

TRAINING FACILITIES

TOTAL COMMITMENT TO MANAGEMENT DEVELOPMENT AND TRAINING AT DRESSER INDUSTRIES

Just off the tollway and 10 minutes from Dallas' bustling downtown business district is Dresser Industries' Leadership Center, tangible evidence of Dresser management's total commitment to management development and training.

Dresser Industries is a major supplier of technology, products and services to worldwide energy, natural resource and industrial markets. Operating with the philosophy that its 53,000 employees are Dresser's most valuable assets, the company sent more than 2,000 supervisors and managers to classes, seminars and conferences at the Center in 1977. The Center anticipates serving at least that many by the end of this year.

The five-story building, which Braniff Airlines constructed and used as a training center for flight attendants until Dresser bought and refurbished it in 1975, includes 33 bedrooms, six visitor suites, and one two-bedroom executive suite. Also located in the Center's 63,000 square feet are four large classrooms, a dining room which seats up to 135 persons, an auditorium which seats 56 persons, an outdoor swimming pool, an exercise room and sauna, a library, and several lounge areas.

Larry Shefferly, Dresser's director of management development, said the building is a complete live-in learning center, eliminating most distractions and allowing conferees to concentrate wholly on learning.

The Center's staff of 11 instructional and support personnel works as a team to create a healthy learn-

ing environment. "Our number one goal here is to provide Dresser managers with the best training possible to equip them to perform their jobs as well as possible. And these facilities must fully support that process," Shefferly said.

A quick tour of the building illustrates Shefferly's point. There is no "fat" in the layout or use of the Center.

Bamboo furniture and a variety of lush tropical plants greet conferees as they arrive to register at the glassed-in reception area overlooking the pool. Soft, natural light filters through a skylight in the re-

ception area, creating a relaxed atmosphere belying the intense and concentrated seminars taking place one floor above.

Around the corner from the reception area is the library, which sometimes doubles as a meeting room for four or five. On the same floor, a spacious lounge area separates the dining hall and the reception area. One section of the lounge features comfortable couches, coffee tables and a color TV, and the other section sports a modern fireplace encircled by a well-cushioned couch. Adjacent to the dining hall is an executive conference room,



Dresser Industries' Leadership Center is a complete live-in facility conveniently located 10 minutes from Dresser headquarters in downtown Dallas and 20 minutes from the Dallas-Ft. Worth Regional Airport.

affording complete privacy for confidential meetings.

Located on the second floor are staff offices, classrooms and a large auditorium. In order to promote concentration and help create a learning environment, there are no windows on that floor.

The auditorium is equipped with an array of audio-visual equipment, and the entire front wall is covered with viewing screen material, allowing several images to be projected simultaneously. Lecturers can operate all auditorium equipment from the control panel built into the lectern.

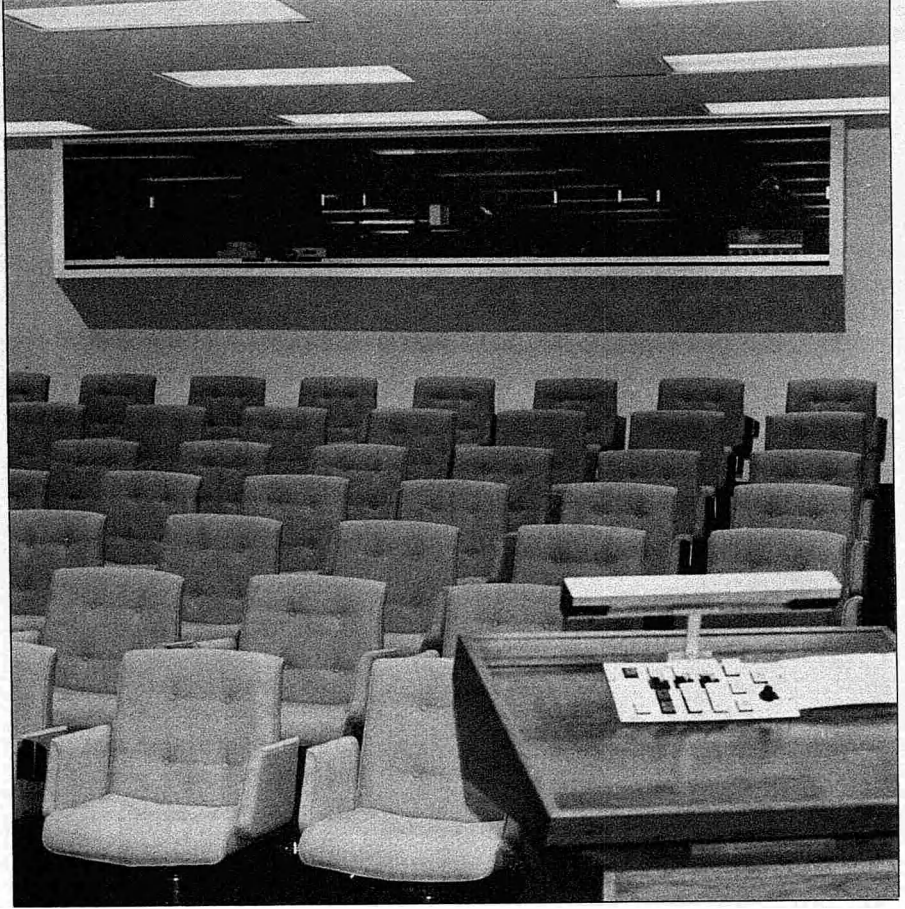
Closed-circuit TV and videotaping capabilities add an extra dimension to instruction at the Center. For example, the portable videotaping equipment allows role-playing sessions to be taped in one small room and viewed later by an entire class in the auditorium. And the closed-circuit set-up allows speeches or special talks given in a full auditorium to be viewed by students in other meeting rooms.

Varying only slightly in size, the four conference rooms are practically identical, except for carpet colors. Large, portable tables, which are arranged in discussion-promoting "U" shapes most of the time, provide each conferee with plenty of work space and elbow room, while cushioned swivel chairs provide welcome comfort in the waning hours of the day. Concealed chalkboards and projection screens are available in each room.

A bulletin board on the second floor serves as a message center for students and as an area for the Center's staff to display brochures promoting management development seminars.

Students in some courses are able to combine practical experience with newly acquired knowledge through the use of portable, on-site computer terminals. The terminals, which are linked to a base computer at Northwestern University, allow simulated four-year business problems to be crammed into four days.

Floors three through five, although residence areas, also contribute to the "learning-is-the-business-at-hand" atmosphere at



Instructors control from the lecturn audio-visual equipment in the projection booth at the rear of the auditorium.



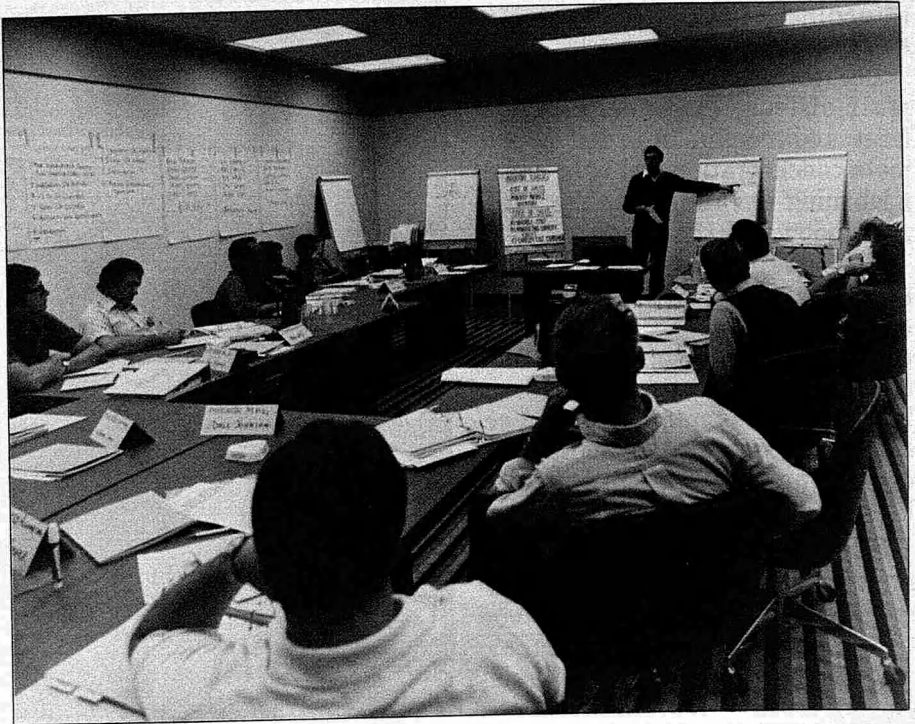
Conferees sip coffee and relax around the fireplace, which is especially popular during the fall and winter.

the Center. While all of the residence rooms are supplied with work tables and chairs, only a handful have telephones or televisions.

Thirty-three rooms include two twin beds, a private bath with a pair of sinks, and plenty of closet space. Visitor suites are somewhat roomier than the other rooms and are furnished with one double bed and additional study furniture.

Lounges near the elevators on each residence floor are designed and furnished to encourage students to continue discussions begun in the classroom. Furnishings in each lounge include a color TV, comfortable lounge furniture, a telephone and coffee tables.

A universal weight machine, two aerobic bicycles, a treadmill, a table-tennis table, and exercise mats make the exercise room, which is complete with showers and a sauna, a popular after-hours retreat for conferees. The exercise room is used not only for recreation but also for physical-fitness instruction in basic management de-



Flexible seating arrangements in classrooms prompt discussion and interaction among conferees.

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velopment courses. A local YMCA instructor teaches three hours in each course, supplying tips on physical fitness and instructing the conferees on the proper uses of the equipment in the exercise room.

Before Dresser purchased the Center, most management development programs were conducted at Hillsdale College in Hillsdale, Mich., resulting in lecturers and instructors for the seminars having to maintain offices in one location and travel to Hillsdale for classes. Now, however, with staff offices and classes in the same building, staff time is used much more efficiently. "Our class load has increased about 200 per cent since we purchased this building, yet our staff size has increased by only 30 per cent," Shefferly said.

Management development activities consume 60 per cent of the available time at the Center. The remaining time is occupied with product meetings, sales management courses, customer orientation, corporate meetings, and meetings of Dresser's various operating groups.

Two major nonmanagement development meetings held annually at the Center are the Engineering and Technical Conference and the Group Staff Conference. Both meetings are attended by more

than 100 managers.

The Center operates as a separate Dresser entity; so Dresser operating units pay tuition and room and board for each employee attending Center seminars. Operating units also pay for the use of the Center for conferences and meetings. This arrangement provides Center personnel extra incentive to provide first-rate service, and gives students extra motivation because they know their visits are investments by their operating units.

Conferees have commented on the convenient layout of the Center, saying that they are able to get from the residence areas to the dining hall or to the classrooms in a matter of only a few seconds. Students mention also that it is good to know that everyone at the Center, students and staff alike, is working toward the common goal of professional development for the benefit of the company.

Dresser's Leadership Center represents a considerable investment by the company. Said Shefferly: "When Dresser personnel get to the Center, they are proud that they're part of an organization which places enough emphasis on them to invest heavily in their professional development."