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DTR MEETINGS - 19 AND 20 OCTOBER 1960

Mr. Baird met with the Seminar participants in three separate sessions, talking to the DDP, DBI and DDB groups separately. The purpose of these meetings was to get a preliminary estimate of the willingness of the groups to endorse further exploitation of [redacted] and the case method.

SUMMARY OF DDP COMMENTS

There was approximately majority assent that the Agency needs [redacted] services. There was agreement that [redacted] himself is an outstanding teacher and an artist in the use of the case method. There was a protracted discussion on the question of whether the industrial cases which [redacted] uses could be replaced by Agency cases without damaging the effectiveness of the Seminar. There were two distinct viewpoints. One of them was that the primary value of cases lies in the requirement that the student derive general theoretical points from the specifics of the case and make his own application, if any, to his present job. Therefore, replacing the present cases with Agency cases would not necessarily accomplish anything that is not now being accomplished. Furthermore, the adherents of this viewpoint felt that Agency cases might produce an unwanted effect in that the participants in discussion would find it extremely difficult to move intellectually from the specifics of an intriguing case to the level of theory. The opposing viewpoint is based on the idea that the Agency has a sufficient number of relatively well-defined problems which could be put into the form of cases which would then encourage the intellectual and emotional involvement of the participants to a greater degree than at present. The first viewpoint, on the other hand, emphasizes the high value of detachment and non-involvement.

There was a suggestion that we might try to have [redacted] conduct discussions of Agency cases, thus preserving the value of [redacted] as a teacher and focusing attention directly on Agency matters. This idea was not given very strong support. Apparently most of the participants believed that one of the critical factors in [redacted] performance is his intimate knowledge of the case material with which he is working, a factor which would not be present if he were to try to handle an Agency case.

The question of whether the length of the present course is adequate for the job to be done was answered in the affirmative. A suggestion that it might be compressed to allow for the discussion of some Agency cases was not generally accepted.

The most clearly defined suggestion was that we sponsor a two-week course conducted by [redacted] who would hold two case sessions in the mornings, one case being industrial in nature and one being a typical Agency case, and would leave the afternoons free for a [redacted] discussion of current problems of an Agency-wide nature, such as the career service, promotion policy, retirement policy, etc.

There was general agreement that the participants in future Seminars should represent the major segments of the Agency in approximately equal proportion. If the suggestion in the preceding paragraph were to be adopted, the afternoon sessions would have to be built in such a way that only those people who are directly concerned with and interested in a particular problem would discuss it.

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There was a brief exchange concerning the possibility of using [redacted] as a consultant as well as a case discussion leader. This was not strongly supported, apparently because most of the group felt that it might take an inordinate amount of time to make [redacted] knowledgeable enough about our problems to be able to provide expert advice.

Mr. Baird made the suggestion that we could hold meetings (conducted by Agency personnel) devoted to problems of mutual concern to two or more components. As an example he stated that OTR and the Office of Personnel might well get together to work out some of the puzzling problems involved in the JOT Program. This idea brought forth two additional ones. One member of the group suggested that various elements within the DDP attempt to come to grips with the problems involved in running a geographically decentralized organization in which frequent face to face meetings are quite impractical in most instances. Another member of the group suggested that the problem of managing research and development activities could be tackled by several elements within the DDP as well as several in the DDI and DDS.

The overall impression left by the discussion among the DDP members was that the present Seminar is valuable; is of the right length; is worth doing again for other officials of the Agency, and that we should give quite a bit of thought to trying to use at least a few Agency cases, as an experiment if nothing else.

#### SUMMARY OF DDI COMMENTS

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This group gave the same impressions as the DDP group did and was more willing to endorse the course as it stands now. There was agreement that the course is valuable from the standpoint of helping the participants to analyze concepts, develop principles, and to think constructively about the business of management. The length of the course was accepted and a suggestion that it be lengthened to three weeks was not given strong support. The question of whether Agency cases might be more appropriate than the present ones was answered in the negative, the value of detachment and objectivity characteristic of this two weeks' work being particularly stressed. There was one suggestion to the effect that we might be trying to relate [redacted] material to our own problems too quickly. The member who made this remark felt that the effects of a course of this nature are long range rather than short range and was of the opinion that we have plenty of people who can profit from the course as it now stands.

On the question of whether the can group discussion would be more or less productive if can group members were all from the same general component, the members agreed vigorously that the opportunity for cross-fertilization is one of the greatest values of the Seminar. The general impression left by this group was that they endorsed heartily [REDACTED] course; they have quite a few associates who could profit by the course; that the course should be aimed at people who are being groomed for super-grade responsibilities and for slot-bound GS-15's with five to ten years of service ahead of them.

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SUMMARY OF DDS COMMENTS

Mr. Baird summarized the major observations from the two preceding groups and asked whether the DDS participants felt the same or differently. The group reaction was that the IDI and DDP groups had assessed accurately the value of the present Seminar. There appeared to be general agreement that the Seminar should rely on industrial cases rather than Agency cases; that more outside reading could be absorbed by the participants, and that [REDACTED] is an outstanding teacher. There was also agreement that there are quite a few other people in the DDS who could derive some benefit from [REDACTED] course.

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(The difference in length of the foregoing paragraphs is accounted for by the fact that all three groups were saying essentially the same thing, and there appears to be no purpose served by further repetition in this report.)