

SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION, PRINCETON UNIVERSITY

NO. 28*

PRINCETON, N. J.

JULY, 1949

THE SELECTION AND DEVELOPMENT OF EXECUTIVES**

GENERAL DISCUSSION

Barnard, Chester I. "Education for executives." *The Journal of Business of the University of Chicago* (5750 Ellis Ave., Chicago, Ill.), October, 1945. pp. 175-182. \$1.50.

A stimulating discussion of what the author believes are the most urgent educational needs of the modern executive with particular reference to the dynamic social-economic-political situation. Development of the following qualities is emphasized: broad interests and imagination, superior intellectual capacities, understanding of human relations, recognition of the importance of persuasion, and understanding of what constitutes rational behavior towards the unknown and the unknowable.

Cleeton, Glen U. and Charles W. Mason. *Executive ability*; its discovery and development. Yellow Springs, Ohio. The Antioch Press. 1946 (revised and enlarged). 540 pp. \$4.50.

An analysis of the functions and qualities of executives, and a study of methods used to determine and develop executive ability. Emphasis in this revised edition is still largely on measurement of executive ability, but more attention is given to discussion of qualifications important to specific executive functions.

Haldane, Bernard. "A pattern for executive placement." *Harvard Business Review* (Gallatin House, Soldiers Field, Boston 63), Autumn, 1947. pp. 652-663. \$1.50.

Stresses present inadequate practices and discusses the advantages in executive selection of trying to fit positions to men instead of men to positions. The basic tool in this approach is a functional job description, aligning the applicant's interest in, understanding of, and qualifications for the position with the actual functions involved. The article emphasizes the author's belief that the employer should be more concerned with potentials than with history.

Henry, William E. "Identifying the potentially successful executive." American Management Association (330 W. 42nd St., New York 18). Personnel Series No. 127. 1949. pp. 14-20. 75 cents.

Recommends the use of the techniques of personality analysis in the selection of executives.

* Revision of No. 11.

** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

Hersey, Rexford. *Individualized executive selection, training and follow-up*. American Management Association (330 W. 42nd St., New York 18). Personnel Series 89. 1945. 23 pp. 50 cents.

Part A deals with the general principles of "individualized" executive selection, training, and follow-up. Part B describes the following techniques and states that they must be synchronized into a well-functioning entity: mental, physical, and personality examinations; job efficiency evaluation and analysis; objective tests of job knowledge and performance; prognostic interviews; formal training; follow-up staff conferences; and centralized records.

Muller-Thym, Bernard J. and Ewing W. Reilly. "Executive development today for increased profits tomorrow." *Personnel* (330 W. 42nd St., New York 18), May, 1948. pp. 401-412. \$1.00.

——— and Melvin E. Salvesson. "Developing executives for business leadership." *Personnel*, January, 1949. pp. 250-260. \$1.00.

The former of these two articles outlines the need for and objectives and basic elements of a successful executive development program. The latter evaluates specific methods in use in industry and discusses certain aspects of program initiation and execution. The methods recommended include: participation, on-the-job training, job rotation, decentralization, consultative management, off-the-job training, and better utilization of company informational resources.

Selekman, Benjamin M. "Wanted: mature managers." *Harvard Business Review* (Gallatin House, Soldiers Field, Boston 63), Winter, 1946. pp. 228-244. \$1.50. [This article also appears as Chapter VII in *Labor Relations and Human Relations*. McGraw-Hill Book Company, Inc. 1947.]

Especially important as a background for modern executive training programs, this discussion points up the necessity for the emotionally mature industrial manager who is defined as "one who accepts unpleasant facts, whatever their genesis, as concrete situations to be handled rather than hated." The author believes that, in the face of the rapidly changing balance of social and economic forces, we cannot wait to develop a new generation of administrators schooled in the complex forces that make for conflict and cooperation. Suggests that those now on the job be given leaves of absence for full-time attendance at university courses in human relations—"courses perhaps especially devised for such practical men, and planned within a time limit which will not make them prohibitive for the companies concerned."

Stokes, John W. "Selecting executive successors." *Industry* (833 Park Square Bldg., Boston), December, 1948. pp. 24, 36, 38, 42-43. 40 cents.

Considers the need for much more frequent attention to the development of executive successors and discusses the practical steps to be taken to provide future leadership within a given company.

Tead, Ordway. *The art of leadership*. New York 18. McGraw-Hill Book Company, Inc. (330 W. 42nd St.). 1935. 308 pp. \$2.75. Chapter VII, "The leader as executive"; Chapter VIII, "The leader as teacher," pp. 115-182; and Chapter XVI, "How to train leaders," pp. 272-299.

Chapter VII points to the growing recognition of the fact that the top executive must not only be a technician but also, and more importantly, a coordinator of "human interrelationships." Chapter VIII presents an examination of some of the elements of good teaching and points out that effective training can take the place of order-giving. Chapter XVI suggests planned organization for training under competent leadership and states that at least four elements are essential: training in psychology, training in self-knowledge, training in attitude, and training to make group objectives more attractive.

United States Naval Institute. *Personnel administration at the executive level*. Annapolis, Md. 1948. 43 pp. \$2.75.

A principally graphic report of the composite practices of 53 companies in regard to executive inventory control. In these companies, reserves of trained executives are built up through five basic steps: (1) organization analysis, (2) selection, (3) evaluation, (4) development, and (5) inventory control.

TRAINING PLANS IN SPECIFIC ORGANIZATIONS

Around the System (Consolidated Edison Company of New York, Inc., 4 Irving Place, New York 3), April, 1949. "Everybody wins on the EDP!" pp. 4-5. On request.

A short description of Consolidated Edison Company's plan "to develop and broaden the executive ability of men within the System who show definite promise of qualifying for future vacancies in top-level supervisory or executive positions."

Corless, George B. "Executive development program for affiliates of Standard Oil Co. (N.J.)." American Management Association (330 W. 42nd St., New York 18). Personnel Series No. 100. 1946. pp. 24-32. 75 cents.

Description of the program undertaken to develop "a large body of highly competent executives of broad business experience" . . . "comparable to the reserves of physical assets of the company and its affiliates."

Greenly, R. S. and E. B. Mapel. "The development of executive talent." *Personnel* (330 W. 42nd St., New York 18). January, 1943. pp. 628-634. \$1.00.

A discussion of the selection, training, and continuing development of executives based on the experience of the Carnegie-Illinois Steel Corporation.

Holden, Paul E., Lounsbury S. Fish, and H. L. Smith. *Top management organization and control*. Stanford University, Palo Alto, California. Stanford University Press. 1941. 259 pp. \$4.00. Section 5, "Control over quality of key personnel," pp. 104-129.

A study of the top-management organization and functions in 31 companies. Section 5 summarizes methods used in the selection, training, development, and rating of key personnel and recommends a carefully directed, well coordinated executive training program to assure that all responsible positions are filled by capable men.

Igleheart, A. S., T. G. Spates, and G. Van Ark. *The job of general management*; a case story of executive development. American Management Association (330 W. 42nd St., New York 18). General Management Series No. 138. 1946. 32 pp. 75 cents.

Describes the current training program for developing top executives in the General Foods Corporation. The program is presented in a series of conference courses covering two main topics: (1) executive leadership and (2) specialized departmental functions. It is felt the program has resulted in increased managerial efficiency and improved inter-departmental cooperation and understanding.

Mold, Howard P. "An executive development program." *Personnel Journal* (Swarthmore, Pa.), May, 1949. pp. 18-25. 75 cents.

An outline of objectives, subject matter, and method of presentation of a course recommended from the author's experience in the Office of Strategic Services and in the development of a management conference program at the Mead Corporation.

OSS Assessment Staff. *Assessment of men*; selection of personnel for the Office of Strategic Services. New York. Rinehart & Company, Inc. (223 Madison Ave.) 1948. 541 pp. \$6.50.

The story of the development of "a system of procedures which would reveal the personalities of OSS recruits to the extent of providing ground for sufficiently reliable predictions of their usefulness to the organization," and recommendations growing out of this experience. This report is of special value to those companies that are considering assessment techniques in the selection of executives for positions which require ability to handle a variety of stress situations as much or more than technical knowledge.