

**EXECUTIVE SECRETARIAT
ROUTING SLIP**

TO:

| | | ACTION | INFO | DATE | INITIAL |
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| 1 | DCI | | X | | |
| 2 | DDCI | | X | | |
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| 8 | DDS&T | | | | |
| 9 | Chm/NIC | | | | |
| 10 | GC | | | | |
| 11 | IG | | | | |
| 12 | Compt | | | | |
| 13 | D/Pers | | | | |
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| 15 | D/PAO | | | | |
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Remarks

Date

3637 (10-81)

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21 December 1984

Executive Registry
84 - 10035/8

MEMORANDUM TO: Mr. William J. Casey
Director of Central Intelligence

FROM : [redacted]
Office of Research and Development

SUBJECT : Creative Problem Solving -- Leadership
Education Program

Thanks for your prompt and forthright response to my Leadership Education Program suggestion of 7 December 1984.

However, based on [redacted] letter to me (attached), it appears that I miscommunicated a couple of ideas.

First, when I suggest "allowing more people to rise to the highest Agency grade levels via non-management career routes", I do not mean to imply that the non-management career route is one path to better leadership. The leadership program would involve only the management career route in which almost everyone could begin.

Second, when I suggest that some of those who EODed at the Agency spend their first three or four years in a leadership education program, I do not have any elite group in mind. "Some", here, could mean almost everybody. Also, it seems to me, three or four years in a leadership program like the one I describe is plenty of time to identify worthy executive candidates.

[redacted] lists a number of non-management career positions with high grades, [redacted] My suggestion is to double or triple the number of positions like these while concurrently cutting all management positions below Division Chief; even some Division Chief positions might profitably be pruned from the management tree; there could be informal management below the Division Chief level. These actions would result in a much more efficient and effective Agency executive. Slowing government down via bureaucracy may be advantageous at Commerce or Agriculture, but not at the Central Intelligence Agency.

[redacted]

DCI
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0-102

12 December 1984

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[Redacted]

Office of Research & Development
Room 736 H, Ames Building

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Dear [Redacted]

Thank you for responding to the Director's 28 November note asking all employees to share their ideas with us on how the Agency may do its job better. For this program to be successful, the DCI also has asked that we respond quickly and that we be as forthright in telling originators what we think of their ideas as they have been in proposing them. With the hope then that a critical reaction to portions of your proposal will not discourage you from writing again in the future, let me convey the reactions of the Director, the Deputy Director, and myself to your proposal.

First, your suggestion that more people be permitted to rise to high grade levels in the Agency via non-management career routes has merit and, indeed, has become policy in several areas in the Agency in recent years. For example, the DI sponsors a Senior Intelligence Analyst Program with room for [Redacted] analysts at the SIS level and [Redacted] GS-15s. [Redacted]

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[Redacted] The DS&T has a Senior Scientists and Engineers Program with [Redacted]. It makes sense to let highly skilled technical and specialized people do what they do best and to allow them to be appropriately compensated for their work without having to become possibly mediocre managers instead of top flight producers. As much as possible within the framework of federal service, compensation in such cases should be governed by supply and demand in the market place. We will continue to be guided by that principle.

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Next, there is, of course, no question that we need all of the creative, courageous, and competent leaders we can identify. We are not persuaded, however, that the way to develop them is to allow more people to rise to the highest Agency positions via non-management career routes. There is always the exception to the rule but, by and large, senior jobs involve both the leadership of and management of people. Managerial skills are seldom developed without considerable experience. It is our belief that the best leaders and managers come from the ranks of those who have had extensive experience in these kinds of assignments. I would add that this is a widely accepted view outside of CIA.

ADMINISTRATIVE - INTERNAL USE ONLY

Finally, you suggested that we make more use of a leadership education program of some kind. Your specific proposal seems to call for a very early identification of individuals to participate in a management track process. This could foster a perception of elitism in both the participants and non-participants, something that most of us feel is counter-productive. Moreover, participation in the kind of program you describe could weed out some potentially brilliant managers long before they have a chance to develop the substantive expertise they need to lead a highly professional group of employees who place high value on such expertise. For these reasons, we do not believe that this portion of your proposal has merit. You should know, however, that recently we have encouraged initiatives from our Office of Training and elsewhere to explore some interesting new ideas in the area of leadership development.

Again, thank you for writing. We want you to know we appreciate your desire to help us improve our professional performance.

Sincerely,

[Redacted Signature]

Executive Director

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7 December 1984

MEMORANDUM TO: Mr. William J. Casey
 Director of Central Intelligence

STAT FROM :
 Office of Research and Development

SUBJECT : Creative Problem Solving--Leadership
 Education Program

This is to suggest initiating a formal and continuing leadership education program at the Central Intelligence Agency.

There are a lot of managers but few leaders today at the CIA. There are too many opinionless, some might even go so far as to say spineless, bureaucrats in the Agency executive, people who simply can't or won't lead, i.e. take initiative. The situation would not be so critical but for the Agency's importance in nuclear age world affairs.

What to do? First, I suggest allowing more people to rise to the highest Agency grade levels via non-management career routes, while concurrently reducing appreciably the number of management positions in the Agency; wherever there is management there is likely to be officiousness and thus bureaucracy. Second, search for good executive material via an Agency leadership education program.

Exactly how this leadership program would operate, I am not sure. Perhaps some of those who EODed at the Agency would be required to spend their first three or four years as members of Agency teams, each team having responsibility for specific Agency functions; each team member would periodically rotate into and then out of the team leader position. Each team would be overseen by a monitor whose job it would be to guide the team, mainly by directing and tutoring the team leader. The monitor, along with team members, would assess the leader's performance. Those people that came out of the program as most worthy would be candidates for the Agency executive.

The Director and Deputy Director of the CIA have to rely heavily, and in pyramid fashion, on advice from the Agency executive. Inadequate leadership can result in poor advice. Inadequate leadership is a serious problem in the CIA executive. An Agency leadership education program would help alleviate this problem and would promote a genuine esprit de corps.

