

14 JUL 1986

OTE 86-6365

MEMORANDUM FOR: Deputy Director of Administration

STAT FROM:

[Redacted]

Director of Training and Education

SUBJECT: Executive Leadership Forum

1. I want to express my appreciation for the important contributions you have made to the Executive Leadership Forum. Your views on the role of a leader in the Agency and the responsibilities of newly appointed Senior Intelligence Service officers were extremely helpful and valuable to the participants. Your presentation set the appropriate tone for the Forum and reinforced the concepts and information that followed.

2. I am grateful for the time and effort devoted to this endeavor and hope you will be willing to participate in future runnings of the Forum.

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OTE/LDD/EDS

[Redacted]

(3 July 1986/OTE 86-6365)

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Attachment: Course Report

2 July 1986

MEMORANDUM FOR: Director for Training and Education

FROM: Executive Leadership Forum Staff

SUBJECT: Evaluation of the Fifth Running of the Executive Leadership Forum

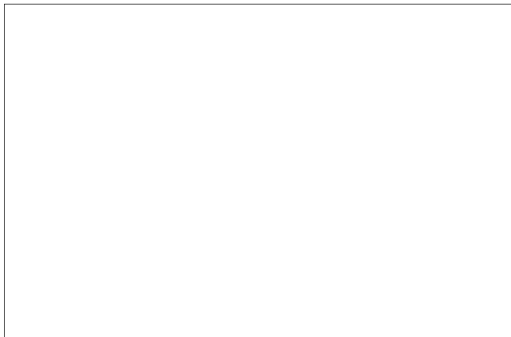
1. The fifth running of the Executive Leadership Forum (ELF-5) met from 23-27 June at [redacted]

[redacted] This was clearly the most successful of the five runnings as measured by universal student enthusiasm for the continuation of the ELF program and student evaluations of its content and presentation. We believe this success is due to two factors. First, the participation of top Agency management was decisive. Second, because OTE weeded out a few less suitable candidates beforehand, this class of twelve men and one woman was more homogenous than previous ELF groups.

2. Twelve of the thirteen students turned in written evaluations all of which said that:

- ELF was on target; one said close.
- They would send their subordinates to the course; a few said all new SISers should attend.
- We had set the right objectives for ELF; several suggested adding another along the lines of providing an opportunity to meet with top CIA executives and discuss Agency issues with them.
- ELF met its objectives; some said to varying degrees.
- Participation of top Agency management is indispensable; most strongly urged DDO participation.

3. In order to reflect the full flavor of the evaluations, the attachment to this memorandum provides slightly edited versions of all the students comments on seven topics about the course. We have presented these comments by directorate beginning with a brief summary of the participant's background in order to examine its possible relationship to his comments. At the end of the attachment we have included a special section on the students' views of each of the psychological assessors who provided one-on-one feedback.



Student Comments on Fifth Running of Executive Leadership Forum

DIRECTORATE OF ADMINISTRATION

DA; 43 years old; 13+ years in CIA; no CIA overseas service; Doctorate; served in 2 directorates in last 10 years.

1. ELF met objectives.

-Would give assessment and related portions a 4 on a 5-point scale; needs to be made more relevant to the leadership process.

-Networking is a nice outgrowth, but likely to get it in any activity such as this.

-Would be more useful if we could find a way to explain how leadership variables will impact on individual's performance as a leader/manager.

2. ELF has right objectives.

-Should add objective of making new SISers aware of key issues confronting CIA in next few years. Would give course 5 out of 5 if this added and DDO participated.

-Would add an objective on external speakers, like exploring what it is to manage/lead in other environments.

3. I would send my subordinates to ELF.

-Gives time to pause, reassess and reflect on what could have profound impact on careers.

4. High lights of the week were:

-Interaction with fellow students.

-Psychological assessments.

-Talks with Agency leaders.

-Briefing on the Agency personnel security problems.

-Panel of outside executives.

5. There were few low points for me. No major criticisms, it went well, but:

-Tuesday afternoon was a bit slow; some redundancy.

-Iacocca film should be edited down to 20-30 minutes.

6. This course is very close to what is needed.

Accomplished minor miracle by turning around a few (negative) attitudes. Tough job, Jo, Linda, and Ed did well.

7. Other comments include:

-Senior management representation is essential. It provides an opportunity to infuse new leadership with the message that you count in CIA. Without senior management participation, it is a hollow message.

-Faculty was outstanding for ELF; struck the right mood.

-Length of course is about right.

DA; 46+ years old; 28- years in CIA; 5+ years of CIA overseas service; Bachelor's degree; served in 2 directorates in last 10 years; took POCM.

1. Course met its objectives to varying degrees.

-There was sufficient data to assess some of the current strengths and weaknesses, but due to time limitation mostly on the surface but not superficial.

-Provided some personal insights into effectiveness as leaders, but again time limitations.

-Emphatically met networking objective.

-Emphatically met objective of role of leader largely through sessions with senior officers.

-Sessions with Agency executives provided understanding of sources of executive successes and failures.

-Provided particular insights into development of myself and subordinates to assume leadership roles. "Leadership and learning go together" has now become my personal credo.

2. The objectives were right. Could use a little more emphasis on the interrelationship among objectives.

3. I would send my subordinates to ELF.

4. High lights of the week were:

-Sessions with senior agency officers.

5. Low lights of the week were:

-Though adequate for me who has had POCM, session with assessors deserve more work for those who have not had it.

6. ELF is best type of course for new SISers.

7. Other comments include:

-Agency is going in the right direction to train SISers and to emphasize difference between GS-15 and SIS.

-ELF rightly fulfills the need for a "right of passage" for new SISers.

-I leave ELF with a much better sense of added responsibility

DA; 47+ years old; 23- years in CIA; 8+ years of CIA overseas service; Bachelor's degree; served in 1 directorate in last 10 years; took POCM.

1. ELF met its objectives.

2. ELF has the right objectives. I would add one more on the opportunity to meet top Agency management and discuss leadership issues with them.

3. I definitely intend to send qualified subordinates to ELF.

4. High lights of the week were:

-Participation of DDCI, DDA, and DDS&T

-Round table of outside CEOs.

-Self-managing teams on an important Agency problem.

5. Low points were few and include:

-Red/Green and Turnaround are not realistic enough.

6. Agency needs a course like ELF.

7. Other comments include:

-My hat goes off to the course directors

-The feed-back sessions with professional assessors are valuable.

DA; 52+ years old; 26- years in CIA; 6 months of CIA overseas service; Bachelor's degree; served in 2 directorates in last 10 years.

1. The course objectives were fully attained.

2. The ELF objects are right.

3. I would most definitely recommend that new SISers attend ELF.

4. High lights of the week were:

-The personal participation of the DDCI, DDA and DDS&T.

-The round table of outside CEOs.

-The sessions with professional assessors.

5. The low point was the role playing aspect of the games.

6. ELF is very much on track. Overall it is the best course for the purpose.

7. Other comments include:

- The individual assessment is a vital part of the program.
- Suggest that all directorates (i.e. DDO) be required to participate in future ELF's.
- Might reduced the number in the round table of outside CEOs.

INTELLIGENCE DIRECTORATE

DI; 40+ years old; 16+ years in CIA; 5 months of CIA overseas service; Bachelor's degree; served in 1 directorate in last 10 years; took POCM.

1. Course objectives are overstated.
2. Add as an objective "Exposure to top Agency executives from all directorates" and would force DDO participation.
3. Recommend SISers take ELF, but some other courses first.
4. High lights of the week were:
 - Remarkable openness shown by Agency leaders.
 - Personal assessment phase of the course.
5. Low lights was lack of DDO participation.
6. The course is on track.
7. Other comments include:
 - ELF is (I think correctly) a continuation of other introspective courses, such as POCM. It is an excellent reminder that we are managers..
 - If there is a weakness it was in the "future development of subordinates" objective.
 - Panel of outside CEOs should be reduced to 2 or even 1.
 - I was surprised at the successful outcome of the course given all the adverse prior publicity. It was a week well spent.
 - Assessment phase was less clinical and intimidating than POCM and more real-world useful.
 - Length of session with assessors should be increased from 60 to 90 minutes.

DI; 43+ years old; 13+ years in CIA; 2+ months of CIA overseas service; Doctorate; served in 2 directorates in last 10 years; took POCM.

1. Met strength and weaknesses object well. Although some overlap with POCM, enough time had passed so that it was useful.
3. Would send my subordinates to ELF.
4. High lights of week were all Agency speakers. Senior management participation shows new SISer they have arrived and are worth senior management's time.
 - [redacted] obviously took time to prepare extensive thoughts.
 - Donnelly exemplifies as well as preaches leadership.
 - Varied approach of Ev and Bob was good.
 - Enjoyed 3 to 4 hours of private talks with Ed about historical development of analysis, people, etc.
5. My one minor criticism is that we were not told to study the Grindtown exercise beforehand. I was not prepared and therefore was a quiet participant.
6. Course is basically on track.

STAT

- Liked the course and its balanced mixture of activities:
 - .passive listening and active participation;
 - .generalized content and individual assessment;
 - .formal, together activities with unstructured time.
- Of particular value was opportunity to reflect about my own personality, ambition, situation, etc. in talks and exercises.
- Size of group was good.
- 7. Other comments include:
 - Might add another outside speaker to reinforce leader vs manager emphasis.
 - Maybe outside CEOs should speak as singletons.
 - Linda and Jo roles well done. Often listening, organizing, in the background rather than at podium, but keeping focus, reminding us of themes, and reinforcing.

DI; 49+ years old; 20+ years in CIA; 1+ years of CIA overseas service; Master's degree; served in 2 directorate in last 10 years.

1. ELF met its objectives, particularly in establishing a network of peers, exploring the executive leadership role through the use of senior Agency managers and understanding potential sources of executive success and failure.
2. These are the right objectives for an introductory course on executive leadership.
3. I would encourage my subordinates and newly promoted SISers to take ELF.
4. High lights of the week were:
 - Sessions with senior Agency managers; Donnelly's first and Hineman's next.
 - The exercise on personnel security.
 - The exercise on effective and ineffective Agency leaders.
5. One low light was the Red/Green exercise.
6. ELF is on track.
7. Other comments include:
 - The sessions on successful executives and lessons learned need to be better structured
 - All deputy directors should participate
 - Reduce the number of outside panel of CEOs from 3 to 2.

OPERATIONS DIRECTORATE

DO; 44- years old; 18+ years in CIA; 10- years of CIA overseas service; Masters degree; served in one directorate in last 10 years.

1. Course met all of its objectives to various degrees:
 - Networking: Excellent.
 - Assessing strengths and weaknesses: Good.
 - Analysis of effectiveness as leaders: Good
 - Explore executive leadership role: very good, especially as embodied in presentations by Donnelly and Hineman.
 - Future development of self and subordinates: Good.
 - Understanding sources of success and failure: Good.
3. I would unhesitatingly send my subordinates.
4. High lights of the week were:

- Presentations by Hineman, Donnelly and Gates;
 - Round table with outside CEOs;
 - Team problem on personnel security;
 - Feedback from assessors, last only because it gave me nothing new.
5. Week had no serious low points.
- Presentation on success and failure were the least strong elements of the course.
6. Course definitely "on track". I found course impressive.
- Absence of senior DO representation is a problem that must be solved. I shall talk to ADDO and tell him to expect a call from OTE.
7. Other comments include:
- Good opportunity to interact with first-rate officers from other directorates;
 - I liked getting first-hand views of senior agency officers on the problems facing us and how to tackle these problems.
 - I hope to be more effective in my next assignment as a result of ELF.
 - Both Linda and Jo were unfailingly cheerful, polite and helpful. They deserve great credit for making the course a success.

DO; Age 44- years; 16+ years in CIA; no CIA overseas service; Bachelor's degree; had POCCM and took Harvard management course.

1. Met course objective in various degrees:
- Assess current strengths and weaknesses: Yes.
 - Analyze own effectiveness as leader: Partially.
 - Establish network of peers: Partially.
 - Explore executive leadership role: Yes.
 - Understanding sources for success and failure: Partially.
 - Future development of self and subordinates: Yes but more needed.
 - Understand current & future leadership problems in CIA: Yes.
- Note: "Partially" ratings are more a comment on what would be desirable, time permitting.
2. ELF has right objectives. Should add last objective (above) to list.
3. I would send my subordinates to ELF. It serves to refocus a person's thinking about himself and the institution.
4. High lights of the week were:
- Discussion with deputy directors,
 - Feedback from assessors,
 - Successful executives and lessons learned,
 - Social interaction with colleagues,
 - Chance to think and reflect,
 - Round table with corporate CEOs.
5. Although I had no strong feelings regarding low lights, the following topics need more work:
- Executives as leaders (include readings from professional periodicals: e.g., Harvard Business Review; Burns' Leadership),
 - .More in-depth examination of attributes common among leaders in military, government and business.
 - Successful executives--Need to look at Agency culture in

some detail and analyze why some people derail.

6. I think this is the best course and it is on track. Good for broadening the view of our emerging leadership.

7. Other comments include:

-Suggest more study/analysis/discussion of actual Agency leadership cases;

-Might ask each participant to describe a leadership issue/problem/case for class discussion.

-Group athletic event to help getting to know each other.

-Need to assure that DDO also appears at future ELF. This is very important.

-Good location, good accommodations and good pace.

SCIENCE AND TECHNOLOGY DIRECTORATE

S&T; 46- years old; 19+ years in CIA; 3+ years of CIA overseas service; Served in 2 directorates in last 10 years.

1. ELF met its objectives

2. ELF objectives were "satisfactory".

3. Every SIS officer should attend ELF.

4. No particular high lights.

5. No particular low lights.

6. Course was "right on". Might increase the pace a little.

7. Other comments include:

-I liked the course and learned a number of things.

-It provided opportunities:

.to stop, take a look at myself and my colleagues, and to broaden my goals.

.to watch others, their styles, their presence.

-Networking was valuable.

-I confirmed my assessment of myself.

-Round table of outsiders should be limited to two people.

-Suggest adding CEO of non-profit organization.

-I was disappointed that the DDO did not participate.

-Behavioral/social issues are always difficult for engineers. These were addressed at the appropriate level.

S&T; 46+ years old; 18- years in CIA; 3+ years of CIA overseas service; Bachelor's degree; served in 1 directorate in last 10 years.

1. ELF met its objectives.

2. ELF has right objectives.

-Might have each participant discuss problems he faces to discuss solutions to those that are common.

3. I would send my subordinates to ELF; it is worthwhile.

4. High lights of the week were:

-Meeting with senior Agency managers.

-Networking.

-Meeting with business leaders.

5. Low point of the week was role playing exercises ; they make me uncomfortable, particularly last day's exercise.

6. This is a good course; with the following minor changes could be great:

- A little more free time for networking
 - Reduce size of outside CEO panel to 2.
 - Eliminate role playing.
 - Adding discussions on any problems common to the group.
7. Other comments include:
- Negative feedback I heard before arriving was not justified.
 - Senior management participation was important, even vital, in establishing the credibility of ELF. Get DDO participation.

OTHER

NIESO; 45+ years old; 19+ years in CIA; 4- years of CIA overseas service; Master's degree; served in 3 directorates in last 10 years.

1. ELF met its objectives.
2. ELF objectives are right.
3. I would send my subordinates to ELF.
4. High lights of the week were discussions with Agency leaders and those from the outside provided insights into the leadership role. Please tell deputy directors that without their presence, ELF would have been less valuable.
5. Low light of the week was Red/Green exercise. I am still not sure of its purpose or benefit.
6. ELF is definitely on the right track.
7. Other comments include:
 - ELF gave us a rare opportunity to interact with peers from other directorates.
 - ELF was pleasing growth experience; thanks for the opportunity to experience it.
 - We should have been told before course started that we would meet with Executive Director on following Monday so that we would not schedule other activities for that time.

Student Comments on Psychological Assessors

On Berney

Did good professional job.
Quite good, attentive, good listener and sounding board.
Appropriately cautious, low key and impersonal.
I didn't learn anything new, but this was expected because I have good grasp of my strengths and weaknesses.
Very helpful on my questions about group dynamics.

On Mills

Did a good job; would grade him a solid B.
Confirmed my assessment of myself.

On Sullivan

Found session invaluable.
Was professional and did a good job.
Knowledgeable about test instruments.
Assessment should be useful to me in the future.

On Cuje

Offered very useful advice on how a woman copes in a man's world of management and how to deal with stress.

On Kelly

Open, extremely bright, communicative and encouraged dialog.
Put me at ease and offered valuable insights and interpretations about me.
Responsive to questions.
Was as frank about my weaknesses as my strengths.
Very effective and put me at ease.
Presents findings convincingly.
Negotiates a free and easy dialog.