

Leadership topic of Reddin's address to AACUSU

By DERWIN GOWAN

"Leadership is looking the situation over and getting the group together and also where it wants to go, and not necessarily where the leader wants it to go. The best leader is rarely seen," stated W.S. Reddin at last weekend's Atlantic Area Conference of University Student Unions. He is a former University of New Brunswick Professor, and is a

business consultant of international acclaim as well as an expert on the subject of organizational design.

To him, leadership is not the ability to manipulate people, but a person who accepts the Alcoholics Anonymous motto: Accept what cannot be changed, the courage to change what should be changed, and the wisdom to recognize the difference.

He described the Toronto

Symphony Orchestra as a well-organized body. They have lots of feedback, the members are well-trained, motivated and know what their function is. The leader is also willingly followed and acknowledged. Reddin said that corporations might look to orchestras and similar bodies to get some ideas on how to organize.

Not all organizations need to be a pyramid with a boss at the top, Reddin said. There should be

interchange between different members of the organization, and one person should have several functions.

A University should be organized this way, he went on. Use should be made of team teaching, and inter-disciplinary teaching.

"If you want to kill a guy, give him a job that doesn't exist," he said, referring to the number of businessmen who have heart attacks at an early age. A position should not be created if it is not needed. Don't have two layers of management when only one is necessary. Organizational charts are not much help either. Reddin said that these do not solve problems, but simply relieve anxiety. They often look good on paper, but that is all there is.

He said there is no real difference between work and play, except that it is work when improperly organized. We should look at a hockey game to see good organization. An organization that needs a co-ordinator is likely poorly organized.

To determine how a group should be organized, we must not look at paper, but at the real thing. First of all objectives must be determined, Reddin said. Find out what condition will change if the organization changes. The purpose of setting up an organizational committee, after all, is to bring about change, he said. Then look at the critical issues and plan your strategy. Find out what the organization depends on. It is usually one or two things, according to Reddin, although not the same things for every situation.

Sometimes, he said, inter-communication between all members of the group may be necessary, other times, a pyramid of authority may be in line. The output of any position should be "crystal clear," Reddin said. He said one must determine what will happen when a man in this or that position does his job well.

Reddin then went into job training. According to him, the objective of job training is not to impart technical skills, but to bring about behaviour changes.

The requirements of a job should be stated and the job judged by them. As an illustration, he said that the purpose of a mechanic is not to learn machine maintenance, but machine availability. The purpose of a salesman is not to make sales calls, but to make sales. The object of a minister is not to attract church members, but to lead them to the Christian way of life.

He reiterated that problems are often evaded by creating new positions.

Participation and power sharing are desirable under two conditions, he said, when improvements will be made or to facilitate implementation to be carried out. Proper power distribution is important, that is whether it be diffused or concentrated, he concluded.

This was followed by a question and answer period.

The first questioner suggested that when authority is not concentrated or clearly defined, a pecking order will be established anyway. Reddin said yes, but it would tend to be the pecking order according to the group's needs. The right roles need to be distributed to the right people. Also, positions should be flexible.

When there is a constant interchange of ideas, the next person asked, who makes the decisions in a consulting firm, meaning the one Reddin worked for. The reply was that the directors trust one another and agree.

Reddin said that he never saw a job that could not be described, as long as it has measurable outputs which are physical or otherwise.

He would like to see student unions with more overlapping terms and positions that would be constantly changing and improving. More educational programs, conferences like these, and leadership seminars should be included, he went on. He said the best way for the Students' Representative Council to provide leadership for smaller campus organizations is for it to be run properly itself.

The next question concerned power distribution. The questioner said that before power could be distributed, it had to be first acquired. However, SRC's do not always have power. Power often comes with a person's maturity, he went on. He wanted to know how power is acquired and developed on a local, regional, or national level.

He was told that power acquisition often meant a lot of public relations work and directly radical action against inert bureaucracy. This meant mass involvement. "Are you noisy or polite, or do you really mean it?" he asked. He said one must ask what investment one has in power acquisition. A superstructure cannot be built on a weak basis. For power on a regional basis, one needs to stabilize local units. Longer and overlapping terms for leaders would also help, he said. One possibility brought up was that the SRC vice president of one year would be the president elect for the next. He concluded, unpredictability scares bureaucrats. Therefore, emotionalism and unpredictability should be pumped in to attract attention. For example, he used the case of the fee strike at an Ontario university.

This was challenged by the last questioner who said that Atlantic universities seem to be the most conservative in Canada. Therefore, he said, if a fee strike, as the one Reddin mentioned failed in Ontario, it likely wouldn't go over in the Maritimes either. The answer to this was simply the fee strike failed because it was poorly organized, and it could succeed here if properly organized.

Changes in student loans program discussed at conference

By DERWIN GOWAN

Representatives of the Maritime Provinces' student aid agencies were present at last week's student union conference for a question and answer period.

The first concern was what changes are foreseen in the bursary or Canada Student Loans programs in the near future. Although the Council of Maritime Education Ministers is presently studying the program, no drastic changes are foreseen for the near future. This council has recommended a federal-provincial meeting to study the situation. It is not certain whether or not there will be student representation at this meeting. In Nova Scotia, there is an ongoing advisory board to the Minister of Education which has student representation. In PEI, there is no need for student representation, it was said. There is one university and one community college. This is small enough for students to go directly to the aid people without the help of a special committee.

They are not sure whether or not the Maritime Higher Education Commission will adopt a more unified approach to student aid, or whether each province will keep its own program. However, they did say that there are faults with the present programs.

They are also not sure where the money will come from when student fees are increased. It could come from the federal government in the form of increased loans or bursaries. There will be student involvement through the advisory board in Nova Scotia. On the island, once again, students can come in and talk it over.

There has been provision made for student representation in New Brunswick, but there seems to be little interest shown. Also there is the Youth Advisory Board, although there is no student representation here except on the post graduate level.

The subject of students leaving their native province to take up studies was brought up as well. One person suggested that, whereas, due to the proximity of the Maritimes, and students from one province often attend university in another, the loans and bursary people should visit all three provinces. In New Brunswick, apparently, there was not enough time to visit all the campuses in this province last year. In Prince Edward Island, where 50 per cent of all students eventually leave for another province, they keep in close contact with the rest of the Atlantic region. When you change from one province to the other, you get the bursary from the province in which you reside.

The reason for having appeals as late as October is that they are still in the process of taking care of the main stream of applications in September.

With respect to student loans, a student is considered independent when he or she is married, has a degree, attended an institution for four years, or has worked at least two twelve month periods. The cost of education, according to the government, is to be primarily borne by the family, for the first degree at least. One person suggested that this needs to be changed, as most parents do not support their offspring through

four or five years of university. Therefore, the government is being unrealistic.

In New Brunswick, with the total loan and bursary, a student can obtain a total of \$1700 and in Nova Scotia \$2400. What will be done when enrolment fees increase, someone asked. The answer was that in this province, only 1700 people qualified for the total \$1700, so there is still room for expansion before the parameters have to be increased. With the cost of loans going up, it was suggested that bursaries be increased. This was acknowledged as a good idea, but it seems that is still in the future. There has been a proposal to increase the New Brunswick bursary by \$1000, making the total available assistance \$2400.

The next person suggested that Maritime representatives get together, as Ontario and British Columbia students get more loans and bursaries, yet there is better summer and full time employment opportunities open to them as well. The answer to this was that there was politics involved. The government has a certain amount of money available for bursaries, and when this runs out, then we should make strong representations to the federal government. They could make more loans available to the Maritimes, instead of less. As it stands now, the federal government provides no money for the bursary programs. The amount of aid supplied by the federal government was described as "peanuts". They back the loans for four years, which, if all students are honest, costs them nothing. Also, they pay the interest while you are attending university, and for six months afterwards.

Scottish dancers plan program

The Fredericton Scottish Country Dance group is sponsoring a special weekend program in the Tartan Room, Memorial Student Centre, Fredericton Campus, October 11-13.

Guest teacher for the special Scottish Country Dance Weekend is Mr. Geoffrey Selling of Moylan, Pennsylvania. Dancers from Montreal, Boston, Halifax and Saint John are expected to join members of the Fredericton group for this special weekend program.

A Welcome Dance will inaugurate the weekend schedule Friday

evening, 8-11 p.m. Saturday morning and part of Saturday afternoon will be devoted to technique classes for dancers at all levels. There will be a general class from 3-4 p.m. Saturday followed by the Fifteenth Anniversary Dinner-Dance at the Lord Beaverbrook Hotel that evening, 7 p.m.

Sunday's activities begin with a two-hour general class at 10 a.m. Brunch at 1 p.m. will conclude the weekend program.

Further information about the

program, fees and registration procedures are available from Gale Cragg at 455-5361 or John Ross at 472-7462.

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