

# ASTD 9th Annual Institute

at

THE MANAGEMENT INSTITUTE  
UNIVERSITY OF WISCONSIN  
Madison, Wisconsin

NORMAN C. ALLHISER, Director

## The Challenge to Trainers - Promoting Change in Human Behavior For Profit Improvement

Two 2-week programs featuring authoritative leaders from business, government and consulting organizations and providing an unequalled opportunity to compare notes with participants from many parts of the United States, Canada and overseas.

A full study and conference schedule has been set up. Ideal outdoor recreational facilities are also available on the campus and nearby for evening and weekend use.

<p>WHEN</p> <p>July 29-August 3, 1962      1 &amp; 3 August 5-August 10, 1962    2 &amp; 4</p> <p>WHERE . . . at the new Wisconsin Center on the campus of The University of Wisconsin, Lake and Langdon Streets, Madison, Wisconsin</p> <p>HOUSING . . . In the new Lowell Hall (private residence hall located on the shore of Lake Mendota one-half block from the Wisconsin Center—featuring indoor and outdoor swimming). Single rooms \$6.50 per day. Double rooms \$4.50 per day.</p>	<p>UNITS</p> <p>Directions for making reservations for rooms will be sent to you with confirmation of enrollment. Meals are available at reasonable cost in the University dining facilities.</p> <p>Enrollment is limited so that each person may derive maximum benefit from attending.</p> <p>FEE . . .</p> <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">ASTD</td> <td style="text-align: center;">Non-</td> </tr> <tr> <td></td> <td style="text-align: center;">Members</td> <td style="text-align: center;">Members</td> </tr> <tr> <td style="padding-left: 20px;">Units 1 and 2</td> <td rowspan="2" style="vertical-align: middle; font-size: 2em;">}</td> <td rowspan="2" style="vertical-align: middle;">\$350</td> </tr> <tr> <td style="padding-left: 40px;">or</td> </tr> <tr> <td style="padding-left: 20px;">Units 3 and 4</td> <td></td> <td style="vertical-align: middle;">\$375</td> </tr> <tr> <td style="padding-left: 20px;">Single Unit</td> <td></td> <td style="vertical-align: middle;">\$225</td> </tr> </table> <p>Refunds for cancellation after July 16, 1962, subject to availability of alternates.</p>		ASTD	Non-		Members	Members	Units 1 and 2	}	\$350	or	Units 3 and 4		\$375	Single Unit		\$225
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*See page 57 for registration form.*

*Basic Program*

July 29 - August 3, 1962

Unit 1—The Training Director's Job

Sunday, July 29

4:00-

6:00 p.m.

Check in and registration at Lowell Hall

- 7:00 p.m. Get Acquainted Dinner at Wisconsin Center building  
 Toastmaster: Gordon Bliss, Executive Director, ASTD  
 Speaker: Howard P. Mold, Associate Director, St. Thomas Management Center, St. Paul, Minnesota  
*Why Management Development?*

## Monday, July 30

- 8:00 a.m. Orientation: Bradford B. Boyd and Thomas L. Moffatt, The Management Institute, University of Wisconsin
- 8:30-  
 11:30 a.m. *The Role of the Training Director in Business and Industry*  
 A. Rising to the many challenges of the job  
 B. Fulfilling the basic function  
 C. Developing a practical philosophy and a positive attitude  
 Discussion Leader: Roland Murphy, Director of Industrial Relations, Union Carbide Chemicals Company, South Charleston 3, West Virginia
- 12:30-  
 3:30 p.m. *Duties and Responsibilities of the Training Director*  
 A. Types of activities performed  
 B. Setting up a training department  
 C. Some special tools and methods  
 Discussion Leader: James H. Landree, Director, Education and Training, A. C. Spark Plug, Electronics Division of General Motors, Milwaukee, Wis.

## Tuesday, July 31

- 8:30-  
 11:30 a.m. *How to Determine Training Needs and Set Objectives*  
 A. Discovery and validation of training needs  
     1. Group needs  
     2. Individual needs  
 B. Converting needs to *attainable* objectives  
 Discussion Leader: Roland Murphy, Director of Industrial Relations, Union Carbide Chemicals Company, South Charleston 3, West Virginia
- 12:30-  
 3:30 p.m. *How to Locate Sources of Material, Training, and Instruction*  
 A. Sources of materials for building a training program  
 B. Outside sources of training for individuals  
 C. Sources of instruction for internal programs  
 Discussion Leader: Nile Soik, Supervisor Training and Testing, Allen-Bradley Company, Milwaukee, Wisconsin

## Wednesday, August 1

- 8:30-  
 11:30 a.m. *Laws of Learning and How to Apply Them*  
 A. Principles of learning  
 B. The role of the senses in learning  
 C. Perception in learning  
 Discussion Leader: Milton Hanson, Training Director, Abbott Laboratories, North Chicago, Illinois

12:30-

3:30 p.m.

*Developing Lesson Plans*

- A. What preparation should a trainer make for his sessions?
- B. What should a lesson plan include?
- C. What should a training guide for company-wide use include?
- D. How are trainers taught to use training guides?

Discussion Leader: James J. Tattersall, Training Director, The American National Red Cross, Eastern Area, Alexandria, Virginia

Thursday, August 2

8:30-

11:30 a.m.

*How to Evaluate the Training Function*

- A. Checking *reactions* of participants
- B. Measuring *learning* of skills and knowledge
- C. Did *behavior* change
- D. What results were achieved

Discussion Leader: Bradford B. Boyd, Supervisor, Supervisory Institute, The Management Institute, University of Wisconsin, Madison

12:30-

3:30 p.m.

*Administration of the Budget and Training Department Records*

- A. Coordinating the budget with training department objectives
- B. Living with the budget
- C. Keeping records on individuals and programs

Discussion Leader: Edward M. Pickett, Manager, Management Education, IBM Corporation, Rochester, Minnesota

Friday, August 3

8:30-

11:30 a.m.

*Selling the Training Function*

- A. Why sell Training?
- B. What does a training director have to sell?
- C. How does he sell training and to whom?

Discussion Leader: Cloyd S. Steinmetz, Director of Sales Training, Reynolds Metals Company, Richmond, Virginia

12:00-

2:00 p.m.

## Graduation Luncheon (Combined with Unit 3)

*Where Do We Go From Here?*

Speaker: Robert B. Sale, President, ASTD and Director of Training, Production Department, Continental Oil Company, Houston, Texas

*Basic Program*

August 5-10, 1962

## Unit 2—Training Methods Workshop

Sunday, August 5

4:00-

6:00 p.m.

Check in and registration at Lowell Hall

- 7:00 p.m. Get Acquainted Dinner at Troia's Steak House  
 Toastmaster: Gordon Bliss, Executive Director, ASTD  
 Speaker: Cloyd S. Steinmetz, Director of Sales Training, Reynolds Metals Company, Richmond, Virginia  
*Selling The Training Function*

## Monday, August 6

- 8:00 a.m. Orientation: C. W. Banta and Frank Reighard, The Management Institute, The University of Wisconsin, Madison
- 8:30-  
 11:30 a.m. *Planning The Overall Program*  
 A. An overview of available methods  
 B. Criteria for method selection  
 C. Drafting the total program  
 Discussion Leader: Fred C. Schwarz, Director of Manpower Development, Minneapolis-Honeywell Regulator Company, Minneapolis, Minnesota
- 1:00-  
 4:00 p.m. *Techniques For Stimulating Group Discussion*  
 (Buzz Groups, Listening Teams, Sensitivity Training, etc.)  
 A. What are they?  
 B. When are they most applicable?  
 C. How are they set up and used?  
 Discussion Leader: John F. Walsh, Manager, Training Department, California Division, Lockheed Aircraft Corporation, Burbank, California

## Tuesday, August 7

- 8:30 a.m. *Conference Leadership - Principles And Practices*
- 3:30 p.m. *Planning The Conference*  
 A. Why we don't always click  
 B. Tools to aid our planning  
 C. Practice in applying them  
*Leading The Conference*  
 A. Reviewing the do's and don'ts  
 B. Handling the characters  
 C. Practice  
 Discussion Leader: Richard Hetland, Assistant Manager, Manpower Development, Kimberly-Clark Corporation, Neenah, Wisconsin

## Wednesday, August 8

- 8:30 a.m.
- 3:30 p.m. *Developing And Using Visual Aids*  
 A. Their use as a presentation technique  
 B. Commercial services available  
 C. Hints on "Doing It Yourself"  
 (Enrollees will be given opportunities to actually develop some visuals under Mr. Goddard's guidance)  
 Discussion Leader: Kenneth Goddard, Manager, Audio-visual Service Department, U. S. Chamber of Commerce, Washington, D. C.

## Thursday, August 9

- 8:30-  
 11:30 a.m. *Developing And Using The Case Study*

- A. The case study as a training method
- B. Developing the case
- C. Using the case

Discussion Leader: Frank H. Reighard, Supervisor, Manufacturing Management Programs, The Management Institute, University of Wisconsin, Madison

12:30-

3:30 p.m.

*Developing And Using The Incident Process*

- A. Objectives of the incident process
- B. How the incident process is developed
- C. Using the incident process as a training method

Discussion Leader: Hugh Moltzau, Director of Management Development and Training, Parke-Davis and Company, Detroit, Michigan

Friday, August 10

8:30-

11:30 a.m.

*Role Playing And Its Use For Group Discussion*

- A. Getting ready
- B. How to present the technique
- C. How to supervise a session
- D. Practice and evaluation

Discussion Leader: John Dahlberg, Supervisor of Training, Wisconsin Electric Power Company, Milwaukee, Wisconsin

12:00-

2:00 p.m.

Graduation Luncheon (Combined with Unit 4)

*The Months and Years Ahead*

Speaker: Ralph E. Boynton, Executive Vice President ASTD and Vice President, Bank of America, San Francisco, California

### *Advanced Program*

July 29 - August 3, 1962

Unit 3—Planning, Running and Evaluating Specific Programs

Sunday, July 29

4:00-

6:00 p.m.

Check in and registration at Lowell Hall

7:00 p.m.

Get Acquainted Dinner at Wisconsin Center building

Toastmaster: Gordon Bliss, Executive Director, ASTD

Speaker: Howard P. Mold, Associate Director, St. Thomas Management Center, Saint Paul, Minnesota

*Why Management Development?*

Monday, July 30

8:00 a.m.

Orientation: Amos H. Lytton and Frank H. Reighard, The Management Institute, The University of Wisconsin, Madison

8:30 a.m.

3:30 p.m.

*Management Games To Improve Decision Making Skills* (Manual Technique)

- A. Development of the program and simulation
- B. Analysis of problems and decision making
- C. Participation in a business simulation

D. Evaluation of decisions made in the simulation

Discussion Leader: John W. Zimmerman, Associate, Kepner-Tregoe and Associates, Inc., Pacific Palisades, California

6:30- Evening Session (for all units and sections)

8:30 p.m. *Politics - A Citizenship Responsibility*

Speaker: Paul Morehouse, Manager, Supervisional Training, Goodyear Tire and Rubber Company, Akron, Ohio

Tuesday, July 31

8:30 a.m.

3:30 p.m. *An Effective Cost Reduction Program - A Case History*

A. The decision to conduct a cost reduction program

B. Tailor-making a cost reduction program

C. Program content and sequence

D. Methods of presentation

E. Follow-up techniques

F. What the program has achieved

Discussion Leader: W. R. Bryan, Manager of Training, The Goodyear Tire and Rubber Company, Akron, Ohio — and Paul Morehouse, Manager, Supervision Training, The Goodyear Tire and Rubber Company

Wednesday, August 1

8:30-

11:30 a.m. *Training At the Apprenticeship Level*

A. Types of programs

B. What constitutes an apprenticeship program

C. How the program is organized

D. Operation and evaluation of the program

Discussion Leader: B. E. Schilling, Training Technician, U. S. Department of Labor, Bureau of Apprenticeship Training, Minneapolis, Minnesota

12:30-

3:30 p.m. *Changing Behavior Through Effective Communications*

A. Objectives of communications - understanding and being understood

B. Who is responsible for meeting these objectives and why?

C. Communications behavior, implications for the future

Discussion Leader: Neal Eckberg, Training Director, AiResearch Manufacturing Company, Sky Harbor Airport, Phoenix, Arizona

Thursday, August 2

8:30-

11:30 a.m. *Programmed Training and Teaching Machines*

A. What is programmed instruction?

B. Applications of programmed instruction

C. Procurement of programs to meet training needs

Discussion Leader: Harold L. Moon, Manager, Programmed Instruction Unit, McGraw-Hill Book Company, Inc., New York, New York

12:30-

3:30 p.m. *Sensitivity Training - Implications and Applications*

A. Experiment in sensitivity training

B. Evaluating the experiment and its implications for company programs

C. Theories and practices relating to in-company applications of sensitivity training

Discussion Leader: M. G. Blansfield, Manager, Manpower Planning and Employee Development, Pacific Finance Corporation, Los Angeles, Calif.

Friday, August 3

8:30-

11:30 a.m.

*Human Relations Training That Pays Dividends*

- A. Planning for insightful experience
- B. Methods of presenting human relations concepts
- C. Evaluating the results of a human relations program

Discussion Leader: Amos H. Lytton, Coordinator, Supervisory Institutes, The Management Institute, University of Wisconsin, Madison

12:00-

Graduation Luncheon (Combined with Unit 1)

2:00 p.m.

*Where Do We Go From Here?*

Speaker: Robert B. Sale, President, ASTD and Director of Training, Production Department, Continental Oil Company, Houston, Texas

### *Advanced Program*

August 5-10, 1962

Unit 4—Selling The Training Function

Sunday, August 5

4:00-

6:00 p.m.

Check in and registration at Lowell Hall

7:00 p.m.

Get Acquainted Dinner at Wisconsin Center building

Toastmaster: Gordon Bliss, Executive Director, ASTD

Speaker: Cloyd S. Steinmetz, Director of Sales Training, Reynolds Metals Company, Richmond, Virginia

*Selling The Training Function*

Monday, August 6

8:00 a.m.

Orientation: Norman C. Allhiser and William P. Stilwell, The Management Institute, University of Wisconsin, Madison

8:30 a.m.

4:00 p.m.

*Foundation For An Effective Management Development Function*

- A. Establishing Management Development Objectives
- B. Principles and Concepts of Management Development
- C. Functions and Activities of the Management Development Department
- D. Integrating - A Total Philosophy of Management Development

Discussion Leader: Boyd L. Payne, Manager Research and Development, Kimberly-Clark Corporation, Neenah, Wisconsin

Tuesday, August 7

8:30

12:00

*Planning For Organizational Growth*

- A. Determining Manpower Requirements
- B. Inventorying and Auditing Manpower
- C. Implementing Organizational and Functional Objectives
- D. Providing for Continuity of Management

Discussion Leader: Merlin C. Landberg, Director of Corporate Organization Planning, International Milling Company, Minneapolis, Minnesota

1:15-

4:00 p.m.

*Management Development Theories and Methods*

- A. Theories of Development
- B. Approaches, Techniques and Methods
- C. Values and Limitations of Various Methods
- D. Supplementary Training (Internal and External)

Discussion Leader: Philip R. Kelly, Manager, Personnel Development and Training, The Port of New York Authority, New York City, New York

Wednesday, August 8

8:30

12:00

*Self Development For Training Managers*

- A. Establishing Personal Developmental Objectives
- B. Planning for Growth
- C. Implementing the Planned Program
- D. Promoting the Function - By example

Discussion Leader: Professor Norman C. Allhiser, Director, The Management Institute, University of Wisconsin, Madison

1:15-

4:00 p.m.

*Improving Management Performance Through Delegation and Coaching*

- A. Significance of Delegation in Management Development
- B. The Nature, Climate and Techniques of Delegation
- C. Obstacles to Effective Delegation
- D. Guidelines to Increase Managerial Competence Through Delegation

Discussion Leader: Dr. Nathaniel Stewart, Director, Department of State Agency for International Development, Washington, D. C.

Thursday, August 9

8:30 a.m.

4:00 p.m.

*Appraising Managers To Determine Individual Development Needs*

- A. Philosophy and Goals Underlying the Appraisal
- B. Factors Facilitating Sound Management Development
- C. Standards of Performance
- D. The Appraisal Process

Discussion Leader: Richard B. Johnson, Organization Development and Training, Consolidated Natural Gas System, Pittsburgh, Pennsylvania

Friday, August 10

8:30-

11:30 a.m.

*Planning and Building a Management Development Program - A Case Study*

- A. Identifying Needs and Determination of Objectives
- B. Implementing the Program
- C. Fixing Developmental Responsibilities
- D. Evaluating Program Results

Discussion Leader: Ralph E. Boynton, Executive Vice President, ASTD and Vice President, Bank of America, National Trust and Savings Association, San Francisco, California

12:00-

2:00 p.m.

## Graduation Luncheon (Combined with Unit 2)

*The Months and Years Ahead*

Speaker: Ralph E. Boynton, Executive Vice President, ASTD and Vice President, Bank of America, National Trust and Savings Association, San Francisco, California