

A (MODEST) PROPOSAL

*a look at the future
of executive development*

Maximum Security Classified

To: Executive Vice-President
From: Director of Program Research
and Development
Subject: Supporting narrative to Budget Request 74 111 304 26 (Proposed developments in Executive Shaping Research for the coming year.)

1. Basic Executive Shaping Program.

This program has continued to set the standard for organizations throughout the world. Our pioneering in chemotherapeutic training in the early 1970's made a significant contribution to the body of knowledge in the management development field, and though we have expanded the spectrum of drugs and effects, no truly unique breakthroughs have been made in the last decade. Two projects currently in the animal testing phase hold promise for the future.

A. Laser Neurosurgery for Executive Reshaping (LANSER). As you know, our current programs employ various combinations of group and individual psychometrics and psychodynamic attitude assessment and shaping; chemotherapeutic and narcotherapeutic goal direction and personality distractor elimination; and extensive edtech orientation in the several disciplines considered essential to Optimum Executive Unidirectional Functioning (OEUF). While these techniques are successful in imposing the desired profiles, our monitoring of Execushape alumni shows a relatively short-term (three-five years) duration of OEUF. Periodic shaping reinforcement can extend the period of OEUF to a practical maximum of eight years for ca. 14% of the alumni educands, seven years for ca. 51%, and six years for ca. 24%. (The remaining 11% of the alumni fall into dispersed time categories.) Further shaping reinforcement seems unable to maintain OEUF above the 95% levels demanded by client firms. Permanent effects are modally grouped about the sub-optimal level (.5 SD of an average of 87.52% OEUF).

Our research staff hypothecates that this recession occurs because of the gradual development of immunities within the organism and because of the tendency of the pre-hiring personality factors to emerge through the shaping barriers over the periods cited above. They further hypothesize that an organic surgical alteration of an educand's neurology would eliminate or permanently inhibit the emergence of personality factors incompatible with OEUF. Early data from animal experimentation and limited work with an expendables class suggest that self-destructive tendencies will be less frequently seen with LANSER alumni than with alumni reshaped through current techniques.

We therefore propose that LANSER research be carried out with a class considered to be of unexpendable caliber and that client firms be assessed the necessary quota of educands.

Complete documentation of this project and related studies is stored under access code 1 073 921 444.

B. Chemical Learning Precursor Therapy (CHELEPRET). Our continuing research in this vital area has failed to yield any substance which can transmit learning on a selective basis. Dr. Karpathy's promising work with spinal fluid substances, though not yet productive, offers long-term hope but as yet nothing which meets the standards of the Educational Policy Committee.

However, the task sub-group working on cellular distillates has achieved success with a learning precursor element (tentatively termed LPE-2197). Results with planaria show a magnitude 19 increase in learning efficiency. Vertebrate testing will be completed in April of the coming year, and if results are as expected and yield a minimum magnitude of 27.5, we propose that controlled testing be started with the first two groups scheduled for reshaping in June.

While instantaneous infusion of learnings will not be possible for some years to come, CHELEPRET should allow the academic phase of shaping to be com-

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pressed into no more than three months.

CHELEPRET is documented under access code 9 111 111 276.

It can be readily seen that if both LANSER and CHELEPRET can be successfully applied, our firm can deliver fully-shaped executives no older than 15 years of age, having a useful span of 20 to 30 years. Thus, the entrance age will be lowered by three to five years and the span extended by 10 to 15 years from current levels.

2. Family Shaping Program. We propose to discontinue most research in this area. Current techniques since the advent of Executive Spouse Selection are sufficient to eliminate family interference from the executive's life.

We do, however, propose to keep the pure research group in operation until they have completed their empirical study of the relationship between sexual

satisfaction and executive reliability (Access code 3 246 359 211).

3. Genetic Research in Executive Development. Because of intense competition as well as because of the obvious image problems inherent in this area, the bulk of my particular conclusions and the specific proposals arising therefrom will be sent to you in a separate cryptographic document. However, I can state in this plain language section that we are very much encouraged by our researches to date. Though we are hampered by the relatively late onset of maturity in man, we hope to produce most of the requisite dominants in our third generation this year. Best estimates for the earliest date for our being able to meet all specifications is for the fifth generation sometime in the first decade of the new century. The most pessimistic estimate is for the eighth generation, but all of the principal investigators are convinced that the forth-

coming third generation will, though short of spec. 7-2a4, be quite marketable and far superior to anything currently available either pre- or post-shaping. Specifics follow in my Crypdoc 1.1 of this date.

4. Concluding remarks. Though the past quarter century has brought us a hundred times farther than all history before that, our staff is confident that the next five years will bring developments which we cannot even now foresee. We are willing to go on record as guaranteeing that if the programs proposed herein are funded as programmed in our Budget Request that Execushape Associates will maintain the enviable record of leadership which it has enjoyed since we first refined the crude techniques of sensitivity training and, specifically, that we will, within five years, be able to replace most computers with far more efficient and far less costly executives.

PROJECT NEWGATE TO BE TESTED AT YOUTH CENTER

The first OEO-sponsored educational project in a Federal Youth Center will be demonstrated by Morehead State University at one of three such Centers in the country, at Ashland, Kentucky. The Office of Economic Opportunity has announced a Community Action Program demonstration grant of \$100,042 to Morehead State in Kentucky to proceed with the third prison educational program in the Nation, called Project NEWGATE. The other two OEO-sponsored prison projects are at Oregon State and New Mexico State Penitentiary.

Youths in the Federal Youth Center are serving short-term sentences for minor felony offenses that involve interstate mails or travel, and are between 16 and 21 years of age. The

average school grade completed by the youths in the 600-capacity Center is 7th grade.

Forty youths currently working toward a high school equivalency diploma, who it is generally believed have the potential to succeed in college, will be selected for the project. Youths who have work or educational release privileges and can participate in cultural field trips will get priority.

The proposal, modeled after the Upward Bound pre-college program already in operation at Morehead State University, was organized by Dr. Morris Norfleet, chief of the Research and Development Center at the University, and Jack Webb, Upward Bound Project Director. Mr. James Murphy is the Youth Center Director.