THE SELECTION AND DEVELOPMENT OF EXECUTIVES**

1. General Discussions

*Advanced Management* (74 Fifth Ave., New York 11), January, 1953.
"Executive development." pp. 5-36. $1.00 (non-members); 75 cents (members).

Covers the need for executive development and requisites for success, the fundamentals of directing others, methods of communication, and tools for executive development. Contributors to this symposium include Peter F. Drucker, Frederick G. Rudge, Burleigh B. Gardner, Erwin H. Schell, and several other outstanding authorities.


A compilation of papers presented at an annual conference of the Harvard Business School Association which is devoted to discussions of the kind of business leaders needed and steps in developing them. The latter phase of the subject is discussed by the presidents of the American Brake Shoe Company, the Kroger Company, and Harris-Seybold Company.


A compilation of "the best of AMA's published material on management development and selection" supplemented by additional new material. Covers principles, methods, and practices. Includes 17 case studies and a comprehensive bibliography.


This article is "a condensation . . . of some thousands of confidential interviews with 200 company presidents. . . ." "The one remaining exclusive available to the contemporary top administrator is the building

* Supplement to Selected References No. 28.
** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
of a better organization than his competitors. . . . The men who build
the best enduring organizations appear to have most of the following
character traits in common: They are magnanimous. . . . They possess
great humility. . . . They are men of faith. . . ."

Mace, Myles L. The growth and development of executives. Boston 63.
Harvard University, Graduate School of Business Administration
(Soldiers Field). 1950. 200 pp. $3.25.

Based on a one-year research study in manufacturing companies, this
report covers the requirements of executive positions, appraisal and
inventory, tests, techniques of development, and administration of
development programs.

2. PROBLEMS AND TECHNIQUES IN SELECTION

Bass, Bernard M. “Selecting personnel by observation.” Personnel

Discusses the application of the leaderless group discussion technique
to the selection of managerial personnel.

Flanagan, John C. “Defining the requirements of the executive’s job.”
$1.00.

Describes the use of the “critical incident technique” in two research
studies. This technique requires “the development of accurate job
definitions . . . in precise behavioral terms” and is claimed to provide
“a relatively precise and comprehensive definition of effectiveness on a
job . . .”

Fraser, John Munro. “The group method of selecting executives.” Per
$1.00.

To illustrate the use of a “selection board” the author describes the
application of the technique by a medium-sized British company “faced
with the problem of finding a process engineer.” “Basically these
boards operate by bringing a short list of the most likely candidates
together in a group, setting them certain tasks, and observing their
performance over a day and a half.”

Funk & Wagnalls (153 E. 24th St.). 1950. 226 pp. $3.50.

Relates “scientific practices . . . applied to officer selection . . . to the
field of business leadership.”

Goode, Cecil E. “Significant research on leadership.” Personnel (330

Based on careful study of the important literature in the field, the
author finds that “the qualities which make for successful leadership
in working organizations” are intelligence, well-rounded interests and
aptitudes, unusual language facility, mental and emotional maturity,
strong motivation, social orientation, and administrative skill.

Reports a study of "the specific demands of the specific position of Sales Branch Manager" by the method of "asking company personnel . . . from all levels of job responsibility" "what a branch manager should be like and what he should do."


Although the author doubts the ability of research workers to develop any "firm solution to the problem of executive selection" in the immediate future, he advises that many selection errors can be avoided by postponing final decision until the potential candidates are "between the ages of 32 and 35." He also favors "the long and carefully developed training program" and "the search for the person who has . . . the abilities required for a particular executive job in terms of the organization's projected needs and in terms of supplementing the skills of the present executive team."


The method described in this paper "involves evaluation based on performance in a normal work environment" by the individual's "present and former supervisors, colleagues, and subordinates." The author outlines principles to be followed and discusses the advantages and disadvantages of the system.


Study of the work patterns of executives and their analysis in terms of organization goals suggests that "If the organization is to continue in much the same way as it has in the past, a replacement with a similar pattern might be a safer bet than one with a distinctly dissimilar pattern."

3. TYPES OF EXECUTIVE TRAINING


Includes discussion of the McCormick multiple management plan, a report on the Detroit Edison program, and a preliminary report on the American Management Association's forthcoming study of company programs.

The Dean of the Graduate School of Industrial Administration at the Carnegie Institute of Technology discusses the responsibilities of managers and educators in training executive personnel. He places particular emphasis upon the importance of fundamental, rather than specialized, academic training and of informal training procedures in industry.


". . . at the higher management levels the specific needs of the individual have been stressed so much that in many cases the beneficial results of group management training have been overlooked." This article discusses "the when and how of using group development to improve management ability."


Concise case studies of the Standard Oil Company (New Jersey); Lockheed Aircraft Corporation, Hardware Mutual Casualty Company; McCormick & Company; Sears, Roebuck and Company; Bank of America; Swank, Inc.; Eastman Kodak Company; and Bigelow-Sanford Carpet Company.


Provides a selected and representative compilation of information about formal courses available to company management personnel.


"One purpose of this report is to outline the scope of a fairly comprehensive program of executive development, to suggest a philosophy for it, and to outline means for carrying it on."


A discussion of the mutual problems of business and educational institutions in developing men capable of business leadership. "... the true solution is that practical experience and formal instruction in management thought should extend far later into the student's life than is usually contemplated at present."