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C.L.U. National Seminar

James A. Ballew

The American College of Life Underwriters

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FOR IMMEDIATE RELEASE

Philadelphia, Pa., June 2 -- Psychological testing could play a major role in selecting business executives of the future. Except, possibly, when the boss' son is a candidate.

Support for the theory was advanced this week during a panel of four prominent educators held in Philadelphia (June 2) in connection with the C. L. U. National seminar and dedication of Huebner Hall as a national center of insurance education.

Before an audience of nearly 400 insurance executives, lively debate ensued over selection of a president for Zenith Life, hypothetical company in a case written by the panel moderator, Abram T. Collier, senior vice president and general counsel for John Hancock Mutual Life Insurance Company. Four candidates for the presidency, each a departmental vice president, were interviewed separately and asked similar questions. From their answers, recorded on tape, panel members and audience were asked to vote for their choice as president.

Proponents of the psychological testing approach argued that with professional study of such interviews, it is possible to obtain an "image analysis" of each candidate, including a picture of his personality strengths and weaknesses. In choosing a business manager, according to this theory, it is impractical to rely solely on what a man says the policies

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and objectives of that business ought to be. It is more important to know what the man himself is like.

Even among psychologists, however, it was pointed out that there is much difference of opinion as to how successfully a man's personality can be analyzed and classified. And among management experts, there is equally divergent opinion as to which personality traits are preferred for successful executives.

Panel members were Edward C. Bursk, editor and publishing director of the Harvard Business Review, and professor of business administration, Harvard Business School; Howard W. Johnson, dean of the School of Industrial Management at Massachusetts Institute of Technology; Harold J. Leavitt, professor of industrial administration and psychology at the Graduate School of Industrial Administration, Carnegie Institute of Technology; and Willis J. Winn, dean of the Wharton School of Finance and Commerce and vice provost of the University of Pennsylvania.

In the voting at the conclusion of the session, educators on the panel and businessmen in the audience agreed in their selection of a new president for Zenith Life. Chosen by two of the panel members and forty percent of the audience was the sales vice president, "Monty" Blaine.

Blaine had earlier been described as "an extrovert among extroverts," and a master at making friends and developing important business contacts.

In substantiating his choice of Blaine, Professor Bursk said that he judged Blaine to have the essential qualities of a chief executive: "ability to meet and cope with new situations

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and willingness to make decisions." Commenting on the fact that to some, Blaine had not appeared intellectual enough, Mr. Bursk said that in his experience, "most successful salesmen, particularly those in the difficult and intangible field of insurance, are usually highly endowed with intelligence and good sense."

The mythical Blaine won his mythical presidency over a financial vice president, described as "aggressive with the emphasis on one-man control;" a lawyer, described as "calm and persistent, but hard to move;" and an actuary, described as "having aggressive and sensitive qualities that may result in conflict and indecision."

From: C. L. U. Public Relations Department
James A. Ballew, Director
266 Bryn Mawr Avenue
Bryn Mawr, Pennsylvania
LA wrence 5-9500