

9 JUN 1958

WDTGR

Mr. L. Eugene Root  
Vice President and General Manager  
Lockheed Aircraft Corporation  
Missile Systems Division  
3251 Hanover Street  
Palo Alto, California

Dear Gene:

I much appreciate the several steps that you and others in Lockheed have taken during the recent past to strengthen your Division's capability for doing the WS 117L job, particularly in the assignment of key personnel within Jack Carter's organization.

There is, however, one problem in this area which in my opinion requires further prompt attention. It is simply that it seems to us that Jack Carter needs some capable assistance in the coordination and direction of the over-all project effort. His immediate subordinates, Fred O'Green, Ralph King and Bill Holmes look to be quite able within the limits of their own authority. Several recent problem areas have arisen, however, none of them individually overwhelming, which appear to be brought about by the fact that Jack, capable as he is, can't be every place at once.

Typically, the problems arise because the attention of the project manager has necessarily been diverted elsewhere. In the competition between higher echelon and lower echelon contacts, Jack must give his major attention the higher element in order to secure the requisite support for his branch. The gap which needs to be filled is in that type of supervision which concerns itself primarily with forceful integration of the parallel efforts within the project.

You are undoubtedly more aware of this situation than I am.  
It is only because of the critical importance of proper management  
coordination and direction by Lockheed Missile Systems Division  
to the timely success of WS 117L that I raise the problem.

Sincerely,

SIGNED

O. J. RITLAND  
Brig. Gen., USAF  
Vice Commander

WDTSR  
Col Oder

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