

\*\*Start of transcript\*\*

“[Preliminary shuffling material] This precise management just really irritates me, you see, now that I find this, this thing, is here [inaudible comment from the audience]. I know, I know, but these people have set up and focused and stuff. Thank you, though, for the optimism.

These are things we call precise management ratios; [inaudible] there's two values in this: One, it teaches us the names of this team, this is a, I don't know what you want to call it; think of baseball, or something. This is the project team, and people on this team have different functions.

The Protege<sup>1</sup> <sup>2</sup>is the one whose behavior is being recorded, charted, and we hope, changed, improved. The Manager<sup>3</sup> is somebody helping them do that; preferably helping as little as possible. Helping only where they need it, rather than usurping the whole function. It's not a manipulator, it's a little person, doing only what the Protege can't do for himself, and usually in daily contact.

Now some people use this term “management” kind of wrong: Imagine a horse going down the road, and behind him is a wagon, and between the hor-, on the wagon, sitting on a seat, is a man. Between the the horse and man are some leather ropes called, reins. Now, is the horse being advised by the person on the wagon, or managed? Now suppose, those reins were very limp and were never used, but the rider was always in the wagon, every day he was sitting there in the wagon, half asleep, going down the road, Has the horse got an adviser now?

But suppose now we had a horse with no rider on the wagon, no reins, an empty wagon, and once a week he stopped on the highway, and a man comes out and said, “I think you ought to change your route.” Now, what? Does the horse have an adviser? And I think, yeah, I think that's probably what we mean by an Adviser<sup>4</sup>: A fairly remote, fairly intimate, speaking in terms of days, not hours and minutes; every third day, every fifth day, that's an Adviser. The Manager, no matter what how much he does, if his presence is just reassuring, the teacher in the classroom who's with the very limp reins, is still a Manager.

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1 Currently "Performer" on Dpmin-11EC, daily count per minute Standard Celeration Chart (2008). Behavior Research Company, P.O. Box 3351, Kansas City, KS 66103 .

[http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store\\_Code=B&Category\\_Code=Dpmin-11EC](http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store_Code=B&Category_Code=Dpmin-11EC) 2p.57, "...Since we didn't want to vassalize children, that had to go. So for several years we used the term "protege" for the person whose behavior was being charted and improved. In an in-service coffee break in Hibbing, Minnesota, a lovely teacher told me, "Dr. Lindsley, that word protege is too high-brow, it has just got to go! Find a word that has something to do with behavior...". Lindsley, O. R. (1972). From Skinner to Precision Teaching: The child knows best. In J. B. Jordan & L. S. Robbins (Eds.), *Let's try doing something else kind of thing*. Arlington, VA: Council on Exceptional Children.

3Remains “Manager” on Dpmin-11EC, daily count per minute Standard Celeration Chart (2008). Behavior Research Company, P.O. Box 3351, Kansas City, KS 66103 .

[http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store\\_Code=B&Category\\_Code=Dpmin-11EC](http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store_Code=B&Category_Code=Dpmin-11EC)

4 Remains “Adviser” on Dpmin-11EC, daily count per minute Standard Celeration Chart (2008). Behavior Research Company, P.O. Box 3351, Kansas City, KS 66103 .

[http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store\\_Code=B&Category\\_Code=Dpmin-11EC](http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store_Code=B&Category_Code=Dpmin-11EC)

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Transcription of 6-9-1969 Short Course, Plaza Inn, Kansas City, MO.

Transcribed and annotated 5/2/08 R. G. Claypool-Frey, [regina.claypoolfrey@yahoo.com](mailto:regina.claypoolfrey@yahoo.com)

Reel #2: 05:53.087 minutes

Ogden R. Lindsley

Audio file:

[http://www.behaviorresearchcompany.com/tutorials/short\\_course/Ogden\\_Lindsley\\_-\\_Short\\_Course\\_09\\_June\\_1969\\_-\\_Reel\\_02.mp3](http://www.behaviorresearchcompany.com/tutorials/short_course/Ogden_Lindsley_-_Short_Course_09_June_1969_-_Reel_02.mp3)

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Now the Trainer<sup>5</sup> is somebody we also see weekly, gives information, and it could be, it's sort of the initiator of the information. Now it's possible, with the precision training methods we have, for one Manager, if the Proteges are recording their own behavior, making their own changes, arranging their own arrangements, to work with as many as 30 or 45, even, Proteges. One Manager working with that many Proteges at once; the only thing she'd be counting is Manager behavior.

It's also possible for an Adviser can work, train, or advise as many as 20 Managers by meeting once a week for two hours; on Monday meet with 20 Managers, Tuesday, 20 more, Wednesday, Thursday, Friday twenty more each. So she'd have one, our Adviser would have one two-hour meeting each day with, say, 20 teachers or Managers. Each teacher could present a behavior project for two minutes, so that, say, in one two-hour meeting with 20 Advisers, they could each present six behavior projects [bell rings]. That's our time on this. Six behavior projects, so one Adviser could train 100 Managers that way, five two-hour meetings per week, and be in contact or helping 3000 Proteges by working through Managers. Using the same procedures, one Trainer, five meetings a week, one a day, could train 100 Advisers or 10,000 Managers, or be in daily helping, 300,000 teachers. So this is an economic procedure; you see; it is possible for one Ph.D-level Trainer to simultaneously train up to 100 Advisers, who might be counselors, principals, case workers, so forth, and these could be working with 10,000 teachers, parents and aides, or 300,000 children.

Therefore, with only 200 Trainers we could get to 2 million teachers, or 60 million children. 'Cause that's a precise management ratio, and use of our terms: Protege, a person whose behavior is being managed; Manager, some helper, helping as little as possible in daily contact; Adviser, weekly advice of some sort. Could have no Manager, and then you've got an Advisor; and Trainer, also weekly. And that's the project team: Protege, Manager, Adviser, and Trainer.”

\*\*End of transcript\*\*

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5 A (Ph.D. Level) supervisor who trains the Advisers. Current term is “Supervisor” on the Dpmin-11EC, daily count per minute Standard Celeration Chart (2008). Behavior Research Company, P.O. Box 3351, Kansas City, KS 66103 .  
[http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store\\_Code=B&Category\\_Code=Dpmin-11EC](http://www.behaviorresearchcompany.com/Merchant2/merchant.mvc?Screen=CTGY&Store_Code=B&Category_Code=Dpmin-11EC)