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Approved For Release 2000/08/16 : CIA-RDP80-01826R000600100005-4

25X1A9a

page 2

b. To gain an insight to the problems and the thinking of my counterparts in American industry so that their contributions to the art of management can be studied in its relation to the problems of research management.

c. To take advantage of an environment of concentrated practical experience and controlled discussion, such as the Harvard program provides, where I can think about the business of intelligence and the peculiar problems it imposes on the manager.

d. To expand further the circle of my acquaintances among those in industry who can help me and the Agency when the occasion for such help arises.

"The CIA will benefit by this assignment because a university conference experience of a duration of the Harvard program saturates a man with new ideas and excites his expectation of new results from old problems. In my case what I learn will be infused into the work of the CIA in three ways:

a. As chief of the Medium Machinery Branch, my experiences and new ideas I pick up from the Harvard discussions will be directly passed on to the men in this branch in our discussions of daily research problems. These may be ideas of control or incentive or a new industrial contact who promises useful information.

b. The Harvard experience will be passed up to the Chief of the Industrial Division as recommendations and comments which as chief of an operating branch, I am called upon to make. This benefit to the Agency may take the form of a more convincing presentation of a proposal for new action, or an adaptation of a method of system proven effective in another organization.

c. Finally the Agency will benefit from my new experiences because in my capacity as chairman of an RIC subcommittee, I shall be able to put the Harvard judgements to work on the intelligence community-wide level.

"I have the qualifications and training to benefit from the Harvard program because of my 17 years of experience in industry, the engineering profession, and intelligence on increasing levels of responsibility. This experience has been on an administrative level where I was able to watch problems taking shape, to observe their impact on my organizations, and to participate in the search and trial of new ways to handling products and people. Out of this experience, I feel I could contribute to a

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Attachment

Office approvals.

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COPY

Approved:

/s/ [REDACTED]
Chief, Economic Research

Approved:

[REDACTED]
OHR Career Service Board

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Approved:

/s/ Otto E. Guthe
Assistant Director
Research and Reports

Approved:

/s/ [REDACTED]
Chief, D/I

25X1A9a

23 March 1954

I am forwarding [REDACTED] application to the Advanced Management Course at Harvard University with my approval because he is a competent engineer who has proven his ability to apply his knowledge to broad questions in the field of economic intelligence. He also has evidenced considerable administrative ability as a supervisor of his branch. I believe that he would benefit greatly from attendance at the course and would be able to apply the results of this training in improving the management of his area and of other areas within the office to which he might later be assigned in a supervisory capacity. He has real career potential particularly in the field of intelligence related to industrial development.

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(signed) OTTO E. GUTHE
AD/RR

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