

Bill Redden

State-of
the-Art
Seminar

IMCB 
BUCKINGHAM

**IMPROVING
PRODUCTIVITY
THROUGH PEOPLE**





Dr W.J. Reddin

This programme is conducted by Dr W.J. Reddin. He is well known as the developer of the 3-D Theory of Managerial Effectiveness. Among his ten books are **Managerial Effectiveness**, now in ten languages, and **Effective Management by Objectives**, currently the leading book on MBO in North America (both New York: McGraw-Hill).

Press reports refer to him as the "Management guru of the year," the "world's leading management expert" and the "consultant other consultants call in."

The developer of many tests and instruments to measure managerial effectiveness, his **Management Style Diagnosis** has been used by over 350,000 managers.

His work as a Change Agent and Consultant is well known. He wrote the corporate policy statement on **Managerial Effectiveness** for the

big three automobile manufacturers. His ideas have been used extensively by such organisations as General Motors, Westinghouse, US Civil Service Commission, Bank of New South Wales (Westpac), Amsterdam and Rotterdam Bank, John Player and Sons, Martin Marietta Aerospace and Falconbridge Nickel Mines.

He has been on full-time academic staff for more than fifteen years. His background includes Harvard Business School and the Massachusetts Institute of Technology.

He is a member of the American Sociological Association, the Society for the Psychological Study of Social Issues, the Academy of Management, the World Future Society and the American Academy of Political Science. He also serves on the editorial boards of several

State-of-the-Art Seminar **Improving Productivity Through People**

presented by Bill Reddin

Objective

The objective of this seminar is to provide a comprehensive, independent State-of-the-Art overview of many of the techniques currently used to improve productivity through better use of human resources.

At the conclusion of the seminar, participants will be better able to evaluate the various approaches they are now using, and consider options for them, and also be better able to evaluate whether some newer approaches might be used as well.

Participants

Participants fall into two main classes. They are either human resources specialists or senior managers in larger or smaller firms.

Why this Programme?

There is an immense variety of techniques now available to improve human resource productivity. Many of these techniques are continually modified, making it

even more difficult to keep up-to-date.

Proponents of these techniques do not always give a balanced view with regard to what research has actually shown about the technique or give clear indications as to when the technique is probably least appropriate or more appropriate.

In short, the vast majority of human resource programmes deal with one approach and argue for that single approach in some detail.

The position taken, quite naturally, by those who conduct these programmes, suggests that the particular technique they propose is sweeping the world and should be used by everyone in almost any situation. As there are at least twenty clearly discernible different ways of improving human resource productivity, and most organisations need only one or two of them at any one point in time, there is a clear need for a single comprehensive programme which is continually updated.

This is the programme.

Seminar Sessions

Current techniques overview

The objective of this session is to provide a quick overview of all the ideas being presented in this programme. Techniques reviewed include:

- Assessment Centres
- Quality Control Circles
- Management by Objectives
- Organisational Development
- Matrix and other Organisational Designs
- Managerial Effectiveness Improvement
- Quality of Working Life
- Socio-Technical Systems
- Behaviour Modification
- Participation
- Organisational Diagnosis
- Managerial Styles Modification
- Unfreezing of Organisation and Individual
- Decision-Making and Creativity Techniques

Effective organisation design and structure

- Case studies of several large and small organisations which have dramatically changed their organisation design in the past few years
- The major categories of organisation design and when each is recommended
- Designs discussed will include the good and poor forms of matrix, status pyramid, transient organisations and functional organisations
- Role of staff and line

- Best theorists on organisation design
- Best articles on organisation design.

How managerial style makes a difference

The objective of this session is to provide the most recent thinking on managerial style. This recent thinking includes new personally dimensions which have recently been discovered to affect style, the way in which birth order predisposes some styles to be used and the relationship of style to technology.

The session also presents a comprehensive theory of managerial style which can have immediate practical impact on participants.

Style approaches considered include Argyris, Bass, Blake, Fiedler, Lewin, Likert, McGregor and Reddin.

Your own managerial style

All participants will receive a detailed analysis of their managerial style and situation as measured by one of the most advanced test instruments now available relating to management. This is the Reddin Management Position Analysis. Participants are asked to reserve two hours to complete the pre-

work assignments before attending the conference.

Based on fifteen years of steady research, this is one of the most advanced instruments now available relating to management.

Participants will gain a clear idea of their style, the dominant elements in their situation and how effectively they deal with each.

As this part of the programme is less cognitive and more personal than other parts, it has been found highly useful in enabling participants to personalise many of the topics covered in other sessions.

The best decision and creativity techniques

- Can decision-making be improved?
- Can creativity be improved? If so, by what methods?
- The strength and weaknesses of brainstorming
- Package programmes in decision-making now available
- What the individual manager can do for himself/herself
- How the individual firm can improve its creativity and decision-making
- External support available.

Effective organisation development for today

This session clarifies what major changes have occurred in Organisation Development (OD) over the last twenty years and where we are today. It discusses the major approaches and what research tells us about each. References to successful and unsuccessful OD efforts are given.

The thrust of this session is to remove the mystique and ideology of organisation development and link it much more strongly with conventional approaches to organisation change. This will be done by showing how Organisational Development is linked to achieving such change objectives as follows:

Structural Objectives

- Role Clarification
- Reorganise
- Flatten pyramid
- Add layer of management
- Remove layer of management

Interface Objectives

- Optimising system
- Improved horizontal communication
- Improved inter-function co-operation
- Improved HQ-field relationships
- Facilitate a merger

Effectiveness Objectives

- Improved organisation objectives
- Improved Managerial Effectiveness

- Improved profit planning
- Introduce or improve MBO
- Improved corporate strategy

Decision-Making Objectives

- Improved teamwork
- Introduce participative management
- Move decision-making downward
- Centralise
- Improved problem-solving

Communication Objectives

- Improved upward communication
- Improved downward communication
- Increased output new ideas
- Increased use new ideas
- Create greater unit autonomy

Flexibility Objectives

- Improved organisation flexibility
- Improved manager flexibility
- Management revitalisation
- Improve marketing orientation
- Facilitate system introduction

The latest ideas on improving managerial effectiveness

- A review of all current methods of defining and measuring managerial effectiveness
- What research shows us about managerial effectiveness measurement and improvement
- What a "big three" automobile manufacturer did

about it

- Effectiveness areas and outputs
- How to identify effectiveness areas
- The link to role clarity
- Errors in Effectiveness areas
- Rules and guides
- The job effectiveness description
- Commitment vs. elegance
- Links to other systems
- Start on a team basis
- Whose responsibility and how to start
- Managerial effectiveness and the Top Team
- Managerial effectiveness as a value.

How to make appraisal work

- What are the most effective methods of appraisal?
- What kind of forms are used?
- How much is based on inputs?
- What are alternative methods of handling the appraisal interview?
- Is appraisal alive or dead?

Should you attend

Attend this seminar if one or more of these applies to you:

- You feel in need of an update on the State-of-the-Art concerning human resources and productivity.
- Your knowledge of human resources and productivity is wide but somewhat fragmented.
- You have a serious concern about whether or not there is "Anything new under the Sun."
- You are the owner or manager of a small firm and want to get several up-to-date ideas dealing with human resources and productivity.
- You are in a larger organisation dealing with a particular aspect of human resources, possibly selection or training, and want a broader viewpoint.
- You work in a staff or line department related to human resources or organisation design.
- You are in a larger organisation and are responsible for buying-in outside human resources expertise and want to get a better picture of current ideas and what is available.

If you are a senior manager

Senior managers in smaller or larger firms will find this programme enormously helpful. It will remove the mystique of many human resource techniques. You will spend some time with the world figure most identified with improving managerial and organisational effectiveness. There is absolutely no doubt that

you will obtain several ideas which you can immediately use in your organisation to improve both relationships and productivity. Perhaps more important, you may obtain ideas on things you should stop doing. Because so much of improving productivity is commonsense, this seminar will help senior managers trust their own judgement more than they may have done in the past.

What is IMCB?

The International Management Centre from Buckingham (IMCB) is a significant new development in university-level management education, geared towards the integration of experience-learning with theory. While the benefits of such integration have long been talked about, IMCB makes the reality possible by adopting a uniquely flexible, tailor-made approach to the needs of the enterprises and individuals it serves.

IMCB has a strong pedigree including an association with a major international business publishing house, well-established educational activities around the globe, and staff who have achieved high levels of research and managerial experience.

IMCB is a multinational post graduate Business School registered in the UK and affiliated to Northland Open University in Canada. We would emphasise that IMCB is in no way connected with the University of Buckingham.

Bill Reddin's State-of-the-Art Seminar

IMPROVING PRODUCTIVITY THROUGH PEOPLE

REGISTRATION AND ADMINISTRATIVE DETAILS

The seminar is to be held at the Park Lane Hotel, Piccadilly, London on Monday, Tuesday and Wednesday, 18th, 19th and 20th June.

Fee:

The fee for the three-day seminar is £315 plus VAT per participant. This includes coffee, tea and lunch each day with refreshments. The fee is payable in advance. All paid registrations will be confirmed in writing enclosing the Reddin Management Position Analysis Test for completion by the participant.

Cancellations:

A full refund will be made for cancellations up to 18th May. After that date, no refund can be made but substitutions will be accepted.

Times:

First day: Registration	9.30 a.m.	Second and	Opening	9.30 a.m.
Opening	10.00 a.m.	Third day:	Closing	4.30 p.m.
Closing	5.30 p.m.			

Registration:

Please complete and return with the appropriate fee to:

Brian Twiss
Human Resources & Productivity
198/200 Keighley Road
Bradford
West Yorkshire, England BD9 4JQ
Telephone: (0274) 499821
Telex: 51317 MCBUNI G

Surname: _____

Preferred first name: _____

Company: _____

Position: _____

Address: _____

Telephone no: _____ Post code: _____

Fee must accompany enrolment. No refunds can be made for cancellations received after 18th May, but substitutions will be accepted. A receipted VAT invoice will be sent by return.