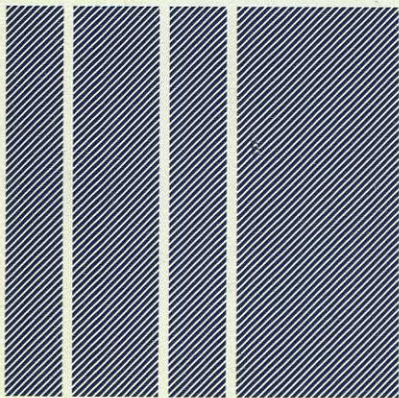


Conference Programme



UK Management Conference

Imperial Hotel, Torquay

27-29 November 1983

The Butler Cox Foundation

**UK Management Conference
Imperial Hotel, Torquay
27 — 29 November 1983**

Contents

- 2 **Introduction**
- 3 **Agenda**
- 5-14 **Summary of presentations**
- 16 **Registration details**
- 17 **Registration form**

Introduction

A conference for the UK members of the Butler Cox Foundation will be held at the Imperial Hotel, Torquay between 27 and 29 November 1983. This document describes the overall conference programme that we have organised. It also provides a synopsis of each presentation to be made and a biography of each speaker.

Purpose of the conference

Increasingly, information systems are changing the way that organisations operate and the way that individuals perform their jobs. The purpose of this conference is to enable member organisations to explore many of the key issues that are associated with the management of change.

Unless the nature and potential impact of these issues are understood and actively managed, there is a danger that crucial elements in the successful introduction of new systems may be overlooked. Furthermore, users may take direct action to delay or obstruct the introduction of new information systems.

To successfully implement new information systems, particularly those which affect senior executives, the information systems' managers must appreciate the changing skills that will be required and be aware of the implications on the organisations' decision making processes. The conference will examine the major elements of change that are likely to occur over the next five years. The implications of these changes will be assessed and positive courses of action identified.

Each of the sessions will attempt to provide guidelines for successfully tackling the various issues associated with the introduction of new information systems so that the impact of potential problems can be anticipated and minimised.

The Conference programme

On each of the days, invited speakers will make a formal presentation which will be immediately followed by a discussion period.

From the programme set out in this document, you will see that we have arranged for several prominent authorities and well-known specialists from the fields of organisational management and human behaviour, to participate in the conference. Additionally, we have included within the programme two experienced managers from Foundation member organisations who will relate their experiences relevant to the conference programme.

We have also reserved one of the sessions, within the programme, for a number of separate meetings on a wider range of issues which are of concern to Foundation members. The topics chosen for discussion within this period will be determined by the conference delegates.

We are confident that the programme will be of value both to all management services personnel who are directly or indirectly responsible for implementing information systems and also to personnel managers and line managers who are involved with the resultant changes.

Each member organisation is entitled to send up to three delegates to the conference. Each delegate pays only for the accommodation and meals at the Imperial Hotel, and we have arranged a special conference package with the hotel which covers all of these items for the duration of the conference. At the back of this document you will find details of the package and a registration form for the conference. Please complete this form and return it to us as soon as possible.

The Conference Programme

Sunday 27 November 1983

- 1800-1900 Registration
- 1930-2000 Cocktail party
- Dinner The conference package includes table d'hôte dinner at the Imperial Hotel.

Monday 28 November

- 0830-0900 Registration
- 0900-0930 **Keynote address**
David Butler
Butler Cox & Partners Limited
- Session A**
0930-1040 **Guidelines for implementing change**
Christine Howarth
Independent Consultant
- 1040-1100 Coffee
- Session B**
1100-1230 **Helping senior executives to overcome computer phobia**
Richard Byrne
Annenberg School of Communications
- 1230-1400 Lunch
- Session C**
1400-1510 **Implementing decision support Systems**
Larry Phillips
London School of Economics
- 1510-1530 Tea
- Session D**
1530-1640 **Assessing the impact of technology on future business organisation: case study**
Fred Finlayson
Express Dairy (UK) Limited
- Session E**
1640-1800 **Current management issues**
Group discussions

Monday 28 November (evening)

- 2000 **Conference Dinner**
After dinner speaker
Dr. J. B. Cowie
Head of Long Range and Strategic Studies Division, British Telecom

Tuesday 29 November

- Session F**
0830-0945 **Socio-technical design for new information systems**
Calvin Parva
Harvard Business School
- 0945-1005 Coffee
- Session G**
1005-1110 **Using the new technology: case studies**
David Buchanan
Scottish Business School
- Session H**
1110-1215 **Developing systems for first-time users**
Dick Chandler
Samuel Montagu & Co. Limited
- 1215-1345 Lunch
- Session I**
1345-1445 **The future and changing work**
Oliver Tynan
Work Research Unit
- Session J**
1445-1545 **Managing the process of change: trade union attitudes**
Barrie Sherman
Independent Consultant
- 1545-1600 **Conference closure**
David Butler
Butler Cox & Partners Limited
- 1600 Tea

Session A Monday 28 November: 0930-1040
Guidelines for implementing change

To survive, let alone thrive, in our rapidly changing world, organisations need to take advantage of the opportunities change brings. The importance of utilising the newest and most efficient technology is widely recognised. Of equal importance is obtaining the co-operation of staff in its introduction: arousing their enthusiasm, and mobilising their initiative and experience in ensuring its success.

In this session, Christine Howarth will examine how organisations can use the opportunity of change to develop a positive and productive relationship with employees, a relationship which will help them maximise the benefits of change.

Because people are not machines, there is no single blueprint for success. But experience highlights certain practical guidelines for planning and executing any project designed to initiate change. It is these guidelines which Christine Howarth will develop during her presentation:

- Be prepared to change whatever is found to need changing. This may include training, management style, job design, payment systems, industrial relations procedures, as well as work procedures and technical systems.
- Involve everyone affected by the change in planning and monitoring. Only by being involved do people contribute their knowledge and commit their enthusiasm.
- Proceed at a pace with which people can cope. Provide the training, practical experience and technical support they need. This may seem time-consuming and expensive, but it is cheaper and quicker in the long run.
- Secure demonstrable top level understanding and support for an approach based on staff involvement.
- Accept the inevitability of constant change. Aim therefore to enhance that flexibility of procedure, system and attitude which is conducive to effective response.

Christine Howarth Independent Consultant



After graduating in sociology, psychology and economics, Christine Howarth started her career with The Thomson Organisation. In 1970 she moved to the consultancy North Paul and Associates, where she carried out assignments involving organisation development and improving industrial relations and payments systems for a variety of clients.

In 1974, following a spell with the Pay Board, she became external adviser to the Department of Health and Social Security, responsible for a major review of all aspects of the social security operation.

In 1976 she became a founding director of the consultancy Imitax Limited, a company specialising in large scale organisation development projects designed to improve both the job satisfaction of employees and the satisfaction of the customers they serve; the Civil Service was a major client for such projects.

Christine Howarth now works independently for a number of clients. The main theme of her work is to help organisations make the most of the opportunities offered by change, including those presented by new technology, by harnessing the knowledge and enthusiasm of their staff.

Her book "The Way People Work" is soon to be published by Oxford University Press.

Session B Monday 28 November: 1100-1230

Helping senior executives to overcome computer phobia

In this session Dr Richard Byrne will consider the implications for senior executives of the increasing pervasiveness of small, powerful, personal computers and executive workstations. He will argue that executives now have good reason for sleepless nights and days with sweaty palms: Computer Shock.

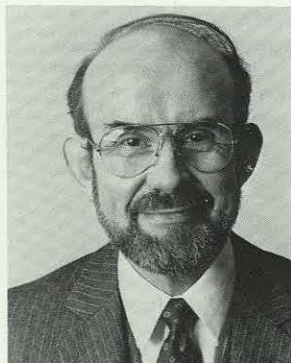
As societies worldwide reel before this impending technological avalanche, some observers claim that the personal microcomputer revolution is one of the watershed changes of history. Unparalleled creative, artistic, industrial and social accomplishments are about to be produced, they say.

Other observers scoff. They charge that this widely hailed "computer revolution" is an artificial pressure to consume unneeded technologies concocted by public relations and advertising. They further charge that even those technologies which are actually used will result in a polarised society of an information elite (computer zealots who may become isolated technological hermits) and deprived individuals who may not have access to technologies, and therefore to information.

This session will consider: Where does the truth lie? How can we develop a balanced view which takes into account the lessons of history, but does not disregard the authentic benefits of the new technologies?

Dr. Byrne will propose some potential, practical answers to the problems which he has encountered with his large corporate clients. He will suggest that executives must overcome their apprehension, and in some cases genuine fear, of the new technologies in order not to lose the advantages which they offer. The sources of these fears are sometimes surprising, and seldom logical. Yet they must be addressed directly in order to eliminate them. Dr. Byrne will explain the renegotiation of traditional roles in organisations which he sees as a prerequisite to success in implementation of new technologies. In conclusion, he will offer recommendations of personal strategies for capitalising on this unprecedented change while maintaining a human perspective and a vigorous sense of humour.

Richard Byrne Annenberg School of Communications



Dr Richard Burdick Byrne is currently Professor in the Annenberg School of Communications of the University of California.

In a long and distinguished career, Dr. Byrne has observed and researched the impact of changing technologies on large organisations. His research activities have entailed extensive travel throughout Europe and North America.

Dr. Byrne has acted as a consultant to many large organisations, including Hughes Aircraft, Atlantic Richfield, Pacific Telephone and Union Bank.

He has lectured extensively on a range of communication issues (including cable television) and is a prolific author.

Session C Monday 28 November: 1400-1510
Implementing decision support systems

Business decisions over the past twenty years show a clear trend to greater complexity. In part, this is created by the movement from single, usually profit-oriented, objectives to multiple objectives involving a mixture of monetary and non-monetary considerations. The senior executive is thus faced with tasks that are inescapably judgemental in nature: trading off one objective against another, balancing opportunity against risk, planning in the face of an uncertain future.

In this session, Dr Larry Phillips will argue that it is this discretionary component of the senior executive's work that can be facilitated by a decision support system. Such a system aids the senior executive by helping him or her to explore preferences, examine tradeoffs, formulate value judgements, generate coherent assessments of risk and uncertainty. However, since discretion is exercised differently at different levels in the organisation, decision support systems must be configured so as to be appropriate to the level at which they are used. Roughly, decision support systems for middle managers and below are mainly computer-based, but for senior managers and executives the systems consist of both social and technical components — a blend of problem owners, specialists, experts and computers. Since discretionary activity is on-going, decision support systems operate through time, enabling geographically separated senior executives to maintain contact through computer networking.

Management information systems are data and information oriented. True decision support systems go further. They actively help the senior executive to formulate clear preferences in complex situations, to develop new intuitions about a problem, to sharpen judgements; in short, to improve decision making.

Dr Larry D. Phillips
London School of Economics



Dr Phillips is the Director of the Decision Analysis Unit, The London School of Economics and Political Science. An interest in human judgement and decision making, ignited by ship-board experiences during a tour of duty with the US Navy in the late 1950s, and fuelled by post-graduate study on decision theory and human performance in the early 60s, resulted in the founding of the Decision Analysis Unit in 1974 at Brunel University's Institute of

Organisation and Social Studies. The Unit transferred to the LSE in the autumn of 1982.

Appointed to the School of Social Sciences at Brunel in 1967, Dr Phillips has held posts as lecturer and senior lecturer in the Department of Psychology where he taught courses in social psychology, personality, introductory psychology, experimental methods, observation and interviewing, statistics, decision theory and behaviour in organisations.

Most of his work with the Unit has been concerned with developing and applying decision technology for industrial, commercial and governmental decision makers. Understanding through aiding human judgement and decision making is the underlying theme of this work. He has applied decision technology to problems as varied as allocating an advertising budget, choosing to develop a new product or to continue with an old one, comparing the performance of business units in a multi-national company, evaluating contenders for an award and determining the value of better seasonal weather forecasts for agricultural decision makers. He lectures and carries out consultancy for various organisations including Shell, Commercial Union, Mars, BOC, ICL, The Civil Service College and the Brunel Management Programme. Dr Phillips is the author of "Bayesian Statistics for Social Scientists", co-author of "Handbook for Decision Analysis", and numerous articles on human decision making.

Session D Monday 28 November: 1530-1640
Assessing the impact of technology on future
business organisation: case study

In this session, Fred Finlayson will describe how over the past five years major changes to hardware and software have resulted from his company's management strategy.

As a consequence, Express Dairy is now considering the development of radical new management concepts based on the potential use of the new technology in its widest sense by:

- Identifying all aspects of new technology available and how and where it can be used in business and what major organisational, management and system change opportunities it would present.
- Examining the need for traditional Management Services or Mainframe Computer Bureau type organisations and how technological developments and a different use of revenue can produce significantly faster project development.
- Determining how front end data entry applied to all aspects of the company can significantly reduce the number of staff who input information in all departments of a company.
- Evaluating automated office concepts — in practical terms and linked with the concepts above, how can, for instance, the marketing man produce the company accounts? And do we still need traditional company departments such as Sales and Bought Ledger?

Mr Finlayson will examine these and other concepts in a practical way to see if a view can be taken of the potential company organisation and administration systems of the future.

Fred Finlayson Express Dairy (UK) Limited



Fred Finlayson began his management services career in 1960 with Turner & Newall. In 1964 as Group Systems Manager with Spicers Ltd, he installed one of the first mini-computers to arrive in England into a commercial environment. During his seven years as Group Systems Manager with Cavenhams Foods, he installed a large number of DP systems into the distribution, market, sales, production and administration units. From 1975, as Head of Management Services with Express Dairy, he has built up a department specialising in distributed computing which has developed systems in all areas of the business using major mainframe packages or bespoke systems as appropriate.

Session E Monday 28 November: 1640-1800
Current management issues

A particular feature of national conferences is the opportunity they provide for members to meet others with similar roles and to exchange experience and views on issues of common interest. Many of these issues are unrelated to the main theme of the conference. In addition to the many informal exchanges of views, we are planning a number of more structured opportunities. These will take two forms:

- Seating plans for lunch, whereby we plan to group people according to interest, and
- a number of separate meetings.

This session has been set aside for separate meetings. We plan to arrange four such meetings, to be held in parallel, in separate rooms. The topics for the meetings will be selected according to the preferences indicated by delegates on the registration form. The four most popular topics will be chosen as the subject of these meetings. Other topics will be used to arrange lunchtime seating plans.

Topics

- Personnel issues in management services
- The control of personal computers
- Experience with Unix
- Experience with Local Area Networks
- Telecommunications network management
- Operations management
- Systems development methods and management
- How data protection will affect data processing managers
- Data management — practical techniques
- Practical experience with office automation
- Experience with end-user enquiry and query languages
- Measuring systems development productivity
- Other: please specify on the registration form

Session F Tuesday 29 November: 0830-0945
Socio-technical design for new information systems

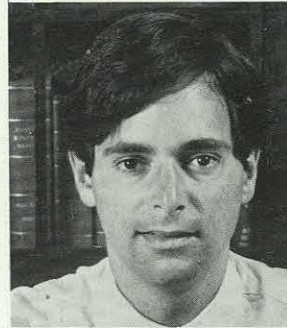
With time and effort, most system designs achieve their intended level of technical functionality. In the long term, however, the system's success depends on how well it matches the organisational milieu in which it functions. If improperly utilised due to poor fit with the way an enterprise is organised even the best system will obtain sub-optimal results.

The very process of system design can be modified to better deal with important but often neglected organisational factors. Already, a substantial body of knowledge exists, called socio-technical design that concerns mutual enhancement between the social and technical aspects of systems.

Originated in Great Britain, this approach offers an established methodology for designing social and technical systems together. Though developed primarily in factory and production settings, alternative methods of socio-technical analysis are now developing that make it easier to use in both office and production settings when new information systems are deployed.

This presentation will provide a synopsis of how to tie organisations' design into new systems development with socio-technical analysis. This includes an overview of both conventional and newly-developed socio-technical methods with specific examples, along with examinations of how work and management patterns change as socio-technical design is used in the development of new information systems.

Calvin Parva Harvard Business School



Dr Calvin Parva is a System Professor in Business Administration at Harvard Business School. His work focuses on organisation design and new technologies. As a consultant, working extensively in the information systems industry; with vendors, from semi-conductor component producers through to system integrators, he has worked to match organisational structures

and management processes with changing market strategy requirements; with information users he has undertaken reorganisation projects that make the most of new information systems.

A new book, "Managing new office technology: organisational strategy" (forthcoming), summarises Dr Parva's innovative approach to organisation design. Formerly, Calvin Parva was an assistant professor of telecommunications at New York University. He has a PhD in system science from the Wharton School, and a BA in system science and social science from Colgate University.

Session G Tuesday 29 November: 1005-1110
Using the new technology: case studies

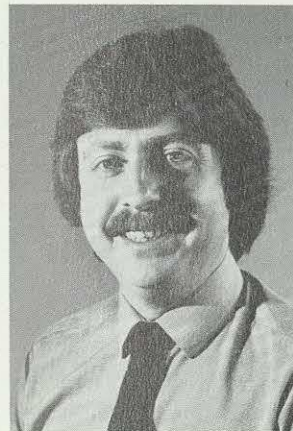
This presentation by David Buchanan is based on the experiences of six companies in Scotland with new information and computing technologies. These studies dealt with the impact of new technology on organisation structure, the experience of work, the role of management and performance.

The technologies studied were numerically controlled machining and computer co-ordinate measuring in engineering, computer aided lofting in shipbuilding, computerised monitors and controls in biscuit and chemicals production, computer aided architectural draughting, and word processing in engineering consultancy.

The findings demonstrate the overriding importance of management decisions about why and how to use these technologies. The impact of technology depends on how managers relate its use to their personal and broader business objectives and to the roles and functions of management itself. The desire to use these new technologies to improve management control was one of the main reasons for their application. But in some cases this led to forms of work organisation that did not make effective use of technical and human capabilities. Managing the process of change requires managing the relationships between technology, work organisation and human skills to achieve the performance required.

Dr Buchanan will present findings which suggest that the effective management of technical change depends on the willingness of management to identify the reasons for change, to identify and evaluate the organisational options, and to accept changes in the role of management.

David Buchanan Scottish Business School



Dr David Buchanan is a Lecturer in Management Studies (Organisational Behaviour) at the University of Glasgow. He holds degrees in Business Administration (Heriot-Watt) and Organisational Behaviour (Edinburgh).

Before joining Glasgow University, he worked in personnel management for a large local authority in Scotland and taught industrial relations and personnel management at Napier College, Edinburgh.

His current research interests concern the application of new information technologies and their implications for the organisation of work, the role of management and performance. The results of this research have been presented at a number of national and international conferences to management and academic audiences. Dr Buchanan teaches organisational behaviour to managers on the Glasgow University part-time MBA programme and also works as a consultant in communications skills.

Dr Buchanan has written several articles for professional, academic and popular journals, and his publications include "The development of job design theories and techniques" (1979) and "Organisations in the computer age" (1983).

Session H Tuesday 29 November: 1110-1215
Developing systems for first-time users

One of the areas of change which is presenting significant challenges to Management Services Managers in the 1980's is the development of online systems targeted at the business executive. With such systems the source of data entry, and of enquiry upon the data base, is right at the heart of the business — frequently it is the businessman himself. No longer can we build systems on the assumption that they will be used by intermediary VDU operators who will "get used to it". Now, if the system is not designed for easy operation by lay users, it will simply not be used, and planned productivity benefits will not be achieved.

There are many factors which have to be taken into account in the design of such systems. Dick Chandler will outline the measures taken within Samuel Montagu to improve the likelihood of successful penetration of information systems into this highly idiosyncratic and conservative business environment. These range from custom-designed terminals to rigidly enforced standards which ensure that all applications respond in a consistent manner. Many of these measures are obvious, and most are simple and relatively easy to achieve provided they are thought about at the outset: they become very, very difficult to incorporate as an afterthought.

Dick Chandler Samuel Montagu & Co. Limited



Dick Chandler is Head of Management Services at Samuel Montagu & Co. Limited, the international Merchant Bank based in the City of London. He is responsible for the Bank's computing, communications and work study activities.

Mr. Chandler's first data processing experience was gained at Barclays Bank. Subsequently, he spent five years with Philips Electronic &

Associated Industries, where he became head of the UK group computer operations.

Session I Tuesday 29 November: 1345-1445
The future and changing work

In this session, Oliver Tynan will consider future management options given the basic premises that change is inevitable and will be large, penetrating and unpredictable. Mr Tynan will argue that with forethought and planning, change can be mastered. Mr Tynan will develop the following themes:

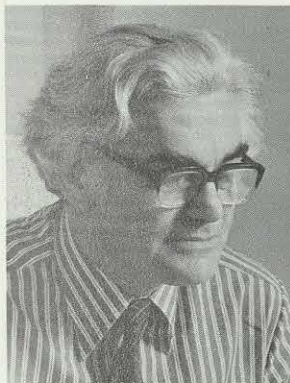
- Innovations and developments will not just be electronically and mechanically sophisticated replacements of existing tools and techniques but systemic in their effects.
- The full value of production (or service) systems using new technologies cannot be specified from the beginning. Their full capacity needs developing through the experience of those who manage and operate them. That process of development is a continuous learning experience for all engaged in it.
- The options for design are greater than is generally believed.
- Users of new technology include all the people affected.
- The human aspects of work organisation impinge on design as well as operational phases, on capital costs as well as revenue. Therefore the whole system social as well as technical must be planned, designed, financed, commissioned and operated as an integrated development to realise all its potentials.

A wide range of options are available to managers ranging through change as little as possible to tinker and touch up to back to first principles and build again and radical change.

Equally there are various models for change ranging through the authoritarian to the consultative to the participative.

Mr Tynan will conclude by examining the major problem which is to move from triangular authoritarian hierarchies to diamond shaped cohesive co-operatives. In this process the key is to regard people not as objects but rather as agents for change.

Oliver Tynan Work Research Unit



Oliver Tynan was educated at the Dragon School, Oxford and Marlborough. After volunteer army service, he read Politics, Philosophy and Economics at Oxford. This was followed by a post graduate year at London on the Colonial Administration Course prior to joining the Colonial Service in Nigeria.

His time in industry included various jobs in the industrial relations and labour service departments at Stewarts &

Lloyds steel works at Corby. He joined AIC as a consultant in their industrial and human relations division in 1967. The type of assignment undertaken included productivity agreements; job evaluation; wages and salary structures; consultative, negotiation and grievance procedures and group incentives for a variety of clients including Aluminium Wire & Cable; The Plessey Company; TI; GKN; Alcan Ltd; Mars Ltd and Pet Foods Ltd.

In 1969 he left to help form a new consultancy North Paul & Associates concentrating on job enrichment and organisational developments. In 1973 he joined the, then, British Leyland Motor Company and was with Leyland Cars at its inception. He was a principal architect of the Employee Participation System, and was subsequently associated with the development of successive long term plans. He was also concerned with specific projects on work structures and work organisation.

Mr Tynan sat for the CBI on the Tripartite Steering Group on Job Satisfaction for a number of years and in addition has represented the CBI on the EEC Advisory Committee on the Free Movement of Workers. He has contributed to conferences advising the EEC and the ILO on actions appropriate to humanising work and improving the quality of working life.

Since July 1979, he has been the Director of the Work Research Unit of the Department of Employment.

Session J Tuesday 29 November: 1445-1545
Managing the process of change: trade union attitudes

In this session Barrie Sherman will contend that trade unions and trade unionists are no different to other bodies and people in that they are suspicious of, fear and could well do without, change. It is barely within their power however to do anything but accept and perhaps modify it. One of the great twentieth century myths in the UK has been the power of the trade unions, another has been the use of this "power" to stop necessary changes. The Luddite option has rarely been a real one, certainly not a lasting one.

Change is facing the trade union movement on various fronts. Their membership is changing, especially in respect of its identification with the old working class tenets. The technologies that affect the number of jobs available, the types of jobs available, the skills needed to do these jobs and the training and retraining necessary are all changing increasingly quickly. The microelectronic revolution, so much talked about and trumpeted has caught the unions unawares and on the defensive. A part cause of this is the change in overall employment levels, the dwindling union membership and the growth of smaller non-unionised businesses.

The union response has been to negotiate technology agreements in all too few cases and to try to soften their image by moving politically to the right, a totally irrelevant manoeuvre. Proper discussions about changes and properly briefed negotiators would be to the benefit of both union members and the management over the longer term. A change at national level accommodating the multi-skilled and changing skilled worker is overdue. Unions are not coping at present. Change is happening and they are neither influencing it nor halting it. Without internal changes and without a reversal in the sense of deep demoralisation this state of affairs will continue. The danger for managements is that these are precisely the conditions that will breed unofficial disputes.

Barrie Sherman Independent Consultant



Barrie Sherman originally qualified as a dental surgeon at University College Hospital, London. He gave up dentistry to read Economics at Queen Mary College London and the University of California.

From 1970-1983, he was Director of Research at the Association of Scientific, Technical and Managerial Staffs (ASTMS). He has recently devoted himself to writing and broadcasting for radio and television.

He is a member of the Labour Party and the Labour Party's National Executive sub-committees and working parties on Finance and Economics, Industrial Policy, Western Europe, Trade Policy and Planning. He is also a member of Editorial Boards of the Leisure Studies Association and NEW SOCIALIST.

Mr Sherman is a member of the Advisory Committee of the Centre for Alternative Industrial and Technological Systems (CAITS), the Social Science Research Council's Steering Committee (Open Door Scheme), the Technology Education Council, and was on the Panel of Advisers for IT'82 South East Region.

Mr Sherman has written widely on industrial relations, economic strategy, bargaining, environment, stress at work, employment, computers and society, technological change, and has recently been commissioned to develop a TV series "Root and Branch" for Channel 4.

Barrie Sherman is co-author with Clive Jenkins of five books on trade unions and computing and he is preparing two books for publication in 1984: "Freedom from work" and "Living with computers: The state of the union".

see over for registration details

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Journal of Internal Medicine 247: 395-402

Registration for the conference

To register for the conference please complete the form opposite and return it to Butler Cox & Partners Limited, by Friday 11 November 1983.

We will acknowledge receipt of each registration.

Accommodation

The conference is to be held at the Imperial Hotel, Torquay. We have negotiated an accommodation package on behalf of conference delegates which includes accommodation and all meals (including wine) from the evening of 27 November to the end of the conference on the 29 November.

The total cost of the accommodation package is £111.00 (including VAT). This amount (together with any additional charges incurred by the delegate) should be paid direct to the Imperial Hotel at the end of the conference.

Registration form

Please register me for the management conference and book hotel accommodation on my behalf to cover the period commencing in the evening of 27 November and ending after tea on 29 November 1983.

I understand that if this booking is not cancelled on or before 18 November 1983, any resulting costs incurred by Butler Cox & Partners Limited will be invoiced to my organisation.

Member Organisation _____

Delegate Surname _____

Forename _____

Position _____

Address _____

Telephone _____

Telex _____

Signature _____

Please return this form to:

Eilidh Murray
Butler Cox Foundation
Butler Cox House
12 Bloomsbury Square
London WC1A 2LL

Please complete the back of this form

At this conference, we plan to provide structured opportunities for delegates to meet others with similar roles and to exchange experience and views on issues of common interest, not necessarily related to the conference theme. These arrangements are more fully described on page 8.

Would you please indicate here any issues of particular interest to you, and whether you have experience to contribute towards the discussion. Please do not hesitate to add to the list any items you wish. If more than three subjects are of interest to you, please rank your selections 1, 2, 3 etc.

	Subject is of interest	I have experience to contribute
Personnel issues in management services	<input type="checkbox"/>	<input type="checkbox"/>
The control of personal computers	<input type="checkbox"/>	<input type="checkbox"/>
Experience with Unix	<input type="checkbox"/>	<input type="checkbox"/>
Experience with Local Area Networks	<input type="checkbox"/>	<input type="checkbox"/>
Telecommunications network management	<input type="checkbox"/>	<input type="checkbox"/>
Operations management	<input type="checkbox"/>	<input type="checkbox"/>
Systems development methods and management	<input type="checkbox"/>	<input type="checkbox"/>
How data protection will affect data processing managers	<input type="checkbox"/>	<input type="checkbox"/>
Data management — practical techniques	<input type="checkbox"/>	<input type="checkbox"/>
Practical experience with office automation	<input type="checkbox"/>	<input type="checkbox"/>
Experience with end-user enquiry and query languages	<input type="checkbox"/>	<input type="checkbox"/>
Measuring systems development productivity	<input type="checkbox"/>	<input type="checkbox"/>
Others: please specify	<input type="checkbox"/>	<input type="checkbox"/>



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