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SENIOR MANAGEMENT SEMINAR - DIRECTOR'S MEETING
17 October 1960

1. Mr. Baird indicated that the purpose of the meeting was to arrive at some tentative conclusions, admittedly early in the game, concerning the value of the Seminar to the participants.

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2. [redacted] opened the discussion by stating that, as a man coming to the Seminar almost directly from an overseas station, he found that the coverage so far reflected a direct parallel with [redacted] problems overseas. He also felt that the principles of management were the same in the cases we have studied and in the actual situations with which he is familiar and that failure to observe these principles produces the same unfortunate results. He also cited the value of an intellectual exercise free of the day-to-day problems of the job.

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3. Mr. Dulles asked if [redacted] could be more precise in describing specific ways in which the Seminar would be of help on the job.

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4. [redacted] responded that the points which came immediately to mind were the dangers inherent in failure to commit time to training; hasty decisions; weak communications, both upward and downward; poor timing in both planning and action, and too much attention and pressure in the sphere of one's own office with the resulting failure to pay attention to the other members of the team.

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5. Mr. Dulles cited the problem of heavy cable traffic and the resultant demands on his time, and wondered whether anything in the Seminar had given anyone a lead as to how to get people to concentrate on essentials and reduce the amount of writing which they do. He stated, "I'll almost always read two pages." Mr. Baird asked [redacted] to reply to this one and [redacted] reminisced a bit about Colonel White's remarks in the Agency Management Course to the effect that one should spend the Government's dollars as if they were one's own. [redacted] continued with some generalities about the value of attention to objects such as organization, leadership, morale, etc., etc. Mr. Dulles then posed another of his problems to wit, extensive use of cryptonyms. [redacted] said that he thought we were making progress on this. After a short amount of by-play, this subject was discontinued.

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6. Mr. Baird directed a question to Mr. Carey, asking whether we should put on this course again and if so, whom would he, Mr. Carey, send. Mr. Carey answered that he has learned a lot about rationalization; that he has tremendous pride in OO, and that he now knows we have a lot of brains elsewhere in the Agency. Mr. Carey said that if Mr. Dulles would authorize a new ceiling and permit him to proselyte, Mr. Carey

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would get busy right now. On the serious side, Mr. Carey said he would like to come down again himself and that the greatest value to him so far has been getting to know the people whom he never had a chance to meet even though he had talked with many of them on the phone. Mr. Dulles said, in essence, that we don't need a Harvard professor to accomplish this and then asked whether [redacted] had any ideas about how we could get our job done with 10% fewer people.

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7. Mr. Baird called on Mr. Garrison for a few remarks and Mr. Garrison said that he thought the course was worthwhile, having given him added know-how and, particularly, insights into relationships, responsibilities and the way in which we actually work. Mr. Garrison commented favorably upon the case method and complimented Professor [redacted] as a teacher. Mr. Garrison also enthusiastically endorsed the "back of the neck" idea.

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8. Mr. Dulles asked if we were going to get some ideas that might lead to a major reorganization. Mr. Baird said that in his opinion [redacted] won't give us any answers but that it is possible that answers of this sort might come from members of the Seminar as a result of the thinking which [redacted] has made them do. Colonel White endorsed this position, saying that we might well get ideas from the group but not directly from [redacted] because this is not that kind of a course. Colonel White went on to mention the briefings which had been given to [redacted] and the latter's reaction to them.

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9. [redacted] commented that [redacted] emphasis is on making the organization that you have work in the way that you want it to. [redacted] believed that this part of the course has come through most strongly. Hence, the direct value of the course in terms of effect upon job performance is difficult to estimate or describe. However, there is a great value in the examination of principles and underlying attitudes.

10. Colonel White commented that, in his opinion, there is no way to reduce the management art to a check-list, for just as soon as something begins to take shape, along will come a situation that knocks everything to hell. The primary aim is thinking along sound lines and not acting in a "canned" fashion.

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11. [redacted] endorsed the value of association with other managers away from the pressures of work and said that he thought the value of the Seminar so far lay in the stress on ability to meet change properly; the careful study of alternatives, and the sensitivity to proper timing. He tied these observations to the Agency by noting that we are constantly facing the need to change direction and emphasis,

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and the need to react to priorities. Finally he pointed out the value of the concept of training in the sense of examples set by decisions and actions.

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12. [REDACTED] said that he believed he had profited from additional insight into problems which will probably confront him in his new assignment. He was particularly impressed with the attention given to the fact that there is no pat answer to any given situation. He also cited as valuable the cross-fertilization of ideas which comes from close association among individuals who work in different parts of the organization.

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13. [REDACTED] said that he was struck by the parallels between the cases and Agency situations, particularly in terms of underlying causes. He felt that all that was necessary was to change the names and the cases could easily have come out of our organization. Mr. Dulles brought up the question of personnel intake philosophy and asked whether we are on the right track. This point did not engender any significant discussion.

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14. Mr. Baird commented that [REDACTED] has been impressed with the caliber of the group. In response to Mr. Dulles' question (facetious) regarding what other groups [REDACTED] has worked with, Mr. Baird described the kinds of people who attend the AMP at Harvard. Mr. Dulles replied that [REDACTED] had told him that he, [REDACTED] was impressed with both the ability and the sincerity of the group.

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15. Mr. Borel, a graduate of the Harvard Business School some years ago, said that he has recognized certain changes in emphasis and that he approves of the attention devoted to problems of inter-personal relationships. He said he felt that one of our greatest needs is that of thinking ahead in an effort to influence the future rather than simply reacting to events. Mr. Borel said he would be very happy to send a Division Chief to the course if it were held again. He said he would take away from the Seminar an understanding of the importance of communication in all directions; the on-the-job training aspect of every decision that one makes; the value of letting someone else make the decision and learn therefrom, and the value of more listening and less talking.

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16. [REDACTED] commented that he was intrigued by [REDACTED] performance, particularly by the way he summarizes and repeats in an effort to get at the heart of a matter. [REDACTED] also said that he believed the basis of good administration is good human relations.

17. Mr. Dulles commented at some length on our need to keep track of the things that are apt to become critical and the difficulty of

doing this while we are so deeply occupied with what is already happening. He also said that he believed that no major reorganization will help us in any way and that he is inclined against any major change or elimination of function. He cited three problems which need attention: (1) cable routing, (2) the fact that those engaged in operations tend to forget the intelligence aspect once an activity becomes operational and (3) the fact that good security is desirable but is not achieved exclusively by withholding information that should be disseminated.

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18. [REDACTED] indicated that he found the informal association with other Agency personnel quite valuable; that the case method is a good device and should be made more specifically appropriate to our Agency, and that he believed administration and management to be two different subjects or skills. He stated that in the clandestine services, management is far more complex than in any of the cases on which we have worked and that what [REDACTED] is apparently advocating is fairly commonplace administration involving an approach requiring time which we do not have.

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19. Colonel White suggested the possibility of each participant's writing a case from his own experience. These cases could then be used as the basis for a course like the one we are now engaged in.

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20. [REDACTED] said that this idea appealed to him and if the course were more specifically tailored to our needs and the interests of future students were sufficiently coincident, the effect would probably be good; however, [REDACTED] felt that there are inevitably too many pressures to permit him to say at this time that he definitely would be able to send anyone to a subsequent course.

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21. Mr. Dulles suggested that a "reunion" of the participants at some indefinite date in the future might produce some valuable observations, appraisals, ideas, etc. He returned to an earlier point, claiming that we have a tendency to be "misers" with information, holding on to what we have for so long that when it is possible to release it no one is any longer interested, being engaged wholly in new affairs of the moment.

22. Mr. Baird said that he would like to have the Inspector General's office consider assigning an experienced man to the Office of Training for about a year to dredge up material and to write cases.

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23. Colonel White said in essence that we are all administrators but either don't know it or don't like to admit it. He wondered whether this idea had rubbed off on any of the Seminar participants. There was a scattered chorus of yeses, aided by [REDACTED] "Damned right."

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24. Mr. Dulles inserted the problem of close supervision in an effort to prevent unfortunate incidents such as those which have happened to other organizations in the recent past. Some loose discussion was held on this point with Mr. Dulles emphasizing the apparent paradox between the organizational requirement and the necessity for avoiding overt involvement in the private affairs of people. He also stated, citing the illustration of our new building, that the human problems are important.

25. Mr. Baird stated that a man who spends 60% of his time on personnel matters is inevitably neglecting operational responsibilities and asked whether we were ready to face this problem. Apparently we are not for there was very little discussion on the point.

26. The meeting broke up in a flurry of scotch as Mr. Dulles departed in the dark of night, several deer having been cleared from the runway beforehand.

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