



# INDUSTRIAL RELATIONS CONFERENCE

'RESTRUCTURING AND CULTURE CHANGE TO  
MEET TODAY'S REALITY'

CONFERENCE REPORT

March 3rd, 1994. Burlington Hotel, Dublin.



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## Introduction

How organisations, employees and their representatives cope with the changes they face in today's demanding competitive business environment was the central concern of IRN's first industrial relations conference. The conference was aimed at employers, trade unionists and others involved in the broad field of industrial/employee relations. It was centred around two case studies - Waterford Crystal and Aer Lingus - with a number of key guest speakers also addressing the conference theme: 'Restructuring and Culture Change to Meet Today's Reality.'

The ultimate aim of the change process is to create an environment which helps to facilitate organisations in their effort to adapt and change more organically, thus avoiding the trauma which surrounds crisis induced change. Perhaps the key question to emerge from the conference is whether crisis is a necessary feature of major organisational industrial relations restructuring. Or, alternatively, is there some way in which organisations can be induced into making changes well in advance of crises developing, making interventions into industrial relations and restructuring things in such a way that crises perhaps might even be avoided in the longer term?

The format of the conference is outlined overleaf.

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