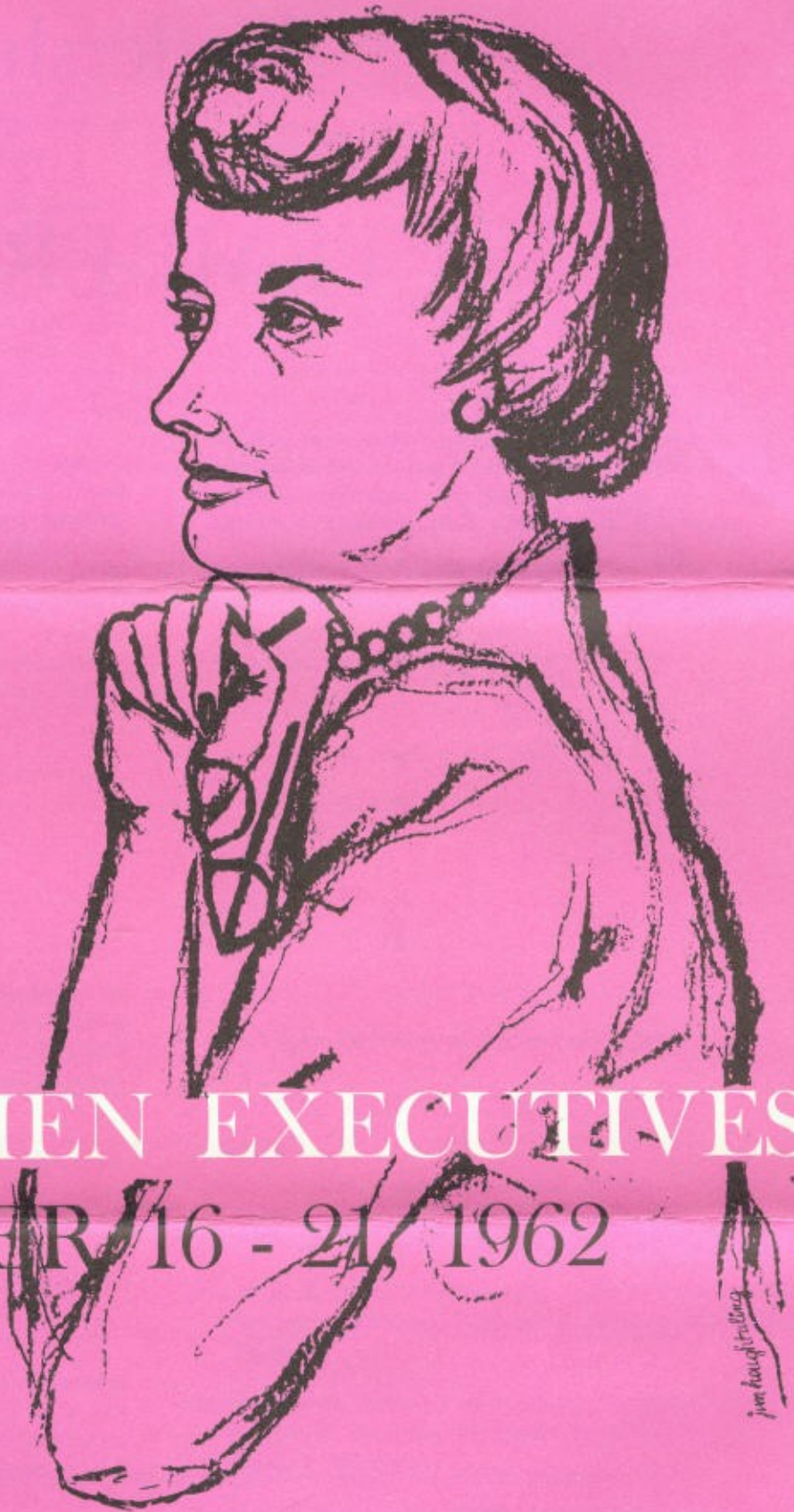


leadership
seminar
for

TOP WOMEN EXECUTIVES
SEPTEMBER 16 - 21, 1962



BUREAU OF INDUSTRIAL RELATIONS, SCHOOL OF BUSINESS ADMINISTRATION, THE UNIVERSITY OF MICHIGAN ■ *GRADUATE SCHOOL OF BUSINESS, MICHIGAN STATE UNIVERSITY* ■ *BUSINESS AND PROFESSIONAL WOMEN'S FOUNDATION* • • • • •

leadership seminar for TOP WOMEN EXECUTIVES SEPTEMBER 16 - 21, 1962

ON THE UNIVERSITY OF MICHIGAN CAMPUS

HOW DO YOU FIGHT A STEREOTYPE?

BEING A SUCCESSFUL EXECUTIVE is a tough business in terms of pressures, responsibilities, tensions, risk-taking and problem-solving, and human relations.

BEING A WOMAN EXECUTIVE entails these problems, as well as some others, that grow immediately out of stereotypes that attend upon women executives. Such clichés as these: "I love women, but I wouldn't work for one." "Women are tougher to work for than men." "Women aren't as rational as men in their decision-making." . . . plus a few more that you could undoubtedly add (often couched in some variation of elephantine male humor) comprise a serious problem to the women who enter top management ranks.

THE INCREASE IN WOMEN EXECUTIVES

The plain facts are that women are holding down more top management positions than ever before in history, *and are succeeding in them*. Not only in retailing and other limited areas of business, but in banking, manufacturing, printing, government and service industries, are women proving that they can make things happen and achieve results. The old saw, attributed to Ben Jonson, that "A woman making a speech is like a dog walking on its hind legs—everyone marvels so much that it is doing it at all that they never notice that it isn't doing it well," isn't a fit analogy any more for women who are holding down top positions in their firms.

WHY A COURSE FOR TOP WOMEN EXECUTIVES

There are two persuasive reasons why a management course, designed especially for top women executives is needed now. The *first* of these is the same reason why any executive needs a course in management. He learns to do his job in an orderly, rational, conscious fashion; avoids mistakes and corrects his behavior. The executive—even the successful one—also should study management, in order that he or she will be able to teach these skills to others down the line.

The *second* reason for a course for women executives grows out of the fighting of stereotypes. There is little doubt that women can perform in top management positions—the evidence is clearly in that direction. It is also fairly obvious that some women are required to spend some time and energy

overcoming the wrong perceptions which male colleagues have of them, especially when they don't have day-to-day business contacts with the woman executive.

The Michigan Leadership Seminar for Top Women Executives, offered jointly by the Bureau of Industrial Relations of the University of Michigan's Business Administration School, the Graduate School of Business of Michigan State University, and the Business and Professional Women's Foundation, plans to achieve these objectives:

- a. To offer sound principles of management that apply to the top executive job. Not a course in accounting, finance, manufacturing, or other technical areas, the course presumes that personal leadership is the basic requirement of the executive today.
- b. To present some fundamentals of administrative practice in managing organizations.
- c. To point up some of the key communication skills of the executive and the personal communication requirements of the executive and how this works out in organizations.
- d. To deal in depth with the emotional world of the business executive, and show in a practical way how these problems can be managed by the executive.
- e. To develop some key rules for building a strong team of followers and subordinates who move toward the executive's goals. Such matters as work organization, delegation, decision-making, order giving, discipline, selection and training of subordinates, and motivating and guiding such people to be productive and creative are important.
- f. To show how executives relate to their environment and the world of business, in order to lead and control their organization.

WHO SHOULD COME?

The course is for *women executives*, including those with officer rank in their company, heads of major departments in their firm, company presidents, or others having key corporate or divisional responsibility for a major functional area in their firm. Generally, such persons will be somewhat over 30, will have substantial responsibility, and are already operating successfully in an executive capacity.

SUNDAY, SEPTEMBER 16

Registration between 3:00 P.M. and 5:00 P.M.
(The Michigan Union—Third Floor Conference Room)

Welcoming banquet at 6:00 P.M.

Evening workshop

MONDAY, SEPTEMBER 17

WHAT IS AN EXECUTIVE?
(The Women from the Girls)

Leader: Mr. Perrin Stryker,

Board of Editors, *Fortune* magazine, New York, New York; Author of "The Men From the Boys."

- How does one define the executive role? Who decides the positive and negative attributes of executive leadership? As editor of *Fortune* magazine, Perrin Stryker has unique opportunity to study the American business environment. A candid report and discussion which will assist participants in relating to their executive role.

HOW TO CHOOSE YOUR BEST EXECUTIVE STYLE

Leader: Dr. Eugene Emerson Jennings,

Professor of Business Administration, Graduate School of Business, Michigan State University, East Lansing, Michigan; Author of "Anatomy of Leadership" and "The Executive."

- Recognizing and understanding different executive styles can have a significant effect upon personal and company success. Are you the autocrat, the bureaucrat or the democrat? Can executive styles be readily interchanged like a new hat? How do you find the right combination of traits in order to maximize your managerial effectiveness?

Evening case-study groups

HOW MANAGERS MAKE THINGS HAPPEN

Leader: Dr. George S. Odiorne,

Professor of Industrial Relations, Director of the Bureau of Industrial Relations, School of Business Administration, The University of Michigan, Ann Arbor, Michigan. Author of "How Managers Make Things Happen."

- Executives manage situations and people. Within this maze, there exists a specific path between success and failure. Some suggestions for improved managerial effectiveness will be developed in such critical areas as management by objectives, results-oriented appraisals, work organization, delegation, decision-making, and discipline.

HOW TO MOTIVATE THE PEOPLE WHO WORK WITH YOU

Leader: Dr. William J. C. Crissy,

Professor of Business Administration, Graduate School of Business, Michigan State University, East Lansing, Michigan.

- The happy worker is not necessarily the most productive worker. What factors, controlled by the executive, encourage subordinates to work nearer their capacity? You will learn more about what makes people tick, and what you can do to maximize staff efficiency.

WEDNESDAY, SEPTEMBER 19

HOW TO MOTIVATE THE PEOPLE WHO WORK WITH YOU (cont'd.)

Leader: Dr. William J. C. Crissy,

Professor of Business Administration, Graduate School of Business, Michigan State University, East Lansing, Michigan

THE COMMUNICATIONS ENVIRONMENT OF THE WOMAN EXECUTIVE

Leader: Dr. Hideya Kumata,

Associate Professor of Sociology and Communications, Michigan State University, East Lansing, Michigan.

- Executive communications traveling downward through an organization lose an alarmingly high percentage of their intent upon reaching employees. Understanding why this happens and how to improve your communications performance is vital. This session provides many answers covering such areas as communication networks, power and persuasion.

LISTENING—A CRITICAL EXECUTIVE SKILL

Leader: **Mr. Clark C. Caskey,**

Program Director, Bureau of Industrial Relations, School of Business Administration, The University of Michigan, Ann Arbor, Michigan.

- Executives devote seven out of every ten minutes to communicating. 45% of this is spent in listening. Managers pay tribute to the importance of good communications, but why don't they improve their own listening efficiency? Studies indicate that most managers have only a 25% retention rating. This session will provide an opportunity to test and to identify methods for improved listening.

WEDNESDAY EVENING—A special event planned in cooperation with the National Federation of Business and Professional Women's Clubs.

THURSDAY, SEPTEMBER 20

THE EMOTIONAL WORLD OF THE WOMAN EXECUTIVE

Leader: **Dr. Eugene Emerson Jennings,**

Professor of Business Administration, Graduate School of Business, Michigan State University, East Lansing, Michigan.

Co-Leader: **Mr. Vance Packard,**

Author of "The Status Seekers" and "The Waste Makers," New Canaan, Connecticut.

- Why do some executives run too vigorously toward their ambitious goals . . . slow down alarmingly . . . or even have nervous breakdowns? How does emotion relate to success or failure? Recent research has indicated some emotional needs of the woman executive. What these needs are, and how they can be most suitably met, will be discussed through vivid case-study and analysis.

Evening case-study groups

PICKING STRONG FOLLOWERS—A LEADERSHIP FUNCTION

Leader: **Dr. Lee E. Danielson,**

Associate Professor of Industrial Relations, School of Business Administration, The University of Michigan, Ann Arbor, Michigan; Author of "Characteristics of Engineers and Scientists."

- Executives have the responsibility for selection of key subordinates and for manpower planning. Routine procedures may be delegated, but basic knowledge and ultimate responsibility cannot be shirked. A hard-hitting session which covers the basic selection techniques and methods of planning for high-level staffing in the future.

MANAGEMENT'S PROBLEMS IN THE DECADE AHEAD

Leader: **Dr. Harold H. Wein,**

Professor of Business Administration, Graduate School of Business, Michigan State University, East Lansing, Michigan.

- We live in a period of ethical, social, and political reform—a time of unrest. During this decade, the functions of management will undergo severe testing. The future of the manager is unclear. A revealing session concerning the problems facing executives and the philosophy of management needed to meet future challenges.

SUMMARY—EVALUATIONS

Dr. Paul Smith

Director of Graduate Programs, Graduate School of Business, Michigan State University, East Lansing, Michigan.

ADJOURNMENT—4:00 P.M.

METHODS OF INSTRUCTION

LECTURE . . . to present principles, viewpoints and research findings. All lectures are based on a minimum of one-third of the time devoted to group discussion.

CASE STUDIES . . . to test and sharpen skill in applying principles. Carefully chosen case studies will be worked out in small working teams. These teams choose leaders who report their decisions and critiques on cases. Course faculty work with the teams, bringing up new insights and concepts applicable to the case. They guide members in increasing their analytical skills, their ability to solve high-level problems, and their capacity for making sound decisions.

"PREHEAT" STUDY GROUPS . . . evening study groups meet under informal conditions and rotating leadership to discuss readings and make preliminary analyses of cases prior to class discussion the following day. In these sessions, members are expected to reach their own decisions. Frequently faculty members sit in as observers, so they can evaluate each member's decision-making development and make pertinent comments during the next day's case study in class.

IN ADDITION . . . role playing, group demonstrations, and other participative methods will be utilized.

WHEN

OPENING SESSION . . . Sunday evening, September 16. Check in by 5:00 P.M., on September 16. The first meeting will be an ice-breaker at 5:00 P.M., that evening, followed by dinner. After dinner, the first "preheat" study group will be held.

FINAL SESSION ends at 4:00 P.M., on Friday, September 21.

WHERE

Class meetings will be held in the third floor conference room of the Michigan Union. Residence will be in the Michigan Union. All registrants are required to live on campus . . . because informal contact in the Union and dining hall are an important part of the course.

FEE

\$500 includes living accommodations, meals, course materials and texts, notebooks and instruction.

CERTIFICATE

A certificate will be given.

DRESS

Informal.

HOW TO APPLY FOR MEMBERSHIP

Send in the attached application form. We will acknowledge immediately and confirm after screening by the admissions committee. Applicants who pass this screening will be admitted on the basis of date of application.

Last registration accepted September 1, 1962. After this date, a company may make qualified substitutions. Any cancellations made after September 1 will be subject to a \$25 administrative charge.

MAIL TO

**PROGRAM REGISTRAR
BUREAU OF INDUSTRIAL RELATIONS
SCHOOL OF BUSINESS ADMINISTRATION
THE UNIVERSITY OF MICHIGAN
ANN ARBOR, MICHIGAN**

EXECUTIVE COORDINATING COMMITTEE

CHAIRMAN

Clark C. Caskey, Program Director, Bureau of Industrial Relations, School of Business Administration, The University of Michigan, Ann Arbor, Michigan

Miss Virginia Allan, Vice President, Board of Trustees, Business and Professional Women's Foundation, Wyandotte, Michigan

Dr. Paul Smith, Director of Graduate Programs, Graduate School of Business, Michigan State University, East Lansing, Michigan

Dr. Eugene E. Jennings, Professor of Business Administration, Graduate School of Business, Michigan State University, East Lansing, Michigan

Dr. George S. Odiorne, Director, Bureau of Industrial Relations, Professor of Industrial Relations, School of Business Administration, The University of Michigan, Ann Arbor, Michigan

