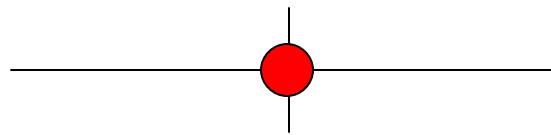


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For Over 30 Years, Fortune 500 Trainers Have Relied On Teleometrics' Training & Leadership Development Processes — And Still Do.



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- Instruments are validated, reliable and research based.
- They measure what they are intending and yield consistent, reproducible results.
- They systematically relate to the underlying behaviors, traits, or attitudes they purport to measure.
- Our materials yield useful information, and the results are presented in a clear and understandable manner.

This is why Teleometrics is preferred by thousands of organizations worldwide.

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Additional Services

- Train-The-Trainer Program
- Public Seminars
- In-House Consulting

Self-Surveys



Reliable and validated survey assessments that personalize a given behavioral theory so that training participants can assess their own behavior in terms of that theory.

Co-Worker Feedback



Designed to create awareness by giving participants "real-world" feedback on the behaviors they exhibit in the workplace.

A minimum of 3 feedback instruments for every self-survey is recommended to maximize effectiveness.

Video Support



Using vignettes and narration, these high quality videos develop and teach the classic management theories of McGregor, Maslow, Herzberg, Luft & Ingham, Hall, McClelland, and others.

Supporting Group Exercises



Experiential learning through structured small group discussions involving the participants in solving a dilemma or task reinforces the learning experience.

Models for Management Training Modules

By effectively combining the best of our validated surveys, videos, and group exercises, we have designed a training experience your participants will never forget - taking participants through a process of learning and self-discovery.



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Train-the-Trainer program available

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Whether you are looking to use our proven pre-designed development processes, or simply looking for enhancements to your existing training and development program, Teleometrics can help you create a development program that is second to none. Purchase instruments separately and use your own experience and creativity to design your own high performance development program.

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- Proven development processes.
- Uncompromising validity.
- Flexibility to create your own program.
- Ability to enhance your existing development program by adding validated instruments that are cost effective.
- Over 30 years of industry experience to serve you.

Training Design Reference Guide

How to combine instruments, video, and valid theory for meeting your training objectives

Training Topic & Pg #	SS - Self Survey FB - Feedback	Videos	Validated Theory
Management Values - Pg. 5 <ul style="list-style-type: none"> • How do Managers' personal beliefs about people impact the workforce? • Who Sets the tone for the work culture? 	SS - Managerial Philosophies Scale FB - Reality Check Survey	“Management Value & the Self-Fulfilling Prophecy”	Douglas McGregor's description of “Theory X” and “Theory Y” and Robert Rosenthal's work on the self-fulfilling prophecy combine to describe and measure managerial philosophy
Employee Involvement - Pg. 6 <ul style="list-style-type: none"> • Do Employees have access to the supports and resources they need for involvement? • What does motivation have to do with involvement? 	SS - Access Management Survey FB - Survey of Employee Access	“Access Management: Building a Support Structure for Involvement”	Jay Hall's star model of Access Management ensures employees' access to the five critical supports for involvement. Employee involvement is described in terms of the motivational significance of its components according to Abraham Maslow's Need Hierarchy.
Communications - Pg. 7 <ul style="list-style-type: none"> • For Building Trust, credibility, and productive interpersonal relationships. 	SS - Personal Relations Survey FB - Management Relations Survey FB - Team Effectiveness Survey	“The Dynamics of the Johari Window”	Joseph Luft and Harry Ingham's Johari Window model of interpersonal relationships is described and measured in terms of exposure and feedback solicitation.
Motivation - Pg. 8 <ul style="list-style-type: none"> • What Motivates employees? • What can managers do about motivation? • What does involvement have to do with motivation? 	SS - Management of Motives Index FB - Work Motivation Inventory	“Work Motivation: How Managers Can Make the Most of It”	Abraham Maslow and Fredrick Herzberg's motivational theories are synthesized to describe work motivation and job satisfaction.

Training Design Reference Guide - Continued

Training Topic & Pg #	SS - Self Survey FB - Feedback	Videos	Validated Theory
Empowerment - Pg. 9 <ul style="list-style-type: none"> • Power Motivation • Power Sharing • Power Style 	SS - Power Management Inventory FB - Power Management Survey	“Managing Power Productively”	David McClelland’s description of power motivation is coupled with Robert Blake and Jane Mouton’s Model of power style and the sharing of power.
Team Building - Pg. 10 <ul style="list-style-type: none"> • Team Communications • Team Leadership • Team Decision Making 	<u>Group Survey</u> Team Effectiveness Survey	“The Dynamics of the Johari Window”	Joseph Luft and Harry Ingham’s Johari Window model of interpersonal relationships is described and measured in terms of exposure and feedback solicitation.
	SS -Styles of Teamwork Inventory FB - Teamwork Appraisal Survey		Leader/group effectiveness is described and measured in terms of the Blake/Mouton grid format.
	<u>Group Exercises</u> <ul style="list-style-type: none"> • NASA Moon Survival Task • 12 Angry Men 	“Managing the Four C’s of Group Effectiveness” “Force Field Analysis for Problem Solving and Planning for the Future”	Jay Hall’s extensive group problem-solving research in terms of Four Cs - commitment, conflict, creativity, and consensus as a decision rule - is presented with a self-confirming exercise.
Management and Leadership Style - Pg. 11 <ul style="list-style-type: none"> • What is your style? • What is the most productive style and how do you close the gap? • How does style promote or interfere with employee performance? 	SS - Styles of Management Inventory FB - Management Appraisal Survey		Robert Blake and Jane Mouton’s managerial grid model of style and the people/production interface in the workplace is presented in measurable form.
	SS - Styles of Leadership Survey FB - Leadership Appraisal Survey		
	SS - Manegment Styles Inventory FB -Manager Style Appraisal		Jay Hall’s Style Parallax model of people/ performance priorities and the constellation of behaviors comprising style is described and measured.
Maximizing Organizational Performance - Pg. 12	SS - Participative Management Survey FB - Employee Involvement Survey		

Self Survey

MPS

Managerial Philosophy Scale	\$13.50 SN: 5111
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High-achievers from 16,000 cases.

The MPS, carefully researched and validated in a study of 16,000 people, has proven to differentiate among high, average, and low-achieving managers. The MPS assesses an individual's relative adherence to both **Theory X and Theory Y** premises, thereby translating McGregor's classic concept into a personally relevant application. This profile, when compared with RCS data, provides invaluable insights into how to manage people most effectively.

Co-worker Feedback

RCS

Reality Check Survey	\$12.00 SN: 5121
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Allows workers to give a candid view of what it takes to motivate them.

Part I of the RCS allows co-workers to describe the working conditions needed to do their best work. Part II reveals what co-workers perceive the manager to believe about them and the workplace. This valuable information enables managers to test their assumptions or beliefs about the nature of people and work. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video Support



Management Values	\$225.00 SN: 5141
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Clearly illustrates how a manager's practices relate to their personal beliefs.

45 Minute Video: A manager's practices are an outgrowth of their personal beliefs and assumptions about the basic nature of people at work. These beliefs set in motion a self-fulfilling prophecy that re-enforces one's behaviors. This outstanding video for the first time, combines McGregor's **Theory X and Theory Y** model of the nature of people and work with Rosenthal's work on the **Self-Fulfilling Prophecy**. The model is portrayed using dramatization and vignettes to provide a clear understanding for the viewer. Includes instructions for scoring/interpreting the MPS and RCS. (45 minutes)

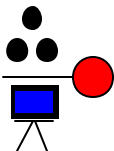
Group Exercise



The Harwood Dilemma	\$15.00 SN: 5131
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The definitive exercise combining Theory X - Theory Y with the "Self-fulfilling Prophecy".

Being an effective manager requires a self-awareness of one's own values and beliefs. The Harwood Dilemma addresses the issue of managerial beliefs and assumptions by combining the classic **Theory X - Theory Y** with the **Self-Fulfilling Prophecy**. Include the Reality Check Survey and provide a highly beneficial four hour session. (Comprehensive 19 pg. Leader's Guide: \$24.95) (Companion video: *Management Values and the Self-Fulfilling Prophecy*)



Module 1 Management Values Leader's Guide	\$35.00 SN: 5151
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Self Survey

AMS

Access Management Survey \$13.50
SN: 5211

A socio-technical approach to providing opportunities for involvement.

Are managers truly providing opportunities for involvement? Or, are they denying access to the crucial supports needed for involvement? The AMS gives managers information on how effectively they manage the socio-technical aspects of work. It profiles the degree to which they ensure employee access to five critical supports for involvement: (1) the problem itself, (2) the people involved, (3) needed information and resources, (4) emotional and procedural supports, and (5) the solution. Provides essential data for sustaining employee involvement over time. Normative data based on response of 1,629 managers.

Companion Feedback

SEA

Survey of Employee Access \$12.00
SN: 5221

Provides managers with information that can be used to increase involvement.

How well one balances the socio-technical aspect of work is a function of how their people view the opportunities for involvement. The SEA provides the manager with this vital information and acts as a springboard for discussion and change. Normative data based on N= 4,680. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video Support



Access Management \$225.00
SN: 5241

Video teaches everything about providing support.

How involved are your employees in creative decision making? How often does the manager provide opportunities for people to have access to the problem, information, people, emotional supports, and solutions required for creative decision making? Translating theory into action, this video develops Hall's widely acclaimed **Star Model of Access Management**. Managers see how to open communication channels and initiate collaborative systems throughout their organization. Includes instructions for scoring/interpreting the **AMS & SEA**. (40 minutes)

Video & Group Exercise



Force Field Analysis Problem Solving \$225.00
SN: 5243

Video teaches problem solving strategies to take control of the present and future.

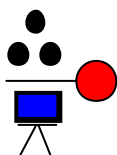
The classic problem-analysis technique of Kurt Lewin's Force Field Analysis is fully explained and clearly illustrated with various problem-solving strategies. The viewer learns a process for identifying, analyzing and solving many of the chronic problems found in today's organizations. Dr. Lewin's technique is a simple yet powerful method for taking **control of the present, predicting the future, and bringing order to the problem-solving process. (10 min.)**



The Effective Organization \$15.00
SN: 5231

Identifies specific practices needed to make involvement meaningful.

Participative management is the most powerful concept in the field of management. This exercise centres around managerial "gatekeeping" and identifies specific practices needed to make involvement meaningful and productive. Emphasizes individual management and their effect on productivity via employee involvement.



Module 2 Employee Involvement - Leader's Guide \$35.00
SN: 5251

Self Survey

PRS

Personnel Relations Survey	\$13.50 SN: 5311
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Accurately accesses how leaders communicate with others.

Continues to be our most popular feedback instrument. The PRS is an easy-to-complete survey that helps managers assess how well they communicate with employees, colleagues and supervisors. Based on the popular Luft & Ingham **Johari Window**, this feedback instrument evaluates current strengths and weaknesses of one's interpersonal style. Normative data enables the manager to compare their scores against 13,373 other managers.

Co-Worker Feedback

MRS

Management Relations Survey	\$12.00 SN: 5321
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"Real world" feedback of communication styles from co-workers.

How we communicate with others and how they perceive us is of vital importance to effective management. Based on the popular Luft & Ingham **Johari Window**, the MRS enables the receiver to "hear" those precise observations from others which often lead to vastly improved communication and consequently, better working relationships. Normative data conversion tables based on N = 28,507. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video Support



The Dynamics of the Johari Window	\$225.00 SN: 5341
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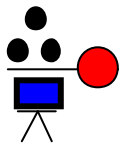
An easy to understand model showing how we communicate with others

Demonstrates with vignettes the four basic styles described by the **Johari Window** model of interpersonal processes. The model gives structure and helps us to understand the way we communicate with those around us, and the impact of our communication style on others. Includes instructions for scoring/interpreting the **PRS** & **MRS**. Double its use with teams using the **TES**. (Preview \$15) (32 minutes)



For The Sake Of Partnership	\$225.00 SN: 5343
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The stimulus-video is a "role-play" case designed to "smoke out" the participant's feelings regarding four different communication styles.



Module 3 Communication - Leader's Guide	\$35.00 SN: 5351
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*** Sales Training Program**

By replacing the PRS and MRS with two related assessments; the Sales Relations Survey and the Customer Reactions Survey, you can redesign the Communications module into a dynamic sales professional development workshop.

Sales Relations Survey	\$13.50
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Customer Reaction Survey	\$12.00
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Self Survey

MMI

Management of Motives Index \$13.50
SN: 5411

How one's beliefs relate to what motivates them—based on data from over 36,000 cases.

An enlightening look at the classic models of **Maslow and Herzberg** in relation to motivation. Through an honest examination of their beliefs and behaviors, managers discover how much emphasis they place on each level of the **Need-Hierarchy** - and how approaches to motivation result from personal beliefs on why people work. Provides a comparison of one's beliefs with data from over 36,058 individuals.

Co-Worker Feedback

WMI

Work Motivation Inventory \$12.00
SN: 5421

Reveals exactly how an employee is motivated.

Uncovers a custom "personal motivational profile" of the motivation needs of the individual as seen by that individual. A comparison of the WMI with the MMI reveals what conditions the employee feels are important vs. the motivational support provided by the manager. Aligns motivational needs with daily activities. Normative data based on N = 36,058. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video Support



Work Motivation \$225.00
SN: 5441

Reveals the connection between human needs, work motivation and job satisfaction.

Stirring graphics and real life vignettes dramatize the connection between human needs, work motivation and job satisfaction. This novel combination of Maslow's *Need-Hierarchy* and Herzberg's *Hygiene-Motivator* theories helps managers understand the motivational process and their role. The finest in the industry. Includes instructions for scoring/interpreting the MMI & WMI. (42 minutes)

Video & Group Exercise



People at Work \$225.00
SN: 5443

Shows in a real life manufacturing facility how disruptions impede progress.

A dramatic portrayal of everyday life on the job. This video depicts disruptions in the work group when people's needs are not being met. Realistic and relevant, *People at Work* acts as the stimulus for the widely acclaimed group exercise Conflict at Trojan. (18 minutes)



Conflict at Trojan \$15.00
SN: 5431

Exercise—using People at Work—illustrates the motivational process.

Video Required. This lively exercise (using the video, *People at Work*) provides experience in diagnosing motivational symptoms in an organizational setting and produces a comprehensive overview of the motivational process.



Module 4 Motivation - Leader's Guide \$35.00
SN: 5451

Self Survey

PMI

Power Management Inventory \$13.50
SN: 5511

Managers discover their own power motivations & power style.

The PMI enables leaders/managers to assess their own power motivations and power style. Part one examines personal motivations for power, including the needs for impact, strength, and influence that guide their behavior. Part two analyzes the power style of the individual, determining if one keeps the power, shares the power, or avoids using power. The result is an understanding of exactly how to get the most out of people in the empowerment process. Normative data based on N= 4,284.

Co-Worker Feedback

PMP

Power Management Profile \$12.00
SN: 5521

Reveals how the managers use of power effects morale.

The PMP gives managers feedback about how their approach to power is viewed by those around them. It further produces a statement of the morale that exists in the workplace as a function of the manager's use of power. The PMP also provides a structure for discussions about how the manager's use of power is perceived. Normative data based on N= 14,307. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video Support



Managing Power Productively \$225.00
SN: 5541

Fast-paced video teaches why managers want power and how to use it.

This exciting, fast-paced video shows managers how to promote higher morale and productivity by empowering employees to make decisions, exercise their judgment and act accordingly. Managers learn about power motivation - the reason one wants power, as well as power style - how one uses power. Includes instructions for scoring/interpreting the **PMI** and **PMP**. (41 minutes)

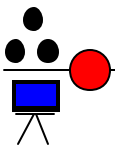
Group Exercise



Co-Worker Relationships \$15.00
SN: 5531

Participants practice how power dynamics impact managerial behavior.

Influence and the dynamics of power is a core issue in determining both managerial and organizational competence. This group exercise provides an in-depth look at one's personal view of power dynamics and how it impacts one's managerial practices. Used with the PMI and the PMP, it creates an insightful and comprehensive four hour training session. (Comprehensive 19 pg. Leader's Guide: \$24.95) (Companion video: *Managing Power Productively*)



Module 5 Empowerment - Leader's Guide

\$35.00
SN: 5551

Video & Group Exercises



Twelve Angry Men - Henry Fonda Version

Buy at Amazon or Blockbuster



12 Angry Men

\$15.00
SN: 5631

The movie was a classic—and now the exercise is becoming one.

A consensus decision making exercise built around the classic movie *Twelve Angry Men*. The outstanding dramatic portrayals in the movie depict numerous examples of human behavior within groups. This study of group dynamics is a self convincing exercise proving the potential of group decision making. Combined with Group Barrier Analysis and TES, it creates an unforgettable full-day training experience.



Group Barrier Analysis

\$15.00
SN: 5633

Shows precisely how important every member's input is to a team decision.

Companion to both the NASA Moon Survival Task or the 12 Angry Men exercise, the Group Barrier Analysis provides an opportunity for feedback on the contributions of individual team members in the decision making process. Members rate themselves and other team members. The resulting profiles serve as a remarkable starting point for group discussion and feedback. (Companion Video: *Managing the Four C's of Group Effectiveness*)

Optional Consensus Exercise



Nasa Moon Survival Task

\$15.00
SN: 5635

Clearly demonstrates the wisdom in group vs. individual decisions.

The NASA Moon Survival Task has been used in countless research projects and its results prove the potential of group decision making. It lays to rest the "individual vs. group" controversy regarding decision quality, and generates valuable group diagnostic data. The Manned Spacecraft Center's expert solution to the problem affords immediate assessment and feedback on individual and group performance. (Companion video: *Managing the Four C's of Group Effectiveness*)



Video Support

Managing the Four Cs of Group Effectiveness

\$225.00
SN: 5641

Groups function as their members make them function.... for better or worse! This video clearly illustrates the common pitfalls characterizing groups and presents fail-safe alternatives. It offers an in-depth blueprint for managing commitment, conflict, creativity, and consensus - the Four C's of group effectiveness. Whether the audience is comprised of leaders/managers or group members-at-large, this video is essential for all who work in groups. Includes instructions for scoring/ interpreting the NASA Moon Survival Task. (Preview \$15) (31 min.)

Group Survey



TES

Team Effectiveness Survey

\$13.50
SN: 5661

Produces data that rates how effectively a team communicates.

The TES focuses on individual and team use of the Exposure and Feedback processes of the **Johari Window**. It provides a comprehensive overview of how effectively a team functions. Members rate themselves and other team members. The resulting profiles serve as a valuable starting point for group discussion and feedback. (Theory video: *The Dynamics of the Johari Window - see communication section*)



Module 6 Group Decision Making -Leader's Guide

\$35.00



Self Survey

MSI

Management Styles Inventory

\$13.50
SN: 5711

Managers evaluate behavior styles and compare results with 13,446 managers.

Powerful analysis of management behavior according to the profiles of Hall's Style Parallax model of People/Performance issues: Developer, Manipulator, Taskmaster, Comforter, and Regulator. Enables the manager to evaluate their style against a backdrop of research and a comparison with over 13,446 other managers. Provides profiles in four components of managerial style: Philosophy, Planning & Goal Setting, Implementation and Evaluation.

Co-Worker Feedback

MSA

Manager Style Appraisal

\$12.00
SN: 5721

Creates an awareness of a managers style and the effect it has on others.

Reveals the manager's style and effectiveness as perceived by recipients of their managerial behavior. This valuable information creates an awareness of the impact the manager is having on others and points the way for discussion and change. Normative conversion tables based on data from over 25,993 co-workers. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video Support



Productive Management: A Matter of Style

\$225.00
SN: 5741

In-depth explanation of Hall's Style Parallax Model of People / Performance Issues. Creates for the manager an understanding of the benefits and pit-falls of each management style. With real-life vignettes this video dramatizes the impact of each of the five styles: Developer, Manipulator, Taskmaster, Comforter, and Regulator allowing the viewer to proceed toward more effective managing. Includes instructions for scoring / interpreting the MSI & MSA (Preview \$15) (36 min.)

Self Survey

SLS

Styles of Leadership Survey

\$13.50
SN: 5713

Shows leaders how to relate their behavior to on-the-job situations.

Based on the Blake-Mouton *Managerial Grid*, the SLS yields a total score for each of the five styles 9/9, 5/5, 9/1, 1/9, 1/1. Normative data and conversion tables, N = 2,844 afford personal comparison with both the average leader and the theoretical goal. The SLS provides managers with a way to relate their behaviour to their on-the-job practices and to discover areas that need to be changed.

Co-Worker Feedback

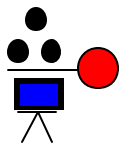
LAS

Leadership Appraisal Survey

\$12.00
SN: 5723

Scientifically based survey generates views on how leaders are perceived.

Also based on the Blake-Mouton *Managerial Grid*, the LAS generates valuable feedback about the way the leader's practices are viewed by those they lead. Participants compare this data with their scores from the SLS for an eye-opening look at their own effectiveness. Normative data and conversion tables based on N = 3176. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.



Module 7 Management Style - Leader's Guide

\$35.00
SN: 5751

Self Survey

PPS

Productive Practices Survey

\$13.50
SN: 5811

Measures the effectiveness of a managers style.

The PPS measures the degree to which the manager employs practices that research has shown lead to higher quality, increased productivity and a healthier work environment. It pinpoints how the manager is influencing those conditions necessary for overall organizational productivity, and how their practices impact morale and health within the organization. Includes comprehensive instructions for conducting feedback sessions to discuss the manager's managerial practices. This instrument serves as a road map for professional and personal development. Normative data based on N = 1000.

Co-Worker Feedback

SMP

Survey Of Management Practices

\$12.00
SN: 5821

Compares manager's assessment of themselves with how others see them.

The SMP provides the manager with valuable feedback about the manager's practices in supporting a productive environment. It generates scores that the manager may directly compare with their self-assessment (PPS) and suggests practices that others would like the manager to use. Normative data based on N = 1000. We recommend a minimum of 3 feedback instruments for every self survey to maximize effectiveness.

Video & Group Exercises



The Competence Process

\$225.00
SN: 5841

Comprehensive portrayal of Hall's brilliant and acclaimed theory.

An exciting and dramatic presentation of Hall's model of organizational competence and productive management. The key elements of the Competence model (Collaboration, Commitment, Creativity), and supports for each are illustrated. Also presents the findings of the extensive research validating this classic model. Enables viewers to understand and immediately apply Hall's model on the job. Includes instructions for scoring/interpreting the PPS and SMP. (Preview \$15) (58 min.)



Quality Crunch at Rockport

\$15.00
SN: 5831

Rated "Outstanding" by ASQC attendees

Through case study and group exercise, participants have an opportunity to apply the *Competence Process* model and gain insights into quality initiatives and process improvement using Collaboration, Commitment, and Creativity. Rated "outstanding" by ASQC attendees. Coupled with the PPS and the SMP, this four hour design provides an invaluable perspective of the Conditions for Competence in the workplace.

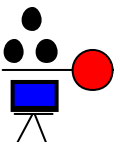


Organizational Targeting

\$15.00
SN: 5833

STOP-START exercises determine the steps for organizational improvement.

Participants assess the degree to which they personally employ practices which create and support the conditions for competence. Then the group performs a STOP-START exercise and determines the steps needed to improve the organization's climate.



Module 8 Maximizing Organizational Performance - Leader's Guide