



Prof. Robert Galliers

Interviewed by

Tola Sargeant

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SPEAKERS

Tola Sargeant, Bob Galliers

Tola Sargeant 00:04

It's the 22nd of September, 2025 and this interview is being conducted online from the UK. My name is Tola Sargeant. I am the CEO of Archives of IT, and I am joined today by Robert or Bob Galliers, who is the Distinguished Professor Emeritus at Bentley University in the US and Professor Emeritus at the University of Warwick. Professor Galliers has had a long and distinguished career in academia in the field of information systems, introducing the notion of Information Systems strategizing. He has authored more than 250 publications, including 11 books, had his work cited some 19,000 times and supervised around 30 PhD students during his time at London School of Economics, Warwick Business School and Bentley University. Bob is also a Fellow of the British Computer Society, the Royal Society of Arts, and the Association of Information Systems, of which he was President in 1999. Welcome Bob. Thank you so much for joining us today.

Bob Galliers 01:15

Thank you, Tola, thank you very much indeed.

Tola Sargeant 01:17

Oh, we're delighted to have you. And before we get on to the story of your career and your contributions to the field of information systems, I wondered if we could start by briefly talking about how it all began. I think I'm right in saying you were born in the late 1940s in London. What was family life like in those early days?

Bob Galliers 01:44

Well, I was born in my grandmother's house in 1947. This was after the war, of course, my parents were bombed out during the war, and the National Health Service was just in its infancy and struggling, obviously, from the terms of war. And I was born back in Queens Park in the west of London, and then we moved out to a council house in Harrow Weald in Middlesex, northwest of London,

Tola Sargeant 02:24

And did you have anything of a sort of academic or computer background in your family history?

Bob Galliers 02:32

None at all. Absolutely none at all. My father worked with the London Electricity Board. My brother went into - he was older than me - he went into computing when he left school at Wembley County, just down the road from us. But frankly, I had none whatsoever.

Tola Sargeant 02:57

Can you remember when you sort of first came across the idea of computers, where you would have you have been, at secondary school or even later?

Bob Galliers 03:06

Well, I was, I mean, I think, when I think back, I was very fortunate in my life. Serendipity is a word which keeps coming across. I I was very fortunate in getting a scholarship to Harvard University in the United States. I'd had a background in maths. I mean, at A level, I did pure maths, applied maths, further maths and physics.

Tola Sargeant 03:40

Oh, my goodness, yes, I think there was no doubt you were a mathematician then.

Bob Galliers 03:44

Then numbers came more easily to me, and it's funny enough, that I've since pushed more on the side of qualitative research. But yes, I got a scholarship and went out to read economics. I mean, the idea came twofold about coming going to Harvard. One was a colleague of mine at school, Mick Hawke, who was a British 400 metre, 440 yards sprinter, who was very good indeed, and he went out for a couple of years, and then came back to Oxford to do PPE. And that gave me something of an idea, but

also the idea of doing a more broad education, and I was lucky enough to get a scholarship, and off I went.

Tola Sargeant 04:48

That must have been quite unusual. I mean, in those days, particularly from a from a state school, were any of your peers doing that, apart from Mick?

Bob Galliers 04:59

No, actually. It was, I mean, the excitement, I mean, I talked about serendipity before here was an opportunity to go out and pursue athletics, which was, I mean, that was another piece of serendipity, if we've got time I'll mention. So, I was a well known typographical problem. They put me down. I used to be quite tall. I am quite tall, six foot two or so, and I used to high jump. And I was a well known typing error, and they put me down for from sort of HJ, LJ, and I ended up in the Harrow team as a result of winning the Harrow Borough Championships. Went on to, I think I won by a quarter of an inch, and ended up representing Middlesex having been a typographical error.

Tola Sargeant 06:11

So what you should have been doing the high jump and you were doing the long jump?

Bob Galliers 06:15

Yes, instead, I found that long jump was much better for me than high jump, and I ended up as captain of Middlesex actually, about three or four years later. And as they say, history is such that long jump was the thing. So I at Harvard, I not only had this broader education, but I had a fantastic experience of doing athletics. I played a bit of football, but I mean, athletics was more my thing, and I ended up there. There they have a lot of dual meets, so Harvard against Princeton, Harvard against Yale, etc. And I mean, I talked about serendipity before, but as a freshman, I came, I won the freshman meet against Yale and had the second longest jump. Beating even the second person who represented Yale for the.. in the last team meet. And so I was in the Harvard Yale team against Oxford and Cambridge at the White City, and came back to England free of charge. I mean, if I hadn't got a scholarship, and I hadn't got that, I would have no way would I've been able to get over to experience Harvard.

Tola Sargeant 07:51

That's quite incredible, very lucky. And what, apart from, apart from the athletics, or perhaps, is the athletics, what your enduring memories of your time at Harvard. What stands out?

Bob Galliers 08:02

Yes, suppose the athletics. I mean when we won the Heptagonal Games, which is the Ivy League, plus Army and Navy colleges a few times, and we just won everything, tremendous team. So that's a very big memory, but also working with the likes of John Kenneth Galbraith in economics, and showing how you know economics didn't mean anything unless one thought about issues confronted by society. And that's another something that's rung right through my memory and through my life since Harvard.

Tola Sargeant 08:46

And I believe you graduated A.B. Cum Laude in Economics, if I've pronounced that correctly, and then did you come back?

Bob Galliers 08:56

Cum Laude, yes, with Honours. Not a particularly great degree, but good enough and meant that I had to do a thesis at undergraduate level to get a degree in Economics Cum Laude, and again, I looked at the way that economic theory really was a product of the times and post war, the development of jobs and the way things have changed in society had impacted the way that we thought about economics. And this kind of is a theme which runs through my career really.

Tola Sargeant 09:42

Yes, I forget that we are talking about what probably the 1960s are we when you were at Harvard?

Bob Galliers 09:47

Yes, Harvard, 66 through 70, from memory, and then came back in 1970 with erm views on society, sort of, a view about giving back to society in some respects.

Tola Sargeant 10:06

So what did you do when you first came back to the UK after Harvard?

Bob Galliers 10:11

Well, I wondered what to do. And I mean, I enjoyed my time at Harvard and economics and moving away from mathematics and physics and so on, and getting a sense of society. So I worked with, let me see, four years at London Boroughs Training Committee for Social Services. This was short courses for social workers, childcare officers, health visitors, etc, and for all of the London Boroughs. And that got me interested in the way that continuing education could help. This was post post professional qualification, part of social workers and the health visitors and so on. So this, in talking to both the providers of the courses and the people that came on the courses, gave me a real view about what life was like in London, somewhat some years after the war, but still recovering from the war. My parents as I say, were bombed out during the war and that's why I was born in my grandmother's home.

Tola Sargeant 11:38

Ah, okay. And we didn't actually talk much about your sort of primary and secondary education in the UK. Should we just pop back to that? Do you have any sort of lasting memories of how that sort of shaped your life going forwards? Did you go to a grammar school? Is that correct?

Bob Galliers 11:58

Yes, I went to a grammar school and did the A levels as we as we talked about, and I was lucky enough to get into long jump. I suppose, I suppose those are the major memories, because I got most pleasure from things I was doing outside of school and school you just sort of get on with it, and my parents were very keen... they, er, mum was in those days called a housewife. In other words, stayed at home, looked after my brother and myself and my dad went out to work with the London Electricity Board. He was known as Galleries of the Salaries! That was his. That was his. So I saw he used to play football. In fact, he played reserves for Queen's Park Rangers, as an amateur, which wouldn't happen these days, and being born in Queens Park, he expected me to support Queen's Park Rangers. In fact, I went along further north from Harrow to Watford, and typical third round of the FA Cup, Football Association Cup, the Fourth Division Watford won against the First Division Birmingham City, two, one. And I was, I was hooked from there, alongside other people like Elton John, who was Chairman of Watford Football Club for a long time at that time, 15 years ago.

Tola Sargeant 13:47

Yeah. So let's skip back then to you after Harvard and your work in social work. What did you do after that? You went back to study again?

Bob Galliers 14:01

I did. From London Borough's Training Committee, I went out to work for Wandsworth, which was much more cutting edge in Battersea area, with plans, and then the computing started to come into play a lot more. With looking at the data, it was quite clear when, when I first went they were talking about an East-West divide and splitting Battersea into two, given that it was not what Battersea is today. It was very, very depressed, and it was clearly North-South division. South was fairly well off. Didn't need quite so many services, and North was much more, much more required, and then I'm afraid there was a national election, and instead of going from five to six offices, they'd indicated they go from five to three. And I thought, goodness me, how can one administer this kind of situation when clearly, the demands were so high, and it was then that I went to Lancaster University to study Soft Systems Methodology with the likes of Peter Checkland, who wrote a couple of books on that subject. So there I was leaving behind social services and ending up doing a Master's course in legacy.

Tola Sargeant 15:47

Can you remember why you decided to do that? Was there anything particular about that course, or did it just appeal to you at the time that topic?

Bob Galliers 15:56

Yeah, it appealed to me. But just the thought of getting out of Social Work administration and overseeing the demise of Social Work administration, I think led me to the north, and then I really appreciated it. It was a one year course, first seven months or so was spent in the classroom, and then the final five years, err five months was spent in applying those ideas in practice. And I worked at the London Borough Camden and seeing the ideas being applied in practice, really they appreciated the intervention and I appreciated the application in practice.

Tola Sargeant 16:57

How did that go on to sort of shape your later work? Did it inspire your direction?

Bob Galliers 17:04

Well, yes, thinking back, I luckily enough, I came top of the class and graduated with a distinction. And as a result, Lancaster offered me to stay on and work with the applied research and consulting company Iskol Limited. And we did a lot of projects, both for local authorities and research projects for the likes of Shell, in a range of different industries, and that really got me into the management of change and the impact of technology and strangely enough, one of the students who was in Master's degree some years afterwards, after I'd started with them, was Australian, and he went back to Perth in Western Australia. And there was a visiting Professorship. [Laughs] I told you that was my my career is serendipitous! I I really enjoyed my time at Iskol Limited, but then this opportunity came to try

something in Australia and apply the ideas. And off I went to the Western Australian Institute of Technology. And that's when I was introduced into academia, really introduced into it.

Tola Sargeant 18:56

Right. Okay, and presumably you really enjoyed the sort of the academia side of it, rather than the practice, or again, was that sort of more just the way things seem to work out, rather than a conscious decision to stay in academia?

Bob Galliers 19:10

I think - I'm trying to think of back then - they happened as a result of ...so the applied research work and the working with students, both got me interested, and at the time, WAIT was becoming, or applying to become, a university. So after a couple of years, I was meant to return from this two-year contract that I had, and the director of the Institution said, 'Why don't you put your hat in the ring to become Head of Department and we can take it from there?' as it were. And I was fortunate enough to become the Head of Department, which meant staying in Australia for a number of years afterwards. I think it was a five-year contract afterwards. And we became... not only did we change the Department of Computing and Quantitative Studies into the Department of Information Systems, but also so our quantitative colleagues were working more on decision support systems, decision modelling and so on. Rather than just straight, pure and applied mathematics and rather than just computing, we talked about information systems in a broader sense, and became Curtin University that's named after the first Prime Minister of Western Australia, John Curtin. So suddenly, I was in Australia for five years. Five years more. I was Head of Department, and well I thought if academics was what I was getting into, which seemed to be the case - I told you about serendipity - well, I thought I'd better get a PhD.

Tola Sargeant 21:36

And that's when you came back to the UK was it?

Bob Galliers 21:38

Well, yes, I came back, I managed to get a year away, a year's leave, and I worked with Frank Land, who I think you've interviewed in this series before.

Tola Sargeant 21:56

We have from Leo, yes.

Bob Galliers 21:59

Frank and his brother, Ralph, were involved with the first business application of computing, the LEO computer, the Lyons Electronic Office, and worked with the idea of the socio-technical aspects of computing, which fitted very well with my interests. And after a year, I worked, worked like crazy, Head of Department and finishing off the LSE. And I think, think I'm right in saying that I and one other have the quickest ever PhD at the LSE as a result of that, basically finished in two years, which is remarkable and I had to it. I just had to do it because that was, you know, required. I couldn't waste any time.

Tola Sargeant 23:00

Yes, you didn't have the luxury of time.

Bob Galliers 23:04

That's absolutely right.

Tola Sargeant 23:07

And would you say that was sort of the launchpad for the rest of your career, beginning to study that and head in that direction?

Bob Galliers 23:18

Absolutely it's a launchpad. In the end, I mean, I was much more interested at the time, people were talking about programming and systems development methods and so on, individual systems, and I was beginning to see the impact that computing and information processing, more generally, was having on society and on organisations, changing the nature of industries and the services that we provide in the public sector. So it's as a result of that experience that I started to think about the strategic element of information systems, which was only, well, it wasn't really covered very much. And after I returned, well, Frank Land told me that there was a possibility of Professorship at Warwick Business School. As you know, at the time, Warwick was still a relatively new university. It's very much part of the leading group of universities now. And Warwick Business School was coming up and had a programme in business management systems. So the management of the systems, whether they were activity systems on the one hand, or computing systems on the other, for example. And this seemed to suit me very well. So I left, reluctantly, in some respects, Australia and came back to the UK, and was lucky enough to get that position.

Tola Sargeant 25:19

Could you maybe talk us through in layman terms, some of the sort of key elements of your research on on Information Systems strategizing for our audience, that may include some younger members as well?

Bob Galliers 25:38

Often we talk about the linkage between a business strategy or organisational strategy in the information systems which form part of that strategy. It seemed to me much more interesting to think about the processes that one would go through in terms of identifying the information systems that needed to be brought about, managed, tweaked in some distance, in some way, and actually having a positive impact on the way that I mean, think about the banking industry, the banking industry before computing was you turned up with your chequebook and so on at the bank and they and got some cash out and so on. I mean, I don't know if you do, but I don't carry cash anymore. I mean, everything is done via a card which didn't exist. So the impact of technology on a business strategy in a positive way was something that interested me. And at the time, from an academic perspective, you saw two major Information Systems journals coming from the States. One was called Management Information Systems Quarterly, MISQ, and the other Information Systems Research, ISR, and they tended to focus on what I would call, from my perspective, the older style of thinking about computing and so on, and not thinking about the strategy, the business strategies which would emerge from the growing technology which was not growing in terms of power alone, but growing in terms of ability and capability. And funny enough, I suppose three journals from the, from Europe, one the Information Systems Journal which emerged at that time, was edited by Guy Fitzgerald and Dave Everson, both UK academics, and the European Journal of Information Systems, again, I suppose the LSE had quite a lot to do with that. The European journal was looking more at societal issues. The Information Systems journal was looking at development methods and individual applications. And I was fortunate enough to be approached by North Holland now, Elsevier, from the Netherlands. I suppose they'd heard of my work, and asked if I would edit the Journal of Strategic Information Technology. And I said, 'Wow, yes, this is a fascinating opportunity, but if only we changed the name of the journal into JSIS - the Journal of Strategic Information Systems. So it's more than just the technology, but the application of the technology within organisations and the systems work which underpinned, I mean, the work at Lancaster was Soft Systems Methodology brought about by Peter Checkland and others. And it was that sense that technology was part of the system, as it were, of activity was changing remarkably as a result of information systems. So it's the process, if you like, of developing systems which changed the nature of the beast, [that] was what I was interested in.

Tola Sargeant 29:55

With the advent of generative AI and all the rapid advances that we're seeing now, I mean, that must be all the more important, I would think, as a layman now?

Bob Galliers 30:07

Yeah, yes, absolutely. I mean, umm I suppose that's borne out by the number of citations, references to the journal, which exist now. You think about MISQ and ISR and ISJ and EJIS, they're probably impact factor of six to eight or so. And the last time I looked, and this may be outdated, JSIS was about 11. I mean, so the impact of information technology on society, more generally, and organisations as well as individuals, you think of the jobs that are available in the in the Information Systems industry, are not just about programmers and systems development methodologists. They're much more, I mean, to be a head of a corporation these days, if you don't know about computing, then... you shouldn't have the job in the first place!

Tola Sargeant 31:24

Yes, it's the board level issue. The journals you were talking about Bob, what are they doing at the moment? What are the key topics for them?

Bob Galliers 31:32

Well, I think I mentioned the impact factor, the number of times it's cited. If I think about the papers, which are most cited these days. The topics that they cover include, as one would expect, organisational performance, but getting a lot of people together in terms of developing systems so crowdsourcing, for instance, is another topic, and I talked also about the spaces between. So you might not expect a subject like this to turn up in terms of top cited papers of late and papers that have attracted global interest and gained prizes, for example. So one subject relates to digital intrapreneurship and entrepreneurship. In other words, you know, thinking ahead about the use of digital technologies in organisations these, these have attracted quite a lot of interest.

Tola Sargeant 32:53

I can completely see why you were sort of fascinated by that area of Information Technology, Information Systems, and why it's important. And I also, I don't think I've ever met anyone with quite such a long CV as yours. Bob. And such small font! That's fantastic. It's amazing. We probably don't have time to go through every line, but I wondered if you just wanted to pull out a few highlights of what happened over the next few decades after you began studying and working on Information System Strategy?

Bob Galliers 33:34

I suppose. I mean, first of all, I don't know when to retire.

Tola Sargeant 33:40

[Laughs] It's an ongoing story!

Bob Galliers 33:45

Yes, in a couple of years, I should be over 80, and I don't know about that. I suppose I've been really lucky in terms of growing up in London and moving, you know, to University in the States, and then getting an opportunity to come back to London, then Australia, and then back to the UK, when I stepped down as Dean at Warwick Business School, I was Dean for four or five years, and seeing how the business school could change, and it's been taken on by others since, since then and then having an opportunity... So when I stood down, I spent a year in France at INSEAD. And then having the opportunity to go back to Massachusetts and work in Bentley, and seeing that change from Bentley College to Bentley University. I mean, all those changes taking place. And then when I came, after I erm I'd "retired" in quotes, I ended up working quite a lot with the European Foundation for Management Development, the EFMD, based in Brussels, and working with the Equis qualification accreditation, the European Quality Improvement System - 'improvement', you know, that gives an example of what, what I'm interested in, and also the programme accreditation. The programme accreditation work in both the course side, programme side, but also the institutional side. In fact, just a couple of days ago, I came back from Budapest helping an institution in Hungary, and I've had an opportunity to work with a range of institutions and a range of people who have now got professorial roles, for example, in Estonia, in Romania. I mean, you know, just seeing how... America, Australia... seeing how people have developed themselves individually, but also organisations develop. And I'm about next month to go to Finland, to Turku University, the original capital of Finland, before Helsinki, with a view to my last Advisory Board meeting there. And I suppose that if I summed up my career, it would be - since the days of social work - it has been about the development of institutions and the focus, increasing focus, on information systems and the impacts that technology can have on organisations and society more generally. Just this recent announcement about, in government circles, about the artificial intelligence, which is having an impact on organisations generally, but ensuring that Britain stays amongst the leaders of that field is really important. Eventually I shall step down.

Tola Sargeant 37:41

[Laughs] Do you think you will retire?

Bob Galliers 37:45

But you know, I think back to my father, who gave up, and you can see that from an active person, he slowed down enormously in his later years, and I don't want that to happen to me.

Tola Sargeant 37:59

A lot of people say that, you know, they don't want to stop working. They enjoy it. They're still, you know, still making a contribution. They want to keep going.

Bob Galliers 38:09

So, yes, I want to make a contribution, but I want the next generation to take over and so it's time to step aside and do things that [inaudible].

Tola Sargeant 38:21

I mean, you mentioned that the next generation, I think you said you'd supervised around 30 PhD students over your over your time. Did you find that a particularly rewarding aspect of your work?

Bob Galliers 38:36

Absolutely. I mean, I've had these senior management positions, but I think if I hadn't kept my supervision of PhD students... So, it started with supervising a masters student at Lancaster, leading to Australia. I mean, I didn't do it for that purpose, but serendipity, again, led to me to Australia. The fact that I was working, stepping down from Warwick, and then had an opportunity to go to INSEAD with not a management position there, but simply doing expert research with, for example, Dorothy Lightner, who is now a professor at Texas in the United States. I mentioned, you know, I think one of my students is a professor at Portland State University in Oregon. Then I mentioned two friends of mine, who were previous PhD students, who are in different parts of the world now. So being a part of part that experience and seeing their careers develop has been tremendous, and it kept me active myself. And seeing just, just being on, on PhD committees, and seeing students, not my supervisees, but but seeing others get through the PhD process and move on. You know, to have families, to have careers in in information systems, in universities all over the world, has been tremendous. It's kept me, kept me alive.

Tola Sargeant 40:40

Kept you young, yes. This is a difficult question. If you were sort of starting out again now, in academia perhaps, what would be exciting you? What would you want to be studying or looking at if you had your time again?

Bob Galliers 41:00

That's that is a difficult question. One I don't want, in some respects, I won't answer it by saying what I'm about to say. And second, I'll see if I can answer it. First of all, I wouldn't change anything for the world in terms of my career. I've been so lucky, so fortunate in being part of a movement in information systems which has brought about such radical change. So I wouldn't change a thing as far as my career is concerned. If I was starting out now, I think I would still be interested in the strategic impacts. I would be a little bit concerned about, you know, total embracing of the technology, of saying that AI is the future. Rubbish in, rubbish out. I still think in terms of questioning the initial output of the technology, which is growing and advancing as we speak. So keeping up to date, on the one hand, but always questioning what is going on. If it's not there to support human beings, then I have concerns. If it's an end in itself, then I have concern. So maybe stressing more of the philosophical and ethical aspect as well as the technical, alongside the technical, are what I'd be most interested in.

Tola Sargeant 42:56

That's a huge field that I can only see evolving very rapidly over the next few years. Maybe you could ponder that in your retirement Bob?

Bob Galliers 43:06

Well, yes, I mean, I suppose all along it's been, it's not interdisciplinary, not multi-disciplinarity, it's trans-disciplinarity. The spaces between what we call disciplines are the most important. And even going back to my days at Bentley, I was a Professor in Information Systems, obviously, but a Professor of Sociology as well? I mean, you don't get those opportunities so much as you should, and it's the spaces between which I think are the important ones moving forward.

Tola Sargeant 43:48

That's very interesting. Before we move forward a little bit more, looking back over your career to date, are there any moments that stand out, that you're particularly proud of, any achievements that you'd highlight?

Bob Galliers 44:02

I suppose, when I was President of the Association for Information Systems, which is the International Academy of Information Systems, being only the second European to be President, the first from Britain. I think I mentioned one of the co-editors of the Information Systems Journal when it was first started, Dave Everson. I think he was the second British [President] - I think there's only been two in Information Systems that arose in terms of interest. So when I was President, I got the association to

think in terms of the tradition that had been created by the likes of Frank Land in this country, Gordon Davis in the United States, etc, to actually immortalise them, if you like, through the award of the LEO Award.

Tola Sargeant 45:15

Oh, okay...

Bob Galliers 45:17

And getting the Americans to accept that LEO was the first business application of computing was quite a difficult task, and I had a great deal of help from the Guinness Book of World Records, which they accepted. They accepted [that], rather than Bob Gallier's thoughts about the matter! So getting the LEO award introduced, getting the other awards introduced, as far as the association was concerned, in other words, to say, no to recognise, the founding fathers and mothers of the world of information systems globally, was important. And then now we have a three year - so a president is only elected for a single year, but the Americas, the Europeans and Africa and the Asia Pacific, and then back to America. So it's that that's continuing, continuing understanding that this is an international, a global thing, which we have to protect the globality of information systems, and that's represented amongst the the community. I mean, I think in terms of JSIS, Elsevier got in touch with me, and I said, this is going to have to be not only a professional impacting society and organisations, type of journal, but it had better be global. So they approached me in one year, I think goodness, 1988 perhaps it was yes, 1989 and hoped that we would actually introduce the the journal that year. And I waited until we had a good, good quality, really good quality papers, and the first edition didn't come out until December '91 [ed]. So you know, 18 months or so after I'd been approached, and then - no 89 to 91 - and then I was editor from 91 through to about 2000 or so. And had I thought, well, I needed some help, because all the other things were going on. So I was joined by Sirkka Jarvenpaa from again, from Texas, for a number of years, and then it was taken over by Guy Gable from Australia, from Queensland in 2019, who was joined shortly afterwards by Yolande Chan from Canada. And then the editors are now Aubert and Sabharwall from Canada and United States. So just think about it, UK, US, Australia, Canada. So I mean the English-speaking, but demonstrating the impact of information technology worldwide. I think that's important.

Tola Sargeant 49:08

Yes, fantastic. And one last question, if I may, what advice would you give a young person starting out in their career in the tech sector today? I mean, maybe even as a school child, you know what lessons have you learned that you think you wish you'd known when you were starting out?

Bob Galliers 49:31

Yes I mean, I really didn't start out until I was 30 odd because of the social work and economics background, and you think about soft systems methodology and so on. So it was like, the idea that the world is a big place, and you can focus all you'd like on, for example, on the technology, or thinking about artificial intelligence. If you don't have that broader vision of society, and keep in mind the human condition throughout, I think you miss out on something. So beware, be ready for all the changes which are taking place and will take place, some of which I don't know...

Tola Sargeant 50:27

... are difficult to even imagine.

Bob Galliers 50:30

After I'm dead and gone, there's going to be this changing nature of this world, and it's very easy for it to be applied in a negative sense, and think in terms of the positivity associated and have a critical view about the technology as we move forward. Always that self-reflection, I think, is the way that we might, not only survive, but progress further.

Tola Sargeant 51:02

Prosper yes, stay curious.

Bob Galliers 51:05

Stay curious. Absolutely.

Tola Sargeant 51:08

That's fantastic, Bob. Thank you very much indeed. Is there anything that we haven't touched upon that you'd like to just highlight quickly?

Bob Galliers 51:16

Oh goodness, I think we've touched on an awful lot in this short period of time! I'm sure I've forgotten some things, my memory isn't what it was, but hopefully I've given a sense of how things have changed and will continue to change.

Tola Sargeant 51:21

Absolutely you have Bob, thank you so much indeed, really appreciate you joining us today.

Bob Galliers 51:21

Thank you.