

International Management Program

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ASTD has been a member of CIPM for a number of years and many ASTD members have had an active part in this international program. Mr. Lederer delivered this talk at a recent meeting of the CIPM Board.

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At its founding, the primary reason for the existence of the Council for International Progress in Management was to provide a voice and ears of the American management movement in the international field. As such, we have performed a certain creative function.

THE Council has exercised a creative function through the voluntary work of American managers by stimulating the thoughts of people in other countries, by means of the Triennial Congresses sponsored by the International Committee for Scientific Management, by its seminar programs, by arranging programs for visiting teams from other countries and by securing outstanding management teams to go abroad.

Although these efforts have been in the right direction, and although the accomplishments of the Council have been of value, it is generally realized that they are not enough. We have not given much thought as a group to the change in our foreign economic relationships, and what this change means to

us. By "we" I mean those in this country who are identified in one way or another with the American management movement.

There is something missing in our general foreign policy as it affects the preservation of a free society. Others are groping with this same problem, and we are all coming to the conclusion that military aid alone is not enough, nor is economic aid, and even foreign investment by business is not enough in itself.

One of the missing links in the United States foreign policy, and in our whole American pursuit in other countries, both public and private, is that an effort comparable to that made in the economic and military fields is not made to expose other countries to our managerial attitude, to our managerial philosophy, to our concept of the responsibility of an enterprise to the enterprise, and to society at large in a country. Most of the economic improvements in other countries are made by managers in those countries.

IF the Council goes along with these premises, it can:

1. Take on a research project of its own to see what constitutes management education in the largest sense of the word in this country, and what are the aims of education for management.

2. Find out what organizations are interested in management development programs in other countries.
3. Analyze what the role of the United States government should be in relation to long term foreign aid, and relate that aid to management educational programs.
4. Give thought as to how management educational programs should be carried out and by what institutions.

IF the Council accepts the premises of its responsibility in this area, an international management development program should be tailored for each region. We have enough financial resources to start work on such a program, and we can get more as the work progresses.

Although any program should be tailored to different regions, it should be world-wide in scope. There are, for example, many needs to be met in management education, from the vacuum that the departure of the Christian universities has left in Asia, to Latin America's lack of a university at which management subjects may be studied as to their form and substance.

The following steps could be taken by the Council in developing a management development program:

1. Our Policy and Policy Promotion Committee should have the job, with certain appropriations to get a staff member assigned solely to helping the committee, of finding out what has been done in this field. The Fund for Asia is an example of one organization working in this and related areas.

2. The committee must then develop a program that can be used by management education institutions, by private organizations, and by the government. Decisions should be made on what part government could play in the program, what part foundations could play, what the universities could do, what the Council could do, and what other organizations could do.

3. After the two preceding steps have been taken, the Council might find it appropriate to go before Congress on the question of economic aid. We should say at that time that this management development activity is more of a multiplier than many of the other programs undertaken since the war. The Council should propose that a large percentage of the money allocated for technical assistance should be set aside for long term management programs—for the kind of projects which we would be ready to propose.

A notice dated July 2 gives the news of the formation of the firm of Bach and McBride, Inc., in Cleveland. Charles A. McBride is one of the old timers in ASTD and served as secretary of the national organization for three years.

Bach and McBride will specialize in providing personnel services in the executive, engineering, technical, sales, accounting and secretarial areas.

Charlie's many friends can contact him at 256 Hanna Building, Cleveland, Ohio.