

OPENING ADDRESS

TO

MIDCAREER COURSE NO. 33

23 AUGUST 1972



WELCOME, ladies and gentlemen -- particularly as you head into the most important part of your career. You are now entering -- from the Agency viewpoint -- the most productive years of your career; you have spent a decade or so gaining experience and now have reached the so-called middle management level where you will be the decision-makers, using your experience and your training to guide you. Like the majors in the Army, it is you who make the organization run.

Your selection to attend this course is a mark of confidence from your supervisors - we think you have the potential for greater things, greater duties, greater responsibilities. You have become specialists in your own area; now the Agency wants you to broaden your outlook, learn about other areas, so you will be more effective managers for the future. I urge you to take advantage of this opportunity. Broaden your horizons in this course and keep an open mind to the changes around you.

The world is changing, the nation is changing, the intelligence community is changing, the Agency is changing. But change for

change's sake is not necessarily helpful. Where it is change for the better, we must welcome and adapt to it. The change of progress is welcome; the change of fickleness is a millstone on the path to progress. In your time you will have to select those changes which truly represent a forward movement.

The Agency is investing a lot in this course, not only your time and talents but those of 60 or 70 speakers from within and without our organization. Your course chairmen have arranged for an intensive and, we hope, effective array of top Agency talent to speak to you. I hope you will derive benefit and knowledge from these speakers as they share their experience with you and as you share your experience with one another. You are the future of this Agency and perhaps will in some measure secure the future of our country.

Much is changing around us, but the permanent values that give meaning to life for most of us do not change. We must strive for better and greater results in handling people, money and things. In the future it is highly probable that we shall be asked to do more with less resources. This will demand more from each of us.

The Director and all of us need your help, your enthusiasm and your contribution to a better and more effective Agency.

For example, economic intelligence is assuming a new importance. The great problem of the international narcotics trade is before us in all its aspects, including the slanderous and false charges of Agency involvement. As the Director has said, such charges are "arrant nonsense".

Imagination and flexibility will be required along with professional competence and courage -- that quality which is the guarantee of all the others. Priority requirements will grow rather than diminish. We will be challenged in the years ahead. Let us be worthy of that challenge, for our future depends on our answer.

I have been with the Agency for six months now, after thirty years in Army and Defense Intelligence, and if I were to sum up my impressions of the Agency after six months, I could do so in one word -- REASSURANCE. -- because of the professional and technical competence, dedication, continuity and enthusiasm I have found here. You are the grounds for that reassurance.

So I congratulate you on having been chosen to attend this course. I know you will achieve its objectives, that you will broaden your horizons and will be worthy of the future you will help to shape.

WELCOME ..... ①  
MST | MPT | CA | AFIC  
AG, Most Productive years,  
USpent Decade → Exp.  
NOW + Mgmt. ~~Use~~ Decision Makers  
use Exp + Tiq to Guide,  
Your Selection. Mgt. Cont. Super's  
Potential Grwth exp, det. resp.  
You Specialists, NOW Ag < a reg  
learn other Areas = more  
effective managers → future  
Urge you use opp. Max.  
◀ Horizon open Mind Changes  
ASU 1 40.  
World changes, NATION changes,  
Int'l Com. changes, Ag. changing

CHANGE FOR CHANGE NOT NECESS HELP.  
CHANGE FOR better - Welcome & adopt  
change of Progress - Welcome  
Change of frequency = milestone →  
In UP Time you select changes  
that truly help. → NIVHT,

AGENCY INVEST LOT IN COURSE  
NOT ONLY W. TIME & talents but those of 10/  
Speakers IN/OUT Agency & your course  
CHAIN. Arranged intensive we hope  
effective array of top Ag. talent to  
speak to you. I hope you benefit  
& knowledge from Spks as they  
share their exp. with you & you one another  
you are future of agency and in some measure  
not only its future but that of us depend on you  
much changes around us. Perm values  
that give meaning to life to most of us  
do NOT change.

We must strive betr results handling  
people, money, things. IN FUT highly  
prob asked to do more with less  
resources. will demand more of us  
of us.

Direct. of US need your help. Either  
Contrib to better more effective CIA

EG. Econintel → <sup>IMACE</sup> ~~Gr~~ Prob Nav Trade<sup>3</sup>  
before us in all aspects incl  
False & Slanders vs charges CIA involvement.  
As Direc Said Arise nonsense -

IMAG + Flexib will be req. + Profession  
Comp + Courage. Qual guarantee of other,  
Priorities & results → NOT →

we will be challenged as never before  
in years ahead. <sup>It will be</sup> worthy  
for our future depends on how we had'ed.

I Agree 6 mo. after 3ays Army + Def  
It Sum up.

Professional + Tech. Comp. dedication  
continuity + enthusiasm I find  
here. you are ground for the team

So Congratulate you on choice  
to attend this course. I know  
you will achieve its objectives  
you will <sup>winners</sup> and be  
worthy of the future you will  
help to shape