
Following In John Gittinger's Footsteps (Or: Playing second fiddle to Paganini)

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My experience is a little like Tom's (see Murray, this issue), but in many respects, vastly different. There have been times in the past when people have referred to me as a pain in the ass. It's a small price you have to pay for being handsome, brilliant and having naturally wavy hair.

I've never heard anyone characterize John as being a pain in the ass, but I want to share with you the fact that for me, he has been a pain in the head.

I have endured a headache for something approaching 32 years now; and I still distinctly remember when the headache started. John and I became acquainted, initially, in 1952; and then closely acquainted in 1953, when I joined the organization of which he was already a part. Our relationship was sort of tangential for the next several years. But then in 1959 I found myself with the opportunity to go off to the island of Saipan, for two whole years, where I was going to be something in the nature of an assessment psychologist. I knew that John had an psychometric system, but at that time it had not yet coalesced anywhere near the way that it is now. John from time to time would talk about "high Block Design" and "low Picture Arrangement" and so on, but it hadn't come

together systematically enough for me to get a sense of it.

But I went to see John, and I said in effect, "I'm going overseas for two years, and I'm going to be an assessment psychologist. Can you help me?" (After all, at that point in my career, I was a graduate rat runner...) And we sat in his office, at the edge of DuPont Circle, and he lifted the edge of this little black box that he was creating; and for the first time, in my experience, I heard about I's and E's, and R's and F's, and A's and U's and compensation and modification. And I got back into my car, after about three or four hours, heading back into Virginia...

...and it started--right here, low, back behind the right ear.

For 32 years now, someone cuts ahead of me in traffic and I think, "What does that mean for Arithmetic..." Ross Perot announces for the Presidency, and I have to figure out where he is in the fourth dimension.

It has saved our marriage! On the rare occasions when Blessing and I have a conflict, I don't listen to what she is *saying*, I just try to locate the argument in PAS space! It's a wonderful, wonderful escape mechanism. *But it does keep your*

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head *busy*.

I cannot reflect on the other aspects of my professional career, without finding John Gittinger all over the space. And it goes back all the way again to 1953, when I came on board in what was, at that time, still a relatively new organization. The Agency was still finding its way in that maelstrom of confusion and bewilderment that I was alluding to earlier. Our unit had a staff chief, or division chief, or whatever, used to convene these meetings every morning (for which I was always late...). And those of us who were branch chiefs of otherwise second level administrators would sit there in the presence of this division chief (who had a Block Design that could only be measured in light years). He would present to us, day after day, week after week, month after month with problems that were coming down from Mount Olympus about communes and Soviets, and so on.

So, our chief, Ed, would say, "We need a way to measure social intelligence," and John would say, "We can do that...Picture Arrangement, Picture Completion, Object Assembly..." And Ed would look at him with the great bewilderment on his face.

And another time Ed would say, "We have to have a way of assessing foreigners," and John would say, "We can do that." And he would make allusions to Information, and Block Designs, and so on-- and Ed would look at him with great bewilderment on his face.

And then on another occasion Ed would say, "We've got to have some method of assessing foreign leaders, and others whom we cannot reach with conventional psychometrics," and John would say "We can do that," and would make a few comments. Ed would look at him again with this great bewilderment on his face.

After two or three years of enduring this daily, minimum adult requirement of bewilderment,

John went off to do other things; and I was greatly disappointed. Because I wasn't bewildered with what John had been saying, rather I was fascinated and challenged, and now it looked like he was moving out of reach. Except that in 1959 I got this chance to go off to Saipan, and after my tutorial session with John, and I left with my little Wechsler kit and some vague sense of I's and E's and R's and F's and A's and U's.

Finally I got my first experience with the kinds of things that John had been talking about. It all came into focus. I was running around to Manila, and Taiwan, and brushing up against Chinese some place other than a restaurant, and meeting Vietnamese, and Burmese, and Thais, and Indonesians, and enjoying all of these exotic experiences, and getting into the arena of operational assessment.

I'm telling you-- I was hooked! I think that one of the reasons I never got into the LSD and pot and so on in the '60's is because I didn't need it! John Gittinger had set me on a path, that gave me all the excitement and mental exhilaration that any normal person would ever need.

Then came an opportunity to go down to Manila to meet John and Mary Frances for a weekend, where, among other things we had some magnificent dinners, bet and won at Jai Alai, and I bought the first of many velvet paintings with my glorious winnings.

As a consequence of that very pleasant meeting in Manila, I was invited to come back from Saipan, and to join the newly created activity that John had initiated in my absence, and to help Bob Goodnow hold the fort. While John went off to become the first full-time, overseas support psychologist, Bob and I were back at the home office, institutionalizing John Gittinger. We set about establishing procedures, directives, and training programs to do, systematically, within the

organization, the kinds of things that for the preceding ten years, John had been doing individually, uniquely, independently.

Then I was given the great opportunity to replace John (insofar as anyone can presume to replace John); and I went to Tokyo to assume John's office, and to pick up the clientele whom he had assiduously developed during the past two years. Here I was in this wonderful, rich, challenging environment, assessing all of these exotic kinds of people whom I had come into contact with four years earlier in Saipan; running around Manila, Singapore, Bangkok, Hong Kong, Indonesia--assessing individuals, assessing foreign leaders, assessing multi-ethnic groups... Not really following in John's footsteps...nobody can do that...but running around in this wonderful exotic jungle, following the blazes that John had put on the trees. And I'm telling you that it was a great deal of fun.

There were other great challenges: Being called back home, to join John in his role as a member of the Board of National Estimates, to brief this august body on the psychological characteristics of the Chinese, and the implications of communism and the communes system for people such as the Chinese. Going down to Vietnam, to join a task force composed of (among others) John Winne, Bill Miller, Sam Adams... Some of you, perhaps, will remember Sam Adams, the young analyst that CBS used as a club to beat General William Westmoreland over the head with, about six or seven years ago. Sam Adams wasn't the only one who was concerned about the reporting that was coming out of Vietnam, about the capabilities of the Viet Cong, and so on: Bob MacNamara, as head of the Defense Department was concerned about that. So he went to Dick Helms, and said, "Can you get me some information about what's really going on?" and Dick Helms turned to John Gittinger and asked, "What can we do about that?" and John characteristically said, "We can handle that." And I got a piece of the action, down there, in Vietnam,

landing at the beautiful international airport in Can Tho, and going off to survey the capabilities of the Viet Cong in the Fourth Corps in the Delta...to derive information to go directly to the head of the Department of Defense.

That was what it was like to be moving around in the shadow of John Gittinger, in the 1950's and 1960's. Going around the world for 20 years with a Wechsler Adult Intelligence Scales (WAIS) kit and talking to Hong Kong coolies, and Japanese rocket scientists, and Viet Cong guerrillas, and cliff dwellers in Peru and helping to participate in the first efforts to recruit Chinese officials, and watching the bamboo curtain lift, and talking to the Royal Canadian Mounted Police in Canada about the Chinese...and wishing I were three people: one to do what I was already doing; one to think about what I was doing; and, a third to write it down. I never had much time for either of the latter two.

Meanwhile, from time to time, there was just the sheer satisfaction of being in John's court, and hearing the things that John would have to say, in his role as social philosopher...commenting on the forces in place in the world, and how things get done, and hearing the way he could take the most complex problems, or activities, or phenomena, and reduce them to such simplified characterizations. For example, John saw the educational system in the United States, as being similar to a French General Staff which is always fighting the last war. Our educators are always coping with the problems of the last generation, therefore creating new problems for the next generation. They deal with all the little F kids, who can't handle the procedures and rituals of the early elementary years - and generate open classrooms to drive all the R kids into a new phase of learning disability. In the next generation, it focuses on the R kids, and the F kids go nuts...

John does have a way of encapsulating things in his magnificent way. I remember going to a cocktail party once, and listening to a bunch of

guys pontificating about "the Great Masters." I listened to them for a bit and then threw a John Gittingerism at them: "If the Great Masters were alive today, they'd all be photographers!" And they all went...(blunk)..." And they still haven't gotten back to that conversation!

And that, again, was part of the wonder and the excitement of being in John's presence.

When, after all of that, I went into retirement, I found that I couldn't let go either of John Gittinger or of the PAS. So I started salting his ideas into diverse places like the Department of Justice, the Customs Bureau, the FBI, the Secret Service, the Los Angeles Police Department, the Hostage Cops up in the New York PD...all the while watching Dave Saunders enlarge on the PAS concepts. There were endless ways to use these models to characterize what is happening in so many different chunks of our society, to explain these problems to laymen who otherwise have no way of taking hold of what makes different kinds of criminals different kinds of criminals, and how you can determine what kinds of drug programs will work best for different kinds of people. PAS and John Gittinger make it possible to do all these kinds of things, and what's even more important, both make it possible to explain to other people how they can go about doing these kinds of things and coping with these kinds of problems.

And there was the opportunity to follow in Bill Rodd's footsteps. Bill (having been one of the world's most enthusiastic followers of John Gittinger), had in his retirement said provocative things to his cousin, John Light...who recently had created this lovely little Community College in southeastern Ohio...telling John Light about psychology and assessment and PAS. And John Light said, "That sounds interesting - how would you like to do some things over here?" And Bill Rodd started to do some things "over-here", in beautiful downtown Nelsonville, Ohio. He brought

the Personality Assessment System (PAS) to Hocking College, and he brought the Personality Assessment System Foundation (PASF) to Hocking College... and unfortunately passed away before we were all supposed to meet there, just ten years ago. But we had our PASF meeting at Hocking college, and declared ourselves, in Bill's absence, as a group prepared to help Hocking pursue the kinds of things that Bill had encouraged them to believe were possible. Out of these activities has grown the Gittinger Assessment Center. There wouldn't be a Gittinger Assessment Center at Hocking College, if it hadn't been for John Gittinger.

And there, at the Gittinger Assessment Center, so many great and wonderful opportunities are being created to carry functional psychology into the support not only of the student body, but the larger community surrounding Hocking, helping to educate community managers, helping to select police for the local police departments, helping to establish a meaningful assessment system for the newly created Juvenile Rehabilitation Center that is being built, adventitiously, on Hocking real estate.

John Gittinger's concepts and the PAS are alive and well, and growing, and will continue to grow, thanks to the fact that all these other people, in all these other institutions are using these concepts. It has been such a wonderful experience to be associated with this. Recently my older son and his intended headed for Albuquerque, New Mexico, to start life anew. In parting, I said, "Golly, I hope when you guys get down there you'll be able to do some things that you would really like to do, instead of doing things that you have to do, just to earn a living." They said, "But isn't that what everybody has to do?" And I said, "No, as a matter of fact, that isn't what I did. I have had the wonderful opportunity for the last 40 years, to do what I want to do, and have a lot of fun doing it."

Sometimes I reflect back on the days when I used to work for the Department of the Army,

before coming to the Agency and meeting John Gittinger. I hate to think what my personal and professional life would have been like, if I had stayed there, with the Army, doing questionnaire surveys for the Department of Defense. I didn't have to do that. I found John Gittinger, and he said, "THIS is the way to go!" As a result, I've had that delicious diet of Hong Kong coolies and Japanese Scientists, elite assessments and cultural assessments...

...John, it's been one hell of a lot of fun!

Of course, you can't really address the relationship between John Gittinger and me, without considering the "PAS chart" that portrays the dimensions of the PAS Model.

This chart is an icon of the relationship between John Gittinger and me. In those two years when John was in Tokyo, and Bob Goodnow and I were supporting him back at home, John undertook to compose all those magnificent reference works we have been using ever since. He wrote the PAS Bible (which was the first 300 or 400 pages of exposition), in which he took E's and the Eu's and then Euc's, and he wrote pages and pages about all of these elements. And then he proceeded to write the Atlases. While he was doing this, his work was flowing in to Bob and me at headquarters, almost literally a page at a time. As we were going over all of this stuff, including what then appeared to be a complex symbol system (which Tom still hasn't mastered - but that's all right...), Bob and I were going about the business of teasing out the structure of what was being presented. To help me to understand it, I started to chart it out, and with some help from Dick York, managed to produce this latent structure of what, back then, had not yet been called PAS.

And I thought, "That looks pretty good," and had it printed up. I intended it to be 100 copies, but there was a mistake in the printshop, and we got 1000 copies...So when I went out to take John's

place in Tokyo, I took about 500 copies of the damned thing with me.

When we arrived at the office, I said, "John, look what I've got," and showed it to him...and I got a classic John Gittinger response. You've all seen it: He puffs on the pipe, and he looks at it, and he strokes his chin, and you're waiting for a response and all your getting is smoke rings...

...A week went by, we did things we had to do. We took John and Mary Frances out to the airport, and then Blessing and I came back to an empty office. I said, "Well, I guess it's all up to me, now. But I sure wonder what John thought about the chart..."

Over the next couple of weeks I did what was necessary to establish the support network in Tokyo and then I started off on my first visits. I went down to Hong Kong and paid my first visit to Bill Rodd, who was down there at that time, running an office, interviewing Chinese streaming in over the border from the Mainland. I went over to our Station in Hong Kong, and found myself in the office of a guy named Dave West. Nice guy, one of our operations people; very close to John. Very enthusiastic, as were many of our middle managers, about John and the PAS and assessment. He invited me into his office, and he said, "Knew you were coming, I'm glad to see you, I've been looking forward to this."

"You know, John was down here a few weeks ago, on his way home."

I said, "Yeah, I know that."

He said, "He told me some things that I found very interesting, and I've been anticipating your visit, to hear more about them. Ah...he told me about you...and he had an interesting story to tell me. He said, 'Dave, you know what I've been doing. For 30 years I have been composing a model

of personality development. These past two years have finally had enough separation from other concerns so that I could do something about systematically putting them down."

"First I wrote a 400 page volume presenting the various parameters of the model. Then I wrote two volumes, totalling some 350 printed pages, to guide the clinician in using the system..."

"And then some little shit comes along and puts it all on one page."

Well - I found out what John thought about the chart!

But I've gotta tell you, John. This little shit is like the Energizer Rabbit. He ain't gonna quit. And he's gonna keep making more charts, and he's gonna keep working with Hocking College, and he's gonna keep working with Dave Saunders, and all the rest of you folks, and he ain't gonna quit until the whole world knows what this PAS is all about, and starts using it a lot more systematically and a lot more regularly, because that's what it ought to do; and because it's a hell of a lot of fun, getting them to do it.

And I, for one, want to thank you for making it possible to have one really great career.