

SENIOR MANAGEMENT SEMINAR

Analysis of Critiques

Question 1

Should the conference be conducted again for another group?
Explain, please.

General response: Unanimously affirmative.

Explanations:

- | | |
|---|---|
| 1. Reasons related to the idea that little impact can be expected until as many senior people as possible have been exposed to the experience - | 9 |
| 2. Reasons related to the value of intellectual stimulation, learning, and development of insights - | 8 |
| 3. Reasons relating to the value of cross-fertilization of ideas - | 4 |
| 4. Responses not related to the question - | 5 |
| 5. No specific explanation - | 3 |

Question 2

Should the composition of another group be changed? In what specific ways?

Negative responses

Total - 26

- | | |
|--|----|
| Those emphasizing the value of participation by all supergrades - | 7 |
| Those emphasizing the value of equitable balance, maximum interchange of ideas, personal contacts, and understanding - | 12 |
| Miscellaneous explanations or no explanation - | 7 |

Qualified affirmative responses

Total - 3

1. Change lower grade level to GS-12 (with significant administrative responsibility)
2. Change lower grade level to GS-14 to accommodate the grade-responsibility structure of the operations segment
3. Try an operations group (if the right persons and right number can be drawn together at one time)

Additional suggestions

1. Avoid having a boss and his immediate subordinate in same seminar.
2. Make the seminar a prerequisite to promotion to supergrade level.
3. Eventually, try including counterpart officers from other departments.

Question 3

Should the substance and/or method be changed? In what specific ways?

General response

Absolute negative -	11
Limited affirmative -	18

Classification of suggestions

1. Those pertaining to the cases -	23
a. Do <u>not</u> add Agency cases/problems -	9

- b. Add agency cases/problems - 8
 - c. Add general government cases - 3
 - d. Add cases emphasizing problems of headquarters-field relationships
 - e. Use more "people" cases and fewer "manufacturing process" cases
 - f. Make only such changes as Joe sees fit as a result of experience with Alphas.
2. Those pertaining to Joe's role - 4
- a. More pointed summarization of each case
 - b. More emphasis on role-playing
 - c. More meetings, formal and informal, with participants
 - d. More general participation; less volunteering and more "fingering."
3. Those pertaining to the non-case reading material - 2
- a. Provide a bibliography prior to the seminar
 - b. Include more reading

Question 4

What specific improvements would you suggest in the administrative handling of the conference?

General reaction

Unanimously laudatory

Specific suggestions

1. Those pertaining to the Can Groups - 4
 - a. Change more frequently
 - b. Change less frequently
 - c. Ensure complete change of membership
 - d. Hand out first two cases at headquarters so that the groups can get started quickly on Monday

2. Those pertaining to housing - 3
 - a. Provide more shower facilities in 3-15
 - b. Keep the quarters approximately equal in "status"; avoid the plush facility
 - c. Ensure approximately equal representations of each Directorate in each billet

3. Those pertaining to class hours - 4
 - a. Adhere to firm starting times, particularly in the afternoon - 3
 - b. Leave the late afternoon hours for exercise

4. Miscellaneous - 4
 - a. Don't change the location of the seminar
 - b. Avoid the mass meeting with the Director
 - c. Discourage leaving during the mid-course weekend
 - d. Make more use of the library

Question 5

Can you cite any concrete, specific, short-range advantages or values accruing to you as a result of the conference?

Response categories

1. Greater awareness of and attention to specific concepts. (Theories x and y, motivation, training, communication, morale, leadership, objectives, facts and values, etc.) - 16
2. Improved approach to problem solving. (Recognition, definition, analysis, alternative actions, human factor, etc.) - 16
3. Post-seminar actions based on ideas generated during seminar - 11
 - a. More articulate instructions to subordinates
 - b. Employee participation in specific problem solving - 2
 - c. Set aside time daily for gazing at back of own neck
 - d. Use of non-directive interviewing
 - e. Encouraged employee to try to see himself as others see him
 - f. Attempted to get others to focus on the real problem
 - g. Study of material on general semantics
 - h. Convened small groups for discussion of ideas and problems
 - i. Attempted to apply the general concepts to my own organization
 - j. Recognized and corrected a poor communications situation
4. Establishment of new and useful personal contacts - 8

5. Appreciation of managerial role in general (Understanding, confidence, focus of attention, reinforcement of ideas/ attitudes, etc.) - 6
6. Back-of-the-neck implications for self and others - 7
7. Don't expect any specific advantages in my type of work - 1

Question 6

At this point in time, what benefits, if any, of long-range value do you feel you gained from the conference?

Response categories

1. Awareness of and attention to specific concepts - 6
2. Improved approach to problem solving - 5
3. Appreciation of managerial role in general - 5
4. Understanding of human factors - 5
5. Education in general (knowledge, insight, etc.) 5
6. Personal contacts - 4
7. Couldn't or didn't distinguish between short and long range - 4
8. Too soon to tell - 4

Question 7

In what ways can OTR (and specifically the Management Training Faculty) further the effort commenced by [REDACTED]

25X1A5a1

Response categories

1. Repetition of the answer to Question 1 (Repeat the seminar for others and keep Joe on the job) - 15

	2. Periodically reconvene the group -	15
	a. Business only -	6
	b. Social only -	3
	c. Business and social -	1
	d. Unspecified -	5
	3. Suggestions related to present internal management courses -	11
25X1A9a	a. Incorporate/keep the [REDACTED] substance/technique in courses -	8
	b. Make internal courses compulsory for all supervisors and managers -	2
	c. Continue present courses -	1
	4. Keep the group abreast of selected current literature -	4
	5. Miscellaneous -	3
	a. Use Joe as an advisor on Management Training	
	b. Publish roster of subsequent chapters of BOTN Club	
	c. Convene a top-echelon seminar on Agency purpose, role, etc.	