 NTR-7783

31 July 1972

MEMORANDUM FOR: Deputy Director of Training

SUBJECT   :   Management Training Projects:
                     Progress Report #5

1. Senior Seminar

STATINTL

    a. We have provided ████████ with a brochure from Columbia
Pictures publicizing a TV cassette-based program on
management. It emphasizes lectures by persons associated
with Stanford University, University of Chicago, Harvard, etc.

    b. We now are somewhat puzzled as a result of the decision by top
management to have the Senior Seminar conducted but once a
year. The efforts of ISC to develop a one-week package for
Senior Officers, and our attempts to come up with a short
package on Leadership - which, together with the ISC material,
could serve as the "Senior Management Course" of interest
to Messrs. Colby and Coffey - appear now to be running against
the tide. If senior officers cannot be "sprung" for the Senior
Seminar, how on earth are we going to get them pried loose
for a "Senior Management Course"? Obviously OTR could
add the ISC week to the existing "Management Block" in the
Senior Seminar, squeeze in three days or so for the Leadership
bit, and thereby produce a "Senior Management Course" which
could be given inside the framework of the Senior Seminar or
separately if there is sufficient demand. This approach, which
I endorse, would take care of the commitment with respect to
the Senior Seminar (c.f. page 4 of the "Marching Orders")
except for "specific Agency problems" and "policy-making".

ADMINISTRATIVE - INTERNAL USE ONLY

Material on "principles of decision-making" is easily provided and can be expanded, if required, to something more useful by giving attention to decision-making practices. By October the Management Training Faculty will be able to put on a half-day or so covering the highlights of the Kepner-Tregoe system of decision-making. At some later date we expect to be able to focus more precisely on actual practices in the Agency (c.f. Para. 5 below). The big problem, it seems to me, is one of finding an audience for all of these management-related messages developed for the consumption of senior officers!

2. Midcareer

No new developments have occurred. We are aware of discussions concerning ISC input to this course and the possibility of dropping the Grid as an integral part of the course. Should the Grid be dropped, we can, if required, replace it immediately with our FSM, although this move will not suffice to meet the commitment made in the "Marching Orders" (c.f. bottom of page 3 and top of page 4). Considerable work will be necessary to re-tool the FSM to meet the requirements of the Midcareer Course. As a first step, we plan to monitor the first ISC presentation in Midcareer so as to avoid repeating, in the MTF segment, abstractions and generalizations relating to planning, problem-solving, and decision-making.

3. IWA

a. On 27 July, we made our first input to this course. An informal check made with a few students indicated that it was a useful element of the course. As previously reported, the subject matter did not conform to the requirements in the "Marching Orders", so we are going to make a change for the next IWA.

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b. Mr. ██████████ made the first presentation on Records Management to the IWA class on 31 July. He reported that it obviously went over well because "...the entire class stayed to the end...".

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ADMINISTRATIVE - INTERNAL USE ONLY

4. Leadership Conference

   a. Our work in putting together a "Leadership Package" for senior officers has led us to entitle the effort, tentatively, Leadership Conference. We really don't care what this is called, but tradition decrees that our offerings, regardless of their parentage, have a respectable name.

   b. We paid a visit to the Bureau of National Affairs to take a look at three films of potential use in this Conference. Only one, "Changing Attitudes through Communication", a part of the Berlo series on communication, showed any real promise. If we decide to experiment with this one in the pilot run, we will rent it from BNA.

5. "Problem-Solving"

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████████████████████████ and C/SUS will get together on
1 August to discuss the approach which ████████ will use in
conducting his research on problem-solving in the Agency. Our
plan, in general, is to have ████████ collect data with the Kepner-
Tregoe system in mind, thus enabling us eventually to use the
Agency data either by itself or as case material within the
Kepner-Tregoe framework.

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Chief, Support School, OTR

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