

Organization Theory Design And Change Gareth Jones Textbook

Organization theory design and change Gareth Jones is a fundamental area of study that explores how organizations are structured, how they operate, and how they adapt to internal and external changes. Gareth Jones, a renowned scholar in the field of organizational studies, has contributed significantly to understanding the principles of organization design and the processes of organizational change. This article delves into the core concepts of organization theory as presented by Gareth Jones, emphasizing design principles, change management, and practical applications for modern organizations.

Understanding Organization Theory

Organization theory is a multidisciplinary field that examines the structure, behavior, and design of organizations. It aims to explain how organizations operate, how they can improve efficiency and effectiveness, and how they adapt to changing environments.

The Significance of Organization Design

Organization design involves creating a structure that aligns with an organization's strategy, environment, and culture. Proper design facilitates coordination, communication, and resource allocation, ultimately enhancing organizational performance.

Gareth Jones's Perspective on Organization Design

Gareth Jones emphasizes that effective organization design requires a balance between formal structures and informal processes. He advocates for flexible and adaptable structures that can respond to environmental shifts while maintaining core organizational goals.

Core Elements of Organization Design

In Gareth Jones's framework, several key elements are critical to designing effective organizations:

- **Structure:** Defines roles, responsibilities, and authority lines.
- **Systems:** Procedures and processes that support organizational functions.
- **Culture:** Shared values, beliefs, and norms influencing behavior.
- **People:** Skills, attitudes, and motivations of employees.

- **Strategy:** The overarching plan guiding the organization's direction.

Understanding these elements allows managers to craft an organizational architecture that supports strategic objectives and adapts to environmental changes.

Organizational Change: Theory and Practice

Organizational change is a vital aspect of Gareth Jones's work, emphasizing that change is inevitable and necessary for sustained success.

Types of Organizational Change

Gareth Jones categorizes organizational change into several types:

- **Incremental Change:** Small, continuous improvements.
- **Transformational Change:** Major shifts that redefine organizational identity.
- **Reactive Change:** Responses to external pressures or crises.
- **Proactive Change:** Planned initiatives to improve future performance.

Models of Change Management

Jones highlights several models that guide organizations through change processes:

- **Lewin's Change Model:** Unfreeze-Change-Refreeze?preparing for change, implementing, and stabilizing.
- **Kotter's 8-Step Process:** Creating urgency, forming coalitions, developing vision, communicating change, empowering action, generating wins, consolidating gains, and anchoring change.
- **McKinsey 7-S Framework:** Strategy, Structure, Systems, Shared Values, Skills, Style, Staff?aligning these elements to facilitate change.

Factors Influencing Organization Design and Change

Gareth Jones emphasizes that various internal and external factors impact how organizations are designed and how they undergo change:

External Environment

- Market dynamics
- Technological advancements
- Regulatory changes
- Competitive pressures

Internal Factors

- Leadership style
- Organizational culture
- Employee capabilities
- Resources and capabilities

Implementing Effective Organization Design and Change

Successful implementation requires a strategic approach that considers the unique context of the organization.

Steps for Effective Organization Design

- Define strategic objectives clearly.
- Assess the external environment and internal capabilities.
- Determine the optimal structure and systems.
- Engage stakeholders and communicate effectively.
- Implement the design with flexibility for adjustments.

Steps for Managing Organizational Change

- Diagnose the need for change.
- Develop a compelling vision and strategy for change.
- Gain buy-in from key stakeholders.
- Implement change gradually, using pilot programs if necessary.
- Monitor progress and address resistance.
- Embed changes into organizational culture and practices.

Challenges in Organization Design and Change

Despite the best planning, organizations often face obstacles such as:

- Employee resistance
- Inadequate communication
- Leadership shortcomings
- Misalignment between structure and strategy
- External shocks and uncertainties

Gareth Jones advocates for proactive leadership and open communication to mitigate these challenges.

Practical Applications of Gareth Jones's Theories

Organizations across various industries have applied Gareth Jones's principles to achieve transformation and growth.

Case Studies

- Technology Firms: Implementing flexible structures to foster innovation.
- Manufacturing Companies: Re-engineering processes to improve efficiency.
- Service Organizations: Cultivating a customer-centric culture aligned with strategic goals.

Key Takeaways for Practitioners

- **Align structure, systems, and culture with strategic objectives.**
- **Embrace change as an ongoing process rather than a one-time event.**
- **Engage employees at all levels to foster ownership and reduce resistance.**
- **Use established models like Lewin's or Kotter's to guide change initiatives.**
- **Continuously monitor and adjust organizational design to stay competitive.**

Conclusion

Gareth Jones's contributions to organization theory, particularly in design and change, offer valuable insights for managers and scholars aiming to build adaptable, efficient, and resilient organizations. By understanding the core elements of design, the dynamics of change, and effective implementation strategies, organizations can navigate complex environments and sustain long-term success.

In today's rapidly evolving business landscape, embracing these principles is essential for organizational agility and growth. Gareth Jones's frameworks serve as a guiding compass for effective organization development, ensuring that organizations remain aligned with their strategic

goals while being responsive to external pressures.

Organization Theory: Design and Change Gareth Jones offers a comprehensive exploration of how organizations are structured and how they evolve over time. As a fundamental aspect of management studies, organization theory provides valuable insights into the mechanisms that enable organizations to operate efficiently, adapt to environmental shifts, and sustain competitive advantage. Gareth Jones's work synthesizes core principles, practical frameworks, and contemporary challenges associated with organizational design and change, making it an essential resource for students, scholars, and practitioners alike. This article delves into the key themes of Jones's approach, analyzing the theories, models, and implications embedded within his work.

Introduction to Organization Theory: Design and Change

Organization theory encompasses the study of how organizations are structured, how they function, and how they adapt to internal and external pressures. Gareth Jones emphasizes that effective organizational design is critical for achieving strategic goals, fostering innovation, and maintaining flexibility. Meanwhile, organizational change is a constant process fueled by technological advancements, market dynamics, and societal shifts. Understanding the interplay between design and change enables managers to structure organizations that are resilient, responsive, and capable of continuous improvement.

Core Concepts in Organization Design

Organization design refers to the deliberate configuration of an organization's structure, processes, and culture to align with its objectives. Gareth Jones highlights several foundational concepts:

Structural Configurations

- Functional Structure: Divides the organization based on specialized functions such as marketing, finance, and operations.
- Divisional Structure: Organizes units around products, markets, or geographic regions.
- Matrix Structure: Combines functional and divisional elements, facilitating flexible resource sharing.
- Team-Based and Flat Structures: Emphasize decentralization, collaboration, and reduced hierarchy.

Features and Benefits:

- Clear delineation of roles and responsibilities.

- Facilitates specialization and expertise.
- Promotes accountability.

Challenges:

- Potential for siloed thinking.
- Communication complexities in matrix structures.
- Resistance to change from entrenched hierarchies.

Design Principles

- Alignment with Strategy: Structure should support organizational goals.
- Flexibility: Ability to adapt to environmental changes.
- Coordination and Control: Mechanisms to ensure effective collaboration and oversight.
- Simplicity: Avoid unnecessary complexity that hampers agility.

Pros/Cons of Different Designs:

- Functional structures excel in efficiency but may hinder cross-department communication.
- Divisional structures improve focus on markets but can create duplication and competition.
- Matrix structures foster flexibility but risk confusion over authority.

Organizational Culture and Its Role in Design

Gareth Jones emphasizes that organizational culture—shared values, beliefs, and norms—significantly influences design choices. A culture that values innovation might favor more organic, decentralized structures, while a culture emphasizing control and stability might lean toward hierarchical designs. Recognizing this interplay allows for more cohesive and sustainable organizational configurations.

Features:

- Shapes employee behavior and attitudes.
- Influences change readiness.
- Impacts communication patterns.

Implications:

- Alignment of structure and culture enhances performance.
- Misalignment can lead to resistance and dysfunction.

Change in Organizations: Theories and Models

Organizational change is inevitable, and Gareth Jones explores various models explaining how change occurs and how it can be effectively managed.

Lewin's Change Model

- Unfreeze: Prepare the organization for change by creating awareness.
- Change: Implement new processes, structures, or behaviors.
- Refreeze: Stabilize the organization in its new state.

Strengths:

- Simple and easy to understand.
- Emphasizes the importance of preparation.

Limitations:

- Assumes a linear process.
- May oversimplify complex change dynamics.

Kotter's Eight Steps for Leading Change

- Create a sense of urgency.
- Build guiding coalitions.
- Develop a vision and strategy.
- Communicate the change vision.
- Empower broad-based action.
- Generate short-term wins.
- Consolidate gains and produce more change.
- Anchor new approaches in the culture.

Advantages:

- Provides a comprehensive framework.
- Emphasizes leadership and communication.

Criticisms:

- Can be lengthy and resource-intensive.
- May not suit rapid or radical change scenarios.

Other Models and Perspectives

- ADKAR Model: Focuses on awareness, desire, knowledge, ability, and reinforcement.
- Complexity Theory: Views organizations as complex adaptive systems, emphasizing emergent change rather than top-down initiatives.

Strategies for Managing Organizational Change

Gareth Jones discusses several strategies to facilitate smooth transitions:

- Communication: Clear, honest communication reduces uncertainty.
- Participation: Involving employees fosters buy-in.
- Training and Support: Equipping staff with skills to adapt.
- Leadership Commitment: Visible support from top management.
- Incremental Change: Small, manageable steps reduce resistance.
- Handling Resistance: Identifying sources of resistance and addressing concerns proactively.

Pros:

- Enhances acceptance and reduces friction.
- Builds momentum for change initiatives.

Cons:

- Time-consuming.
- May require significant resources.

Features of Effective Organizational Change

According to Gareth Jones, successful change initiatives share several features:

- Clear vision and objectives.
- Strong leadership and sponsorship.
- Alignment with organizational culture and values.
- Flexibility to adapt plans as needed.
- Ongoing monitoring and feedback mechanisms.

Advantages:

- Increases likelihood of sustainability.
- Builds organizational learning.

Disadvantages:

- Complexity in aligning all elements.
- Risk of change fatigue if overused.

Challenges and Criticisms in Organization Theory and Change

While Gareth Jones provides a thorough framework, some challenges remain:

- Resistance to Change: Deeply ingrained habits and beliefs can hinder progress.
- Overemphasis on Formal Structures: Neglecting informal networks and culture.
- One-Size-Fits-All Approaches: Not all models work universally.
- Rapid Environmental Changes: Traditional models may struggle to keep pace with volatility.

Critical Perspectives:

- Some scholars argue for more organic, emergent approaches to change.
- The importance of contextual factors often gets overlooked in prescriptive models.

Conclusion: Integrating Design and Change for Organizational Success

Gareth Jones's work on organization theory, focusing on design and change, underscores the

importance of a strategic, flexible, and culturally aware approach. Effective organizational structures are not static; they must evolve in tandem with external environments and internal capabilities. Leaders who understand the nuanced relationship between design, culture, and change are better equipped to steer their organizations through complex and dynamic landscapes. While no single model offers a universal solution, a thoughtful integration of principles, contextual awareness, and adaptive practices can significantly enhance organizational resilience and performance.

Final Thoughts

Organization theory, as presented by Gareth Jones, remains a vital discipline for understanding how organizations function and adapt. Its emphasis on strategic design, cultural alignment, and proactive change management offers a comprehensive toolkit for managers and scholars alike. As organizations face increasingly rapid and unpredictable changes, the insights from Jones's work serve as a valuable guide to crafting adaptable and sustainable organizational systems. Recognizing both the strengths and limitations of various models enables practitioners to tailor approaches suited to their unique contexts, ultimately fostering organizations capable of thriving in an ever-changing world.

Question What are the key principles of organization design discussed by Gareth Jones? Gareth Jones emphasizes principles such as alignment of structure with strategy, flexibility to adapt to change, clarity of roles and responsibilities, and fostering a culture of continuous improvement in organization design. **How does Gareth Jones explain the process of organizational change?** Jones describes organizational change as a dynamic process involving awareness of the need for change, planning and implementing new strategies, managing resistance, and ensuring sustainable transformation aligned with organizational goals. **What role does organizational culture play in design and change according to Gareth Jones?** Gareth Jones highlights that organizational culture deeply influences how design choices are made and how effectively change initiatives are adopted, emphasizing the importance of aligning culture with structural and strategic changes. **What are common challenges in organization design that Gareth Jones identifies?** Jones points out challenges such as resistance to change, misalignment between structure and strategy, lack of clear communication, and inflexibility in existing organizational frameworks. **How does Gareth Jones suggest organizations can effectively manage change?** He recommends a comprehensive approach that includes clear vision, stakeholder engagement, effective communication, leadership support, and ongoing evaluation to manage organizational change successfully. **What is Gareth Jones' view on the relationship between structure and strategy?** Jones emphasizes that organizational structure should be designed to support and enable the organization's strategic objectives, ensuring alignment for optimal performance. **How does Gareth Jones differentiate between different organization design models?** Jones discusses various models such as functional, divisional, matrix, and network structures, highlighting their suitability based on organizational size, strategy, and environment. **What insights does Gareth Jones provide on implementing change in complex organizations?** He suggests adopting a systems thinking approach, involving multiple stakeholders,

and gradually implementing change to accommodate complexity and reduce resistance. How can leaders apply Gareth Jones' theories to improve organization effectiveness? Leaders can apply his principles by ensuring structural alignment with strategy, fostering a supportive culture, communicating effectively, and leading change initiatives with clarity and purpose. What are the latest trends in organization theory, design, and change discussed by Gareth Jones? Jones highlights trends such as agility, digital transformation, decentralized decision-making, and the importance of a flexible, adaptive organizational design to thrive in a rapidly changing environment.

Related keywords: organization theory, design, change, Gareth Jones, organizational behavior, management, organizational structure, leadership, strategic management, business transformation

charlotte and peter fiell

Charlotte and Peter Fiell are renowned figures in the world of design, architecture, and contemporary visual culture. Their collaborative work as authors, researchers, and curators has significantly influenced how we perceive design history and its impact on modern society. With a keen eye for detail and a passion for uncovering the stories behind iconic objects and movements, Charlotte and Peter Fiell have established themselves as authoritative voices in the field. This article delves into their backgrounds, contributions, notable publications, and their lasting influence on design scholarship.

Who Are Charlotte and Peter Fiell?

Background and Career Overview

Charlotte and Peter Fiell are British design historians and authors celebrated for their extensive work on design history and contemporary design trends. Their collaborative efforts have resulted in numerous influential publications that are widely used by students, professionals, and enthusiasts alike.

Charlotte Fiell's academic background is rooted in art and design history, which she has combined with her keen interest in the cultural aspects of design. Peter Fiell, on the other hand, is recognized for his expertise in design criticism and his ability to contextualize design within broader social and cultural frameworks.

Together, they have spent decades researching, writing, and curating exhibitions that highlight the evolution of design from the early modern period to the present day.

Major Contributions to Design Literature

Key Publications

The Fiells are perhaps best known for their comprehensive and visually engaging books that explore various facets of design. Some of their most influential publications include:

- **Design of the 20th Century** ? A definitive guide that chronicles the development of design over the last hundred years, covering everything from industrial design to graphic arts.
- **1000 Lights** ? An extensive survey of lighting design, showcasing innovations and iconic fixtures from around the world.
- **Furniture Design** ? An in-depth look at the evolution of furniture, highlighting key designers and movements that shaped modern interiors.
- **Design Culture: An Anthology** ? A collection of essays and case studies that examine the cultural significance of design across different eras and regions.

Their books are characterized by their rich visual content, combining high-quality photographs, detailed illustrations, and insightful analysis, making them invaluable resources for understanding the history and significance of design.

Curatorial and Exhibition Work

Beyond their publications, Charlotte and Peter Fiell have curated numerous exhibitions that have traveled worldwide. These exhibitions often serve as visual narratives that bring their written work to life, engaging audiences with immersive experiences.

Some notable exhibitions include:

- Modern Masters: Design in the 20th Century ? Showcasing key works from influential designers.
- Lighting the Future ? Exploring innovations in lighting technology and design.
- Furniture of the 21st Century ? Highlighting contemporary trends and emerging designers.

Their curatorial work emphasizes the importance of storytelling in design and underscores the social, cultural, and technological factors that influence creative practices.

Their Approach to Design History

Interdisciplinary Perspective

Charlotte and Peter Fiell advocate for an interdisciplinary approach to understanding design. They believe that design cannot be studied in isolation but must be contextualized within cultural, political, and technological frameworks.

This perspective allows their work to:

- Connect design movements with historical events.
- Analyze the societal impact of technological innovations.
- Explore the ways design reflects cultural identities.

Visual Emphasis

A hallmark of their publications is the emphasis on visual content. They understand that design is a highly visual discipline, and their books are often praised for their stunning imagery that complements scholarly analysis.

This visual focus:

- Enhances reader engagement.
- Provides a comprehensive understanding of design objects.
- Inspires designers and enthusiasts alike.

Influence and Legacy

Educational Impact

Charlotte and Peter Fiell's work has become standard reading in design education worldwide. Their books are frequently cited in university courses on design history, industrial design, and visual culture.

Their clear explanations and rich visuals make complex subject matter accessible to students and newcomers to the field.

Inspiring Contemporary Designers

Many modern designers cite the Fiells' publications as sources of inspiration. Their detailed case studies and historical insights help emerging designers appreciate the roots of their craft and the evolution of design principles.

Promoting Design Awareness

Through their exhibitions and writings, the Fiells have helped raise public awareness about the importance of design in everyday life. They emphasize that good design is not only functional but also culturally meaningful and aesthetically compelling.

Notable Awards and Recognitions

Over the years, Charlotte and Peter Fiell have received numerous accolades for their contributions to design scholarship and publishing, including:

- Design awards from major institutions.
- Recognition for their influence in curatorial practices.
- Honorary mentions for promoting design literacy worldwide.

Conclusion

Charlotte and Peter Fiell are pivotal figures in the understanding and appreciation of design. Their work bridges scholarly research and popular engagement, making complex design histories accessible and compelling. Whether through their meticulously researched books, inspiring exhibitions, or educational initiatives, they continue to shape the discourse around design's role in culture and society. For anyone interested in the evolution of design or seeking to deepen their appreciation of creative innovation, exploring the work of Charlotte and Peter Fiell offers valuable insights and inspiration.

Keywords: Charlotte and Peter Fiell, design history, design books, design exhibitions, influential designers, contemporary design, visual culture, design education, industrial design, furniture design, lighting design

Charlotte and Peter Fiell are renowned names in the world of design, architecture, and contemporary culture. Their collaborative work as authors, curators, and commentators has significantly shaped how audiences engage with design history and innovation. This dynamic duo's influence extends across numerous publications, exhibitions, and educational initiatives, making them pivotal figures for anyone interested in the evolution of design and its cultural implications. In this guide, we'll explore their backgrounds, key contributions, notable publications, and the enduring impact they have had on the field of design.

Who Are Charlotte and Peter Fiell?

Charlotte and Peter Fiell are a married couple with a shared passion for design. Their combined

expertise spans decades, during which they have authored influential books, curated exhibitions, and contributed to scholarly discussions on design's role in society. Their work often blurs the lines between academic analysis and accessible storytelling, making complex topics approachable for both specialists and general readers.

Backgrounds and Expertise

- Charlotte Fiell: Charlotte has a background rooted in design history and cultural studies. Her focus often emphasizes contemporary design movements and their socio-cultural contexts.

- Peter Fiell: With a robust background in industrial design and architecture, Peter's insights frequently delve into design innovation, craftsmanship, and technological advancements.

Together, their complementary skills allow them to craft comprehensive narratives that contextualize design within broader historical, technological, and cultural frameworks.

Major Contributions and Notable Works

Influential Publications

The Fiell couple has authored and edited numerous books that have become staples in the fields of design and architecture. Some of their most notable publications include:

- "1000 Chairs" (2002): An exhaustive survey of chair design, exploring its evolution from functional object to icon of style and artistic expression.

- "Design of the 20th Century" (1999): A comprehensive overview of the century's most influential designers, movements, and innovations.

- "The Story of Design" (2012): A richly illustrated narrative tracing the history of design from prehistory to the digital age.

- "Fashion Design": Exploring the trajectory of fashion as an integral aspect of cultural expression and innovation.

- "The FIELL Collection": A series highlighting iconic design pieces, offering insights into their creation and significance.

Curatorial and Exhibition Work

Beyond their writing, Charlotte and Peter Fiell have curated numerous exhibitions showcasing design history and contemporary innovation. Their curatorial approach often emphasizes storytelling, contextualizing objects within cultural and societal shifts.

Educational Impact

Their work has been influential in academic settings, inspiring curricula, lectures, and seminars that introduce students and professionals alike to the richness of design history.

The Fiell Approach to Design

The Fiell duo's methodology combines rigorous research with engaging storytelling. They aim to:

- Make Design Accessible: Simplify complex concepts without sacrificing depth, making design history approachable for a broad audience.

- Highlight Cultural Contexts: Emphasize how design reflects, influences, and responds to societal changes.

- Showcase Innovation: Celebrate the creative process behind iconic objects, emphasizing craftsmanship, technology, and artistic vision.

- Foster Appreciation for Craftsmanship: Recognize the skill and artistry involved in design, encouraging respect for both historical and contemporary designers.

Key Themes in Their Work

- The Evolution of Design

Charlotte and Peter Fiell trace how design has evolved over centuries, influenced by technological advancements, cultural shifts, and economic factors. From early craftsmanship to mass production

and digital design, they highlight pivotal moments and figures.

- The Intersection of Art and Function

Their work often explores how functional objects become symbols of aesthetic movement, reflecting societal values and individual identity.

- Sustainability and Future Trends

Recent writings emphasize the importance of sustainable design and innovation in addressing global challenges, positioning the Fiell couple as forward-thinking commentators.

- Design as a Cultural Phenomenon

They argue that design is not merely about objects but is deeply intertwined with cultural narratives, politics, and social change.

Influence and Legacy

Charlotte and Peter Fiell have played a crucial role in elevating the discourse around design, blending scholarly rigor with popular appeal. Their publications are widely used in academic courses, while their exhibitions and public talks inspire a broader appreciation for design's role in shaping human experience.

Key Contributions to the Field

- Bridging Academic and Popular Audiences: Their work makes scholarly insights accessible, fostering a wider appreciation.

- Documenting Design History: Their comprehensive catalogs serve as essential references.

- Encouraging Critical Engagement: They challenge audiences to consider design's impact on society and the environment.

Conclusion: The Enduring Impact of Charlotte and Peter Fiell

In sum, Charlotte and Peter Fiell have established themselves as influential voices in the study and celebration of design. Their collaborative efforts have produced a body of work that is both academically rigorous and broadly accessible, shaping how we understand the history, present, and future of design. Whether through their books, exhibitions, or lectures, they continue to inspire new generations of designers, historians, and enthusiasts to appreciate the artistry, innovation, and cultural significance of design objects and movements.

Their legacy underscores the idea that design is not just about aesthetics but a vital part of human culture—an ongoing dialogue between function, form, and society. As the world faces new challenges and opportunities, the insights and enthusiasm of Charlotte and Peter Fiell remain vital sources of inspiration and knowledge in the ever-evolving landscape of design.

Question Who are Charlotte and Peter Fiell in the design world? Charlotte and Peter Fiell are renowned design historians, authors, and curators known for their influential books and contributions to design education and appreciation. What are some notable works by Charlotte and Peter Fiell? Their notable works include 'Design of the 20th Century', 'Furniture Design', and 'The Story of Graphic Design', which are widely regarded as essential references in the field. How have Charlotte and Peter Fiell influenced design history? Through their comprehensive publications and exhibitions, they have significantly shaped the understanding and appreciation of modern and contemporary design worldwide. Are Charlotte and Peter Fiell involved in any design exhibitions? Yes, they have curated numerous exhibitions on design topics, showcasing their expertise and promoting design awareness in museums and galleries globally. What is the focus of Charlotte and Peter Fiell's writing? Their writing primarily focuses on the history, evolution, and cultural impact of design, covering areas like furniture, graphic design, and industrial design. Have Charlotte and Peter Fiell received any awards for their work? Yes, they have received several awards and honors recognizing their contributions to design scholarship and publishing. Are Charlotte and Peter Fiell involved in teaching or academic work? While primarily known as authors and curators, they have also contributed to academic programs and lectures related to design history. Where can I find the works of Charlotte and Peter Fiell? Their books are available in major bookstores, online retailers, and libraries, and their exhibitions have been held at prominent museums worldwide. What impact have Charlotte and Peter Fiell had on design education? They have influenced design education by providing comprehensive resources and inspiring new generations of designers and historians. Are Charlotte and Peter Fiell still active in the design community? As of the latest information, they continue to contribute through writing, curating, and participating in design discussions and events.

Related keywords: design, architecture, interior design, furniture, lighting, visual inspiration, design authors, modern design, Scandinavian design, design books

Read the full article online: [Charlotte And Peter Fiell](#)