our students, I am delighted to announce that the class of 2018 will soon be graduating. And very well done to all of them. Now, deep into another year with another great class of around 30 people in full flow, we are already engaged in those old favourite debates about power shift, whether or not the US is really in decline, and is the world economy on the brink of another 2008?

A couple of highlights worth mentioning. One was a very lively breakfast briefing led by Sir Robert

Cooper on the 31st October (the day Britain did not leave the EU!) on where the UK might be going. Robert did not mince his words. With or without a 'deal' the country as a whole is heading into some very troubled waters indeed.

The other highlight was our now annual weekend discussion about the rise of China. The message that came out of our early November meeting was very much a mixed one: China's achievements were real enough. But if there was a consensus of sorts, it was that China is facing some major challenges as it moves forward—not least from a West that appears to have abandoned the idea (especially since Trump took office) that China can be turned into a 'responsible stakeholder'. A new, more competitive, age looks like it is beckoning.

Finally, the usual, but heartfelt vote of thanks goes out to all the team in IDEAS. Without such a great group of people it would have been impossible to have developed a high level course which is now recognized around the world as being one of the best. No mean achievement. Very well done to you all. ■

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## FACULTY INTERVIEW

# John Everard

## British Former Diplomat

**Can you brief us on the countries you have been stationed in as part of your diplomatic career, and the challenges you faced?**

I started off in China, then Austria, Chile, Belarus, Bosnia and Herzegovina, Uruguay and North Korea. Most of them were challenging in different ways. If I had to pick – I'd choose two: North Korea and Uruguay.

North Korea – for all the reasons you may imagine. It was a challenge to work with the government which would really rather you let it be and didn't say anything difficult. Constantly having to battle to get the access you need, to get your messages across and find out what's going on was definitely a challenge.

The other one, curiously – Uruguay. As an ambassador there I was a big social figure. You are up there, you're on television which is kind of nice...but you are also on a minefield (metaphorically) all the time, as everyone wants you to attend their event and to make speeches. You constantly perform these micro calculations where it is that you ought to go, how you are going to compensate for going to one event rather than another, it's all a bit delicate. However, it was a great time to be in Uruguay – I was there for the first victory of the left, of the Broad Front at the elections.

Of course, they have just had the first round of another elections in Uruguay – the Broad Front has now become the establishment party and is being

challenged by the old right-wing party, so the Uruguayan political cycle has come full circle.

**I think we should acknowledge here that your success as an Ambassador was amplified by the impressive multilingual skills you possess?**

Well, I speak broken English, I speak European languages, mostly; French, German, Russian, Portuguese, Spanish. I also know Chinese, Korean and Welsh.

**What are the new trends in the practice of diplomacy – for example is the use of official and unofficial track 2 diplomacy increasing, Twitter diplomacy? How is the practice changing?**

It's changing much less than you think. What has changed is greater media attention on diplomacy.

Track 2 diplomacy is probably as old as diplomacy itself. Off-site meetings between people who did not have direct decision-making power have been going on for thousands of years.

And, whilst Twitter of course is new, megaphone diplomacy and public diplomacy dates back centuries. In 19th c. German Kaiser would give interviews to the *Daily Telegraph* in order to effectively reach out to people. The Vatican has been using public pronouncements for at least the last five hundred years. Technology has of course advanced but the basic thinking and intentions behind public diplomacy have not.

**How will diplomacy change?**

It is a massive growth industry. The world is probably not becoming more complex, but it is talking to itself a great deal more. There is a lot more interaction between states, and between states and international organisations. We now have this giant superstructure in the world of different organisations set up under a bewildering raft of treaties – all of this generates work. Trying to reach an agreement on anything – from the quality of pork to nuclear research – you need a growing number of experts. In 19th c. the Foreign & Commonwealth Office employed less than 40 people, even though that was the epoch of Britain's imperial power. The modern FCO now employs over 5,000.

The purpose of technology is to speed up communications. People get excited about the advance of email. It has made a difference, yes, but the big breakthrough happened a long time ago – with the invention of the telegraph. Not quite as fast as email, but it enabled diplomats to exchange messages within hours (rather than days).

**You had a chance to teach on the Executive International Strategy and Diplomacy Programme – what have been your overall impressions?**

LSE students are sharp, inquisitive and well-informed. I get a lot of thought-provoking questions, and when I interact with them, I find quality, preparedness.

ANNOUNCEMENTS

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The Intensive Weekend away (the Ditchley weekend, but I think the exact venue has changed across cohorts) is a great start into getting the students to not only think about International Relations, but to really experience them. In Washington they do this on a much larger scale. Various think tanks get together, lock themselves in and role play, suddenly finding themselves entirely captivated by the role they have been given, passionate about the country or organisation they have been tasked to represent. It is very stimulating and thought-provoking.

**What do you think is the current biggest global challenge?**

Climate is one. My heart is with the school strikers. We trashed the world they are going to inherit. Massive growth in nationalism is another. The belief that everybody is a victim and can therefore break the rules is deeply corrosive and destabilising, and instability in international relations ends up with people getting hurt. Nationalism has a deep hold on people’s heart and this grip can be tightened by extreme rhetoric. The only way to loosen it is by counter-rhetoric – arguing for dialogue, not inciting further violence. ■



# Annual Alumni Policy Weekend

Saturday, 6th June 2020 (one day event)



Make sure to attend the **Annual Executive International Strategy and Diplomacy Alumni Policy Weekend**. Hosted in a new venue on LSE campus, and with new agenda, this Alumni Policy Weekend is to be the biggest, yet!

Tickets will be released in **January 2020**.

The Alumni Policy Weekend ticket will give you access to:

- Keynote speeches from Programme Faculty and practitioners;
- Panel discussions with Alumni and LSE IDEAS wider network;
- Breakfast and lunch nibbles;
- Drinks reception;
- Off-site dinner.

You can also pre-register, by emailing: [m.m.kozielska@lse.ac.uk](mailto:m.m.kozielska@lse.ac.uk) to make sure you don’t miss the chance to purchase your event ticket.

## ALUMNI INTERVIEW

# Lucy Buzzoni

Deputy Director of Strategy, Innovation and Technology  
at CSHR (Civil Service Human Resources, Cabinet Office)



**The Executive Programme has been instrumental in supporting your career transition – from private to public sector. Is that right? Could you share about your career before and after the Programme?**

Before the LSE IDEAS Executive Programme, I was working as a strategy consultant. The programme made me recognise the permeability between the public and the private sector. It has definitely given me the confidence to make that transition and understand the additional dimension of government over and above business.

The executive coach—we receive professional career advice as part of the Programme—in fact found the position I applied for—Head of Strategy for Digital Data and Technology across government. In that role, I used my knowledge from the programme, for example, in terms of horizon scanning, as I led a piece of work on strategy 2030 vision for digital technology. As for the rest, for both my previous and current role, it is more soft skills that I got to utilise after the Programme.

I work for the Cabinet Office now, as the Deputy Director of Strategy, Innovation and Technology. What that means in practice is that I look after the future strategy for the HR function across government, and its' budget demands. I also look at how emergent technology and innovation is changing, and how that translates into practices and needs within the Civil Service and its people, impacted by, for example, automation and data.

I am hoping my next role will be more on the international strategy side. When and if that happens, the programme will again have direct impacts on the job I take on.

**What has been most challenging in your new profession?**

Massive complexity of the public sector. The transition led me to appreciate things are far more complicated when you are considering public money, citizen impact and the role of Britain. In my previous role, for example, I would think how to transform the services and how those demands were changing within the current climate.

**What is your fondest memory of the Programme? What has been the highlight?**

Many fond memories. First, I'd say I really enjoyed both the country and thematic focus towards the beginning of the course. I found it absolutely fascinating looking at the rise of populism in US, looking at India, or the power shifts between East and West.

I equally loved the long weekend away, the Policy Weekend at Ditchley—that was just unbelievable. At that point you have enough confidence and contextual understanding to be able to translate your knowledge and skills into heated negotiations. You get to both practice and experience International Relations in action.

And definitely the people – those who led the course as well as my fellow students. I was in respect and awe of all of them and learned from each and every one.

**What advice would you give to those just finishing the Programme?**

It is important that you take every opportunity. There are so many hidden assets in the programme—access to library, to events—all of seemingly smaller aspects of the course really make a big difference.

It's a very broad and all-encompassing course and finishing students have already taken a leap of faith by applying and enrolling on the Programme. In short, it offers unique perspectives on International Relations in modern day, how all different sections of public and private sector and macro trends work together. And there are just so many professional and personal scenarios you can use those insights in.

**What do you think is the most pressing global issue at the moment? Is it something your professional role allows you to influence, or change in any way?**

Politically, the rise of populism will leave immense repercussions on generations to come. Climate change is reaching a new flexion point, at the moment.

I can't influence any of the raised issues in my current role, but hopefully in my next one I will be able to. I will also be able to use the skills and content I learnt on the Programme, as it will entail a much more international outlook. ■

ANNOUNCEMENTS

# Congratulations to our newest Alumni cohort—Class of 2019!



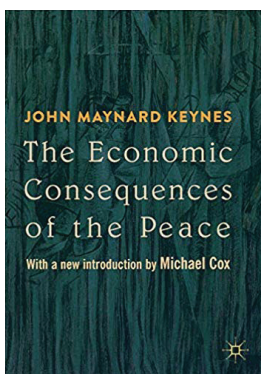
## AND WELCOME TO OUR NEWEST STUDENT COHORT

The Executive MSc Strategy and Diplomacy welcomed its 2019/20 cohort of students in September. The new cohort is a typically diverse and dynamic group, hailing from a wide range of countries and bringing to the Programme an excitingly eclectic range of backgrounds and perspectives (see below for details).

As students enter the middle of the Michaelmas term, they have already attended their first policy weekend, which was devoted to China's Rise and the New Asian Century. We are now preparing for the second intensive week, which will take place in early December.

LITERARY UPDATE

# The Making of the Economic Consequences of the Peace



### INTRODUCTION BY PROFESSOR MICHAEL COX

There are very few people who become household names by virtue of writing one short book. But as another writer on Maynard Keynes has noted, *The Economic Consequences of the Peace* did precisely that by bringing the young economist (he was only in his mid-thirties at the time) 'fame, brief affluence, much correspondence, public involvement and new opportunity' in equal measure.<sup>1</sup> Keynes had arrived.

Written in just under six months, and going on to become a publishing sensation, it is a volume that has been disputed and refuted, praised and celebrated in equal measure ever since it was first published in December 1919. It may not have changed the course of history. But as the historian Adam Tooze has reminded us, no single book did more to contribute to the 'mood of disillusionment' following Versailles than *The Economic Consequences of the Peace*.<sup>2</sup> ■

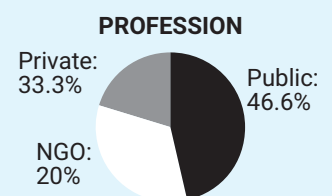
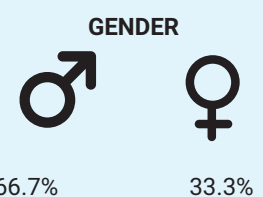
Read more:  
<https://www.palgrave.com/gp/book/9783030047580>

<sup>1</sup>Quoted in Elizabeth Johnson ed, *The Collected Writings of John Maynard Keynes: Volume XVII. Activities, 1920-1922*, Macmillan, 1977, p. 133.

<sup>2</sup>Adam Tooze, *The Deluge: The Great War and the Remaking of Global Order, 1916-1931*, Penguin Books, 2015, p. 295.

## STUDENT PROFILE

The programme's 2019/20 cohort has 30 students with the following profile:



### COUNTRIES REPRESENTED

Australia, Bahrain, Canada, China, Germany, India, Indonesia, Ireland, Ivory Coast, Malawi, Malaysia, Morocco, Pakistan, Philippines, South Korea, UAE, UK, Ukraine, USA

EVENTS

# Meet the Leader Sessions



In the “Meet the Leader” series, LSE IDEAS hosts fireside chats with leading practitioners of strategy and diplomacy, who have achieved distinction in public and private sectors. To sign up or enquire more about the events, please get in touch:

[m.m.kozielska@lse.ac.uk](mailto:m.m.kozielska@lse.ac.uk)



Previous

**MS. JULES CHAPPELL, OBE**  
14th November

**Jules Chappell** is MD, Business at London & Partners, the official promotional agency for London. Jules is responsible for the teams that attract and retain foreign direct investment; that bring major business events to London and capital into regeneration projects; and that support London’s scaling business to expand internationally.



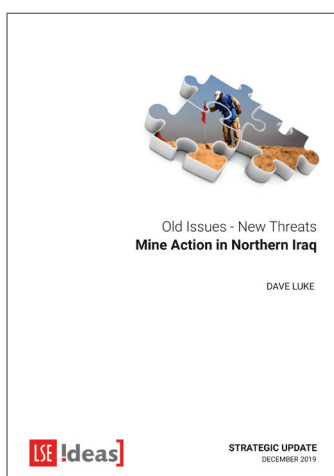
Upcoming

**LORD JITESH GADHIA**  
30th January

**Jitesh Gadhia** is an investment banker and businessman and Member of the House of Lords since September 2016. Jitesh was previously Senior Managing Director at Blackstone based in London and has over 25 years’ investment banking experience, having also held senior positions at Barclays Capital, ABN AMRO and Baring Brothers.

## NEW IDEAS STRATEGIC UPDATE

# Mine Action in Iraq by Alumnus Dave Luke



For submission details go to <http://www.lse.ac.uk/ideas/publications/updates/submit-strategic-update>

The nature of conflict is changing. Iraq and Syria today stand as a measure of how difficult ‘recovery’ is. Mine Action focuses on mitigating explosive hazards as one of the primary obstacles on the recovery path. The sector’s policy and practices are coming under strain from the contemporary conflict trends of urbanisation and non-state armed groups (NSAG) using improvised explosive devices (IEDs). These factors add true complexity to conflict response. This strategy update considers if there is a paradigm shift underway or if the current frictions are growth pains for this generation of responders?

Dave has spent the last decade working in disasters and conflicts with the UK government, NGOs and international institutions. He runs Artiosglobal.com who support stabilisation and humanitarian agencies with impartial research and evaluation to inform policy and practice.

**Strategic Updates** are short publications from LSE IDEAS. We welcome submissions from both practitioners and academics, both established and early career. However, please note capacity is limited.

## ROUNDTABLE BREAKFAST BRIEFING



Roundtable Breakfast Briefings convene experts, decision makers and academics from across the industries to deliver short, sharp and to the point updates on key political, social and economics issues.

# Britain on the Brink— The Past, Present and Future of a Dis-United Kingdom

According to a panel of international relations experts at an event hosted by the world-renowned think tank, LSE IDEAS, Brexit will damage Britain’s international defence and security relationships.

**Alice Billon-Galland**, Research Associate at Chatham House, says “Security and defence issues have fallen victim, as collateral damage, to the broader Brexit negotiations.

“There is a huge gap between the rhetoric and the current state of the budget of the Ministry of Defence. This means that there will have to be a reality check, sooner rather than later. The most recent House of Commons Audit committee report said that they foresee a £7-14 billion funding gap between the estimated costs of military capabilities and what can actually be achieved.

“British officials are trying to minimise the downside of Brexit on European defence cooperation. It’s hard so far, however, to find an upside to it. British capabilities are highly developed and respected and bring a strategic depth to the rest of Europe. This doesn’t prevent the UK from being excluded from a lot of industrial conversations in Brussels.”

**Dr Tim Oliver**, a Senior Lecturer at Loughborough University, says “Britain will have to commit more resources than the foreign office has to engaging with Europe.

“Any attempt to detach itself from the EU in favour of a policy in the South China Sea, Indian Ocean, or African Ocean, is a strategic dead end. Ultimately, Europe remains the main strategic goal of British politics.”

**Sir Robert Cooper**, Visiting Senior Fellow and British diplomat, says “There are still three years of negotiations to go on, and it’s going to be very unpleasant because they’re bigger than us. At the end of that, the relationship will be much worse than it is now. One ought to factor that in when envisioning the future.”

These comments were made at an event hosted by LSE IDEAS, a world-leading think tank, on 31st October 2019, the day that Britain should have left the European Union.

The panel was chaired by **Professor Michael Cox**, Director of LSE IDEAS and Emeritus Professor of International Relations. ■

## Linked In

If you are not yet part of the ‘Executive MSc in International Strategy and Diplomacy @ LSE IDEAS’ on LinkedIN - make sure to request access with:

**[m.m.kozielska@lse.ac.uk](mailto:m.m.kozielska@lse.ac.uk)**

## Alumni Portal

We are currently building the LSE IDEAS Alumni Portal:

**[www.lse.ac.uk/ideas/alumni-portal](http://www.lse.ac.uk/ideas/alumni-portal)**

an online platform offering alumni exclusive content and opportunities to share, connect, and engage in a discussion on issues surrounding international strategy and diplomacy. You can access it directly via LSE IDEAS official website.

# alumni

Executive MSc in International Strategy  
and Diplomacy @ LSE IDEAS

**For all Alumni Network enquiries please contact:**

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**Connect with other Alumni:**



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**LSE IDEAS is LSE's foreign policy think tank.**

We connect academic knowledge of diplomacy and strategy with the people who use it through our projects, publications, events, and executive education.

