



**6th Annual
BMT Leadership Conference
April 2010**

**CONFERENCE AND WORKSHOP
PROGRAMME**

Introduction

This year's conference theme is leadership styles. We have a speech by Bill Redmon who is coach to one of the world's most successful businessmen, Riley Bechtel. Andrea McHugh and Steven Fraser are both young leaders in large organisations and will talk about how their style developed and the up's and downs of their careers. Over the two days there are contributions from John Austin, Denis O'Hora, Bruce Faulkner, Howard Lees, Allison Reynolds and Rachel Edwards.

John Austin is contributing for the fourth year to the conference; he is arguably the world's leading producer of behavioural graduates into the consulting markets. Denis O'Hora is an expert in behavioural techniques from Galway University, we have been collaborating with Denis for three years now. Bruce Faulkner was educated in 1999 along with Howard Lees by Bill Redmon in the skills of using behavioural science to improve business, safety and people's lives.

Allison Reynolds and Rachel Edwards are young women who now have vast experience in change management and improving business efficiency using behavioural science as the catalyst for change. There will be opportunity to ask questions and have discussions with all the speakers over the two days of the conference.

Workshop Agenda (5th May)

- 08.30 Introduction by Howard Lees
- 08.45 Communication breakdown and other stories of coaching
by John Austin
- 09.30 Extinguishing Fear by Denis O’Hora
- 10.15 *coffee break*
- 10.45 How to Make friends and influence people by Rachel Edwards
- 11.30 RF session and discussion hosted by Howard Lees
- 12.30 *lunch*
- 1.30 How to escape Venice by Bruce Faulkner
- 2.15 Time management by Allison Reynolds
- 3.00 RF session and discussion
- 3.45 *close*

Conference Agenda (6th May)

- 08.30 Introduction, welcome Howard Lees
- 08.45 Leadership through experiential learning by Steven Fraser
- 09.20 Doing the Right Thing by Andrea McHugh
- 09.55 Panel discussion hosted by Howard Lees
- 10.25 *coffee break*
- 10.55 Creating a Culture of Leadership by Bill Redmon
- 11.45 Discussion with Bill Redmon hosted by Howard Lees
- 12.30 *lunch*
- 1.30 Murder Rates & Sickness Absence by Allison Reynolds
- 2.00 Hints and ideas for wimps by Howard Lees
- 2.35 Summary of learning points in the day by John Austin
- 3.00 *close*

Keynote Speakers

Short biography and abstract



Bill Redmon, Ph.D.
Principal Vice President
Manager of Global Leadership & Development
Bechtel Group, Inc

Bill joined Bechtel in 2001 as Manager of Global Leadership and Development. In this role, he creates and manages processes and programs for finding, developing and managing talent. He also manages executive coaching and executive development and oversees the corporate learning department, including Bechtel University. Bill also manages Bechtel's performance management programs which center on goal-based performance plans linked to short-term and long-term compensation. Prior to joining Bechtel, Bill consulted with numerous organizations in the private and public sectors to help refine their strategy and business plans and to develop supporting performance systems. He has consulted with manufacturing, retail, and service businesses to design and implement innovative methods in change leadership, quality control, performance management, and talent management.

Early in his career, Bill was a professor of industrial/organizational psychology and designed and taught graduate courses in behavioral systems analysis, organizational change, metrics, and strategic planning. He is the author of several published papers on performance management and organizational change and co-editor of a recent graduate training text entitled *Handbook of Organizational Performance: Behavior Analysis and Management*. Bill is a member of the editorial board of the *Journal of Organizational Behavior Management*, a licensed psychologist, and a Fellow of the American Psychological Association. Bill graduated from Western Michigan University with Ph.D. in Applied Behavior Analysis (Behavioral Psychology) in 1981.

Abstract

Creating a Culture of Leadership

Recent preoccupation with star CEOs and the hero leaders, who are hired to save failing companies, resembles religious cults which are said to “practice devotion or homage to a particular person or thing.” By contrast, leadership cultures develop a community of people with common values, practices

and behaviors that differentiate them from others. This presentation will contrast the cultist and cultural approaches and describe how behavior-based leadership methods create a true culture of leadership and sustained success. A culture of leadership pulls energy from the leaders who are engaged in the change rather than the change agents who are hired to stimulate it. It generates commitment that lasts longer, costs less, and gradually strengthens rather than weakens over time. Key points include (1) observations on what is required for a culture of leadership, (2) a review of methods that sustain behavior-based leadership practices, and (3) recent examples of successful approaches from the presenter's experience.



Steve Fraser
Managing Director - Operations
United Utilities

Steve was appointed as managing director of water operations in May 2009. He has previously worked in Utility contracting for 12 years, latterly as a Director of Bethell Power Services before joining United Utilities in 2005 as Operations Director of the regulated Wastewater business. Steve is also a Director of Northern Gas. Steve holds a BA (Hons) degree in Management Studies and an MSC in Engineering Project Management.

Abstract

Leadership through experiential learning

All through life we are given advice, good and bad, that advice is always based on the experiences, beliefs and thoughts of the person giving the advice to us.

We begin to receive formal training, and coaching when we are 5 years old, that training and development continues throughout the education phase of our lives, and finally our careers. How do we do what we do, why do we do what we do? Did we enjoy the journey and did we make the most of the experiences along the way? Most paths are dependant on hard work and opportunity, but ultimately we make the decisions which decide how our path develops and shapes our adult lives.

We all approach different aspects of life and work in different ways, we get coaching, good and bad, we sometimes enjoy work, and we sometimes don't. Ultimately we must remember we decided what path to get on and off. I am now Managing Director of a large business and my talk is about the advice I took, the calls I made – good and bad to become who I am and to

do the work I do. I will discuss how my methods have changed as my career has developed and how I approach helping people to develop and make their own journeys successful.



Andrea McHugh
Head of Environment
City of Edinburgh Council

Andrea joined the City of Edinburgh Council in 2006 as the Head of Environment. In this role, she leads the Road Services, Waste Services, Parks and Greenspace, Edinburgh Building Services and the City Centre Management Team. Over the past four years, Andrea has led the roll out of BMT training in her organisation resulting in 150 trained candidates and more than £2m of estimated savings on the Radar system.

Andrea is a Civil Engineer who has a background in Local Government but prior to joining the City of Edinburgh Council, she spent a decade in the private sector with United Utilities Plc. Andrea's work included securing funding and delivering a £320 million capital programme for sewer improvements and leading a programme of business improvement activities across the organisation, which resulted in significant savings and improvements in customer service.

Andrea has just been appointed as the Chief Executive of the Scottish Police Services Authority, an organisation of 1700 staff supporting the 8 police forces across Scotland. She takes up her new position in June 2010.

Abstract

Doing the Right Thing

It is easy to get caught up in the excitement and adrenaline buzz of a crisis, but when that crisis lasts for nearly 12 months, how do you manage it.

This presentation is about the last four years that Andrea has spent leading the Environment Division at the City of Edinburgh Council and focuses on 3 key events in that period. One of those events was how the senior team managed the largest industrial dispute in the organisation's history and describes what Andrea and her team learned about their leadership skills in the process.



Howard Lees heads up Hollin Consulting, specialising in behavioural training and coaching designed to improve business performance and safety performance. Howard is also an executive coach and has an impressive list of clients, coaching in the UK, USA and New Zealand. Howard will be hosting the conference with

John Austin, providing the introduction and will manage panel discussions with the speakers; conference attendees will have the opportunity to submit questions during the speeches.

Abstract

Hints and ideas for wimps

Howard has been coaching now for 20 years. Many people have familiar problems at work, most are behavioural & most of those problems stem from verbal behaviours. In Business, terms like Leadership and Management get thrown around like dust and most of the time the recipients are left only to rub their eyes. People's ability to set clear expectations and to give and receive feedback skillfully can be taught, enhanced and used to great effect. Most of us fear confrontation and this can affect our lives greatly. However most people will tolerate things they don't like for a long time unchecked (even years). Howard will talk about some easy things you could do to improve how you respond to people and in turn make your life happier.



Allison Reynolds

Allison uses supports managers in business improvement and implementing change through formal training and coaching of work process and behavioural management techniques

Abstract

Murder in Baltimore and Sickness Absence

Organisations often attempt to manage sickness absence using standard off the shelf processes. This talk considers the standard approach from a behavioural perspective, identifies the behavioural root cause for absence and suggests some simple behaviourally sound approaches for delivering improvement.

Abstract

Time Management

A behavioural approach to time management. In this session Allison will walk you through a simple process of identifying the one critical thing that you are going to do differently to improve your management of time.

Conference Workshop Leaders



Dr. John Austin is an internationally recognised expert in providing behaviour-based solutions to organisational challenges. He has consulted with organisations to improve productivity and safety in various industries.

In the area of improving human performance he has published more than 85 articles and chapters, delivered nearly 200 presentations at regional, national, and international conferences, and has published three books, *Organizational Change*, *Handbook of Applied Behavior Analysis*, and *Mindfulness at Work*.

Dr. Denis O’Hora is a lecturer in psychology at the National University of Ireland Galway. He has published numerous scientific papers on basic human learning processes and uses insights from this work to inform effective organizational practices.

Abstract

Extinguishing Fear

Fear is a scary topic, and thus one that it is tempting to avoid. Consequently, even though fear-motivated responding is rarely effective and usually counter-productive, we all too often put up with it. Denis will review scientific research on fear to help attendees the costs of fear in the workplace. He will then suggest practices based on extinction that will enable attendees to deal with fear and to allow productive goal-directed behaviours to resurge.

Bruce Faulkner is the director of 3 Simple Rules Ltd. He uses his experience and analytic talent to help clients realign the work environment to get discretionary effort from their employees.

Abstract

When it all goes wrong, don’t waste the crisis

Bruce will share with you a strategy to make the most out of a crisis. The talk will draw on real life examples to show you how to identify the opportunities presented in a crisis. The talk includes a set of tactics of how to set the stage for creating new expectations and identifies the key behaviours that a leader will need to deliver to make the strategy successful. The final section of the talk then focuses on how to re-engage and lead the delivery team.

THE BMT FEDERATION

The BMT Federation is a collective of experts in occupational safety, leadership development, coaching, organisational change, performance management and fluency training. We have worked with both large international corporations and local government to deliver measurable performance improvement and cost reduction.

Increasingly, managers are expected to deliver more services with less staff. Our research shows that as managers face these challenges they are struggling to change their own work habits, becoming more and more task focused instead of developing their teams to meet the challenge.

Behavioural Management Techniques (BMT) is about utilising the science of people and what makes them tick to improve business. Almost everything about business involves people, yet most of us have received no training in this science. We'll help you take this science, apply new techniques and develop new habits to generate lasting performance improvement.

We work with our clients to design cost effective training and coaching solutions to meet their needs. These include products such as:

Behaviour Management Techniques

Stress Management

Behaviour Based Safety (BBS)

Work Process Improvement

Fluency training (Train the trainer)

A range of one day short courses customised to utilise the BMT techniques.

The courses include: Performance Scorecards; Self Management; Presentation Skills; Data Analysis; Influencing Skills