

ROUTING AND RECORD SHEET 84-02841

SUBJECT: (Optional)
Report on Conference at the Center for Creative Leadership, 17/18 January 1984

FROM: EXTENSION NO. OTE 84-1001 STAT
D/OTE SIAI
1026 CofC DATE 25 January 1984

TO: (Officer designation, room number, and building) DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

NO.	TO:	DATE		OFFICER'S INITIALS
		RECEIVED	FORWARDED	
1.	DDA A/Eo 7D24, HQS.	26 JAN 1984	26 JAN 1984	<i>AM</i>
2.	ADDA	27 JAN 1984		<i>J</i>
3.	DDA	27 JAN 1984		<i>z</i>
4.				
5.	<i>WBC</i> DDCI	31 JAN 1984		<i>A</i>
6.				
7.	<i>WBC</i> DDA			
8.				
9.				
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11.				
12.				
13.				
14.				
15.				

John,
This is Paper on the seminar at the Center of Creative Leadership. I think you will find TAB B to be very interesting.

STAT

WBC
I did - though I don't subscribe to all the comments on TAB C. C-1 STAT

STAT

DDA
 84-02841

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1. DDA
 A/Eo 7D24, HQS.

26 JAN 1984

26 JAN 1984

[Handwritten initials]

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[Handwritten initials]

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5. DDCI

7. JDA

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- 11. DDA Distribution:
 Orig - DDCI w/atts 1 - ER w/atts
- 12. 1 - DDA Subj w/atts
- 13. 1 - DDA Chrono
- 14. 1 - HEF Chrono
- 15. Att: Memo dtd 25 Jan 84 to DDA fr D/OTE
 Same subj

DCI
 EXEC
 REG

T-100

84-1001

OTE 84-1001

25 January 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

Director of Training and Education

STAT

SUBJECT: Report on Conference at the Center for
Creative Leadership, 17/18 January 1984

1. As you requested, I have prepared the attached report on the research sponsored conference on "cultivating talent" by the Center for Creative Leadership (CCL) in Greensboro, North Carolina, during 17/18 January 1984.

2. At Tab A, there is a paper containing an outline of the Conference and biographic information on the Conference speakers and participating staff from CCL. At Tab B is a paper I have prepared which outlines the principal points and themes brought out by the various participants in the Conference and also outlines some of the main points brought up by individual speakers other than myself. At Tab C is a copy of the outline for the talk that I presented on 17 January.

3. There are two comments I would like to make concerning the attached paper. The first is that in Tab B the points outlined are by no means direct quotations, but I have done my best to be faithful to the substance of the speakers' points. The second comment is that this latest experience of mine has reconfirmed my long held belief that the basic organizational and management problems of organizations in the private and public sectors have a great deal in common and that we have a great deal of learning to do from each other.

[Redacted]

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Attachments

RESEARCH

SPONSOR

CONFERENCE

ON

CULTIVATING TALENT

JANUARY 17-18, 1984

THERE IS THE
RAW MATERIAL FOR
A NEW, DYNAMIC WORLD!



Research Sponsor Conference on Cultivating Talent
January 17-18, 1984

<u>Tuesday, January 17</u>	<u>Staff</u>	<u>Location</u>
8:00	Light breakfast at CCL	Cafeteria
8:30	Introduction to the conference David DeVries Morgan McCall	Auditorium
9:30	Noel Gayler, U.S.N.-Ret. Morgan McCall	Auditorium
11:00	Small group activities Movie Exercise Your Creativity/ Martha Kaley Creative dramatics/Tom Behm Storytelling/Joe Ferguson	Auditorium Sem. #1 KEC's office Sem. #5
11:50	Lunch	
12:40	Small group activities Movie Exercise Your Creativity/ Martha Kaley Creative dramatics/Tom Behm Storytelling/Joe Ferguson	Auditorium Sem. #1 KEC's office Sem. #5
1:30	Bill Verity, former Chairman of the Board of Armco, Inc. Ann Morrison	Auditorium
3:00	Small group activities Movie Creative dramatics/Tom Behm Storytelling/Joe Ferguson	Auditorium KEC's office Sem. #5
3:15	Small group activities Exercise Your Creativity/ Martha Kaley	Sem. #1
3:50	Adjourn	
5:30	Cocktail party	Jefferson Club
6:15	Dinner	Jefferson Club
8:00	Inner-Rhythm Choir Isabel Freeman, Director Frank Freeman, Accompanist Mike Lombardo	Jefferson Club

Wednesday, January 18

		<u>Staff</u>	<u>Location</u>	
8:00	Light breakfast at CCL		Cafeteria	
8:30	<input type="text"/> Director of Training & Education, CIA	<input type="text"/>	Auditorium	STAT
10:00	Preparation for team productions	Mike Lombardo Ann Morrison	Sem. #1 Sem. #4 Sem. #5 KEC's office	
11:15	Billie Alban, President and Senior Partner of Alban & Williams, LTD	Mike Lombardo	Auditorium	
	Dick Campbell, Director of Management Selection & Development, AT&T	Ann Morrison		
12:45	Lunch and team productions		Creative use of space	
4:00	Adjourn			

Research Sponsor Conference on Cultivating Talent
January 17-18, 1984
Participant List

Armco

Kent Bradshaw
Manager, Management Development & Organization Behavior

Bob Purdum
Group Vice-President

Bill Saunders
Executive Director, Armco Education Center

Merrill Lynch

Ray Henson
Department Manager, Organizational Analysis and Research

Sun Company

Sara Clope
Consultant

Union Carbide

Linda Fuller-Dolny
Manager of Employee Relations for Electronics Division

John Grunwald
Manager of Personnel Development

Westinghouse

Gene Cattabiani
Executive Vice-President

Jim Thurber
Director, Education and Development

Pepsico

Robert Eichinger
Corporate Director of Human Resources

Margaret Moore
Director, Personnel

Center for Creative Leadership

Jim Bruce
Senior Fellow

David DeVries
Executive Vice President

Bill Drath
Publications Editor

Bob Kaplan
Behavioral Scientist/Director of Looking Glass

Research Sponsor Team

Cynthia Anthony
Assistant to the Director of Research

Esther Lindsey
Research Assistant

Mike Lombardo
Behavioral Scientist and Project Manager

Morgan McCall
Senior Behavioral Scientist and Director of Research

Ann Morrison
Director of Contract Programs

Randy White
Research Associate

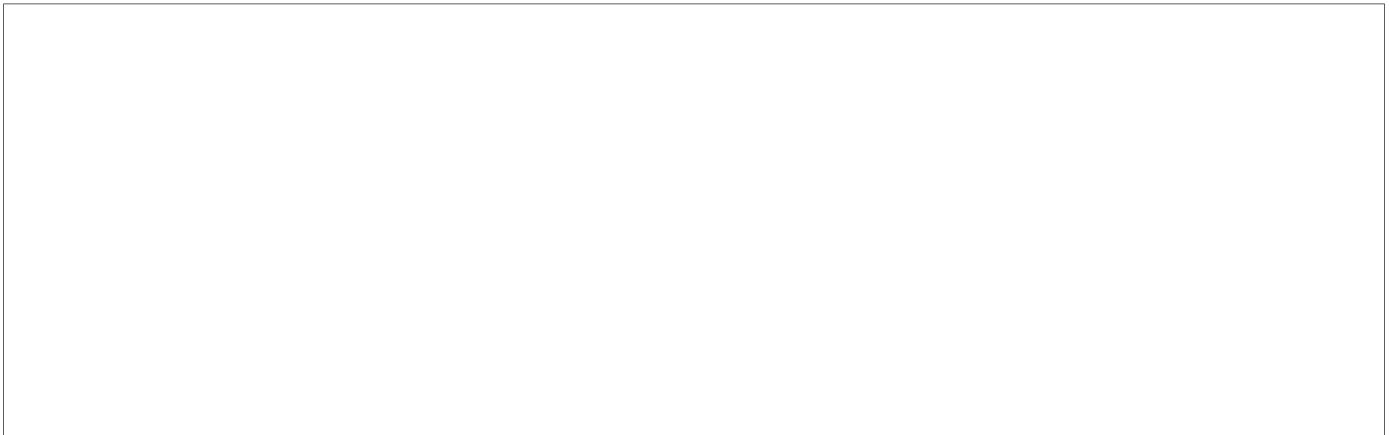
Biographical Information
Conference Speakers

Billie T. Alban is President and Sr. Partner of Alban & Williams, LTD., Consultants to Organizations. From 1960-65 she was Vice-President and General Manager of Transpetrol Corporation in South America. Since 1965 she has won distinction as a national and international management consultant. Some of her activities include executive teamwork and organization diagnosis. She has been involved in organization redesign with an emphasis on creating entrepreneurial leadership and improving productivity in both line and staff areas. She has worked with joint ventures and helped in the development of cross cultural management teams.

She has served on staff of the Tavistock Institute in England, and she has served as Dean for Executives Workshops for NTL. She is a core faculty member for Columbia University, UCLA, Pepperdine and other Executive Development and Graduate School of Management Programs.

Many of her clients are Fortune 500 companies and major overseas corporations. Her clients include: Exxon, Equitable Life, Corning Glass, Digital Equipment, N.Y. Tel., AT&T, Royal Dutch Shell, Bankers Trust, Westinghouse, Polaroid and General Electric.

Billie has an undergraduate degree from Goddard College, a Master's degree from Yale, and has done additional graduate work at Boston University.



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-2-

Tom Behm is Director of the Theatre Division of the Department of Communication and Theatre and an Associate Professor at the University of North Carolina at Greensboro. For the past fifteen years he has headed the Theatre for Young People there and taught classes in children's theatre, puppetry, and creative drama. He is past president of the Children's Theatre Association of America, and he served on the American Theatre Association Board of Directors for five years.

Mr. Behm works with future teachers in informal drama techniques for the classroom, and these same techniques are utilized in beginning acting and directing classes. Theatre games, improvisation, and the creative and socialization potential of drama are a major interest of his.

Mr. Behm holds degrees from Northwestern University and the University of Kansas.

Richard J. Campbell is Director of Management Selection and Development, AT&T. Since 1983 he has served as co-chair of the AT&T committee responsible for policy and oversight of the reassignment of the Bell System work force required by divestiture of the Operating Telephone Companies. This year he has been assigned to AT&T Corporate Headquarters with policy, research, and program responsibilities for management and executive continuity, including Senior Management Education programs.

Dr. Campbell began his career with AT&T in 1962 when he joined the company as a personnel assistant. He has been involved in research and managerial selection and development, particularly the assessment programs and the Management Progress Study (a longitudinal study of the development of managers). More recently his roles have been Director of the Human Resources Laboratory (1972) and Director of Staffing and Development (1977).

Dr. Campbell is a member of several professional societies and Past-President of the Society for Industrial & Organizational Psychology, a Division of the American Psychological Association (APA). He has served on the Council of Representatives of APA and is a member of the Commission on Organization of APA. He has served as a professional member of the Board of Governors of the Center for Creative Leadership.

He has presented courses and seminars at Michigan State University, Pace University, New York University, and Columbia. His publications include articles on assessment and selection, and he is co-author of a book on development, "Formative Years in Business." He was formerly a contributing editor for Professional Psychology and is currently on the editorial board of Personnel Psychology.

Dr. Campbell received his Ph.D. in Psychology from Ohio State University.

-3-

Joseph Ferguson is a storyteller for the Greensboro Public Library System, where his innovative techniques form the basis for the Early Childhood Education Program, one of the library's most popular outreach programs. Mr. Ferguson has created a number of techniques and programs that emphasize using the library and reading books. The author's talents have received notable attention in the state through the creation of his own characters--SUPERBOOK and RALF the clown (Reading's a Lot of Fun), as well as the creation of his own stories.

Mr. Ferguson continues to grow and develop as an educator and as a storyteller through his involvement in local workshops and in the National Association for the Preservation and Perpetuation of Storytelling (NAPPS). He is a board member of the Greensboro Advocacy for Children and Youth Council and a "teacher of teachers" through numerous workshops he has coordinated and produced throughout the Southeast and in various other parts of the country. Both the North Carolina Association for the Education of Young Children and the National Association for the Education of Young Children have enlisted his talents and services as a workshop leader in past association conferences.

Mr. Ferguson holds a degree in Early Childhood Education from A&T State University in Greensboro, North Carolina.

Isabel Freeman is the director and her husband, Frank, is the accompanist for the Inner-Rhythm Choir, a group of 50 mentally retarded people who perform regularly for civic groups, churches, and special occasions. Izzy and Frank have been involved with the choir for 10 years.

Izzy is finishing her doctorate in music education and also has a background in rehabilitation counseling. Frank is the library director at the Center for Creative Leadership, where he has worked since 1971.

Admiral Noel Gayler served 45 years in the U.S. Navy and in three wars. He is a seagoing officer with long experience as a fighter pilot and experimental test pilot. In later years he has been responsible for research and development programs for strategic nuclear targeting and for a major segment of U.S. intelligence. As a four-star admiral, he commanded all U.S. forces in the Pacific--an area extending from the west coast of the U.S. to the east coast of Africa.

Since retirement he has continued to be active both in technology and foreign affairs. He now serves as Chairman of the Deep CUTS Campaign of the American Committee on East-West Accord, a non-profit institution devoted to reducing the danger of nuclear war, enhancing the security of the West and developing a more realistic and pragmatic relationship with the U.S.S.R.

Admiral Gayler is equipped by experience to address the defense budget, the nuclear arms race, the danger of nuclear war, and the security of the West. He is an accomplished analyst, advocate, and problem-solver in both written and oral form.

-4-

Martha Kaley is an Executive Fitness consultant for the Center for Creative Leadership, where she has designed a health component for the major training programs. She started her own company, Fitness Design, three years ago to promote health education and fitness.

Ms. Kaley has a Master's degree from the University of North Carolina at Greensboro. She is currently continuing her studies in Public Health Education.

William Verity, Jr., is the Chairman of the Executive Committee and the Nominating Committee of the Board of Directors of Armco, Inc. He served as Chairman of the Board of Directors from 1971 to 1982, when he retired as an active employee of Armco. Mr. Verity's career with Armco has spanned over forty years, interrupted only by a five-year period when he served in the U.S. Navy.

Mr. Verity's civic activities include a one-year appointment by President Reagan as Chairman of the Task Force on Private Sector Initiatives. Composed of 35 members from corporations, foundations, voluntary and religious organizations, the task force's purpose was to promote private sector leadership and responsibility for solving public needs and to recommend ways of fostering public/private partnerships.

As Chairman of the U.S. Chamber of Commerce from April 1980 to April 1981, Mr. Verity embarked on a country-wide speaking tour to initiate the Chamber program, "Let's Rebuild, America," to encourage greater business participation in governmental relations at every level.

Mr. Verity is also Co-Chairman of the U.S.-U.S.S.R. Trade and Economic Council. He is a Director of Eli Lilly and Company; the Chase Manhattan Bank of New York; the First National Bank of Southwestern Ohio; the Mead Corporation of Dayton, Ohio; Business International, New York City; and Taft Broadcasting Company, Cincinnati, Ohio.

He is Chairman of the Board of Trustees, Ford's Theatre, Washington, D. C., a Trustee of Colgate Darden Graduate School of Business at the University of Virginia, a Trustee of Phillips Exeter Academy, and an Honorary Trustee of the University of Dayton.

Ann M. Morrison, Director of Contract Programs at the Center for Creative Leadership, is also a member of the Research Sponsor team. She has conducted research and training programs in management development with a number of major corporations. She has also published and made presentations on such topics as survey feedback techniques, characteristics of management jobs, networking, and management progression. She is co-author of Performance Appraisal on the Line (1981) and "The Shape of Performance Appraisal in the Coming Decade" (Personnel, 1981). She received an M.B.A. from Wake Forest University and an M.A. in psychology from Bucknell University.

Randall P. White, a Research Associate at the Center for Creative Leadership, is the site manager for Merrill Lynch and Westinghouse for the Research Sponsor Program. Prior to joining the Center, he taught courses in research methodology, statistics and statistical applications programming. He has co-authored articles in sociological journals and has had experience in sample survey techniques and questionnaire design. He has also served as a statistical consultant to various groups and individuals. Dr. White is a member of the American Sociological Association and the Academy of Management. He received a Ph.D. in Developmental Sociology from Cornell University.

Research Sponsor Conference
January 17-18, 1984
Staff

Cynthia L. Anthony is the Assistant to the Director of Research at the Center for Creative Leadership. She is the administrator for the Research Sponsor Program and handles other administrative duties for Dr. McCall and the division. She was previously the coordinator for the Looking Glass project.

David L. DeVries is Executive Vice President at the Center for Creative Leadership. Dr. DeVries is responsible for research and training efforts on such topics as executive development, creativity in organizations, managerial feedback, performance appraisal, and managerial simulation. Prior to coming to the Center, Dr. DeVries taught at Johns Hopkins University. He has published widely in the psychological and management literatures and is on the editorial board of the journal, Research in Higher Education. He has consulted with, among other organizations, IBM, Ford, EPA, Westinghouse Electric, Pennzoil, General Electric, and Union Carbide. He has conducted workshops in selected topics such as performance appraisal for personnel managers from over two hundred organizations in the United States and Europe. Dr. DeVries is a member of the Academy of Management, the American Psychological Association, and the American Education Research Association. He received his Ph.D. in Social Psychology from the University of Illinois.

Esther T. Lindsey, a Research Assistant at the Center for Creative Leadership, is involved with data analysis for the Research Sponsor Program. She is a certified counselor, having received her M. Ed. in counseling from the University of North Carolina at Greensboro.

Michael M. Lombardo, is a Behavioral Scientist and Project Manager in the Research Division at the Center for Creative Leadership. He is a major collaborator on the Research Sponsor Project on executive progress and development. He also heads a research effort on managerial effectiveness. Dr. Lombardo consults regularly with a number of major corporations. He is lead author of Looking Glass: An Organizational Simulation, editor and co-author of Teams-Games-Tournament: The Team Learning Approach, and author of numerous articles and technical reports. He holds a B.A. from the University of North Carolina, Chapel Hill, and an M.A. and Ed.D. from the University of North Carolina, Greensboro.

Morgan W. McCall, Jr., Senior Behavioral Scientist and Director of Research at the Center for Creative Leadership, is the project manager for the Research Sponsor Program. His research interests center on leadership and management in complex organizations and his articles have appeared in such outlets as Academy of Management Journal, Journal of Occupational Psychology, Management Science, Psychology Today, and several collections of readings in organizational behavior. He co-edited, with Mike Lombardo, Leadership: Where Else Can We Go? and, with Lombardo and David DeVries, developed the Looking Glass simulation for research on managerial work. Dr. McCall holds a B.S. from Yale and a Ph.D. in organizational behavior from Cornell University.

Principal Points of Interest and Themes
Developed by the Conference

--There are no untalented human beings. Rather, there are human beings with varying degrees of talent. With many people, talents are highly visible and in some instances of a very high order. By the same token, with others talents, if visible at all, may appear to be minimal and of little utility.

--The responsibility for developing and nurturing the talents that exist in people comprising an organization lies with line managers. Human resources professionals serve a critical need in providing assistance and mechanisms to assist in developing talent, but these systems and processes are limited to the commitment that line management is willing to make in this area.

--Organizations have a tendency to devote a great deal of energy to the development of people with obvious talent, while neglecting to work at developing latent talents in others. This tendency results in failure to take maximum advantage of the existing talent.

--The managerial style and environment existing in a organization is a critical factor in whether talent will be fully nurtured and developed or not. The manager who adopts a tough, loud, and abrasive manner or who insulates himself with perquisite and status will create an environment which is threatening to subordinates and which tends to stifle creativity and the display of latent talents.

--We are at the stage in our society's development where, for most organizations, the most effective and productive management style is one characterized by humanness and empathy for one's colleagues. General Patton's style was appropriate to General Patton's circumstances and time. It is far from appropriate for most organizational situations in 1984.

--If one is to develop latent talents, it is important to assign responsibility to subordinates that stretches them beyond their obvious capability. While occasionally such an approach will lead to failure, the risk involved is acceptable. Where there are failures, managers must move quickly to minimize damage to both the institution and the individual concerned.

--A good manager interested in nurturing talent must make a conscious effort to stay out of the way of his subordinates. Micromanagement buries talent.

Remarks by Admiral Noel Gayler

--Most often, people with obvious talents will engage in active and extensive self selection as regards assignments, growth opportunities, and promotion. Wise managers should take advantage of this fact and guide the self-selection processes into constructive channels.

--To be able to develop the talents of subordinates, a manager needs vision as regards the organization and where it is going.

--It is important to expect high performance of subordinates and to express this expectation through both words and deeds. It is indeed true that if you expect superior performance, you are liable to get superior performance.

--An empathetic approach to subordinates creates an atmosphere conducive to the display of latent talent. This empathetic approach should not be confused with a soft approach. A "tough love" technique can be effective in many situations provided the "love" aspect is apparent.

--Participative management can be a most useful technique provided that the person in charge keeps in mind the fact that he is indeed in charge. Too often, participative management has been equated with taking a vote--this latter approach will not work.

--It is important to encourage thinking by subordinates. Too often managers require so much "doing" that they allow no time for thinking.

--Managers should be willing to "break set" where it is appropriate to do so, and they should create an environment where the same opportunity exists for subordinates. "Being different" can be useful in many organizations.

--Managers need courage. They must be willing to take risks in developing people and in encouraging talents. Administrative courage does not equate with combat courage. Many Naval officers with distinguished combat efforts have displayed little administrative courage in Pentagon assignments.

Remarks by William Verity, Jr.

--If managers are to draw out and develop talents of their subordinates, they must lead by example. The importance of role models is often underestimated.

--Leaders must be optimistic and display confidence in the institution and its goals. Lacking this, subordinates will be reluctant to display hitherto hidden talents.

--One can not be fully successful in nurturing talents of subordinates unless one listens to what they have to say. Listening is today a poorly practiced skill. Many successful managers consider any meeting where they have not done most of the talking to have been a failure.

--The characteristics of vision, sincerity, integrity, and perseverance in a manager will encourage subordinates to take the risk of displaying their hidden talents.

--It is important to create a "happy shop." This does not mean a work place which is all fun and little work, but rather a place where a great deal of work is being done in a pleasant and comfortable environment and where periodically one can spot in the worker's eyes the twinkle that indicates they like what they are doing.

--A balanced life is of importance to everyone and managers should take steps not only to ensure that their own life has a balance between work, community service, recreation, and family, but also these same managers should create a work environment that permits this balance for their subordinates. The many talents people have are not all work related, and those that are not are equally deserving of an opportunity for expression.

Remarks by Billie T. Alban and Richard J. Campbell

--The importance of culture and climate to the development of talent can not be overstated. In any given work place, this culture and climate is often determined primarily by the individual style of the manager involved. As obvious as it may be, many managers fail to realize that a flamboyant, overly aggressive, perquisite-related style has a devastating effect on the work place in general.

--While the importance of initiative on the part of subordinates is recognized, many managers fail to realize that their actions regulate to a large degree the level of initiative displayed by subordinates. Overcontrol, oversupervision, and overmanagement all stifle initiative.

--Managers have a tendency to emphasize transactional management at the expense of transformational leadership. The formational role is of great importance in the nurturing of talent.

--Contrary to the popular image of the "hard nosed businessman," most effective management involves to some degree the heart. If we are to utilize fully the talent available to us, it is important to increase the contribution of the heart.

--Managers should look for creative activities and processes to which they can expose their subordinates. There is far more creativity available than most of us realize, but most of it is locked up and must be released through a conscious effort.

--Talent should be nurtured and developed for tomorrow not today. If one focuses on today's requirements, by the time talents are nurtured one will find they are the talents required of yesterday. The focus must be visionary and look to the needs of the future.

--Developing talent in subordinates is work that requires time and effort. It is important that it not be postponed until it is convenient.

REMARKS FOR CCL VISIT

ILLEGIB
ILLEGIB

--PLEASED TO BE INVITED TO PARTICIPATE AND TO EXCHANGE IDEAS ON THE CULTIVATING AND NURTURING OF TALENT.

--WE FEEL THAT OVER THE YEARS WE HAVE DONE A GOOD JOB IN THIS AREA, BUT BY NO MEANS HAVE WE DONE ALL THAT COULD HAVE, OR SHOULD HAVE, BEEN DONE.

- A GOOD STARTING POINT FOR MY REMARKS MIGHT BE TO GET INTO
- WHO COMES TO CIA
 - HOW DO THEY GET THERE
 - WHAT DO THEY FIND
 - WHAT HAPPENS TO THEM INITIALLY

--THEN MOVE ON TO THE CAREER DEVELOPMENT PROCESS--AND SUCCESSES AND FAILURES IN THE NURTURING PROCESS.

WHO COMES TO CIA

--WE, LIKE MOST ORGANIZATIONS, ARE LOOKING FOR THE BEST AND THE BRIGHTEST. WE ARE INTERESTED IN THE WIDEST POSSIBLE VARIETY OF SKILLS. ALL MUST BE TS CLEARABLE. LIKE COLLEGE GRADUATES WITH EITHER ADVANCED DEGREES OR SOME WORK EXPERIENCE.

--OVER THE YEARS OUR RECORD HAS BEEN GOOD. THE OSS WAS COMPOSED OF VERY TALENTED AMERICANS, AND IT WOULD APPEAR THAT THEY AND FOLLOW-ON GENERATIONS TENDED TO ATTRACT ABLE PEOPLE.

--OUR RECENT VISIBILITY HAS BEEN BOTH AN ASSET AND A LIABILITY IN THIS REGARD. MORE PEOPLE KNOW OF CIA AND ITS ACTIVITIES THAN WHEN I JOINED (TELL THE LABOR UNION STORY), AND THIS ATTRACTS SOME GOOD PEOPLE. BY THE SAME TOKEN, IT BRINGS OUT THE WEIRD ONES.

--MOST PEOPLE WHO COME TO US DO SO ON FAITH RATHER THAN KNOWLEDGE.

- DESIRE TO SERVE--PERSONAL CONTRIBUTION.
- EXCITING
- DIFFERENT
- FOREIGN TRAVEL, ETC.

ILLEGIB

HOW DO THEY GET THERE

--WE HAVE AN EXCEPTIONAL SCREENING PROCESS INVOLVING SECURITY INVESTIGATION, TESTING, (ASSESSMENT- OSS-CCL) PSYCHOLOGICAL SCREENING, MEDICAL REVIEW, INTERVIEWING, POLYGRAPH, ETC. (AND A LONG PROCESSING TIME!)

HOW DO THEY GET THERE/CONTINUED/

--SO, THE PEOPLE WHO COME TO US ARE, FOR THE MOST PART, EXCEPTIONALLY TALENTED, THOROUGHLY SCREENED AND REPRESENT A REAL CHALLENGE FOR US TO STRETCH, NURTURE AND RETAIN.

WHAT DO THEY FIND

--MOST IMPORTANTLY, A PROUD BUT SENSITIVE ORGANIZATION WITH NOT INSIGNIFICANT ELEMENTS OF CLANNISHNESS AND PAROCHIALISM. (REFER TO SENATOR LUGAR'S COMMENT).

--FOUR VERY DIFFERENT DIRECTORATES--EACH WITH ITS DISTINCT PERSONALITY.

--A SOMEWHAT CASUAL, BUT DISCIPLINED ORGANIZATION, USED TO TAKING HIGH RISKS.

--A SENSE OF URGENCY ABOUT THE WORK. RELATIVELY CONSTANT CRISIS MENTALITY.

--AN ORGANIZATION COMMITTED TO THE IMPORTANCE OF THE INDIVIDUAL AND HIS OR HER CONTRIBUTION, BUT DOESN'T DO ALL THAT MUCH FOR THEM.

--AN ORGANIZATION JUST NOW RECOVERING FROM AN EXCESS OF CRITICISM, OVERSIGHT, MONITORING AND CONTROL. THE DISMAL DECADE OF THE 70'S.

WHAT HAPPENS TO THEM INITIALLY

--THE NORMAL PROCESSING AND ORIENTATION.

--FOR MOST PEOPLE, DIRECTORATE SPECIFIC TRAINING BOTH FORMAL AND ON THE JOB THAT IS SUPERB.

--FOLLOWED BY SPECIFIC SKILLS TRAINING AS REQUIRED.

THE CAREER DEVELOPMENT PROCESS

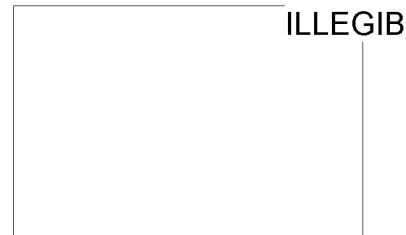
--WORKING UNDER RATHER GENERAL AGENCY GUIDELINES, THE CAREER DEVELOPMENT PROCESS IS CONDUCTED BY EACH OF THE DIRECTORATES FOR THEIR PEOPLE.

- GOOD - IN THAT WHATEVER IS DONE IN THIS AREA IS AIMED TOWARD NEAR-TERM PAY-OFF.

- BAD - IN THAT IT FOSTERS PAROCHIALISM.

- FAILS TO DEVELOP REALLY BROAD-GAUGED TOP AGENCY EXECUTIVES.

- WE ARE SAVED AS REGARDS FILLING TOP-LEVEL AGENCY-WIDE JOBS BY THE FACT THAT THE DIRECTORATE PROCESS DOES INDEED CREATE A SUBSTANTIAL POOL OF VERY TALENTED PEOPLE FROM WHICH TO DRAW. THESE PEOPLE HAVE TENDED TO BROADEN VERY QUICKLY WHEN GIVEN AGENCY-WIDE RESPONSIBILITIES. STILL, WE STRIVE FOR A BETTER APPROACH.



THE CAREER DEVELOPMENT PROCESS/CONTINUED/

- INVOLVED IN THIS DIRECTORATE APPROACH ARE:

- IN-HOUSE COURSES (MGMT, INFO SCIENCES, LANGUAGE)
- EXTERNAL TRAINING
- TAILORED ASSIGNMENTS
- INTER AND INTRA DIRECTORATE ROTATIONALS.

--HAMPERED TO SOME EXTENT BY THE FACT THAT OUR SYSTEM, AND THAT OF THE GOVERNMENT IN GENERAL, REWARDS PEOPLE FOR BECOMING SUPERVISORS AND MANAGERS RATHER THAN FOR BECOMING AN EXPERT OR SPECIALIST. ENCOURAGES SOME "WRONG PEOPLE" TO GET INTO MANAGERIAL RANKS. BURDEN ON TRAINING TO "MAKE THEM RIGHT."

--FOR MOST PART WE FILL JOBS FROM WITHIN. RELATIVELY RARE TO GO OUTSIDE AGENCY. THIS IS BOTH GOOD AND BAD.

--SOME GOOD TRENDS BECOMING APPARENT IN DIRECTORATES.

- MORE ROTATIONALS
- MORE EMPHASIS ON HUMAN RELATIONS TRAINING.
- GREATER CONCERN FOR CLERICAL AND SUPPORT PEOPLE.
- REALIZATION THAT AGENCY PEOPLE NEED PERIODIC "OUTSIDE" EXPERIENCES.

--DIFFICULTY OF FREEING PEOPLE FOR TRAINING. A VERY BUSY PLACE. DEALS IN SEEMINGLY CONSTANT CRISIS. TENDENCY TO THINK IN SHORT-RANGE TERMS. PAROCHIALISM.

(EXAMPLE OF THE MIDCAREER COURSE AND THE DO'S RELATIONSHIP TO IT)

CURRENT CAREER DEVELOPMENT GOALS

--DEVELOP A CORE COURSE FOR NEW EXECUTIVES DEALING WITH AGENCY-WIDE ROLES AND CHALLENGES.

--BACK THIS UP WITH A SERIES OF SHORT ELECTIVES AVAILABLE TO ALL EXECUTIVES. USE OUTSIDE EXPERTS WHERE APPROPRIATE.

--DROP THIS SAME APPROACH DOWN TO THE PRE-EXECUTIVE LEVEL AS WE GAIN MORE EXPERIENCE.

--EVENTUALLY REACH THE POINT WHERE AT LEAST SOME PEOPLE ARE IDENTIFIED EARLY ON AS HAVING HIGH POTENTIAL FOR SENIOR AGENCY-WIDE POSITIONS AND ARE CONSCIOUSLY DEVELOPED TOWARD THAT END.

--OUR SUCCESS DEPENDS ON THE DEGREE OF MANAGEMENT COMMITMENT AND SUPPORT WE CAN EARN. NURTURING TALENT COMPETES WITH DEALING WITH TODAY'S CRISIS. WITH ADDITIONAL RESOURCES OUR COMPETITIVE POSITION WILL IMPROVE, HOPEFULLY.