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**U.S. Department of Agriculture
Forest Service
Region Five History Project**

Interview with: Mack Moore
Interviewed by: Richard Pomeroy
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[Begin CD Track 1.]

RICHARD POMEROY: This is Dick Pomeroy, P-o-m-e-r-o-y, about to being an oral interview with Mack Moore, M-o-o-r-e. We are doing this interview in Dick's condo in downtown Portland, Oregon. Mack will start off the interview with kind of an introduction to his background.

MACK MOORE: Thank you, Dick. I was a graduate of Oregon State College of Forestry in '61. I went to work for the Forest Service on the Umatilla [National Forest] in Region Six. As I look back on it now, almost from the beginning, because of the nature of the work the Forest Service was doing in those years, my job had to do with transition and change, which ultimately resulted in my activities in Region Five, which we'll go into in some depth later.

When I arrived on the Umatilla, the forest was in the process of, for the first time, making an intensive effort to get a handle on its forage resource. [Albert? Alan? Allen? Alvin?] "Al" [Ord?], who was a mentor of mine and whom I remember fondly, ran the program. [Robert] "Bob" Nelson trained me in range allotment analysis. [Richard] "Dick" [Fif?] was the district ranger on the [Dale?] District, where I began to practice my newly-developed skills. And I recall

those years of [sic; delete “of”] the pride that I felt in helping the Forest Service with a basic charge that it had in managing its land. It was a wonderful beginning to what proved to be a long experience with the Forest Service.

From there I went to the—well, let me mention one more thing. Barometer watersheds were established at that point in time, and [Richard?] “Rick” Ross was given the job of developing the first barometer watershed on the Umatilla, which was the Umatilla River Drainage. I was detailed to help him with that task. That led to being selected to a watershed job on the Olympic [National Forest]. While there, a new job was handed to the Forest Service, which was to do something in consort with civil rights, which was sweeping the nation. That led to some intensive involvement for several months in Region Six, and I decided that I wanted to pursue much more directly my interest in matters of the people.

Eventually that led to Region Eight, where I went to school nights and weekends while I was in Atlanta and earned a master’s degree in organization effectiveness, which was a field just beginning to develop in those years, which was the late seventies.

That leads me to the management development program in Region Five, which I would like to begin this way: There were a lot of indicators and efforts already underway that led Region Five to believe that changes were taking place in terms of how we view leaders, and the processes and the methods that leaders and managers use most effectively.

A loosely-knit group of leaders in Region Five wanted to capture that as some kind of an intensive effort, and set about to do so. Now, those folks included, but were not limited to, Dick Pomeroy; [Robert W.] “Bob” Cermak, who had been a forest supervisor on [the North Carolina?] when I was on that forest then, whom I had and still do admire a lot; John Kennedy, who eventually proved to be such a right hand/mentor for me; [Glenn Hedsell?], whom I’d known

from way back when; and there were others. They met with Zane Smith and told him of their concerns about developing a focused, formal management development/leadership development program in Region Five.

He eventually agreed, explaining that his guiding principle was that in the face of declining budgets, the last thing you want to do is cut training and management development, so based upon that belief, he agreed. A position was established, and at that time I was in Atlanta, in personnel, working in a training job, pursuing my interests, as best I could, in management and development. A few folks, when they begin [sic; began] casting around for who we [sic; they] might put in this job—I was fortunate enough, they thought of me, and those folks including Dick Pomeroy and Bob Cermak and others.

And so in March of '81 I was selected for that management development job and moved to Region Five and began my activities in management and leadership. R5's program was successful primarily because they invested the responsibility in leadership, not in somebody buried in a personnel job but in leadership in terms of forest supervisors and regional office directors, to whom I reported. It was their responsibility to see that this program went forward with the results envisioned, and it was my responsibility to keep my legs turned to get that done to satisfy them. And that is the reason why to the degree that it swept across Region Five, that it did so successfully.

This group of folks were [sic; was] called the Management Development Review Board, and when I arrived in Region Five, my first task was to meet that review board and for them to provide me advice and counsel on what it was I was there for and what I was supposed to do. I will not forget that day. Dick Pomeroy took me by the hand and said, "Come with me, young man, and we're going to go down and meet some folks." That initial group included those folks

I've already mentioned, but also there was [Douglas] "Doug" McWilliams, [Raymond] "Ray" Weinmann and others. They explained to me that they wanted to build leadership and management skills across the board in Region Five as much or as thoroughly as possible, and I was the guy that was going to do the legwork to get that done.

It really was an opportunity to do what I viewed as the culmination of all of my Forest Service experience. I felt like this is what most of it has been for, been about, was this moment, to help Region Five and these leaders do what they wanted to get done. And so we got started. The end result—I'm talking about the years '81 to '85 now. It seems impossible that's twenty to twenty-five years ago. All of these folks are retired. But just discussing this with you, Dick, brings these folks back. It's as if they're all sitting around this table with me right now, and I am just excited about talking with them again about all the things that we did and the work that we did and what, at least in our minds, we think we accomplished, which I think was quite a bit.

The first key to success was that the responsibility, accountability was invested in the Management Development Review Board, as I've already expressed. A second key was it was an idea whose time had come, and there were scattered throughout Region Five, folks eager to get involved, to get on board. They liked the concept, they liked the idea, and they wanted to be a part of it. I had no scarcity of folks knocking on the door, wanting in: "Include me. What are we doing? Let's get going. I can do this and this." And they came from across the spectrum of the hierarchy and the doing jobs in Region Five.

Now, I would like to mention what we eventually came up with in terms of a basic curriculum of experiences and say a little bit about each one of those, most of which lasted long past my retirement from the Forest Service and may still exist in some form today. I would be surprised if one or two of them aren't still going, with the constant change and updating

necessary to keep them current and relevant, the point being we *did* get some substantial things done; we *did* achieve the vision, the goal of what the management development program was to accomplish. I feel really good about that.

None of this do I think in terms of “this is something that I did.” All of it is in terms of using the input of others, using the guidance of others, using the wisdom, the creativity of others and putting together constructs that seemed to strike a responsive note in those folks and therefore we would launch an effort, not all of which were successful, but we continued working on it, and by the time that I retired in the last day of 1985, which was the occasion of the Forest Service’s first offered early outs, we had developed and established a spectrum of learning experiences for Region Five that did not exist at the time that the selected group of folks I mentioned went to work on “let’s build a program in Region Five.”

Now, what are some of these things that we built? [Refers to notes.] The first one I’d like to talk about is the MIT training session, MIT being an acronym for management improvement technology, which was a title chosen because there was a management improvement technology unit in the chief’s office, and it was headed up by Bruce [Courtwright? Cartwright? Cartright?], who was doing legwork for [Forest Service Chief] Max Peterson at the time. I had known Bruce in Region Eight, and I wanted him to help me with this project in Region Five, and so I named it management improvement technology, to make a linkage to his shop, to give it legitimacy, to request his services.

I remember the day that we introduced this program to Region Five leaders. It was at a supervisors’ meeting, Region Five leadership meeting, and I had asked [David] “Dave” Jay if he would head this up in terms of presenting it to the region and helping get it established. And I remember when he stood up in front of that meeting, and he put a glove on his hand and held it

up in the air, and he said, “This is a “MIT,” and this finger stands for..., this finger stands for..., and this one—and you put it all together”—and I thought, *How long would it have taken me to try to talk to the leaders in Region Five, and Dave Jay just did it in five minutes.* [Chuckles.] It’s an example of how successful that Management Development Review Board was. It was leaders leading leaders. And I was just doing the legwork.

Another concept that we established was a university-based leadership management curriculum. We sent bids out to several university campuses around California and eventually selected Cal State, Hayward. It was called Learning Today to Lead Tomorrow, or LT Squared, and that was what it was known as for years. I don’t know if that one still exists, but it may in some form. It was a two-month campus-based experience, in which folks were exposed to a variety of consultants and professors on a variety of subjects, all having to do with the personal and organizational aspects of being effective managers and leaders.

Just as an aside—I will get into it a little later, but during this same time period, we had a lot of energy around catching up with allowing women to become all they could be in the Forest Service, which we had not done before. I mention that now because building that LT Squared campus experience, I relied a whole lot on Linda Nunes, who had the mind for details like I never had. I would build concepts, and she would put the nuts and bolts on those things. She really had a whole lot to do with LT Squared and became a leader, I think, of sizeable proportions in Region Five subsequent to that.

We also had executive seminars led by [Theodore] “Ted” [Schlatfer?], which took a topic like, in those days it was a red-hot issue, growing marijuana in national forest land in Region Five, and that was one of our topics [for] Ted Schlatfer. We brought folks in, and our people

interacted with and helped design ways to think about major resource management issues of the moment.

We had brown-bag courses, where I would bring in local—"local" meaning San Francisco Bay Area, in which there was a plethora—there was a living community of consultants and visionary thinkers that we could use, and we'd bring them in for lunch-hour discussions. Peak Performance Dimension, in which we used a local consultant who had a thriving business and a list of publications to his credit, and he built a course for us in the habits and performance criteria of peak performers and what patterns we could extract from that and apply to Forest Service people. Women in Leadership, led by a local consultant, Janet Stone, which our Region Five women were very eager to participate in and wanted to climb on board with.

At that same time, I had learned about a new concept called transition meetings, when I was in Region Eight, so we also brought that in and introduced it to Region Five. The first transition meeting that we did, which [sic; did] was a model based on the practicalities of reducing the amount of time it takes a new leader to be new by concentrating, inside a day or two or three, whatever the individual design might be, of [sic; on] teaching him or her, "Here's what's going on around here, and here's what we recommend you do and build your calendar for the first thirty or sixty days" or whatever it might be, a variety of priorities. The first one we did was Lyle Laverty, when he arrived on the Mendocino for his first forest supervisor job out of the Washington office. Lyle eventually became a member of the Management Development Review Board and a champion for our continuing efforts.

Well, those are some of the results of that initial effort in the early eighties. Simultaneous with those efforts, while that was happening, as I have attempted to describe, a major effort was going on, across the country but particularly in Region Five, around removing the glass ceiling

from women in the Forest Service. Its impetus was the consent decree, which really swept through Region Five, did some things—

POMEROY: Would you say just a few words about what the consent decree is?

MOORE: Okay, yes. In response to the outcry for bringing women into leadership roles in the region, allowing women to progress according to their own interest and abilities, absent prejudices and ideas about what women ought to be and ought not to be in the work force. The regional forester, [Douglas] “Doug” Leisz, said, “Let’s do this the best we can, collaboratively,” and agreed to—

POMEROY: Regional forester?

MOORE: And signed off on a consent decree, the purpose of which was to do this job collaboratively, all together. Along the way, some unintended consequences of significant proportions developed, which were the legal aspects resulted in lawyers involved deeply in the business of the region and in fact driving decisions for several years, so that [sic; so] one outcome of that development was that everything became adversarial, whereas we had started and Doug Leisz’s original idea was “let’s be cooperative and let’s do this together,” what in fact developed was folks in opposition to each other.

Now, not all of the results of the consent decree were so damaging as—I just expressed what my view is about it. There were a number of things that the consent decree did in the area of involving women to participate in leadership areas that they had never envisioned before and [which] probably would not have happened to the degree they did had it not been for the consent decree, but by and large, the consent decree was the elephant in the room for the middle eighties— and I’m sure beyond, but I was gone by then—that particularly got in my way because I had already started a significant effort in involving women in Region Five, and many had

climbed on board. We were impacting the entire region, in part through our [unintelligible] concept called Changing Roles, in which women were leading that effort, and many were excited to be involved.

I thought: *If you just leave us alone, we're gonna do this. We're gonna get it done. We are doing it. We're making the transition, changing the social fabric.* But it just made it so much more difficult when everything had to go through lawyers and the courts. You can't do that cooperatively. It's not the model of decision making that our legal system uses. I had several moments of deep disappointment to see lawyers making decisions for us when we were already doing the job. Our neighbors to the north, Region Six, were doing the job simultaneously just fine, without this, without the perception that was being delivered to the rest of the Forest Service about what's going on in California. Well, that's a little personal aside.

But we had women involved in the Changing Roles construct. Just a few names that occur to me: Linda Nunes was directly involved. She later became the director of civil rights in Region Five and a number of other Region Five leadership roles and today is a consultant. She was a right-hand woman, if you will. Christine Walsh, [Catherine? Kathryn?] [Cathy? Kathy?] Waller, [Catherine? Kathryn?] [Berry?], [Sheri Delaney ?]—all women—and many others; names just don't come to me right now—who were on board and hand in hand working with us to achieve that change that we all wanted at the time the consent decree came along.

Throughout those few years, the membership of the Management Development Review Board changed. New folks came on board; other folks dropped out. I've already mentioned Dave Jay. Some others whom I got strong backing from were Blaine Cornell, whom some of the folks, I remember, used to say, "There's the Forest Service's answer to John Wayne." [Laughs.] He was strong and definite and a very, very useful supporter of management development in

Region Five. Lyle Lavery, whom I developed a very strong personal relationship with—I thought he was a first-rate leader. John Kennedy became my confidant. When things weren't going good [sic; well], I'd go in and see John, and he would listen to me. He didn't do anything, but he'd listen to me [chuckles], and he was right there with me on that review board throughout. And there were others.

The program was launched in '83 with a management development seminar in which [sic; which; delete "in"] rangers, supervisors, forest staff, regional office staff attended—a large, large gathering, a cross section of leadership, in which we introduced these concepts I've just mentioned. We gave them a taste of each, explained what we were about, what our vision was, where we were going, what we wanted to achieve. And once again, I did the footwork, but the effort was led in this case by Bob Cermak, who led the charge. And the result was that we communicated, we got our message out to the region, and it validated the program and in fact launched it so that we then had folks saying, "I want to climb on board. What do I do? How can I participate? Let's get this going."

It was an idea whose time had come. It was leadership development led by leaders. And just as anything new, it had its tough times, and it had its fun times, and its painful times, but by late '85 I thought, *We're pretty far down the road in following this vision that was established back on my first day in the job—as I described—in March '85* [sic; '81].

POMEROY: Thanks so much, Mack. That's the first time I've heard the story since I retired in '81. I guess there was a question in my mind as to whether I wanted to deal with the consent decree, which to me at that time sounded pretty negative. The positive part of the program [is] emerging, like [sic; as] you just so well described, and so I sit here a little bit kind of overwhelmed. That was a good report.

One question I would have: You and I—I think we first met in Olympia, Washington, where you were part of a civil rights program.

MOORE: Yes.

POMEROY: A community program, and you called me up in Portland, and I was in the regional office, and you invited me up to try to I think brainwash [Moore laughs; unintelligible] what I should be doing in civil rights.

MOORE: I remember that so well.

POMEROY: From that, as I recall, you were very instrumental in designing and implementing a civil rights program in Region Six. Did some of that, your real feelings in this area—did that carry over, and how did it carry over into Region Five, as an example?

MOORE: I came out of that effort in Region Six—highly intensive. I participated in those workshops, all of which had a controversial dimension to them, understandably so, and all of which had, as its central thrust: “We need to be aware of—this has to be addressed.” And Region Six chose to address it in a direct and intensive manner. Dick, you remember that when that decision was made—you were in on that, and I was detailed to the regional office to assist in designing and delivering those sessions. It was a highly intensive time for me, a steep learning curve because of the controversy and because they were often intense and therefore impacted me.

At the end of that experience, I had decided that I really wanted to get over into matters of leadership and the human heart, what’s inside of us that we need to bring forth and what are the systems and processes by which we might be able to do that, so it was a direct linkage from that experience in Region Six to my graduate education in Region Eight, to my selection to the management development job in Region Five. And that’s why I say that those final few years in

Region Five, '81 to '85, really seemed in retrospect to have been what everything that had gone on before was about.

POMEROY: One last thing, and this is kind of a personal privilege. I want to see whether you remember as I do. There is a young eighteen-year-old black woman who worked for me in Region Six, and we involved in her the civil rights training. I think she blew both of our minds. She was so good. She was so eloquent. She was so real and warm. She really turned a lot of people on at our meetings. I remember after that sitting down with her and saying, "You know, there's a lot of career open for you in this Forest Service, and here's [sic; here are] some things you might want to think about in terms of career advancement." And she looked at me and thought a moment and said, "You know something? I'd rather stay about the level where I'm at because I just enjoy talking to people without any kind of status or hierarchy or anything else. My job is to be real."

MOORE: I ran into—

POMEROY: Shall we conclude?

MOORE: Okay, yes.

POMEROY: [Whispers] Answer.

MOORE: Oh, okay. Well, that young woman's first name was Gwen. I've forgotten the last name. [Laughs.] She was on the team that went to several forests in delivering this civil rights session. She was a GS-2 interacting in intensive discussions with forest supervisors and district rangers, and it was a constant source of amazement to these folks after they had acquired such respect and had learned from her, and they would say, "GS-2?? Come on!!" And I heard that reaction over and over. And I just thought, *That says so much to all of us about how we ought*

not let the GS number attached to our name influence to the slightest degree who we are, what's inside of us, what we're about, because it's just a number.

POMEROY: In all honesty, I think I got her up to GS-3 before I got transferred.

MOORE: Oh, okay. [Laughs.]

[End CD Track 1. Begin CD Track 2.]

POMEROY: This is Dick Pomeroy again, continuing the interview with Mack Moore, who says, "I got some more things to talk about."

MOORE: [Laughs.]

POMEROY: Go on, Mack.

MOORE: Okay. I just have to mention a couple of folks that I for[got to mention before.] I can't imagine how that slid by. The first one is Lou Romero, who remains to this day a valued friend and confidant and whose own shift or, I should say, extension, development of his interest and his future came about the same time. His skills, I took advantage of as much as I could, and always listened and learned from him. And his current wife, Patricia Chavez, both of whom worked in the personnel shop for you, Dick, when I arrived in '81—and as I began to put this construct together that I've just attempted to describe, it became obvious to Patricia that I more to do than I knew how I was going to—she came to me one day, and she said, "I think you're in over your head, and I'm here to help you. And from now on, I'm your partner." And she—and Dick Pomeroy said okay, and from that point on, she did the paperwork, she did the grunt work; she made sure that all the ducks were lined up, that before we offered any event, seminar, training session, that we did in fact have it all lined up, and she was right. I hadn't been doing it

all that well before she arrived on the scene. She was indispensable, as was Lou. Valued friends. And I just had to mention them.

I remember at the end of our very first Changing Roles session in Region Five—the session was over, the participants had gone home, the staff all gathered, and Lou Romero had a cloth over his forearm, as if he were a waiter. He opened a bottle of champagne and poured it for us. [Chuckles.] And I thought, *Wow! What a visual image to be left with.* At the beginning, we did not know where we were going, but we were going somewhere.

So thanks for the opportunity to mention those two folks.

POMEROY: And the interview concludes, but Mack's role in life continues.

[End of interview.]