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DDI-211-73

22 January 1973

MEMORANDUM FOR: Deputy Director for Intelligence *Eup*

SUBJECT : The Management Advisory Group

1. Reflecting back on my year's assignment to the Management Advisory Group, I would like to share some thoughts about my experience. The key one is this: that in my almost twelve years with the Agency, the single most enlightening and challenging year was 1972, in large measure because of the opportunities afforded by MAG. As MAG in its memorandum to the Executive Director/Comptroller on selection of representatives pointed out, service on MAG--although not billed as such--is probably the best executive training course the Agency offers.

2. There were times of frustration and disappointment because the wheels of government do grind exceedingly slow, but even these experiences taught some needed lessons about the nature of bureaucracies. I think most MAG appointees come away with a far more realistic appreciation of what is in fact possible to change and a realization of the constraints operating on management. The exposure to the candid thoughts and ideas of ranking Agency officials was equally valuable, with the evening format providing the opportunity for a genuine exchange of views. Moreover, the broader understanding of specific Agency plans and policies acquired gave MAG members a much better grasp of how their particular office and directorate fit into the total picture.

3. In short, however great or small the impact of MAG suggestions on management--and I felt that in 1972 there was a fairly high degree of responsiveness to the group's various

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memoranda--certainly the impact on most MAG members is significant. Hopefully, most of us will return to our jobs with a more perceptive idea of what this Agency is all about, where it is heading, and how we can help it along.

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