

# **ABERDEEN BUSINESS SCHOOL**

**THE ROBERT GORDON UNIVERSITY**



A ONE DAY WORKSHOP WITH ONE OF THE WORLD'S  
LEADING MANAGEMENT EDUCATORS

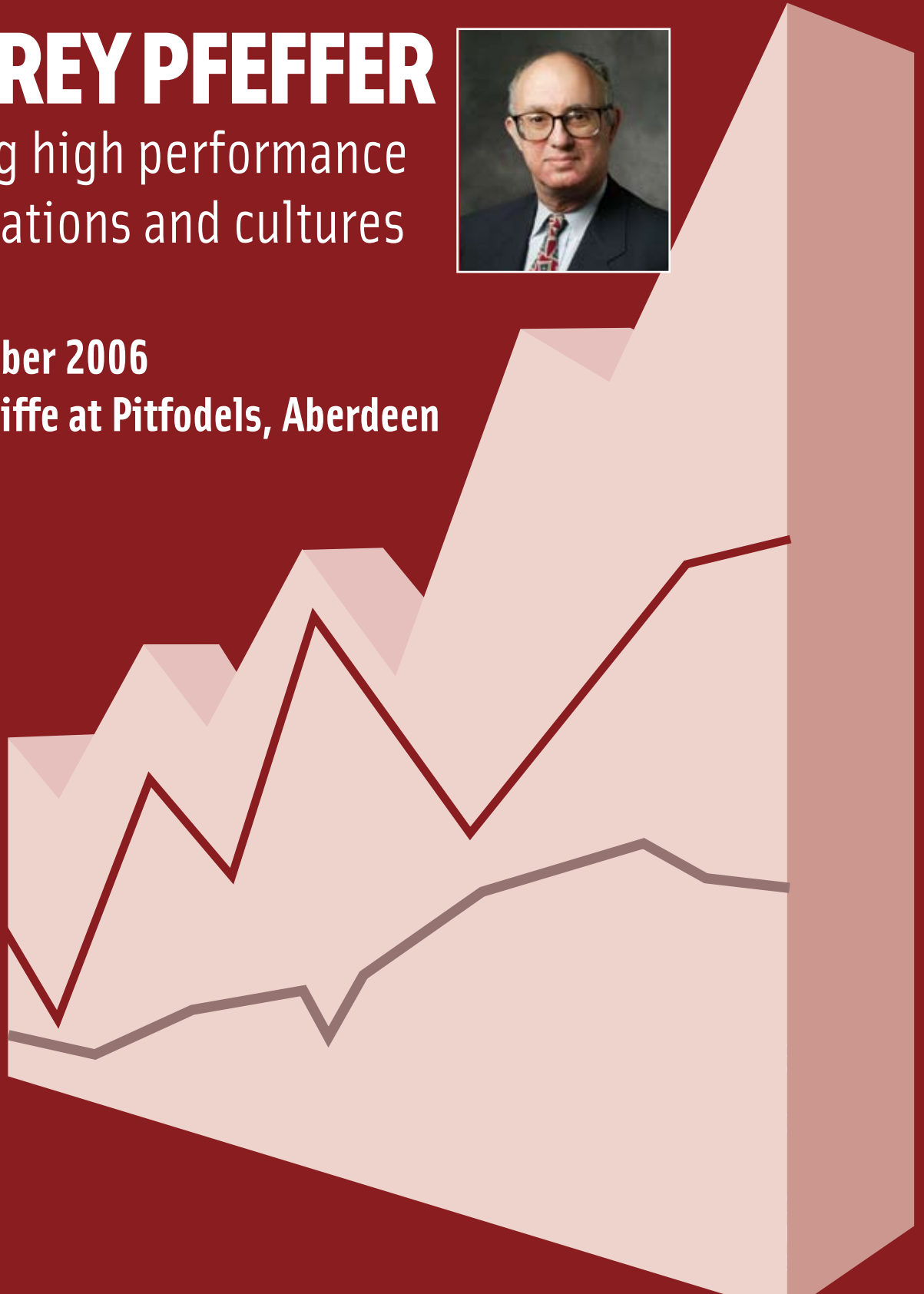
## **JEFFREY PFEFFER**

Building high performance  
organisations and cultures



**30th October 2006**

**The Marcliffe at Pitfodels, Aberdeen**



Organisations more than ever depend on their people to achieve and sustain competitive advantage. Yet managers are also busier than ever – often too busy to find out what the most effective companies in the world do, and how many of their ideas can be applied elsewhere. Jeffrey Pfeffer is one of the world's leading experts on leading ordinary people to extraordinary results. He is a renowned workshop facilitator from one of the world's leading business schools, and an expert on a range of top performing companies whose success secrets can, he believes, be applied more widely, in both the public and private sectors. This one-day workshop is an unprecedented opportunity for businesses and public sector organisations in Scotland to engage in a master class with one of the world's greatest management educators, and to rethink how their organisations can be transformed to meet the challenges of the 21<sup>st</sup> century.

**BUILDING HIGH PERFORMANCE ORGANISATIONS AND CULTURES.** The data are clear: success does not come from mergers and consolidations to increase size, from being in high technology, from being in the “right” industry, or even from being first to market with an idea—after all, Xerox invented the first personal computer, Ampex made the first VCR, and Amazon was at least the fourth company to begin selling books on line. Instead, studies of companies in numerous industries ranging from automobile manufacturing to semiconductors, studies of companies in multiple industries, and research in countries including the United Kingdom, Korea, and Germany demonstrate the strong correlation between how companies manage their people and their profits, productivity, and customer and employee retention. Professor Pfeffer's research has identified the essential elements of high performance or high-commitment work arrangements, why these practices are effective, and what this means for building world class management systems and organisational cultures. This workshop is your opportunity to discover what these practices are, and how they can be related to your organisation.

**WORKSHOP LEADER: PROFESSOR JEFFREY PFEFFER, THOMAS D. DEE II PROFESSOR OF ORGANISATIONAL BEHAVIOR AT STANFORD UNIVERSITY (SEE BELOW)**

**VENUE:** The Marcliffe at Pitfodels, Aberdeen  
30<sup>th</sup> October 2006

**COST:** £400 per delegate

**9.00AM** **REGISTRATION & COFFEE**

**9.30AM** **WELCOME FROM PROFESSOR MIKE PITTILO, PRINCIPAL, ROBERT GORDON UNIVERSITY**

**9.45AM** **WORKSHOP BEGINS**

## **AGENDA**

### **BUILDING HIGH PERFORMANCE ORGANISATIONS AND CULTURES**

Where does sustained success really come from?

- Size
- Industry location
- Technology
- Reducing costs—including labour costs
- Managing people and culture

**MISPERCEPTIONS ABOUT THE SOURCES OF COMPANY —AND COUNTRY—ECONOMIC PERFORMANCE**

**HIGH PERFORMANCE MANAGEMENT PRACTICES**

– Success stories and salutary lessons from failure

**TWO VIDEO CASE EXAMPLES AND DISCUSSION:**

SAS Institute (the largest privately owned software company in the world, with revenues of over \$1.6 billion), and DaVita (second largest provider of kidney dialysis services in the United States)

**SELF-ASSESSMENT OF YOUR OWN ORGANISATION:**

How are you doing, what might you be doing better, and what would it take to get there?

**LUNCH**

**BARRIERS TO TURNING KNOWLEDGE INTO ACTION:**

Overcoming the Knowing-Doing Gap

**LEADING A HIGH PERFORMANCE ORGANISATION**

(video case of Gary Loveman, CEO of Harrah's Entertainment)

**LEADING CHANGE**

(video case of Rudy Crew, Miami-Dade County Schools Superintendent)

**PRACTISING EVIDENCE-BASED MANAGEMENT**

– making sure that what you do works

**4.00-4.30** **END AND WINE RECEPTION**

All participants will receive a complementary copy of Jeffrey Pfeffer's new book, coauthored with Robert Sutton, *Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting From Evidence Based Management*. This book has already been hailed by *The Observer's* Simon Caulkin as 'one of the management books of the year.'

FURTHER DETAILS ON JEFFREY PFEFFER

# PROFESSOR JEFFREY PFEFFER, THOMAS D. DEE II PROFESSOR OF ORGANISATIONAL BEHAVIOR



**JEFFREY PFEFFER IS THE THOMAS D. DEE II PROFESSOR OF ORGANISATIONAL BEHAVIOR IN THE GRADUATE SCHOOL OF BUSINESS AT STANFORD UNIVERSITY, WHERE HE HAS TAUGHT SINCE 1979. STANFORD UNIVERSITY IS ONE OF THE TOP BUSINESS SCHOOLS IN THE WORLD. PROFESSOR PFEFFER IS WIDELY REGARDED AS ONE OF THE WORLD'S LEADING MANAGEMENT THINKERS, AND HAS HAD A PROFOUND INFLUENCE ON MANAGEMENT PRACTICE IN MANY COUNTRIES.**

**He is the author or co-author of eleven best selling books, including:**

- Competitive Advantage Through People: Unleashing the Power of the Work Force (translated into Portuguese, Korean, Indonesian, Dutch, Spanish, Chinese, and Turkish)
- The Human Equation: Building Profits by Putting People First
- The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action
- Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People (translated into Dutch, Japanese, and Korean)
- He has also published more than 110 articles and book chapters. His most recent book, co-authored with Robert Sutton, (Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management) has been published in 2006 by Harvard Business School Press.

Professor Pfeffer currently serves on the boards of several companies, including SonoSite, a publicly traded company that develops hand-carried ultrasound equipment, Audible Magic, a start-up developing music and advertising recognition technology and copyright protection products, and UniCru, a company providing technology-based solutions for the attraction, selection, and retention of employees (work force optimization) with a particular focus on the hourly workforce.

From 1994-1996, Dr. Pfeffer served as Director of Executive Education, responsible for all of the Stanford Business School's executive education activities. He has taught executive seminars in 28 countries including Australia, New Zealand, Indonesia, Taiwan, Malaysia, Thailand, Singapore, Korea, Japan, Norway, Sweden, Finland, Belgium, Switzerland, Italy, Great Britain, Ireland, Germany, the Netherlands, France, Spain, Israel, Turkey, Greece, South Africa, Canada, Brazil, and Mexico in addition to lecturing in management development programme and consulting for many companies, associations, and universities in the United States.

Dr. Pfeffer is a member and Fellow of the Academy of Management and a member of the Industrial Relations Research Association. He has won the Richard D. Irwin award for Scholarly Contributions to Management as well as several awards for books and articles.

# REGISTRATION FORM

**FAXBACK:** 01224 262224

**TELEPHONE:** 01224 262034

**POST:** **BARBARA JONES**  
**EVENTS/PR CO-ORDINATOR**  
**COMMUNICATIONS OFFICE**  
**THE ROBERT GORDON UNIVERSITY**  
**SCHOOLHILL**  
**ABERDEEN**  
**AB10 1FR**



## DELEGATE DETAILS:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Tel: \_\_\_\_\_

Email: \_\_\_\_\_

## PAYMENT DETAILS: (PLEASE TICK THE RELEVANT BOX)

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