

# WESTERN REGIONAL TRAINING CONFERENCE

Reported by LUCILLE PARKER, WALTER J. TAIT and ELLIS H. WOOLEY

*The Regional Conferences produced by groups of ASTD Chapters have established their worth for training people. One of these conferences, led by the Training Association of Southern California, is keenly evaluated in this digest report.*

The Second Western Regional Training Conference has proved the ability of West Coast training directors to produce a regional meeting of consequence. In a two day, jam packed program at the Ambassador in Los Angeles, over 200 training people met to hear speakers discuss Executive Development, Supervisor Training, and Economic Training.

The program in general was directed toward foreseeing the future needs of training directors in each of these three areas. The program sections had similarity of arrangement but content and character of each was distinctive. First, the recognized best in current practice was presented by panels from Washington State, San Diego, and San Francisco.

The second section in each of the three categories of training was a workshop under the leadership of an educational authority. Executive Development was discussed by *Dr. Robert Tannenbaum* of UCLA; *Dr. Floyd Bond* of Pomona College, led the Economic Training Group, and *Dr. Robert D. Gray* of Cal-Tech handled a discussion of Supervisor Training.

Third phase of the program sections was intended to reflect top management's attitude toward future planning for training. *Lawrence Cooper*, Vice President, Pacific Telephone and Telegraph Company, developed management trends in Supervisor Training. *Earl Planty*, Executive Counselor, Johnson and Johnson, handled Executive Development. The third area, Economic Training, was discussed by *Gerald G. Chappell*, Supervisor of Training, Union Oil Company, Los Angeles.

Full conference groups heard three key speakers on topics related to the overall problems of training. *Dr. Lee DuBridge*, President of Cal-Tech, discussed "Technical Manpower Problems." He noted in his talk the scarcity of scientists, engineers, and doctors, as well as the essential need for graduates in each field. He stressed the need for developing operating people in the less technical aspects of the professions as we work out long-range programs for professional development.

*Dr. Planty* addressed the Conference on problems of "Managing the Modern Man." The key to success in this in-

stance, he said, is reflected in four leadership requirements

- Supplying a sense of belonging
- Affording recognition
- Affording new experiences, such as transfers, tours and job rotation
- Erecting a security structure . . . the least item of which will reflect a misunderstood word . . . LOVE.

Dr. Planty's words of advice included, "when people haven't eaten, emotionally or otherwise, you can't take your problems to them."

The third speaker, Dr. Otis C. McCreery, Director of Management Training, Aluminum Company of America, Pittsburgh, Pennsylvania, approached the subject of "Human Relations as The Key to Good Management," by ingeniously tracing American industrialism against the background of his matriarchal great-grandmother's life in the pioneer days of Iowa. Using training aids, slides, and charts, Dr. McCreery's "Joe Forge," a mythical average American, came to life against the picturesque background of the pioneers.

There are five areas, according to Dr. McCreery, that constitute foundation stones for good human relations:

- A favorable climate
- A good system of communications
- Good supervision
- Top management support
- A motivating philosophy that creates participation with interests both political and social.

One general impression created by the conference was the thoughtful effort

on the part of training directors to *establish points for expanding management efficiency*. The points for action or departure for improvement indicated by the discussions were in order of their importance:

- More supervisory training and development in the daily line operation . . . less of classroom . . . more of man-to-man contacts
- Executive development that recognizes the importance of direct contacts and, by example, produces better communication by holding better meetings of the right people at regular intervals
- Broadening the elements of communication beyond the single company activity to encompass industry and national relationships.

The three parts of the executive development program coordinated well. The panel from Washington stated the case for organization for such training. From twenty companies having programs two years ago (first American Management Association list) there are now several hundred of record. Boeing Aircraft researched in the field and asked top line people in other firms, "Who said this, your training director or top line people?", the inference being that training directors are perennial optimists. They came up with a working program including:

- An Executive Training Board
- Participants thoroughly aware of all phases of program . . . all training for present job only . . . no promises or implications otherwise

- A replacement table entirely in the hands of the Board.

General Electric at Richland has an extensive professional development program with many of Boeing's elements. This program is based on requirement that it develop human relations in relation to the five basic functions of planning, organizing, directing, coordinating and controlling. This is spelled out as a long-range pattern of steps to development of the present job.

Rayonier, Inc. has an executive program that embraces all new men who are college graduates in engineering or business administration. Each facet of the program is tailored to the individual. Progress is from minor responsibilities to selected assignments to complete responsibility for a work procedure. This ladder growth pattern extends through eight areas of the business. The total training time of the trainee is twenty-six months but the time spent in the eight areas varies with his specialty.

The mode of executive training is coaching, largely the same as athletic coaching. This should consist of participation and counseling, in a climate of confidence, with known standards for performance and recognized "fair treatment."

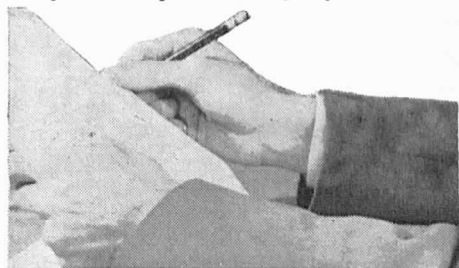
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Harry F. Gracey, long an active member of the Philadelphia Chapter of ASTD, is starting his own management consulting firm and will have his headquarters at 124 Mountwell Avenue, Haddonfield, New Jersey.

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## UTAH OFFICERS AND CONFERENCE

Officers of the Utah Personnel Training Association, Utah Affiliate of ASTD, were elected December 19 with *Winston M. Crawford*, Interim District Advisor of ASTD as President; *Von H. Robertson*, formerly Secretary as Vice-President; *Paul D. Limburg*, Secretary; and *Claire P. Hansen*, Treasurer.

Mr. Crawford is supervisor of training, Columbia-Geneva Division, U. S. Steel Company located at Orem, Utah. Mr. Robertson is State Director of Trade and Industrial Education for Utah. Mr. Limburg is Assistant Personnel Manager, Utah Oil Refining Company and Miss Hansen is Director of Training for Zion's Cooperative Mercantile Institution, Utah's largest and oldest department store.

The fall activity of the Utah Chapter included participation in the University of Utah Industrial Relations Conference conducted November 29-30. Eleven members of the Utah Personnel Training Association had assignments in the conference including department session chairman, special lecturers and panel committeemen. Marlon S. Bateman, the outgoing President of the Association and Von H. Robertson, Secretary, assisted in the planning and selection of personnel for the Industrial Relations Conference which is conducted as a part of the program of the School of Business and Commerce at the University of Utah.

## OUR ASTD VICE PRESIDENT REGION I

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"Another program which has been given quite a lot of recognition has been the Human Relations in Supervision training. This program included the development of 24 sound slide-films presenting case problems in human relations which served as the basis for discussion through all levels of management. This program is now being distributed by the McGraw-Hill Book Company, Inc."

Tom has been serving as Chairman of the Advisory Council on Training for the National Industrial Conference Board, and on the Conference Committee of the Silver Bay Conference on Industrial Relations. He has also co-authored a book, "*The Foreman's Place in Management*," and a booklet on job evaluation.

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