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## Seminar for management

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# SEMINAR FOR MANAGEMENT

The return to academia of the nation's seasoned executives to discuss and keep abreast of developments in management theory has become an established part of the modern business scene. Having mastered techniques in their chosen fields, they welcome the opportunity to examine the broader and rapidly expanding field of management sciences and to prepare for developments that are bound to come.

Many organizations send their executives to programs offered by the uni-

versity graduate schools of business, programs that are serving as a pattern for foreign countries eager to establish their own institutions of professional business management. Other organizations, Haskins & Sells among them, are devising their own programs adapted to their special needs.

The H&S Management Seminar, conceived by John S. Schumann and directed by him from 1965 to 1967, is the most senior and prestigious of all the offerings of the Firm's Professional

Education and Development program. The 1968 Seminar was administered as were its five predecessors by Colin Park, partner in charge of the PE&D program. It was held last July at the Seaview Country Club in Absecon, New Jersey, ten miles north of Atlantic City. It gave 27 H&S and DPH&S partners from the U. S. and four other countries a chance to give their undivided attention for two weeks to modern management thinking and application of theory to practice.



□ Each year, John W. Queenan, the Firm's managing partner, gives close personal attention to the Seminar. He appeared at three different times on the 1968 program.

"There is not just one good management style," he told his partners at the opening dinner. "Each manager must adopt the style that suits him best."

On Sunday, halfway through the two-week meeting, he returned to introduce the featured speaker, George F. Burns, with whom he is pictured at dinner. Mr. Burns, president of the Smith Corona Marchant Division of our client SCM Corporation, explained the application of management principles to specific situations in his company.

Mr. Queenan conducted the final session himself, answering any and all questions put to him concerning Firm

policy and practice. At the final dinner, he summed up the Firm's hope for the Seminar: "You may not be able to put into effect immediately all you have learned in the past two weeks. However, over a period of four or five years the Firm should see some definite results from your participation in this program."



□ In talking about financial control, Lorin Wilson (center), in charge of our large Los Angeles Office, made the point that the Firm will always be economically sound if it offers quality service. The key is to hire the best men we can get and then train and develop them.

Ed Lang (l.), in charge of personnel for the Firm, took part in two sessions on personnel policy. To hire the best men we must send onto the campuses people who know the profession and who possess warmth and enthusiasm, he said.

Dick Keigley (r.), in charge of New York tax practice, was among several partners contributing to a session on practice furtherance and client relations. Control over the quality and efficient performance of the Firm's services was also on the agenda.



□ Discussions among the partners would continue long after the formal sessions, particularly about how they could use new ideas back in their offices. Much of the discussion was on dealing effectively with people, stressed by speaker after speaker as the key to good management. And this is based on understanding. Each speaker em-

phasized it in his own way. Dr. David K. Berlo, Professor of Communication at Michigan State, put it well when he said, "Meanings are in people, not in words."

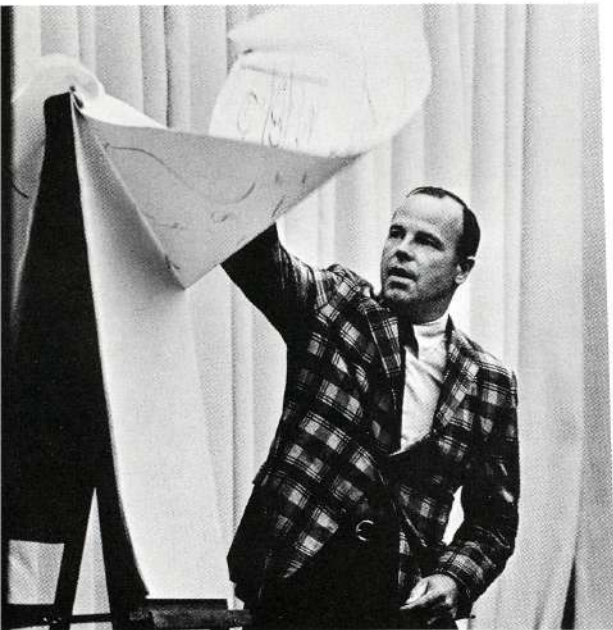
Such informal discussions were among the Seminar's most important features, as were the old friendships renewed in an atmosphere of purpose and open-minded sharing of experiences and views. When it was all over, the partners generally agreed that this was the most valuable Firm meeting they had ever attended. They agreed, too, that they should be better able to understand the clients they serve and the colleagues they work with.

□ "They are natural innovators," said Dr. Eugene E. Jennings about the new generation entering the accounting profession. "They are the most stimulated generation in our history. The quality that most commands their respect is competence."

Dr. Jennings is Professor of Administrative Science at Michigan State University. He talked also about manage-

□ World affairs were discussed at reception by (l. to r.) Charles G. Steele (San Francisco), Professor Marshall D. Shulman (Director of the Russian Institute, Columbia University), William J. Cartwright (Brussels), Michael N. Chetkovich (Executive Office) and David D. Rae Smith (London).

Dr. Shulman, who is a consultant to H&S on international affairs, had earlier told the Seminar he finds that, in general, American businessmen have more influence abroad than our official ambassadors. Yet the businessman's lack of knowledge of foreign cultures,



ment psychology, mobility within an organization and the characteristics of the effective manager.

Scrawled on a pad were the following notes left behind by one listener:

"The high-energy type: (a) can listen as well at end of day as at beginning; (b) pleasant, optimistic outlook on life, constructive; (c) replenishes energy quickly—5 or 6 hours sleep plenty; (d) not overly concerned about security."

Another had noted something Dr. Jennings said about the effective executive:

"Listens more than he talks—asks more questions than he answers—values what important people consider important."

The participants gave Dr. Jennings a high rating for his contribution to the Seminar.

customs and politics often puts him at a business disadvantage. He predicted a period of world instability arising from new weaponry, gaps of industrial technology, resurgence of nationalism, youth movements and other causes.

Other seminar experts outside the field of accounting included psychologists, economists, behavioral scientists and management consultants. Each one saw a different problem as the most urgent of the hour.

David Rae Smith was elected spokesman for the participants and brought a lively wit and broad international viewpoint to the final proceedings. □