

UNCLASSIFIED

ONLY

ROUTING AND RECORD SHEET

DDTS REGISTRY

SUBJECT: (Optional)

Briefing for Executive Interchange Program

FILE

Training 3

FROM:

ADTR
1026, C of C

EXTENSION

3245

NO.

DTR-7192

DATE

22 FEB 1972

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. ADDS
7D-18, Hqrs.

24 FEB 1972

[Handwritten initials]

1 to 2
Bill:

2. Executive Director-Comptroller
7E-12 Hqs.

2/25 2/29

WEC
/big

This is OTR's suggestion for the Executive Interchange Program. The panel-type presentation is usually very effective with this kind of audience. Therefore, I recommend your approval.

25X1



Robert S. Wattles
Assistant Deputy Director
for Support
25X1

3. Assistant Deputy Director
for Support
7D-18 Hqs.

2/29

[Handwritten initials]

4. Acting Director of Training
1026 C of C Bldg.

5.

6.

7.

8.

APPROVED:



W. E. Colby

Executive Director-Comptroller

9.

10.

11.

12.

MORI/CDF Pages 1 thru 3

13.

14.

NOTED AT N.M. 1 March 72 - *[Handwritten]*

15. ORIGINAL SENT TO OTL ON 2-29-72

① DDs to nominate their refs
② I spoke to Mr. McColligan on the phone & welcomed him but gave him little hope in sending a man for receiving one into CIA. I said we would continue to consider it though. Will you? - WEC

USE PREVIOUS EDITIONS

SECRET

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100-22-0701

22 February 1972

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Briefing for Executive Interchange Program

REFERENCE : Memo dtd 3 Feb 72 to DD/S fm ExDir-Compt, same subject; memo dtd 16 Feb 72 to ExDir-Compt fm ADDS, same subject; memo dtd 16 Feb 72 to ADTR fm ADDS, same subject

1. Herewith are a suggested schedule and a few other ideas on procedures for the visit of the young officers of the Executive Interchange Program.

2. The general Brookings format probably would be quite suitable for this group, e.g. a 30-40 minute presentation by Mr. Colby, followed by a panel-type question and answer period. The panelists should be senior enough so they could answer a broad range of questions about their operations and activities. Although this is a junior executive group, their questions are likely to be just as incisive and penetrating as they sometimes are at the Brookings affairs. The office head or special assistant level would seem most appropriate. For example:

DDS	Jack Blake
DDI	Dick Lehman
DDP	<input type="text"/>
DDS&T	Dave Brandwein

25X1

A good choice for a fifth panelist would be Chuck Briggs, who could discuss planning, programming, management, computers, etc. As soon as Mr. Colby approves the suggested schedule, we shall contact the speakers and begin making the necessary administrative arrangements.

OK

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3. Using this format a late afternoon schedule might look something like this:

1445	-	Arrival and Coffee in USIB Conference Room
1500-1530	-	Opening Briefing by Mr. Colby
1530-1645	-	Question and Answer Period

This would allow the visitors to leave a little ahead of the 1700 rush.

4. As to dates, the latter part of March would be most suitable in terms of OTR's other commitments. Subject to the approval and availability of Mr. Colby, of course, we should like to suggest Tuesday, 28 March. 25X1



Acting Director of Training

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DD/S 72-0640

72-758/1
16 FEB 1972

MEMORANDUM FOR: Executive Director-Comptroller
SUBJECT : Executive Interchange Program
REFERENCE : Memo dtd 3 Feb 72 to DD/S fm
ExDir-Compt, same subject

Bill:

1. I have asked OTR to develop a suggested program for your consideration and to be prepared to administer it at an appropriate time during March. We will have the specifics from OTR next week.

2. If you have no objection, I plan to have the Acting Director of Training contact Mr. McCullen's office to arrange a definite date and to settle any other administrative matters connected with the visit. We will need names and some biographic data to facilitate security approvals.

3. We will have some further thoughts on the actual interchange aspects following the group's March visit.



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Robert S. Wattles
Assistant Deputy Director
for Support

cc: Acting Director of Training

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Approved For Release 2006/05/16 : CIA-RDP84-00780R005000020044-9

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Approved For Release 2006/05/16 : CIA-RDP84-00780R005000020044-9

DD/S 72-0640

16 FEB 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Executive Interchange Program

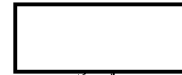
**REFERENCE : Memo dtd 3 Feb 72 to DD/S fm
ExDir-Compt, same subject**

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STAT

/s/ Robert S. Wattles

**Robert S. Wattles
Assistant Deputy Director
for Support**

cc: Acting Director of Training

EO-DD/S:LDP:es (16 Feb 72)

Distribution:

Orig - Adse

1 - ER

1 - A-D/TR

✓ 1 - DD/S subject w/background & ref (DD/S 72-0485)

1 - DD/S chrono


DD/S 72-0641

16 FEB 1972

MEMORANDUM FOR: Acting Director of Training
SUBJECT : Executive Interchange Program
REFERENCE : Memo dtd 3 Feb 72 to DD/S fm
ExDir-Compt, same subject

Rod:

1. As you will note in referent memorandum, the Executive Director-Comptroller considers it worthwhile for the Agency to brief this group.
2. Because of the tight time frame (sometime in March), would you ask your staff quickly to develop a suggested schedule and handling procedures. In responding to Mr. Colby, I want to propose a suitable program that OTR will administer.
3. Attached is all of the available material about the program. Mr. Colby may later want some of it returned, but OTR should retain it for now.
4. Suspense: 23 February 1972.


/s/ Robert S. Wattles

STAT

Robert S. Wattles
Assistant Deputy Director
for Support

2 Atts

- Att 1: Ref memo (DD/S 72-0485)**
- Att 2: Ltr dtd 3 Feb 72 to ExDir-Compt**
fm Joseph T. McCullen, ExDir,
President's Commission on Personnel
Interchange, re same subject

EO-DD/S:LDP:es (16 Feb 72)

Distribution:

- Orig & 1 - Adse w/orig of eaatt
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- 1 - DD/S chrono

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Executive Registry

72-758

DD/S 72-64

3 February 1972

MEMORANDUM FOR: Deputy Director for Support**SUBJECT : Executive Interchange Program**

1. Mr. Joseph T. McCullen, Jr., Executive Director of the President's Commission on Personnel Interchange, came out to see me on 1 February to explain the Executive Interchange Program. Thereafter I discussed it in general terms with the Director. He was not enthused with the prospect of sending any of our good, young officers off into industry, as he thought we might lose them. He agreed with me that it would be very difficult to include industry people within the Agency on a one-year visitation. (Nonetheless, I think this well worth looking at, as there might be certain limited jobs where the security exposure would not be unreasonable.)

2. The Director reacted very favorably to the idea of having the current class of these industry representatives out to the Agency for a Brookings-type meeting and briefing. I am not sure we need to involve the four Deputy Directors, but we could perhaps get a level of representation closer to the age and grade of the visitors. It would also be a good experience for some of our middle officers to deal with such individuals. Mr. McCullen said they would be most interested in such a visit and suggested sometime in March. I think something on the order of a two-hour visit from 1500-1700 would be appropriate, with an opening organizational briefing by me followed by a question-and-answer period with various other Agency representatives.

3. Could you review this and give me your thoughts, after which we can get in touch with Mr. McCullen to make the necessary arrangements.

WEC

W. E. Colby
Executive Director-Comptroller

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ADVISORY TO NEWS CORRESPONDENTS

December 2, 1971

PRESIDENT NIXON IS UNFOLDING A PROGRAM WHICH ULTIMATELY WILL
BRING ABOUT A MORE EFFECTIVE WORKING RELATIONSHIP
BETWEEN BUSINESS AND GOVERNMENT - - - AND TODAY
MEANS BETTER MANAGEMENT IN THE BUREAUCRACY

The caption above does not refer to "Phase II" or the Office of Management and Budget. It is about the President's Commission on Personnel Interchange. Among the many beliefs that President Nixon brought to office in 1969 was that business and Government should work more effectively together for the good of the Nation. He knew, too, that getting programs planned and implemented did not require a larger bureaucracy. He intended to upgrade management in Government.

One of his actions has gone virtually unnoticed during its concept testing stage. In September 1969, he appointed a group of well-known businessmen including Willard F. Rockwell of North American Rockwell, Robert Anderson of Atlantic Richfield, Herman Weiss of General Electric, W. P. Gullander of NAM, and David Mahoney of Norton Simon, Inc., and several of his high-level appointees such as David Packard, William Rehnquist and Robert Hampton to a Commission to develop a management exchange program between business and the Federal government.

In 1970, a handful of company Presidents were invited to nominate one of their young very high-potential managers for a challenging one year to eighteen months work assignment in Federal government. Cabinet Secretaries were asked to nominate a very high-potential career Government manager who would go into industry for the same amount of time.

In August 1970, nineteen future business leaders and eleven of their counterparts in Government took leaves from their organizations and assumed tough work assignments in the opposite sector. The company men were from organizations known for their modern management techniques and executive development planning. They included General Electric, IBM, Mobil Oil, AT&T, American Airlines, Owens-Illinois, TRW, Cummins Engine, Motorola, Humble Oil and McKinsey and Company. The young executives took assignments in various departments - with the greatest number going into arenas which interested them - working on domestic programs in HUD, EPA, Transportation, and Commerce.

Most of these executives have recently returned to their sponsoring organizations. There are numerous examples of those from industry bringing to the Government their drive, management know-how, and objectivity. Many made outstanding contributions to Government and proved themselves so capable that they undoubtedly will be called upon later in their careers for high appointive posts and advisory boards. The high-potential Government managers also performed well in business in such diverse areas as operations research, purchasing, social responsibility accounting, and even new product planning.

During the course of the year, the Presidential Interchange Executives met privately and in groups with Government leaders for off-the-record briefings. They learned and they contributed.

Without exception the young managers (average age 33) believe they now possess a better understanding of how business and Government can plan, cooperate and work together in the future. They bring these ideas and

experiences back to their organizations. As they assume larger leadership roles, effective dialogue and action between their organization and Government will also grow. They return as more fully developed executives better able to cope with demands that face our nation.

Several weeks ago, a second group of 24 future Corporate officials arrived in Washington for their assignments and eight joined the business world from Government.

President Nixon has shown that the Management Interchange concept can work. He plans more executive interchange. The "Pilot Phase" is over. The White House recently appointed 36-year old Joseph T. McCullen, Jr., a partner in a leading New York-based consulting firm and an expert in the fields of organization planning and manager development, as Executive Director of the Commission. The Commission will at least double the number of executive participants in 1972, bringing the three-year total to about 130.

The days of business and Government working separately are over. What this as yet little-known Commission has done is a drop in the ocean. But who knows, if the interchange process had started years ago, perhaps we would not have had to have a "Phase II".

For further information contact:

Mr. Joseph T. McCullen, Jr.
Executive Director
President's Commission on Personnel Interchange
1900 E Street, N. W.
Washington, D. C. 20415

(202) 632-6834

PRESIDENT'S COMMISSION ON PERSONNEL INTERCHANGE

1900 E STREET NW.
WASHINGTON, D.C. 20415

Executive Registry

Feb - 8.39

February 3, 1972

Honorable William Colby
Executive Director-Comptroller
Central Intelligence Agency
Washington, D. C. 20505

Dear Bill:

I enjoyed our little visit yesterday.

As promised, you will find enclosed the Operating Manual for the Commission.

I do hope that your organization will be able to participate in the President's Exchange Program. If I can be of any assistance to you, please let me know.

The Presidential Interchange Executives would look forward to a visit to CIA Headquarters. At this point, the only dates that would not fit there schedule would be March 2, 7, 8, 15 and 22.

Looking forward to seeing you again soon.

Sincerely,



Joseph T. McCullen, Jr.
Executive Director

Enclosure

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DD/S 72-0519

9 FEB 1972

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Executive Interchange Program

Bob:

It is not entirely clear to me if Mr. Colby is just asking for your thoughts on the visit to the Agency by the current class of industry representatives. I must assume from his parenthetical statement in paragraph 1 that he also believes we might consider a one-year visitation for an individual from industry.

I am definitely for the two-hour visit by the group as I am sure you are and, in fact, I would like to be present--although I am definitely not in their age group.

On the individual tour of duty, I see a strong possibility in the personnel field. I certainly would welcome the assignment of a young man from an organization known for its modern management techniques who could work with us on executive development planning. Another possibility might be an assignment of an individual skilled in operations research to OPPB or NIPE, although the security problem would be much greater in these areas than in the Office of Personnel.



25X1

Harry B. Fisher

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GROUP 1
Excluded from automatic
downgrading and
declassification

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INTERNAL USE ONLY

72-141
DTR-7370

06 APR 1952

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Senior Seminar in General Management

1. Heretofore we have not received announcements of the Seminar described in the attached papers. Nor are we familiar with any of the staff of the Seminar. The subject matter appears to be essentially the same as that offered by a number of well-regarded institutions. The teaching methods reflect no innovations. The students' comments are typical of a training activity which relies heavily on involving the participants in the learning process and emphasizing inter-personal relationships.

2. We have prepared for your signature and attached hereto a reply to Dr. Planty.

STAT

for Hugh T. Cunningham
Director of Training

Distribution:

- O - Adse
- 1 - ER
- ✓ 2 - DD/S *Chrono Subject*
- 2 - DTR

INTERNAL USE ONLY

DD/S 72 1419

Dr. Earl Planty, Director
Senior Seminar in General Management
3602 N. W. 84th Avenue
Coral Springs, Florida 33065

Dear Dr. Planty:

Thank you for your letter and the brochure describing the Senior Seminar in General Management. The program appears quite interesting. Although we will be unable to enroll any of our officers in the forthcoming Seminar, our Director of Training, Dr. Hugh T. Cunningham, would be an interested recipient of information on other management training activities which you may be conducting.

Sincerely,

W. E. Colby
Executive Director

ORIGINATOR:

06 APR 1972

STAT

for Hugh T. Cunningham
Director of Training

Date

CONCUR:

/s/ Robert E. Wattles

11 APR 1972

for John W. Coffey
Deputy Director
for Support

Date

Distribution:

- O - Adse
- 1 - ER (w/orig basic)
- 1 - Signing Official
- ✓ 2 - DD/S (w/cy basic) ^{Chrono. (Subject)}
- 2 - DTR (1 w/h)

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DD/7 72-1207

Executive Rec...

22-12-80

S M

SENIOR SEMINAR in GENERAL MANAGEMENT

3602 N. W. 84th Avenue, Coral Springs, Florida 33065

Telephone (305) 974-6887

March 24, 1972

EARL PLANTY

Director

Richard Helms, Director
CIA
Washington, D. C.

Dear Mr Helms:

I am writing to invite you or some of your senior officers and policy-making civilians to attend the Senior Seminar in General Management. The Senior Seminar is a two-week development program designed for busy executives not able to be away for the four, five, or more weeks required for other programs. It is offered for the 18th annual session this year from June 9 through June 24 at the Hershey Hotel, Hershey, Pennsylvania.

It is particularly useful for government agencies and for the military services. We do not teach manufacturing, accounting, marketing, sales, engineering, nor typical business functions that might be of little use to government managers. We concentrate on two aspects of general management--STRUCTURE AND ACTIVATING FORCES, broken down into teaching sessions like this:

STRUCTURE

Planing, setting objectives, organizing and reorganizing, making policy, controlling, directing, measuring, disciplining, systems development, and procedures. (The intellectual, management science aspects.)

ACTIVATING FORCES

Breathing life into the structure: motivating, communicating, counselling, understanding, resolving conflicts, managing groups, insight and sensitivities, leadership styles, training and developing, implementing change. (The behavioral, psychological aspects.)

Our Seminar is different from many other schools. We believe there are no other programs where small groups, informality, and deep involvement of the student in his own learning so fully prevail. Our total registration is less than half the size of the Arden House, Columbia University program, and about one-third the size of the Harvard Advanced Management Program, which I attended. It is also about one-fourth the size of the AMA four week programs. In addition to the small registration, we break the groups up daily into sections of five or six students for supervised analysis and study of cases. Students work evenings for at least three hours in these small groups. Here they have time to go beyond the surface of complex problems of policy, organization, direction, planning, and motivation. In these evening work groups, students learn how to WORK PRODUCTIVELY IN GROUPS as well as how to LEAD THEM. Working cooperatively and productively in groups is sometimes neglected where most of the attention of the course goes to leadership

-2-

of the group. The Seminar teaches both leadership of the group and productive performance in it.

Please read the biographies of our staff. See the center spread of the enclosed brochure. Each has had extensive business experience. Each teacher is a national leader, professionally, in his field. Three of the staff are Fellows in the Academy of Management. Two are past presidents of the Academy. Together they have written over twenty books on Management. The Staff is our greatest strength. Please read about them and their balance between practical doing and theoretical research.

Since I believe you are entitled to know the background of anyone to whom you entrust the education of your managers, I am enclosing my own personal history. It may well be overlong, immodest, even fulsome, but as they say in politics, it is "complete disclosure." I am a graduate of Columbia, Cornell (Ph.D.) and Harvard Business School. I have worked for government myself--two years in Ethiopia, four summers in Chile, two years with the Air Forces in the USA, six months in Hawaii and frequently in other places for short schools and courses. Thus I am familiar with government's unique problems. I would personally understand and help your candidates. Most of my staff have similar experiences.

If you wish to attend or to send a candidate or two, we would welcome the registration. Half of our attendance last year was at the level of presidents and vice-presidents. The rest were people who reported to them. We have no objection to taking a junior person who is highly able and looks to have an outstanding future. WOMEN ARE PARTICULARLY WELCOME.

We would welcome you as a student or to visit the school in June if you would like to see in action any candidates whom you send. Last week I taught in a management development course in Winnepeg, Canada, where students from government equalled in number those from business. It worked exceptionally well. Both groups contributed and learned from each other.

The registration blank for you or your candidates is on the last page of the brochure.

Sincerely yours,



Earl Planty
Director

EGP/jmb
Enclosures

P. S. IF DEVELOPMENT IS NOT YOUR PRIMARY RESPONSIBILITY, WILL YOU KINDLY ROUTE THIS LETTER APPROPRIATELY?