

What they did was to take the findings from our first study, subject them to the scrutiny of a committee (if you will pardon the expression) composed of insurance salesmen, agency managers, some home office people, and some people from my own staff. From this process they abstracted about a dozen of the key findings that might be implemented, that ought to be in some fashion built into the company's selection, training, and management procedures.

We then located offices where these desirable characteristics were at their maximum, and for each one of these a paired office where the particular attribute was at a minimum. We sent a team of two men with tape recorders in hand, to find out just what it was that people did in these contrasting organizations, and particularly what the managers did. The idea, you see, was to clothe the general principle of the finding with the rich flesh of the concrete things a man does in the course of a day's work.

These tape recordings were doctored a bit so that voices and situations would not be recognized. They were condensed into a 2-hour tape in which the words of the successful and unsuccessful managers and agents were put in sharp contrast. This, of course, was done as a persuasive impact device.

This led then into the review of some of the company's formal policies with respect to employment and training. It led to a redirection of the philosophy of their training program for office managers and new agents. This work is still in progress. I am only reporting the kind of energy and deliberation that are being put into the application side of the study.

COLONEL AUSTIN: We must close now. May I remind the luncheon groups that the group with Dr. Thompson will go to the Club, and the group with Dr. Seashore will be in Room 204 here in the building. This afternoon you all get to do your talking on the subject.

Dr. Seashore, thank you very much for helping us still further.

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