

Contents

NOTES ON CONTRIBUTORS	xi
PREFACE	xv
INTRODUCTION	1
PART ONE GROUP TRAINING APPROACHES	13
1 <u>T-group training</u> , by Peter B Smith	15
Goals of T-group training	15
Method of T-group training	16
How T-groups work	17
What T-groups achieve	27
How the T-group atmosphere is created	27
Evaluating the effects of T-groups	29
Current developments in T-group training	30
2 <u>Course design and methods within the organisation</u> , by Harold Bridger	34
Organisational self-review and development	35
Responding to a changing environment	35
Training in an 'open-system' organisation	37
Uses of various group-training techniques	38
Role of the 'appointed leader'	39
Role of top management	40
The 'invisible management college'	42
Designing an internal course	44
Evaluation of courses	46

3	<u>ManagerialGrid training: an application in ICI Pharmaceuticals Division, by George Clark</u>	49
	TheGrid concept	50
	Grid organisation development	52
	Why ICI chose the Managerial Grid	55
	How the Grid was introduced	57
	Phase 1 experience	58
	Phase 1A projects	59
	Evaluation	60
	Alternative procedures	63
	Guidelines for using Managerial Grid training	64
PART TWO TRAINING ON-GOING WORK GROUPS		67
4	<u>Building an effective work team, by Iain Mangham</u>	69
	Initial consultant/client interaction	70
	Teamwork development in action	73
	Evaluation	79
5	<u>Role negotiation: a tough-minded approach to team development, by Roger Harrison</u>	83
	Stages of a role-negotiation programme	86
	The dynamics of role negotiation	94
	The economics of role negotiation	95
	Summary	96
6	<u>Group training and consultancy approaches in IBM UK Ltd, by Alan Drinkwater</u>	98
	Action training	101
	Organisation laboratory	104
	Team-building consultancy	111
PART THREE RESEARCH ON THE EFFECTIVENESS OF TRAINING		119
7	<u>The back-home environment and training effectiveness, by David Moscow</u>	121
	Technical data from the Leeds research	122
	Results	123
	Relationship of results to existing theory and research findings	125
	Some case studies	129
	Implications for the organisation	130

8	<u>The outcome of a group training course for Ford Motor Credit Company</u> , by Pamela Berger	134
	The project	135
	Description and results of questionnaires	136
	Summary	143
	General comments about the project	144
9	<u>Selection and training effectiveness</u> , by Mel Berger	147
	Individual and organisational suitability	148
	Are there people who should not attend T-groups?	148
	Which people will learn most from T-groups?	150
	Application of course learning	153
	Guidelines for selecting T-group members	154
	PART FOUR THE TRAINER	157
10	<u>The group leader and training effectiveness</u> , by Cary L Cooper	159
	Research on trainer influence and participant change	160
	Implications of the research	163
11	<u>A course for training trainers</u> , by Alan Beardon	167
	Planning the course	168
	The first week	169
	The second week	171
	Conclusion	174
	GLOSSARY	175
	SOME TRAINING CENTRES	181
	FURTHER READING	183
	INDEX	185