



# IMS *Scotland*

The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	<b>MANAGING WITHOUT AUTHORITY: THE USE OF POWER AND INFLUENCE</b>		
FACULTY	DR. CHARLES DWYER		
LOCATION	Norton House Hotel Ingliston, Edinburgh, Midlothian, EH28 8LX 0131 333 1275	DATE	Thursday, August 19, 2010
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

<b>25%</b>	<b>Public language: the first barrier to increased effectiveness</b> <ul style="list-style-type: none"> <li>• How we think, feel, and act</li> <li>• Organizational missions, objectives, goals, and other fictions</li> <li>• An alternative model of organization</li> <li>• Resources, seekers, and power</li> </ul>
<b>25%</b>	<b>Values and behavior: the key to increased effectiveness</b> <ul style="list-style-type: none"> <li>• You have been managing people your entire life</li> <li>• The world's most accurate organization chart</li> <li>• Perception: A fragile, subjective personal state</li> <li>• Do you want to feel good or do you want to be effective?</li> <li>• The dangers of the negative approach</li> </ul>
<b>50%</b>	<b>Values approach</b> <ul style="list-style-type: none"> <li>• How to get anyone to do anything you want</li> <li>• Five principles of human influence</li> <li>• How to apply what you have learned</li> </ul>

## SEMINAR DESCRIPTION

Ask any manager what his or her greatest challenge is and the reply will almost always be "dealing with people." The bulk of our frustrations, as well as our rewards, comes from our dealings with people. If we are to succeed in the organization, we must work effectively with subordinates, peers, superiors, and often with boards, owners, investors, bankers, regulators, clients, suppliers, media people and many others. During this session we will examine the principles of human influence (principles we have all been using throughout our lives) and learn how to apply them to the task of managing people. Specific techniques and tools for applying these principles will be presented, along with a variety of examples.

## FOR RESERVATIONS

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## FACULTY



**DR. CHARLES DWYER** has been on the faculty of the University of Pennsylvania since 1966. He has held positions as Chairman of the Board of the Wharton Center for Applied Research, Director of Wharton's Management and Behavioral Science Center and Faculty Coordinator for Wharton's Effective Executive Development Programs. Professor Dwyer received the Lindbach Award for distinguished teaching at the University of Pennsylvania and is the President of the Lindbach Society. He has thirty years of experience in corporate and organizational consulting and executive development. His client list includes: IBM, DuPont, Xerox, AT&T, General Electric, The New York Stock Exchange, Polaroid, Texaco, R.J.R./Nabisco, General Mills, Pepsi Cola, Caterpillar, Pitney Bowes, The Buick Division of General Motors, Mercedes Benz, Merck, Sharpe & Dohme, Intel, Bates Advertising, The Justice Department, The General Services Administration and The Federal Reserve System. He earned his Ph.D. in Philosophy and Education from Cornell University. In addition, Professor Dwyer founded and is Chairman of the Board of The Swarthmore Academy in Swarthmore, Pennsylvania.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

3	3	3	3	3	3	3	3	3	3	3	3	3	3
2	2	2	2	3	3	2	2	2	3	3	2	2	
1	1	1	1	2	1	1	1	1	1	1	1	1	1
1	1	1	1	2	1	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Plng	Pchsg	R&D	Sales	

### APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Communication, Interpersonal Relations, Judgment, Motivation, Empathy

SECONDARY

### EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Use of Authority, Delegation, Direction, Coordination

TERTIARY

### PLANNING/ORGANIZING:

Problem Identification

## LEVEL

Introductory  Intermediate  Advanced