EXECUTIVE TRAINING ELECTIVES

The following list is representative of the kinds of training modules that could be presented as part of an executive development program. These short courses could either complement or substitute for an executive overview course. Course content can be adapted to the specific interests and needs of the participants. Additional subjects can be added as necessary.

A. One-Week Courses

These seminars and workshops provide a more in-depth coverage of types of executive management topics introduced in the two/three-week core curriculum. They would require greater student involvement (through case studies and outside preparation) and would focus on the competencies identified as necessary for effective performance in senior executive positions in the Agency.

1. **Creative Problem-Solving**: Covers a variety of approaches to problem-solving at the executive level, including ways of analyzing the problem and gathering information to lead to more creative and effective decisions.

2. **Planning, Budgeting and Financial Management**: The use of strategic planning as a device for management control; our budgetary system; and the mechanics of the budget process.

3. **National Security Policy and Processes**: The national security and foreign policy formulation process, and how intelligence is used in support of that process.

4. **Organizational Change and Development**: How the Agency executive relates to the work of the organization from a macro or institutional perspective. Would cover organizational maintenance, introducing change and innovation, organizational reform, and evolving role of the executive.

5. **Program/Project Management and Evaluation**: Instruction in the principles of managing mega-programs, major projects and other large-scale organizational activities. Program planning, evaluation and control, contract management, how to manage well with limited staff resources.

6. **Information Management**: Recognizing the special role of the Agency as a supplier of information, this course would review executive skills relating to information resource management and office automation.

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7. **Personnel Management Systems and Career Development:** Looks at personnel management from the perspective of an executive, focusing on Agency systems and controls, exploring career development as an element of personnel management, examining the stages of professional and career development and processes such as managing a career service panel, ranking and performance evaluation.

B. One/Three-Day Courses

Short symposia involving some outside preparation or readings.

1. **Covert Action (CA):** Covers the current status of our CA, our capabilities, techniques, and perspective of future trends. Also addresses how CA programs are initiated, approved, managed and implemented, the role of Congress, political considerations, and what CA can and cannot do.

2. **Intelligence Collection in the 1990s:** This seminar focuses on changes in the environment for technical and human source collection, and initiatives being considered to meet this challenge.

3. **Quality of Intelligence Production:** An examination of the issue, including consumer reactions (speakers), the status and findings of recent product evaluation activities, management views on current qualitative trends, an exercise in product evaluation, and the effectiveness of Agency efforts to improve the quality of analysis.

4. **CIA and the Congress:** A workshop on the interaction of CIA with the Congress, covering roles of relevant committees, Agency responsibilities to the Congress, budget and oversight implications, and guidelines for Congressional presentations. Includes talks by senators, representatives, staffers, and appropriate Agency executives.

5. **Automation:** Examines the human and organizational impact of the computer revolution.

6. **Seminars on Substantive Issues:** Reviews of major foreign trends or issues affecting U.S. interests with respect to (for example) Soviet policy, the strategic balance, the Middle East, international economic developments--using outside experts from the media, academe, and policy agencies as well as Agency specialists.

7. **Understanding Economic Change:** Explores topics found to be important to the Agency executive in the fields of national and international economics.

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8. Understanding Technological Change: Examines topics found to be important to the Agency executive.

C. Executive Skills and Personal Development

Allows participants to focus on improving practical skills that they will use in their jobs.

1. Writing for the Executive: A workshop focusing on the principles of rhetoric, plus selection of the appropriate form and writing style for different readerships. Methods of clear, concise expression would be practiced.

2. Oral Presentations: A workshop to assist the inexperienced executive who must give briefings to Congress or make public addresses. It would cover techniques, the use of briefing aids, and practice in oral presentations.

3. Computer Skills: Examines how computers can be used to support executive management, including hands-on exercises with a variety of useful programs.

4. Executive Health: This seminar would include an executive physical examination and personal risk assessment. Physicians from OMS would discuss factors such as diet, exercise, and stress in executive performance. There would be an opportunity for individual counseling.

5. Conflict Resolution/Negotiation: An ability to arbitrate and resolve conflicts within one's own organization and negotiate with others is one of the key competencies of an executive. This workshop would introduce some techniques and provide some practice in their use.

6. Guest Speakers on Timely Topics: Prominent authorities would be invited to address selected executive audiences on key issues of policy, management, substantive or professional intelligence interest.

7. History and Lore of the CIA (Directed Readings): We serve in an organization with an illustrious past, much of which is not known to our newer officers. This program would include outside readings and discussions with officials who participated in selected operations.

9. Executive Practicum: (One day) Incumbent Agency executives (SIS-3s and SIS-4s) will analyze and evaluate a current Agency policy or management problem identified by top leadership. They then discuss their findings with a senior Agency manager (DDCI or EXDIR).

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