

CONFIDENTIAL

Approved For Release 2000/05/08 : CIA-RDP78-04092A000300130002-9

*Support Services*

SECOND WEEK

1 - 5 November 1965

The Managerial Grid Seminar

Sunday, 31 October 1965

1700-1745	Social hour	
1745-1900	Dinner	
1900-1930	Introduction and Orientation to Seminar	
1930-2130	<u>Team Activity</u> : Managerial Grid Multiple-Choice Test	*p(GT 1) *n(GT 3a)
2130-2200	Individual and team scoring of Grid Multiple-Choice Test Answers	*h(GT 4) h(TE 30,36)
2200-2215	<u>Lecturette</u> : Start-Pathway-Goal-Critique	

DOC	<u>2</u>	REV DATE	<u>28 DEC 1981</u>	BY	<u>029/25</u>
ORIG COMP		QMI	<u>11</u>	TYPE	<u>01</u>
ORIG CLASS	<u>S</u>	PAGES	<u>19</u>	REV CLASS	<u>2</u>
JUST	<u>22</u>	NEXT REV	<u>2011</u>	AUTH:	HR 70-2

\*n - Notebook material; p - Pework material; h - Handout material

Approved For Release 2000/05/08 : CIA-RDP78-04092A000300130002-9

CONFIDENTIAL

CONFIDENTIAL

Monday, 1 November 1965

0800-0930	<u>Team Activity:</u> Team effectiveness critique of Grid Multiple-Choice Test activity	n(TE 31) n(MGT 5)
0930-1000	<u>General Session:</u> Post team effectiveness wall charts	
1000-1130	<u>Lecture:</u> The Managerial Grid with emphasis on the Management of conflict and on Dominant and Backup Managerial Styles	
1130-1200	<u>General Session:</u> Summary of individual answers to Self-Examination (white) booklet from prework	p(MG1-2) n(MG1-7)
1200-1215	Introduction to <u>Floyd Sheffield</u>	
1215-1330	Lunch	
1330-1700	<u>Team Activity:</u> Analyzing managerial styles of characters in <u>The Situation Confronting Floyd Sheffield</u>	n(FS 3a) p(FS 1) h(FS 2,5a, b, c, d, & e)
1700-1730	<u>General Session:</u> Individual and team scoring of <u>Floyd Sheffield</u>	h(FS 4a, TE 30)
1730-1830	Dinner	
1830-1930	Social-Recreation	
1930-	<u>Team Activity:</u> Team effectiveness critique of <u>Floyd Sheffield</u> performance	n(TE 32)

Tuesday, 2 November 1965

0800-0830     General Session: Newsprint exchange  
                  across teams on Floyd Sheffield critique

0830-0845     Lecturette: Three Strategies for  
                  Exercising Authority

0845-1230     Team Activity: Step 1: Developing model     n(IB 6d)  
                  solution to Making Managerial Decisions     p(Inbasket)

1230-1330     Lunch

1330-1730     Team Activity: Complete inbasket.             n(IB 7)  
                  Step 2: Critique with wall charts com-  
                  pleted (30-45 minutes). Step 3: Assess  
                  individual managerial assumptions contained  
                  in Inbasket.

1730-1830     Dinner

1830-1930     Social-Recreation

1930-         Team Activity: Team effectiveness cri-  
                  tique

Wednesday, 3 November 1965

0800-0830	<u>General Session:</u> Newsprint exchange across teams on Inbasket critique	
0830-0845	<u>Lecturette:</u> Experimentation-Critique in Conflict Resolution	
0845-1045	<u>General Session:</u> <u>12 Angry Men</u> film	n(12AM 1, 3)
1045-1130	Individual judgements of managerial styles of <u>12 Angry Men</u> characters	h(12AM 2)
1130-1230	<u>Team Activity:</u> Judging managerial styles of <u>12 Angry Men</u> characters	
1230-1330	Lunch	
1330-1500	<u>Team Activity:</u> Complete team activity on managerial styles of <u>12 Angry Men</u> characters	
1500-1530	<u>General Session:</u> Individual and team scoring of <u>12 Angry Men</u>	h(12AM 4, 5) (TE 30)
1530-1730	<u>Team Activity:</u> Critique	
1730-1830	Dinner	
1830-1930	Social-Recreation	
1930-2000	<u>General Session:</u> Introduction to analyzing personal managerial actions and assumptions	n(KMO 3a, 5)
2000-	<u>Team Activity:</u> Analyzing personal managerial actions and assumptions	

Thursday, 4 November 1965

0800-0930	<u>Team Activity:</u> Continue analyzing personal styles	
0830-1000	<u>General Session:</u> Exchange across teams of a procedure for analyzing managerial styles	
1000-1230	<u>Team Activity:</u> Continue analyzing personal managerial styles	
1230-1330	Lunch	
1330-1730	<u>Team Activity:</u> Complete analyzing personal managerial styles	
1730-1830	Dinner	
1830-1930	Social-Recreation	
1930-1945	<u>General Session:</u> Exploration of Team Effectiveness - instructions	p(GT 6) h(TE 38)
1945-2115	<u>Team Activity:</u> New team task over 40 item Multiple-Choice test	
2115-2200	<u>Team Activity:</u> New team critique	
2200-2215	<u>General Session:</u> Individual and team scoring of 40 item test	h(GT 7) (TE 39)

Friday, 5 November 1965

0800-0845	<u>Team Activity:</u> Old team exchange regarding new team experiences	
0845-0930	Individual completion of <u>A Comparison Study of Personal Managerial Styles</u>	
0930-1015	<u>General Session:</u> Pre-Post comparison of Gray and Brown booklet data	n(MG-10) p(MG 3) h(MG 3, MG 3 (1))
1015-1145	<u>Lecture:</u> Organization Development Technique. Summarize MGC-2 (blue) booklet scores from prework.	p(MGC 2) n(MG1-8)
1145-1200	Summation from Seminar.	

SUPPORT SERVICES COURSE NO. 2

THIRD, FOURTH & FIFTH WEEKS (Room 803, 1000 Glebe)

Monday, 8 November 1965

0830-0900 Introduction to Logistics

0900-0930 Study Questions 10 through 23

25X1C 0940-1030 Sources and Procedures for Requisitioning  
Materiel [REDACTED] and Lead Time

5X1C 1040-1115 Property and Transfer, Documentation and  
[REDACTED]

1115-1200 Practical Problems in Requisitioning and  
Disposal of Property and Critique

1300-1350 Study Questions 63 through 81

1400-1600 General Real Estate Responsibilities;  
Overseas Living Quarters; Housing  
Allowances; Real Estate Reports.  
Practical Problems and Critique

1610-1645 Film - Safehouse Acquisition

\* \* \* \* \*

Tuesday, 9 November 1965

0830-0900 Study Questions 1 through 5

25X1C 0900-1030 Field Procurement - Small Station; Policy,  
Methods, Sources, [REDACTED]  
Practical Problem and Critique

1040-1200 Study Questions 24 through 44

1300-1530 Problems and Practical Exercises in  
Overseas Agency Vehicle Management  
and Critique

1540-1645 Procedures Relative to Shipment and  
Storage of Household Effects and POV

Wednesday, 10 November 1965

0830-1130 Study Questions 48 through 62  
and Study Questions Based on FHB 45-2

1230-1645 Type II Procedures and Review of Type II  
Sample Problem

\* \* \* \* \*

Thursday, 11 November 1965

H O L I D A Y

\* \* \* \* \*

Friday, 12 November 1965

0830-1200 Practice Problem - Type II

1300-1400 Critique of Practice Problem

1400-1645 Test Problem - Type II

\* \* \* \* \*

Monday, 15 November 1965

0830-0930 Shipment of Materiel Between Field  
Stations and between Field Stations  
and Headquarters

0940-1040 General Logistical Support Problems  
at a Field Station

1050-1230 Objective Test

1330-1430 Financial Support

1440-1530 Custodial Responsibilities

1540-1700 Financial Management of Projects



Tuesday, 16 November 1965

0830-1030 Cash Control Procedures  
1040-1200 Case Officer and Agent Accounting  
1300-1530 Cost Control Procedures  
1540-1700 Budget Responsibilities of Field Stations

\* \* \* \* \*

Wednesday, 17 November 1965

0830-1700 Class B Procedures

\* \* \* \* \*

Thursday, 18 November 1965

0830-1700 Class B Procedures

\* \* \* \* \*

Friday, 19 November 1965

0830-1700 Class B Procedures

\* \* \* \* \*

Monday, 22 November 1965

0830-1700 Class B Procedures

\* \* \* \* \*

Tuesday, 23 November 1965

0830-1230 Class B Procedures Test

1330-1700 Travel

S E C R E T

Wednesday, 24 November 1965

0830-1400 Travel

1410-1700 Travel Test

\* \* \* \* \*

Thursday, 25 November 1965

H O L I D A Y

\* \* \* \* \*

Friday, 26 November 1965

0830-1000 Field Funding Procedures

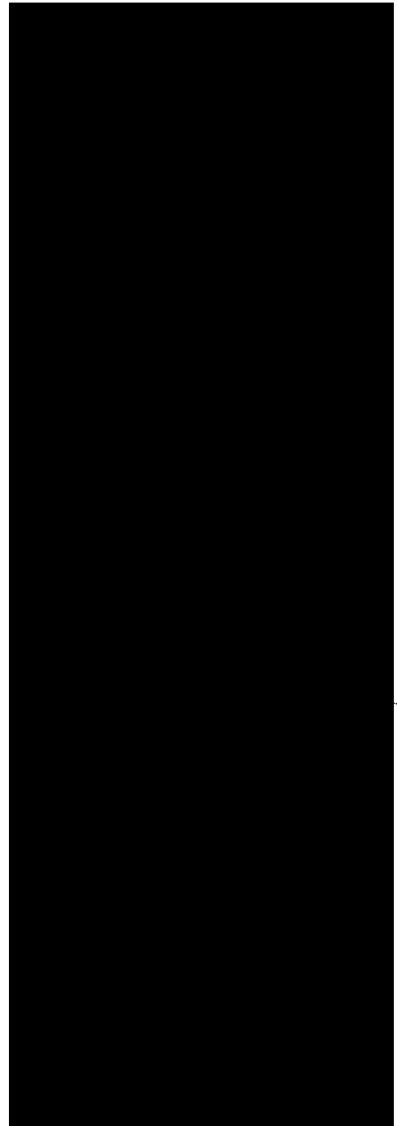
1010-1100 Certifying Officer Responsibilities

1110-1200 Payrolling

1300-1400 Critique - Travel

1410-1500 Critique - Class B Test

1510-1700 Critique of Course and Administration



S E C R E T

S E C R E T

SPEAKERS

25X1A



S E C R E T