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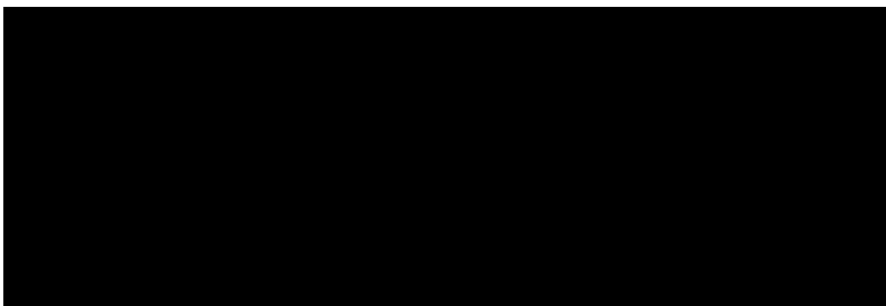
13 June 1972

MEMORANDUM FOR: Deputy Director of Training

SUBJECT : Management Training Projects:
Progress Report #2

1. "Coordinating" Meetings

A.



25X1A

B.

C.

2. Intelligence and World Affairs

25X1A

Mr. [REDACTED] was briefed on the general organization and content of IWA and, in turn, briefed Mr. [REDACTED] on the main points of the message to be conveyed re Records Management. The required presentation is scheduled tentatively for 27 July in the afternoon. Messrs. [REDACTED] will work out changes in scheduling if they become necessary.

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3. "Leadership Principles"

Two lengthy sessions so far have not advanced us significantly in our efforts to determine which "principles" are most likely to be the ones in which our senior officers are interested. The

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material which we have collected tends to break down under close analysis and leave us with descriptive terms and kinds of behavior. Interestingly enough, this is just about the point at which Dr. Cribbin arrived in his book, "Effective Managerial Leadership". Nonetheless, we have every intention of plowing ahead in the hope of arriving at some sort of compilation which can be offered as "principles" without stirring up too much of a semantic hornet's nest.

4. In General

DDTR emphasized the following by way of guidance to our overall efforts:

A. Tasks for SUS/MT

- (1) Decide what "packages" of management training should be developed.
- (2) Develop the "content" of the various "packages".
- (3) Get the "packages" reviewed and approved by "Agency people" (unspecified).
- (4) Determine what kind of help (additional personnel) is needed by MTF to present the various "packages".

B. Sources of additional personnel

- (1) "Inside"
 - a. OTR careerists (the pickings seem rather slim in terms of the probable requirements).
 - b. Other DDS careerists (the DDTR will discuss this with Mr. Wattles, emphasizing our desire for a "good and experienced" manager at the

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GS-13/14/15 levels) who could be assigned to OTR on rotation or, if necessary, picked up by the ST service.

- c. Careerists from other Directorates assigned temporarily to OTR (similar to the Directorate specialists connected with the Senior Seminar at present).

(2) "Outside"

- a. Someone with "credentials" as a practitioner and teaches who would like to work with us on contract for a year.
- b. An individual especially recruited as a staff employee and an ST careerist to be assigned to MTF.
- c. Because of the objections to and shortcomings of "outside consultants", we are not to approach anyone of this kind for the purpose of having our "packages" designed for us. We may use prominent outsiders to lecture or to conduct a segment of the final package, however.

5. Other Activity

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- A. As Mr. [REDACTED] was in training at DOD during the week of 5 June, we could not meet re ISC capabilities. We now plan to get together during the week of 12 June.

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- B. Mr. [REDACTED] plans to meet with Messrs. [REDACTED] 25X1A during the week of 12 June to discuss the addition to the Midcareer Course of lectures on planning, problem-solving and decision-making, systems analysis, and operations research.

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C. Mr. [REDACTED] will arrange for Mr. [REDACTED] to talk with 25X1A
Messrs. [REDACTED] during the week of 12 June
re adding a talk on Records Management to the Midcareer
Course.

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[REDACTED]

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Chief, Support School, OTR

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