

Letters To The Editor

Nadler Reports From Ethiopia*

The situation here in Ethiopia is much different than in Japan. Ethiopia is a land with much in the way of undeveloped resources and possibly the greatest resource is its manpower. Since 1946 there have been some interesting attempts at in-service training but there remains much to be done. In the field of Public School Education there have been several seminars and workshops and U. S. technicians are currently working with the Ministry of Education to upgrade these in-service activities. The Imperial Highway Authority has been receiving assistance from the Bureau of Public Roads and has developed an interesting training area which includes a section of road where employees can receive on-the-job training. In the area of Public Administration the United Nations has been supporting the Ethiopian Institute of Public Administration in its training function.

Industrial training is in a beginning stage as Ethiopia seeks to develop in this area. Some of the heavy equipment and automotive distributors have been able to send selected employees to the manufacturing plant in the home country to receive training.

I would certainly welcome letters from any persons interested in more information about the situation here in

Ethiopia and I hope that through future issues of the *Training Directors Journal*, I may be able to share with you some of the experiences here in Ethiopia. Meanwhile, if any ASTD members should be coming through Ethiopia I hope they will contact me so that I may have the opportunity of serving as host to them and arranging for them to meet some of the people who are engaged in our joint U.S. - Ethiopian program.

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Jacobs Responds To Loen

I feel constrained to respond to the concepts put forth in Ernest Loen's article "What's Wrong with the Training Profession?" (Jan. 1963).

1. He does not define his usage of terms "training" or "education." Frankly, (if you will pardon the expression) a rose by any name will smell the same. He goes on to say "most incompany attempts at formal supervisory training . . . are nonsense . . ." Such a statement must involve a bit of heroic theorizing as one cannot but help wonder how many programs make up the sample form from which the conclusion was drawn. Does his statement mean that only outside organizations can make

*Last year, Dr. Nadler relocated to Ethiopia after an assignment with the A.I.D. Mission in Japan.

worthwhile contributions in the field of training?

2. When the "going gets rough" many "servants" (both internal and external) from various facets of an organization may be asked to leave. Security in that sense of the word is limited to very few areas of our society.

3. Training needs evaluation is, though far from perfect, not as unsophisticated as Mr. Loen would have us believe. Whether a president is directly concerned about the technical competence of personnel depends on what skills are lacking by what groups and by how many individuals and the effect on profit. Thus, it may end up with the president being quite concerned.

4. The role of training and the Training Director varies with each organization. (Just as a physician's role varies with each patient.) The effectiveness of

training cannot be separated from the organizational climate in which it operates. What might be considered effective in one organization may not be so in another organization. Yet, an observer would err were he to conclude that the program, per se, was not effective.

5. Whether the tools and techniques mentioned in the article as "fads and gimmicks" are just that and nothing more depends upon how they are used. Their effectiveness has been demonstrated by knowledgeable research.

While training "profession" faces many problems, articles such as Mr. Loen's may or may not be useful in helping us deal with the issues involved.

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Impact II — A CIOS Program For Foreign Managers

WILLIAM G. SHEPHERD
CIOS

Every training officer dreams of creating a program that has enough real "difference" to it to make it worthy of special attention. Second only to creating it is *discovering* such an extraordinary program and being able to put it into effect for his own firm.

Such a discoverable program, we believe, is the "IMPACT II" plan scheduled for late summer in conjunction with the CIOS XIII International Management Congress, September 16-20 in New York. IMPACT II is a design to

bring young foreign managers from abroad for a five-week, once-in-a-lifetime opportunity for intensive exposure to management principles and practices.

Why "Once-In-A-Lifetime"?

The final week of the five will be attendance at the XIII CIOS Congress, an assembly of some 4,000 of the Free World's most successful managers, management thinkers and management educators. The triennial Congress, in the U.S. for the first time in 25 years, is not

likely to be soon again located in such proximity to the world's foremost schools of Business Administration and the world's widest variety of effectively managed firms.

And the Other Four Weeks?

Several universities have expressed interest and willingness to tailor-make special courses in general management, small company management, public administration, planning for export and economic growth, or whatever other related needs are indicated by the selected participants.

During the same four-week period, arrangements will be made for group and individual visits to U.S. industries and businesses that are the nearest equivalents to those of the participants in their own countries. These visits, and questions arising from them, will be woven into the structure of the course. Some firms, naturally, will want their overseas people to use part of the "visits" time for sessions at their own headquarters. Such sessions would be of special value for correlating the new knowledge of the participants with management practices of their own company.

What Is CIOS?

CIOS (Comité International de l'Organization Scientifique or International Committee for Scientific Management) is the non-political, non-governmental, non-profit federation of national management movements in 38 Free World

countries aimed at the furtherance of better management in all affairs of human endeavor, primarily through its triennial Congresses. The United States is represented in CIOS by CIPM (Council for International Progress in Management), which has a membership of 102 associations, educational institutions and business firms and has, since 1950, prepared and operated management exchange programs throughout the world under the U.S. government's technical assistance program and other U.S. and foreign auspices, sending teams of American executives to hold management seminars abroad and arranging management study programs in the U.S. for groups and individuals from foreign lands, including specialized courses like those planned in this project.

CIPM, as the U.S. member, is host to the CIOS XIII International Management Congress and to the IMPACT II program.

Vital Statistics

Dates of the courses and company visits are August 19-September 13, 1963. The Congress week is September 16-20.

Total costs, including everything but international travel, will vary slightly depending on the total number of participants, but will fall within the range of \$1,250 and \$1,300 per participant.

For further information about IMPACT II, write or phone Mr. William G. Shepherd, CIPM, 247 Park Avenue, New York City. (Murray Hill 3-3238)

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