

LETTERS TO THE EDITOR

FURTHER ON FOREIGN MANAGER STYLES

Dear Sir:

Readers of your report (January, page 3) on findings of Barrett and Ryterband about varying management styles in foreign countries may find interest in some more optimistic results from a study along the same lines made by our organization. We see ours as the more fundamental.

The study included 1,477 managers from 607 companies in the U.S. and proportionate numbers from England, Canada, South Africa, Australia, Japan, South America, and the Middle East, totaling 712 from 463 organizations. The questionnaires used involved Grid[®] numbers and were in the native language of the respondents. Data showed *similarities* in managerial values, attitudes, and activities of far greater significance than differences. While some *differences in methods* of management traceable to cultural differences exist, these do not seem to us to be the kind that would block the growth of international companies, particularly as contrasted to the deeper and more widespread similarities.

Our studies also showed managers in agreement on the soundest way to manage, either for an organization or for an individual. Furthermore, there was high uniformity across nations when managers identified barriers to organizational excellence. "Communication" was first, listed by four out of five managers, "planning" second, listed by two out of three. We have also found the capacity for teamwork present regardless of history, tradition, or local custom.

While space does not permit statistical findings here, these studies have been summarized in an article, "Organization Development in the Free World," by Robert R. Blake and Jane Srygley Mouton, *Personnel Administration*, July-August, 1969, and reprints are available from Scientific Methods, Inc.

ANTHONY PEARSON
General Manager
Scientific Methods, Inc.
Austin, Texas

SIMILARITIES IN COTE' ARTICLE

Dear Sir:

May I bring to your attention the similarity of a recent article, "Measuring Results of Supervisory Training," which appears on pages 38-46 of the November 1969 (Vol. 23, No. 11) issue of the *Training and Development Journal*, to two items by L. David Korb published in March and September of 1956. This similarity was pointed out to me by Mrs. Betty Jo Segal, Evaluation Specialist, National Communicable Disease Center Training Program.

In the March 1956 issue of the American Management Association magazine, *Personnel*, Korb published an article, "How to Measure the Results of Supervisory Training," which he had adapted from a manual entitled *Training the Supervisor* prepared by him and later published by the Civil Service Commission, Washington, D.C., in September 1956. In the manual, the article appears as Chapter VII, "How to Measure Results."

While it appears that the article in your journal and the two by Mr. Korb are largely identical, there are evidences that the *Journal* article is closer to Chapter VII of *Training the Supervisor* than it is to the article in *Personnel*.

ALFRED R. KINNEY, JR.
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COTE' RESPONSE

Dear Sir:

It has come to my attention that my recent article "Measuring Results of Supervisory Training," November, 1969, (Vol. 23, No. 11) issue of the *Training and Development Journal* is practically identical to material contained in Chapter VII of a U.S. Civil Service Commission Publication entitled

Training the Supervisor, September, 1956; and similar to an article in the March, 1956, issue of *Personnel*. This I have not confirmed since the former work has been out of print for some time and copies are not readily available. The latter reference is still being researched.

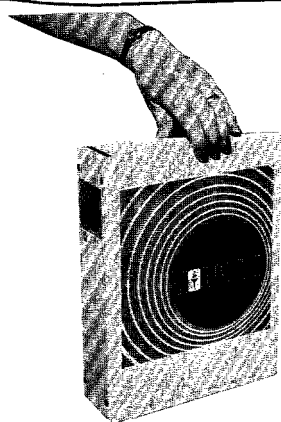
I was first introduced to, worked with and helped develop information similar

to that contained in my article in September, 1957, while serving as a guest instructor at the Air Force Management Training Institute at the U.S.A.F. School for Civilian Personnel Administration, Maxwell AFB, Alabama. Since that time, I have repeatedly used this material in various forms for courses and seminars I have conducted in the U.S. and abroad. Over the years, I have had numerous requests for copies of this

material and suggestions to have it published in the *Journal* as a way of sharing this information with other trainers.

At no time, was I aware of any prior publication of this material. It was not my intention to plagiarize from anyone, but an honest effort to share information with fellow ASTD members and readers.

D. PHILLIAS COTE'



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