

# GENERAL ELECTRIC Monogram

MARCH-APRIL 1973



GE  
PEOPLE  
AS  
INITIATORS  
OF  
CHANGE



TEI'S  
BIG  
OUTPUT  
YEAR





MARCH-APRIL 1973

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The Monogram's purpose is to keep its readers informed on General Electric activities so that they may more effectively represent the Company in its relationships with the public. It is published bi-monthly by Corporate Public Relations Operation—Douglas S. Moore, Vice President. Editorial Supervision is by David W. Burke, Manager, Public Relations Programs, and J. Hervie Haufler, Manager, Corporate Editorial Communications. Permission for reprinting articles should be obtained from the Monogram Editor, 570 Lexington Avenue, New York, N.Y. 10022. Copyright, 1973, General Electric Company.

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## THE COMPANY

# ENTERING 'THE SECOND ELECTRICAL CENTURY'

**“W**ere you aware,” GE Chairman Reginald H. Jones asked the utility executives in the audience before him, “that in the 1970’s we are entering the Second Electrical Century? I must confess that I was not.”

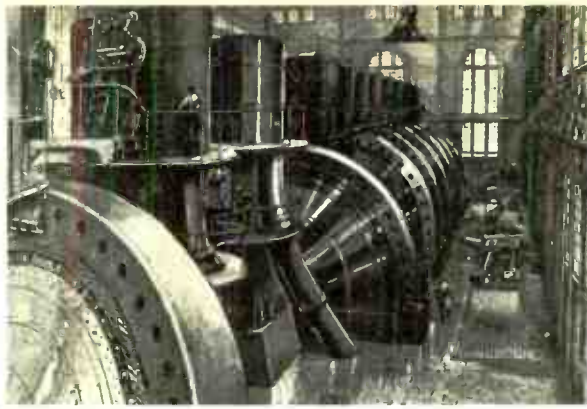
He touched on elements in history supplying documentation that “we are rounding out the First Electrical Century, which began in the 1870’s.” The central-station power concept, for example, was demonstrated in Vienna in 1873 by Gramme Electric, one of GE’s predecessor companies. Later in the ‘70’s Thomas Edison founded his Edison Electric Light Company.

The Chairman admitted that he had a special purpose in discussing the two electrical centuries: “I would not take your time about this if the Second Electrical Century was merely a publicity occasion, like National Pickle Week. It is something more than that; it is one of those watershed moments, a continental divide in time when everything seems to be flowing in new directions, over new terrain, toward different seas that no one has yet seen.”

He contrasted the challenges a century apart. The First Electrical Century was concerned with “establishing an industry and a technology, and ultimately a way of life,” with the stress on “bringing More Power to America, in a very literal sense.” As to the Second Electrical Century: “All the old tasks remain.” But to these now are added staggering new challenges: “Resource limitations; environmental demands; legal and political complexities, increasingly at the Washington level; hard technological choices; persistent inflation; shortage of capital; loss of public support; and a sharp erosion of the earnings needed to grow the business.”

Jones revealed that he had still another purpose: to inform the industry of a major new General Electric effort to help utility customers

*(continued on page 4)*



**1** Electricity's Century One began in the 1870's with emphasis on establishing the industry and the technology: Gramme generator for arc lighting; early power house for Manhattan's Elevated Railway; and an early argument for underground distribution.

**2** Electricity's Century Two imposes new social and environmental needs on power technology. GE's response includes pledges to: improve equipment reliability, as illustrated by the world's largest twin-dome generator on test in Schenectady; increase efficiencies in such ways as building combined-cycle STAG plants; and accelerate research and development in power systems, including the use of laser technology to produce nuclear fusion.





First Century communications aimed at promoting wider use of electricity as a low-cost work-saver.

meet the challenges of the Second Electrical Century.

He outlined a program that balances action on the technological fronts with communications to promote public understanding of utility positions on key issues.

In terms of technology, he made three pledges to utility customers:

- "First, we want to be even more responsive to your need for quality and reliability in the equipment you buy from us . . .
- "Secondly, we pledge our technical resources to the resolution of your need for higher efficiencies, along with environmental compatibility . . .
- "Our third pledge is to support your growing involvement in research and development, and we undertake to help you in all aspects of R&D planning and organization."

The fourth pledge dealt with the Company's communications resources: "to help you win the public understanding and support you need to get your plants and transmission lines built and operating at a reasonable cost, and on a sensible schedule." Jones explained that "the public still does not understand the trade-offs involved between the needs for energy and a clean environment, nor the need to pay the full cost of producing electricity under today's conditions."

To fulfill this commitment, the Company will conduct a multi-phase Second Electric Century Communications Program. Top executives will participate in an accelerated program of spokespersonship on power themes. Corporate Public

Relations will interpret electric power as a social problem solver in its mass TV programming, advertising, press relations, and publications. More specific and localized support of utilities will be directed by a new Utility Market Support Programs component organized within Advertising and Sales Promotion Operations serving the Power Generation and Power Delivery Groups. And the total effort for 1973 will crest in September with a series of Utility Executive Conferences sponsored by the Company.

In making these broad commitments, Chairman Jones underscored the importance General Electric places on its business with utilities: "The electrical technologies and the businesses that serve the electric utilities are the bedrock foundation of the General Electric Company. That foundation must be solid, and we must retain our leadership there—because it supports the entire structure of the enterprise."



Second Century Communications seek public understanding of the benefits of clean electric power. Planning a coordinated national and industry informational campaign: Roy O. Stratton, Manager—Utility Market Support Programs, and Karl L. Koss, Manager—Corporate Advertising. □



## New HQ takes shape



Construction of General Electric's new Corporate Headquarters on the Merritt Parkway, near Bridgeport, Conn., remains on schedule, and there has been no change in the expected mid-1974 completion date.

The steel frameworks for the two buildings, begun in October, took shape in only five months. As the last structural steel girder swung into place a few weeks ago, it carried an American flag and a small tree, traditional symbols of a "topping out." Work is now underway on the floors, window walls, and interiors.

Project manager Al Schuman cautions that the work is far from done. "People just can't imagine how long the interior finishing takes. This is when progress is perceived as being very slow."

The Connecticut buildings will provide offices for about 700 General Electric people currently headquartered at 570 Lexington Avenue in New York. Their places at '570' will be filled by employees now housed in several rented facilities around the city. □



## 1973 negotiations: formal talks begin


Recorded here are the scenes at New York's Essex House on March 22 as 1973 contract negotiations got underway. In separate but concurrent meetings, General Electric negotiating team members led by Chief Negotiator John R. Baldwin met with officials of the International Union of Electrical, Radio and Machine Workers (IUE), above, and the United Electrical, Radio and Machine Workers (UE), below.

The IUE represents about 85,000 GE employees; the UE about 16,000.

In addition to these two nationally negotiated contracts, there are over 100 local contracts with nearly a dozen other unions covering another 35,000 GE employees, which expire on or shortly

after May 26. New contract talks at these individual plants will begin during the next several weeks for the most part.

Notices of intent to modify (rather than terminate) existing contracts have been received from both the IUE and UE. These contracts were negotiated January 26, 1970 to run for 40 months. Under the contract terms, most hourly and non-exempt salaried employees received, in addition to many significant benefit improvements, three general increases and three cost-of-living increases.

Total General Electric employment in the U.S. is approximately 293,000, of whom some 166,000 are in the hourly ranks. About 135,000 hourly employees are unionized. 



## MMC II: dealing with 'live' customers

Traditionally when a learning program involved case studies, the cases were all safely in the past—problems that had long since been resolved, customers who were just names in a text.

Not so with Modern Marketing Course II. The creation of Marion S. Kellogg, Consultant in Marketing Management Development in New York, MMC II takes to the field to visit today's customers, find out about current problems, and develop urgently needed approaches to new solutions.

"We draw on the solid educational experience of the case study as the primary vehicle for understanding how to diagnose and solve business problems," Miss Kellogg told a *Monogram* visitor to the most recent session of MMC II. "But instead of using dead cases, we involve teams of course members in live situations, dealing with real customers, real reactions, real pressures."


MMC II, which had its pilot run in Chicago last October, is the outgrowth of Miss Kellogg's experience in teaching MMC I, which produced 850 graduates since it was launched in 1959. Her concern throughout has been to tighten and improve the relationships between field sales people and headquarters or product marketing managers. "To keep the Company competitive in the face of the pressures tending to fragment marketing today," she says, "goes beyond ex-

hortations for better communications and coordination. It requires less talk and more action."

The two-dozen GE people participating in the latest MMC II saw plenty of action. They formed three teams dealing with customers of Information Services, Medical Systems, and Plastics operations. The customers were picked because they were new accounts or offered special opportunities for GE to give them better service. The charge to the teams: study these situations, then go out and talk to the customers. Finally, back in the classroom, try to produce a workable plan dealing with the marketing realities uncovered during the customer interviews.

Counselors available to the students—Marion Kellogg calls them "mentors and tormentors"—included: Dr. William E. Cox, Jr., Chairman of the Marketing Department at Case Western Reserve University; Dr. Ivor K. Davies, Psychologist at Indiana University; and James E. "Jiggs" Weldy, GE marketing consultant.

Of MMC II, Dr. Cox comments that the course procedure "gives teams dramatic experience with a true marketing effort, as opposed to just selling. It's a mutual and logical continuation of strategic planning to the front-line sales effort." Adds Dr. Davies: "Commitment on the part of the participants is an important result. These teams develop what I call 'that Monday feeling,' knowing that next week they'll be implementing their plans to develop business where now there is little or none."

Jiggs Weldy's wrap-up: "The result is that MMC II planning is no mere exercise. It's class work that has both reality and relevance." 



Modern Marketing Course II team members plot marketing strategy in response to problems presented by customers and, at right, discuss their plans with the course's creator, Marion Kellogg.

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# ENVIRONMENTAL PROTECTION: TWO NEW GE INITIATIVES

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## 1. New move in environmental health

Inside the weathered redbrick walls of General Electric's World War I plant in Bridgeport, Conn., is unfolding the Company's newest experiment in environmental protection.

Called the Environmental Health Operation, the experiment centers in a new laboratory staffed and equipped to accomplish one main task for its sponsoring organization, the Components and Materials Group. That is, to interpret environmental protection in terms of employees' working environment and to safeguard employees in the Group's 43 plants from environmental health hazards on the job.

The idea for the new lab started with VP and Group Executive Reuben Guttoff. "It's a key element in the Group's response to the Occupational Safety and Health Act (OSHA) passed by Congress in 1970," Guttoff says. "Those enforcing OSHA have laid down, and are continuing to formulate, rules prescribing limits on exposure of employees to potentially harmful materials in the work environment. We decided to go beyond the usual industrial medical set-up and establish an Operation concerned with environmental health in the broader sense—encompassing occupational hygiene and occupational safety as well as industrial medicine."

"We're emphasizing the preventive aspects," says Dr. George F. Martelon, the Group's medical director. "We're developing ways to measure the working atmosphere and the degrees of employees' exposure to toxic materials and other environmental dangers. Our definition of the environment is the interface between the employee and the process. That's where he spends one-third of his life, and the concern of the health environmentalist is to protect the employee from harmful substances during that time."

How does the Operation's staff plan to deliver on this comprehensive commitment? "Our laboratory has sophisticated portable equipment" Dr. Martelon says, "to measure and analyze samples from the plant environment—perhaps smoke from a soldering iron, dust in a workroom or particles in a ventilating system. What



Health Environmental Laboratory's manager, Dale Culp, and environmental chemist Aleksandra Nawakowski work with sensitive equipment used to safeguard the working environment.

we're now doing is to visit each facility of the Group and apply this detection apparatus to its work processes. This phase of the work is under the laboratory's manager, Dale A. Culp, an experienced industrial hygienist."

While this is going on, Dr. Martelon himself is visiting the plant's medical facilities to evaluate their capabilities in the light of the new OSHA requirements. "We plan also to have an occupational safety specialist on the team," he says, "to concentrate on that sector."

Culp adds: "The advantage of doing this work on a Group basis is that we can apply, across this broad base, types of sophisticated equipment beyond the scope of a local facility."

A third member of the team is Mrs. Aleksandra Nawakowski, the laboratory's environmental chemist. "My responsibility," she says, "is to set up the most sensitive environmental tests possible and to analyze the results. I'm encouraged here to devise more effective procedures and equipment." This is important to Mrs. Nawakowski, who holds several patents.



As an indication of what is being accomplished, Dale Culp likes to tell about an employee who was found to have clinical evidence of lead exposure inconsistent with this working environment. "It was a real puzzler," he recalls, "until we found out that in his off-work hours

the employee was working regularly as a painter and using commercial paints with high lead content. To detect environmental dangers in an employee's after-hours life as well as during his hours on the job assures us that our measurement system is really effective."

## 2. HVDC—four times the power over the same right-of-way

The Power Delivery Group is expecting several customers to order station and line equipment for environmentally attractive high-voltage direct-current (HVDC) transmission of electric power.

The Group is seeking to capitalize on its research and development efforts over the past eight years and on the outstanding performance of the world's first solid-state HVDC installation by GE at Eel River, New Brunswick. The expected new commitment will carry the technology the next step by applying it to transmission lines operating at higher power and higher voltages.


Solid-state HVDC transmission promises cost savings and higher reliability. But an important social plus is its lower environmental impact. Compared with conventional AC transmission, HVDC has the advantage of sharply reducing right-of-way requirements. It has the potential of carrying four times as much power as AC in the same cross-country corridor and is far more adaptable to underground and underwater transmission. Also, HVDC requires one less overhead conductor and smaller towers. A still further environmental advantage is that HVDC terminals can be put under roof, reducing their

visibility and sound levels.

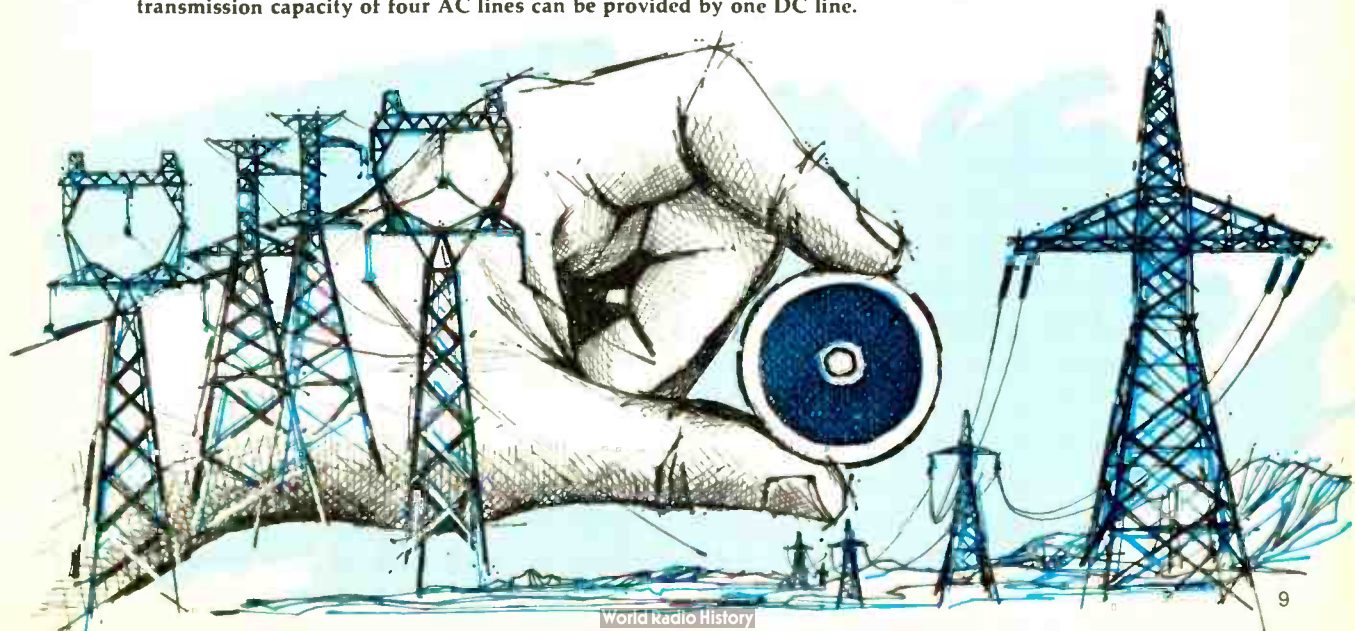
GE's introduction of solid-state into HVDC technology also delivers advantages over earlier HVDC. For example, the Celilo terminal at the northern end of the Pacific HVDC Intertie in Oregon occupies a rectangular area 1066 feet by 865 feet, including a building 144 by 560 feet. Solid-state technology cuts the dimensions approximately in half.

Says Jack Fink, manager of HVDC Business Development in the Power Delivery Group: "We can put a 2000-megawatt air-insulated terminal, compared with Celilo's 1440-megawatts, in a space 1050 by 460 feet. In an urban area we can put the same facility in a space 400 by 144 feet by stacking the components. If economically justified, we could get this down to something like 300-by-50 feet with gas-insulated components."

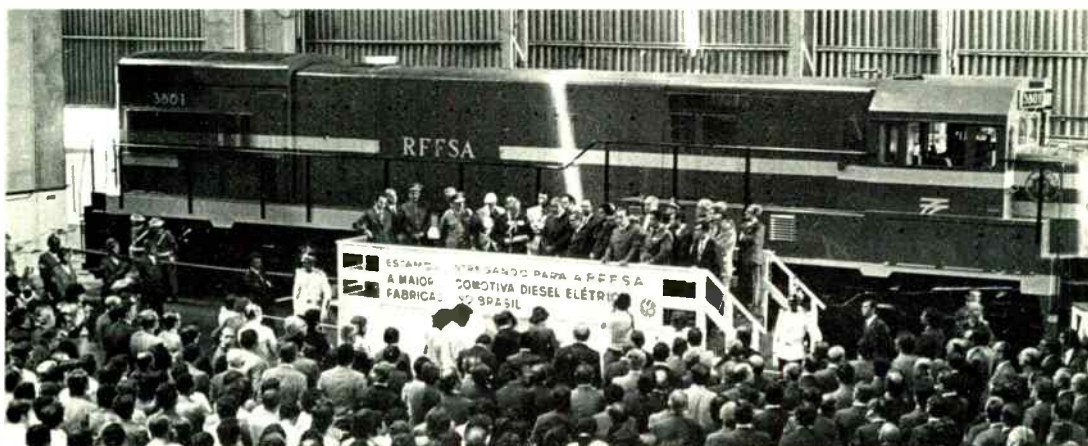
For utilities, the lowered space requirements add up to cost savings and less visible facilities.

The technological breakthrough that led to all this was the thyristor, which has the same relationship to conventional mercury-valve technology as the transistor to the vacuum tube in a radio. GE got a big jump by developing the first full-scale solid-state converter using thyristors. 

**GE pioneering of silicon-controlled rectifiers underlies solid-state HVDC technology by which the transmission capacity of four AC lines can be provided by one DC line.**



## COMPANYWIDE BRIEFS



**Big day for GE-Brazil (and for Erie, Pa.):** To the heavy apparatus factory of General Electric do Brasil S.A. in Campinas recently came a host of important visitors. They included Brazil's Minister of Transportation, Acting Minister of Finance, and the Governor of the State of São Paulo, as well as other government dignitaries and key customers.

The reason for the gathering: to mark the delivery of the largest diesel-electric locomotive yet built in Brazil.

This was the first of 80 locomotives that GE-

Brazil will supply to Rede Ferroviaria Federal S.A. (RFFSA)—the country's national railway system. The 80 units, each weighing 80 tons and delivering 2,300 hp, will be used in iron ore hauling.

What was good news at Campinas was also good news in Erie, Pa., because work on the \$34 million order is almost equally divided between the Transportation Systems Division and GE-Brazil. To Erie this export order, covering controls, diesel engines, and other components, amounts to some 300,000 manhours of work.



**Distinguished Pathfinder Award:** Dr. Leon Sullivan (right), founder of the Opportunities Industrialization Centers of America, presents the organization's Pathfinder Award to Mark Morton, Vice President and Group Executive—Aerospace Business Group. The award for aiding the disadvantaged follows ten years of association between Dr. Sullivan and Mr. Morton in instituting manpower training programs.

**Nighttime revival for New York City.** The nation's most comprehensive streetlighting program ever undertaken in one year was recently begun in New York City as part of the city's anti-crime effort. Instituted by Mayor John V. Lindsay, the program calls for the installation of 50,000 GE Lucalox® lighting systems on 1,200 miles, or one-fifth, of the streets in New York's five boroughs. The \$15-million installation is scheduled for completion by November. Sharing in the bounty are GE's Large Lamp and Lighting Systems Business Departments.

**Famed Houston heart surgeon** Dr. Michael DeBakey recently gave a GE employee a new life. Jim Hotaling, a waxer for the Heavy Military Electronics Systems Department in Syracuse, was on the operating table for open-heart surgery when his heart stopped beating. DeBakey's expertise brought him back to life and Jim is now back at work at HMES on a full-time basis. More than \$6,000 in GE insurance coverage and 26 weeks of disability checks helped Jim also gain a new financial life.



**Help by GE's Lamp Business Division** in obtaining funds for the East Cleveland Public School system's new vocational-educational school recently brought Ohio Governor John J. Gilligan to Nela Park. Above: Governor Gilligan (center) snips the ribbon which officially opens the new Shaw Vocational School in East Cleveland. Holding the ribbon is Mrs. Charles J. Scheer, whose late husband, a former GE plant manager, served as chairman of the advisory committee for curriculum and facilities for the school. On the right is Robert O. Green, Assistant State Superintendent—Urban Education for Ohio. Robert V. Corning, Vice President and General Manager of the Lamp Business Division, was host for the event.

**Project TEAM**, recently launched by the General Electric Foundation and GE's Major Appliance Business Group, is a cooperative educational program designed to familiarize disadvantaged youths with industry while they are still in high school. The students, all from the inner city, spend weekday mornings at their usual school studies and their afternoons at the Louisville Vocational Center where their training focuses primarily on mathematics and career education. Extensive use is made of field trips, mostly to GE's Appliance Park.

**24th Pillsbury/GE Bake-Off.** Over 100 of America's top culinary artists spent February 24-27 in Beverly Hills, Calif., in final competition for Bake-Off® prizes totaling \$65,000. All participants were required to use at least one Pillsbury brand product and the 100 finalists "baked-off" with GE kitchen appliances.

Prizes awarded the 100 finalists included a GE P\*7 self-cleaning-oven range and a GE variable-speed stand mixer. □



## PRODUCTS

### What's so great about these GE products? Ask the guy/gal who owns one...

**PRODUCT:** CLOTHES  
WRINKLE REMOVER

**OWNER:** S. Robert Hess,  
*Regional Public Relations  
Manager, Philadelphia, Pa.*

As a traveling businessman, I find that the GE Clothes Wrinkle Remover is the greatest product and I've made it a permanent part of my traveling gear—I'd hate to be without it since I travel light. I'm out of



town a couple of nights every week. When I get up in the morning I use the GE Wrinkle Remover to steam the suit I wore the day before. In five minutes it makes my suit look like it has just been freshly pressed. As a result, I can look well groomed without having to lug extra suits with me.

At home I use it to freshen up suits between their trips to the cleaners. Consequently, it is a product which can quickly pay for itself. And if it does such a fine job on my suits, I'm sure it's handy for the housewife

who needn't press drapes or other articles as frequently as she used to.

I highly recommend it to everyone, particularly to those people, like me, who make frequent trips.



**PRODUCT:** PORTABLE HAIR  
DRYER WITH STYLING  
COMBS AND BRUSH

**OWNER:** Florine Foerster,  
*Secretary, Dallas, Texas*

When I started working for General Electric three years ago, I didn't realize the high quality, performance and attractiveness of GE products. With the Employee Product Purchase plan and then buying a new home, however, I got



hooked and I now have major appliance, home entertainment and housewares products all made by GE.

I also have several GE personal care products of which my favorite is the GE dryer with styling combs and brush. I have long hair and, often after washing, I find it's too late in the evening for it to dry over night. So I use my styling comb and quickly get my hair dry enough to set and add more body in the process. It's so easy to use, time-saving and gives such professional-looking results, even with dry hair, that I find it's indispensable.

I use this and other GE products because they help make my home and personal care easier and more pleasant at the end of my long and busy day.



**PRODUCT:** POTSCRUBBER  
DISHWASHER

**OWNER:** Richard Elsberry,  
*Manager—News Bureau,  
Louisville, Kentucky*

A family with three adults and four children needs a heavy-duty dishwasher. So last year, when I began to have problems with our old machine, I decided it was time to buy a new one. My choice—GE's Potscrubber dishwasher.

As its name implies, the Potscrubber cleans even baked-on food in pots, pans and casserole dishes—and it does the job the first time.

My wife, for example, cooks with some copper-bottom pans

which easily discolor from constant use. One turn in the Potscrubber, however, and we have almost-new copper-bottom pans again. Baked-on food and hard-to-clean grease completely disappear. It certainly saves my wife time and energy: she no longer has to scour pans before putting them in the dishwasher for the final touch. And, as a plus, our glasses, dinnerware and silver come out sparkling clean.



I recommend the Potscrubber to anyone needing a dishwasher—it's another GE appliance that lives up to its name.

**PRODUCT:** HEAVY-DUTY MINI-BASKET™ WASHER—9400N

**OWNER:** Leona Perry, Secretary, New York, N.Y.

I've had the General Electric mini-basket clotheswasher for about a year, and I can hon-

estly say I love it. Previous to buying this model, I had another brand washer that I had to keep an eye on during the entire wash cycle, and found it just didn't do the job well.



My new machine has five settings for different type fabrics and three cycle selections from a soak period to normal cycle. I just push the button and walk away. Even the bleach is automatically dispensed with the wash water.

It also features a mini-basket which is such a time-saver for me. I no longer have to wash in the sink hand washables or extra colored items that might run and spoil the rest of the load. And, when I take the clothes out of the washer or mini-basket, they are almost ready to be ironed.

After a full year's use, I feel it's already paid for itself compared to the frequent repair bills I had with my old machine.

You can do without some appliances, but you have to have a clotheswasher—and it might as well be reliable. That's why mine is a General Electric.

**PRODUCT:** GE TRASH COMPACTOR


**OWNER:** Carol Cluney, Spot Welder, W. Burlington, Iowa

Living in a rural community which offers no garbage collection services, I've found that owning a GE trash compactor is a necessity for my family. Previously, I had to store cans and other trash in a large sack outside, waiting for it to become full enough for my husband to haul it away to the community dumping grounds.

My family bought the compactor for me as a surprise last year, and I began using it immediately. Amazingly, no matter how much trash I put in it, I still was finding room for more. I hadn't really realized just how much trash it could hold.



Consequently, it saves me those extra trips outside—a chore nobody likes—and is clean and odorless. It's simple to operate, too—just turn the key and press the button.

My husband loves it; his number of trips to the community dumping area have decreased tremendously. As a time-saver and a clean way to dispose of trash, you just can't beat it. 

## Tomorrow Entertainment—Today

**The point where the productive world of General Electric touches the glittering realm of big-time show business is occupied by Mississippi-born, Southern-accented Thomas W. Moore, formerly president of ABC-TV and now president of GE's affiliate, Tomorrow Entertainment, Inc. With TEI now launched into its third year, Tom Moore was asked how the affiliate is doing, what are its prospects? His early-'73 snapshot summary:**

"TEI represents one of the ways GE is expanding its role in the services sector. We were incorporated three years ago with the objective of becoming a major force in the entertainment business. Although we presented a scattering of attractions in late 1971, and several more last year, 1973 will be the first year that a multiplicity of TEI's productions are appearing in public.....

.....We have completed four feature movies to be released during 1973 and a fifth feature film, *Counterpart*, is currently before the cameras in Africa. Also we've produced five shows for the GE Monogram series, four additional television specials and five series of youth programs. Included in this busy production schedule is the expansion of our Hurok organization beyond its traditional role as impresario for international artists, into concert management, lecture series, and legitimate stage entertainment. Incidentally, our Hurok organization has begun to offer incentive ticketing to GE people in New York and

Cleveland, and we hope to extend these discounts at other Company locations in 1973.....  
.....TEI's varied activities indicate a diversified structure and we're looking to diversify even more by being alert to the future directions and trends in entertainment. We believe that one significant trend is a demand not only for so-called pastime entertainment, but for beneficial entertainment: entertainment that will educate and inform. We intend to be a factor.....

.....Our relationship with General Electric gives us a unique status in terms of the Company's reputation for quality and its long-standing public acceptance for products and services. In fact, the seriousness with which we began to plan projects could not have been achieved without the fantastic support we've had from GE.....Another spin-off from GE is managerial discipline—disciplines such as management overview and strategic planning have been unheard-of in a business that has traditionally been loosely managed, and I've had to return to school in an effort to apply these concepts to TEI. My task, in part, is to bring GE's successful management philosophy to the entertainment business without inhibiting the creative element of it."

.....As the Company's 1972 Annual Report says, TEI represents a long-term investment by GE. We look forward to a time when it will be a solid contributor to earnings as well as excitement for the Company."

*Guests at the New York premiere of Tomorrow Entertainment's Lady Caroline Lamb (filmstrip below) included: actress Ginger Rogers with TEI's President, Thomas W. Moore; Douglas S. Moore, Vice President-Corporate Public Relations, with actor Richard Chamberlain; and Walter A. Schlotterbeck, Vice President and Corporate Counsel, at pre-show dinner with Ginger Rogers.*





Already a box office hit and among TEI's four feature movies for 1973 is **Lady Caroline Lamb**. The film portrays the life of the vivacious free spirit who dazzled and dismayed London society in the early 19th century by her romance with Lord Byron. Above: Sarah Miles as Lady Caroline, Richard Chamberlain as Byron. Other scenes, below, feature stars Sarah Miles, John Mills, and Sir Laurence Olivier.






*The diverse world of Tomorrow Entertainment includes many facets of show business. Among major movies scheduled for 1973 release: **Hitler—the Last Ten Days**, starring Sir Alec Guinness. TV specials include **Bighorn**, one of GE's popular Monogram series, with an original musical score written and performed by John Denver. Other facets of TEI, film-stripped below: the Rankin/Bass production of **Frosty**, a cartoon animation; **Marco**, a musical version of Marco Polo with Desi Arnaz, Jr. and Zero Mostel; and a Movie of the Week special, **A War of Children**, set against the current conflict in Northern Ireland.*

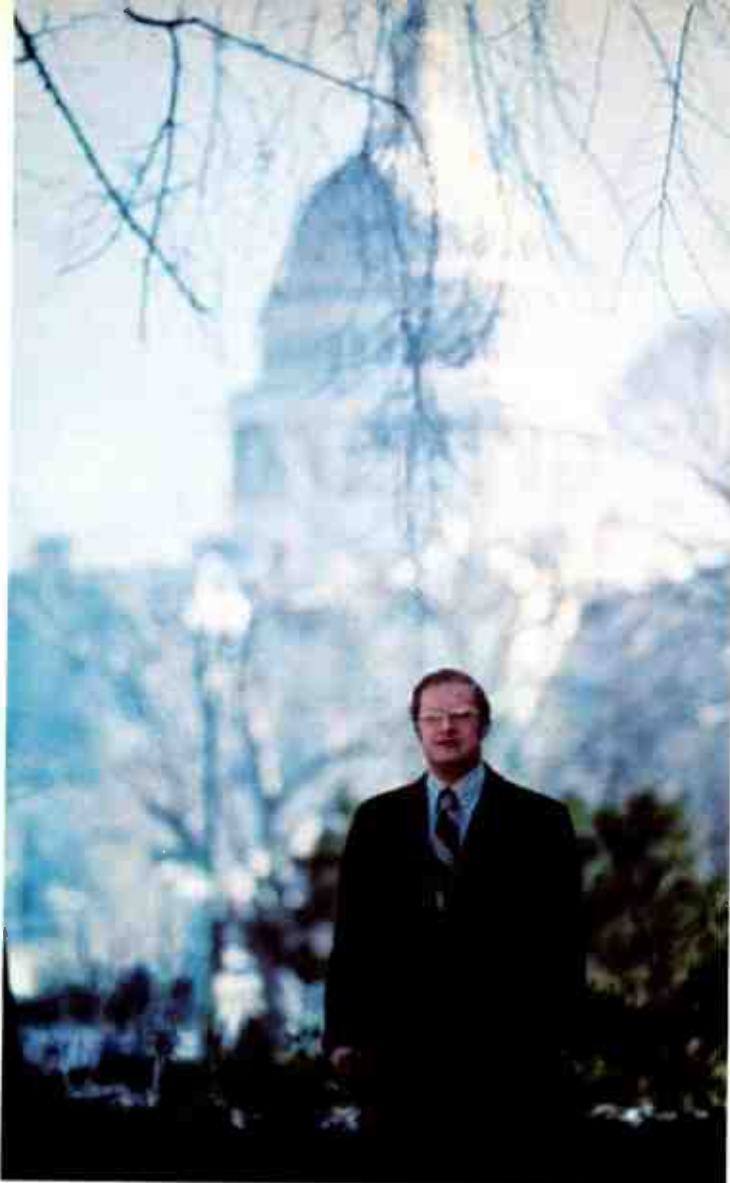






For TEI's TV special **Behind Prison Walls** Author Truman Capote (left) went on location inside San Quentin prison. Still another TEI facet: Impresario Sol Hurok's presentations of famous entertainment artists, now including legitimate stage productions such as Pirandello's **Henry IV**, starring Rex Harrison (below). Other Hurok activities, film-stripped below: the National Ballet of Canada, with Rudolf Nureyev, and worldwide rock concert tours. TEI film strip concludes with highly-acclaimed TV Movie of the Week **Brand New Life**, starring Cloris Leachman and Martin Balsam. 





**GE TO GOVERNMENT:** William C. Broeffle (left), previously Vice Chairman of GE's Shannon, Ireland affiliate, joined the Executive Interchange Program and now assists Health, Education and Welfare's decentralization program.

Marvin Bell (below, left) moved from his job as manager—Marketing for GE's Electronic Capacitor and Battery Products Department. He is serving as Policy Planning Analyst for the Department of Transportation.

Albert T. Christensen (below), GE's manager—Urban Systems Marketing for RESD, is currently with the National Aeronautics and Space Administration directing work on a system to identify the technical needs of organizations using NASA space systems and know-how.



## *GE initiators of change:* Participating in Executive Interchange

Part of the esprit of a busy creative organization is to help initiate, rather than just passively accept, constructive change. A special series of reports in this Monogram introduces current examples of General Electric people who are active in bringing about needed progress—initiators of change in such diverse directions as bettering understanding between government and industry, exploring new frontiers in managerial development, opening up trade with Eastern Europe, and improving the future for minorities.

Three General Electric people, as shown at left, are spending a year on government assignments in Washington, D.C.

In turn, three government employees, pictured on the next page, are spending a year at General Electric.

The six of them are participants in the Executive Interchange Program, signed into existence by the late President Lyndon B. Johnson on his last full day in office—January 19, 1969.

The program has been implemented by Richard M. Nixon, who says of it:

"The enormous challenge facing America today makes it essential that Government and Business work together, not apart from each other. The Executive Interchange Program has proven time and again that it can be one of the most effective ways of sharing ideas, techniques and talent. I hope the leaders in both Business and Government will continue to give this effort their full support."

As a prime element in the support supplied by General Electric, the Chairman of the Presi-



EIP Chairman Weiss: 'spend a year sampling your opposite number's world.'

dent's Commission on Executive Interchange is Herman L. Weiss, GE Vice Chairman and Executive Officer. He says of the program:

"Participation in the Executive Interchange Program is an investment which, we feel, will pay dividends. It will pay dividends in terms of people: both the public and private sectors need people with the multi-faceted experience that will be furthered by spending a year sampling their opposite numbers' world. And it will pay dividends in bringing better solutions to social problems through more effective industry-government cooperation."

In the first two years, Executive Interchange existed as an experimental, pilot program. Under the Chairmanship of Herm Weiss, and with Jay I. Leanse as its full-time executive director, it has become a mature, full-scale endeavor. This is attested by the sheer numbers of participants. The first year saw 19 businessmen going into government and 11 from government shifting over to business. In the second round, the figures increased to 24 and eight. But in 1972, industry's participation shot up to 60, with 19 government executives taking part. The targets for 1973 are considerably higher.

Talks with the six individuals presently involved in GE's participation quickly established that the experience is proving a source of satisfaction, enthusiasm and personal growth:

- Bill Broeffle feels he is doing a much-needed job at HEW: "This government bureau is committed to a program of decentralizing its operations. GE's experience and success with decentralization will be invaluable." Broeffle sees one of the program's important results as that of allaying suspicions that arise between two large organizations. "Face-to-face communication," he says, "inevitably helps to stifle these suspicions. It's an important prelude to improved relationships all around."

- Marvin Bell has plunged into what is for him a new field for the U.S. Department of



**GOVERNMENT TO GE:** Jack I. Heller took leave from his job as Director—Office of Development Programs, Bureau of Latin America—State-Aid, to serve as Manager—Special Programs Development—Government Financial Opportunities/Resources for General Electric.



Department of Labor's Manpower Development Specialist Daniel L. Lowry is currently with General Electric's Equal Opportunity/Minority Relations staff at corporate headquarters.



Joseph H. Linnemann, on leave from the U.S. Department of the Postal Service, is now consultant at GE's Corporate Computer Resources and Consulting Operation in Bridgeport.


Transportation. He is seeking out industry people to help solve complex problems for both domestic and international transportation systems. "A Washington vantage point is enabling me to see that the problems faced by government are highly complex, and that simple solutions don't exist. I'm also learning to appreciate the political process—an important thing for a businessman to understand in our changing business environment."

• Al Christensen is, in Washington, sticking to the aerospace sector he has come to know at GE. "The challenge in my work for NASA is to try to apply space systems and know-how to solving problems in the public sector. Preceding this, NASA needs business advice in identifying the problems—and that's my first priority: to conduct what we in the industry would call a market research program. It's interesting, trying to bridge the two sectors."

• Jack Heller, a government lawyer, has a new client: he's reporting to Senior VP Robert M. Estes. His job at GE is to assess domestic and offshore governmental programs that might represent new areas of interest and contribution by GE Strategic Business Units. "I see interesting similarities between the government and General Electric, with GE share owners serving as the equivalent of the government's share owners—Congress and the general public." For him an intriguing difference is that "in terms of results, business has a bottom line to measure its performance and the government doesn't."

• Dan Lowry, moving from the U.S. Department of Labor to GE's EO/MR staff, has the assignment over the whole year to monitor and help improve the Company's affirmative action programs for minorities. "But more immediately I'm working on the problem of finding ways to identify minority youngsters who show good potential for engineering careers—an assignment I see as particularly timely and necessary."

• Joe Linnemann has gone to work in Bridgeport for the Corporate Computer Resources and Consulting Operation. "This year is made to order for me. My government job is with what is now the Postal Service. It functions more like a private business, and has to worry about that bottom line of profit or loss. So the inside view of this sector I'll get this year will be of great help when I return to Washington."

Herm Weiss sums up the significance of Executive Interchange in the fewest possible words: "People with a working comprehension of both sectors will be good for both sectors." 

## Crotonville in Transition

by Robert L. Fegley

Seventeen years ago, when I arrived at the Company's new Management Development Institute at Crotonville, N.Y., to attend the first Advanced Management Course, the painters were still scurrying to get on the final paint.

The professors had the same frantic air. Many of the pupils arrived convinced that the subject was unteachable; and the professors secretly believed that the pupils were unteachable. But we muddled through and, on the whole, learned quite a bit—about ourselves, and even about management. One classmate, nice fellow named Reg Jones, has gone about as far as you can go.

For various reasons I've been back many times in the years since. Recently, however, I returned to Crotonville at the request of the *Monogram* to take a fresh look. I had a long talk with Dr. Lindon E. Saline, Manager—Corporate Education Services and others on his staff. Here is a summary of my impressions:

**Development opportunity today: A continuum.** In those early days, there was *one* course in professional management—a monastic experience involving ascetic withdrawal from outside contact for 13 long weeks. There one received, almost as an acolyte, a taste of the humanities and a catechism of "Blue Book" principles clustered around the basic themes of POIM (Planning, Organizing, Integrating and Measuring).

"In the beginning was the Word, and the Word was POIM."

Nowadays, the first impression at Crotonville is of a great variety of managerial educational programs. On closer inspection it becomes apparent that variety itself is not the final goal.

Rather, the aim now is to provide a *continuity* of educational opportunity from an employee's early years in the Company to whatever rank he attains in his subsequent career.

As Lindy Saline puts it, "We've been filling out the managerial curriculum so that now we have a continuum of managerial core courses starting with entry level and progressing systematically through department level and officer levels of the Company."

Entry-level employees, for example, are being offered a new kind of orientation program called the Professional Employee Seminar, to help the newcomer become acquainted with GE. For employees below Unit level there's the Managerial Skills Development Course and the Money-Making Management Workshop. From there up, the offerings include the Management Practices Course for Unit level, Manager Development Course for sub-section levels, and an array of new courses for Department-level managers and above. Crotonville staffers speak of this continuum as "Career-Long Learning" and it's a marked change from the earlier days here.

**Broader participation in managerial courses.** The "old grad" returning to Crotonville is likely to be struck by the greater variety of faces he sees about him. This is partially the result of the proliferation of courses, so that one encounters greater numbers of both younger people and more seasoned managers in the Institute's corridors and classrooms. But also the varied faces now include minorities and women—and that, too, reflects a deliberate policy of opening up managerial and professional development opportunities across the board.

**Extending opportunities to the field.** The returning alumnus who thinks of Crotonville as the sole site for managerial development education at GE is in for a surprise. The increase in participation from under 300 in 1956 to over 4,000



Crotonville revisited: 'Old Grad' Bob Fegley is the focus of attention for Management Development Institute staffers Art Fickel, Lindy Saline, and Ned Herrmann.

today has outgrown the capacity, so that courses are now also conducted at two nearby satellite facilities. In addition, the Institute packages a wide variety of courses and certifies course leaders for regional programs at 14 Regional Development Centers in the U.S. and Canada.

These are the *visible* changes at Crotonville: More courses, more people, more variety, and more facilities. There are also changes in philosophy, objectives, and course content.

**Education as part of the whole.** To me it seems that the prevailing outlook toward managerial education today is more realistic than in those first days of "The Blue Books." There's less emphasis on imparting a distinct body of professional managerial knowledge and expertise and more stress of the *experience* of managing. It's recognized that while there are tricks of the management trade that can be taught, there is no substitute for experience.

Lindy Saline agrees: "Education is a very important element, but work assignments are still basic. To learn to be a good manager, you've got to manage."

**The theory of 'andragogy'.** Much of the change taking place at Crotonville today stems from the concept of 'andragogy'. This bit of jargon, a free adaptation from the Greek, has to do with how *adults* learn, and how to teach them, as distinct from how to teach children.

What this comes down to in practice is much less reliance on lecturing and listening, much more on participative discovery, peer teaching, small group planning, project teams, and business-simulation techniques. There's also more reliance on films and other audio-visual methods and on the use of computers.

Commenting, Ned Herrmann, manager—Management Education, says: "Telling is not teaching and listening is not learning. Our use of more sophisticated teaching methods aims at increasing the lasting impact on adult minds."

**Starting now: a fourth phase** in executive educational concepts is being introduced at the Institute. The adventurous introductory phase, coming in the years 1956-61, I have already described. A second phase, 1964-68, was a reaction to the first. This was the General Management Course, with emphasis on total business management. Also, in 1966 the Manager Development Course was introduced. A third phase was introduced in 1969-72—an 8-week GMC. This approach, according to Art Fickel, manager—Executive Education, was "much more participative, with particular emphasis on the business process, control, and the formulation and evolu-



**Change in GE managerial development is reflected (above) in new faces and expanded facilities—Fegley chats at Forest House satellite facility with Managerial Skills Development Course participants and instructor Marge Grimes.**

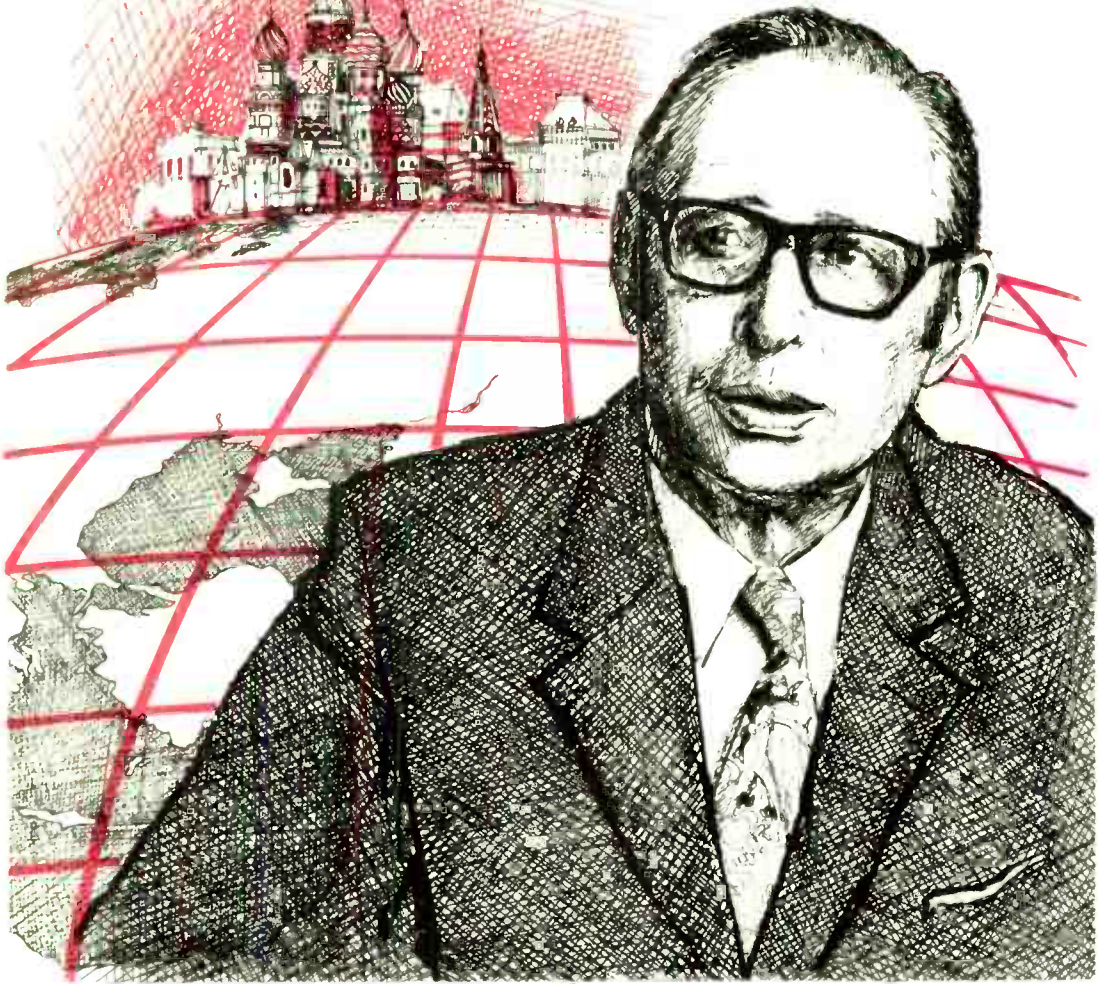
tion of business strategy." Executive Workshops for Department—level managers and officers were introduced in 1970.

The fourth phase will be implemented starting this fall. The General Management Course per se will be eliminated but will be replaced by two other courses. One is the Business Management Course which will be a four-week course designed for all section-level managers. The second is an Executive Development Course, for those who will benefit from a learning experience in multi-function business management. The Institute plans two BMC's this fall and four in 1974, with the first EDC in the spring of 1974. **Crotonville facilities to be expanded.** Business at Crotonville is booming, and the Management Development Institute is in the process of expanding its physical plant. A total of 35 rooms is being added to the residence facility. The expansion will provide a good balance, with a total of 135 bedroom facilities, classrooms that were renovated and modernized in 1971, and high-quality kitchen and dining room facilities.

**Crotonville is, thus, an encouraging picture** of change and renewal. Managerial and professional development is on a healthy trend to much greater involvement at all levels of the Company. And intelligent attention is being given to making the courses serve more specific and timely developmental needs.

AMC-1 was a foresighted first step in 1956. The level of sophistication in General Electric, as elsewhere, has risen in the intervening years. It's exciting to see how these changes have been reflected at Crotonville—and how further change and experimentation are being mapped into Crotonville's future. ☐

## OUR MAN IN EASTERN EUROPE



Any salesman will tell you: the hardest of all is the "cold call"—where you walk up to the door without any advance notice or preconditioning of the customer and press the bell.

Imagine making a "cold call" on a whole subcontinent! That was what Donald MacInnes did five years ago: he flew to Moscow with the specific mission of initiating talks on GE trade with the USSR. Today MacInnes, a 28-year GE veteran who has focused his electrical engineering background on international business, can see the proliferating fruits of his five years of patient cultivation of East European trade. As Manager—Eastern Europe Operation in the International and Canadian Group, he operates out of Geneva, Switzerland. The following summarizes a recent Monogram interview.

Of course I'm very happy to see these five years of pump priming beginning to produce a growing stream of new trade exchanges with the Soviet Union and other countries of Eastern Europe. I'm happy not just for myself but for the Company, in tapping a promising new source of business, and for the U.S., in be-

ginning to benefit from some of this substantial amount of trade and job-making opportunities that were heretofore flowing almost entirely to other countries.

As for GE, we now have 35 separate, active projects and proposals underway with the USSR and Eastern Europe—extending all the way from

licensing agreements to the prospect of building an entire manufacturing plant for the Soviet Union. And also including the GE/USSR formal trade-exchange agreement signed by Group Executives Ed Hood and Tom Paine on January 12, 1973.

I guess I asked for the initial assignment because back in the early '60's, when I was stationed in Geneva for the International Group, I used to argue that we ought to take a look at Eastern Europe. I was back in New York managing the international utility operation in 1967 when the call came. So, in February of 1968, I found myself back in Geneva, with the specific assignment of exploring East European trade.

### **Moscow melancholia**

We had essentially no entrée at all so we just landed in Moscow, got a hotel room, and started looking around. It was as basic as that. We went over to the American Embassy and began to find out how the Soviet system works... and began to narrow down what things, out of the massive span of GE's activities, could be developed into viable possibilities.

At least two things were spurring us on, in those early and discouraging days. One was the belief that there was real business potential in the USSR. General Electric furnished heavy equipment to the Soviet Union in the '30's and '40's—including massive water-wheel generators at Dneprostoi Dam that are still running. But more importantly, we knew there was \$10 billion in trade going on between Eastern Europe countries and the West, evidence of a huge market potential that we were not tapping.

### **A new respect for our industrial technology**

Our first real breakthroughs came via the State Committee of Science and Technology, a very powerful body responsible for all the new technical things the Russians do. In October, 1970, almost three years after we started, we got them to come to the U.S.: their first major trip—a group of eight Russians headed by A. K. Antonov, Minister of Electrotechnical Industry.

He was the first Soviet industrial minister who had ever been to the United States. In two and a half weeks we took him on a whirlwind coast-to-coast tour. Before we were through showing him GE plants, he had invited us to begin making specific proposals. Then we knew we were on the way.

One proposal expressed an interest in Lucalox high pressure sodium vapor lamps. Today the Soviets are preparing to build thousands of them

under our license for use on their streets and highways.

Another area of strong Soviet interest is in GE gas turbines. After three years of hard work, the Russians have told us frankly they consider the GE gas turbine to be the finest available in the world. U.S.-made rotating parts of gas turbines have been included in complete units, built by our manufacturing associate in Italy, that are already going into service in the USSR.

These two products illustrate the criteria we've developed for dealing with the USSR and choosing areas of concentration. We know we'll only have success with the Russians by concentrating on areas where we have either an exclusive technology or products in which we're the best in the world. Lucalox and gas turbines are both examples. Of course we also have to prove that our offerings aren't just the best, they're the best *buy*.

### **Broad brush approach important**

Incidentally, we're not just trying to sell products. Subject always to U.S. Department of Commerce reviews, we're willing to discuss all options with the Russians, and I think this helps account for our progress. We're willing to work on joint development, technology exchange, and even on contracting for development work from them, as well as the more visible product sales and technology licenses.

This hard-bargaining but open-option approach is the reason we're planning to open an office in Moscow. And, by the way, we now have substantial activities also going on in Poland, Czechoslovakia, Rumania and Yugoslavia in addition to the USSR.

### **Getting along**

Philosophically and politically, there's no denying the Russians are quite different and always will be, but I don't see any unresolved problem in having both sides learn to live with each other. When we're talking business, it's a world of professionals talking to professionals, with basically the same objectives.

As optimistic realists, all of us who are involved in this project do feel that we are helping to promote understanding between East Europe countries and the U.S. All this dialogue, even on technical subjects, amounts to real communication, we believe. It's a contribution to change—and a kind of change that in the long run can be a great deal more beneficial than its substantial worth in dollars of trade or transfers of technology. ☐



## Two men on leave— and community renaissance

Improvement in the lives of minorities is an area of change to which many GE people are devoting their energies. Two particular examples are Thomas Graves and Fred Black, employees who took leaves of absence to concentrate on challenging community improvement assignments. The story on Graves, written by a professor who took a special interest in Graves' project, was prepared before he was announced as one of five 1973 Phillippe Award winners (see page 29).

### 1. Tom Graves and West College Hill

By Carl Vernon Patton\*

During the 1880's, black people settled an area in west central Hamilton County, Ohio, purchasing lots on an installment basis. This half-mile-square settlement developed without streets, utilities or paved roads. Much of the housing was constructed from discarded materials, and the community appeared in extreme disrepair.

Intent upon improving physical conditions, residents organized in 1949 and prepared a futile bid for annexation to the city of Cincinnati. A second request was submitted in 1958, but the annexation bid was again refused because the community, being in a poor physical condition, was considered a liability.

In 1965, a neighborhood social services project funded by the Office of Economic Opportunity was begun with the West College Hill Civic Association the delegate agency. Although the project won an accomplishment award, it was not intended nor able to sponsor a physical improvement program. At this time, though, I was employed as a planner by a consultant preparing a community plan for an adjacent municipality. Through a series of events, I volunteered my professional assistance to the West College Hill Civic Association. Here I met Tom Graves. He, together with his neighbors, created a community improvement plan and program.

The planning process involved residents' identifying the most concerning problems, as

well as a professional analysis of demographic, economic, and physical variables. Improved housing conditions, better streets and utilities, and development of additional housing and community facilities were the major goals identified for the improvement program.

#### Not by urban renewal

Faced with a decision of how to implement this plan, the community immediately rejected urban renewal. Through observation of previous projects in Cincinnati, the residents of West College Hill related urban renewal with public housing, mass removal, and the loss of private home ownership. As an alternative, the community asked the Hamilton County Commissioners to adopt its plan in concept and seek assistance from the Department of Housing and Urban Development in order to implement what is called a "code enforcement" program. Such a program included provisions which would: permit homeowners within the community to obtain grants to bring their homes up to required standards; provide for low interest loans for repairing existing homes; and provide grants for the demolition of unfit structures.

West College Hill was awarded a federally funded code enforcement program in April of 1969, and Tom Graves felt that he had achieved his goal. However, the County Board pressed Graves to accept the position as Director of the Hamilton County Concentrated Code Enforcement Program. Graves arranged a leave of absence from GE's Aircraft Engine Group.

In August of 1969, Graves began to assemble a staff to implement the program. His office opened in November, 1969, staffed with two building inspectors, a financial adviser and a secretary. In January, 1970, the first \$3500 grant to rehabilitate a home in West College Hill was



Tom Graves, on leave from his GE job in Evendale, plans changes for West College Hill.

\*Mr. Patton, assistant Professor of Urban and Regional Planning at the University of Illinois at Urbana-Champaign, adapted this feature from a full report he has written on West College Hill.



**Transformation of a community, with Aircraft Engine Group employee Graves in charge of the rehabilitation program, is represented by before-and-after photographs of homes at West College Hill.**

awarded, and the work was undertaken by a local black contractor.

### **Training black contractors**

It was difficult to secure able contractors to undertake rehabilitation, so Graves assumed the task of upgrading black tradesmen to general contractors. Training sessions were held on Saturdays, and experts in areas such as purchasing, bookkeeping, and cost control taught these men to be businessmen. Of the 16 contractors operating in the project, nine are local black businessmen.

At present, \$1.6 million in federal grants has been allocated to West College Hill. This has supported the rehabilitation of 120 homes, the demolition of 21 dilapidated structures, the removal of 110 abandoned automobiles, the construction of 11 units of federally subsidized single-family housing and the construction of a senior citizens home with 24 one-bedroom apartments. This senior citizens home, sponsored by the First Baptist Church, eliminated the major housing relocation problem.

Redevelopment in West College Hill has directly encouraged the construction of 25 single-family homes and \$½-million in remodeling of single family homes. Further, 68 two- and three-bedroom townhouses are now being constructed by a local black developer-owner, a \$1.3 million investment, and 30 three- and four-bedroom rental townhouses are planned for the central spine of the community to be linked with a shopping mall.

In addition, \$3 million in construction can be indirectly attributed to the West College Hill undertaking: a 150-bed, \$1.5 million nursing home and a 120-unit, \$1.5 million apartment

complex, both now under construction.

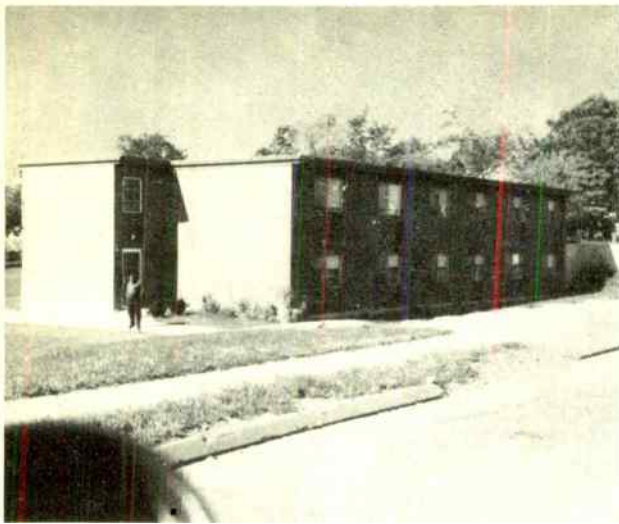
Five years have passed since West College Hill prepared its development plan. Residents and a number of observers have called the planning effort a success, and this success can be attributed to both social and physical factors.

### **Emphasis on community involvement**

Community control was certainly a major element. Local residents were engaged in directing and staffing the program, and the staff and residents sincerely desired the improvement they had sought so long. At present, 148 residential structures have been brought into code compliance, and 207 homes (73% of the housing stock in West College Hill) meet the housing code. These steps have been taken without requiring anyone to be relocated outside the community.

A second significant factor was community pride. West College Hill belongs to the people who live there. Over 70% of the residents are now homeowners, but more importantly, West College Hill was originally developed by the immediate families of those people now living there. Both the physical and social community have easily recognized boundaries, and the physical community is small enough to permit a resident to know everyone else in the community.

Having been founded as a black community and having struggled as a group for improvements during a several-generation period, West College Hill had developed a community organization. The planning effort, then, did not have to undertake the development of participation. Rather, the community organization was prepared to participate in the process.



**Community's senior citizens home eliminated need for housing relocation.**

From a physical perspective the community contains a number of advantageous characteristics. The community is located in a suburban area. It contains and is surrounded by trees and open space and conversely is not surrounded by seemingly endless dilapidation. Within the community a number of vacant sites were available for construction of relocation housing. Thus, no relocation beyond the immediate community was necessary since the program was executed in a phased manner, and relocation housing was able to be constructed prior to the demolition of substandard housing.

#### **For Tom Graves, a key role**

Tom Graves, having been involved in past community improvement efforts, played a key role in both the preparation of the plan and in its implementation. Since Graves had lived in West College Hill from his youth, he personally knew nearly all its residents. His selection as Director of the Code Enforcement Program gave confidence to the residents of the community who had always been concerned that a federally assisted community rehabilitation effort would mean control of the planning process by non-residents, mass removal, and destruction of the social community.

Resident participation in the project is clearly visible. Not only does Graves circulate through the community daily, he lives there. Further, 50% of his staff has been drawn from the community.

It has taken a number of years of intensive work to raise West College Hill from dilapidation, but the success is clearly evident. Even people who earlier moved out of West College Hill are now returning to build or rent.

## **2. Fred Black and Watts**

Few have forgotten the calamitous summer of 1965 in the Watts section of Los Angeles. On a sweltering August night a highway patrolman arrested an apparently intoxicated black youth for reckless driving. A crowd gathered, tempers flared and a billyclub fell, touching off a holocaust of death and arson. Two days later, headlines tallied the cost: 34 killed, hundreds injured, 4,000 arrested, and \$35 million in damages inflicted.

According to a report issued by the National Advisory Commission on Civil Disorders, "Few white persons were attacked; the principal intent of the rioters now seemed to be to destroy property owned by whites, in order to drive white 'exploiters' out of the ghetto..."

The Watts riot, tragic as it was, brought to public consciousness the fact that blacks own few of the major businesses in their own neighborhoods. Awakened to pleas by minorities for a chance to operate their businesses themselves and for an equal opportunity to enter the nation's work force, government and industry responded with a variety of assistance programs. One such project has risen out of the scorched rubble of the riot: Watts Park, the nation's first minority-directed industrial park.

GE's Frederick H. Black, on leave of absence from his job as manager of minority relations at corporate headquarters, is executive director of the Economic Resources Corporation, which administers Watts Park. His task is mammoth: he is responsible for planning, developing, financing, constructing, and managing the 54-acre industrial park.

#### **Making it as a generalist**

For Black, the assignment held another challenge. "Most successful minority people make it as individual contributors," he explained, "sports stars, doctors, teachers, engineers. I came out here to see if I could make it as a generalist. This place won't work unless you're a generalist; you have to know a little bit about a lot of things."

Since assuming the post nearly two years ago he has found he has to draw on virtually every facet of his education and career experience. He holds a bachelor of science degree in physics from Fisk University, but found he needed a firmer grasp of finance. He worked nights and weekends to earn a masters in business administration at Pepperdine College in Los Angeles and now, at 51, is working toward a doctorate.



Fred Black (right) and associates at Watts Park: 'the ultimate color is green.'

He had gained wide experience as a business executive during his nine years with General Electric, including a period as marketing representative to the federal government. Previously, he had acquired a knowledge of systems analysis through a wide range of high-technology positions in the defense and aerospace industries. As an urbanologist he has served, on leave from GE, in anti-poverty and model cities programs as a consultant to the mayors of both Atlanta and Washington, D.C.

In the time Black has been with the Economic Resources Corporation, he has seen a lone facility at Watts Park—a \$2.4 million Lockheed plant—expand to eight manufacturing companies (including Dyna Manufacturing and Watts Manufacturing) and four multi-tenant buildings where small businessmen can rent space at attractive rates. Employment in the Park now stands at 950, and many of these are neighbors who have entered the work force for the first time. The Watts project is expected eventually to generate payrolls for workers in the community of about \$43 million and produce goods valued at \$60 million a year.

#### Developing minority business leaders

As a prototype, Watts Park shows what can be done in a ghetto to develop minority business leaders and, through job opportunities and training programs, give people in the community, for

the first time in their lives, true economic opportunity and a chance for a better way of life. In addition, such a project has a spillover effect of helping to stabilize the community.

Promising as they may appear, Black cautions that "pocket industrial parks in the ghetto are just stopgap or tactical measures to change some urban communities into self-sufficient areas with a financial base." These projects should not be relied upon, he stresses, as long-range solutions or as substitutes "for changes needed in the system to effect political, social, and economic stability for blacks and other American minority citizens."

He advises those interested in developing such industrial parks to "learn to deal with the hard, cold reality of the business manager. They should not direct their primary developmental/business efforts to the would-be do-gooder social-worker-type manager." Direction should be pointed, instead, toward utilizing governmental and other special programs provided to assist them in creating self-sustaining businesses.

"This is a business," he says. It is not an exercise in social welfare. The business cannot be operated by persons with social-worker attitudes uppermost in their thinking. It is a hard-nosed, non-black, non-white endeavor where every action is measured, ultimately, in GREEN." ❧

# PHILLIPPE AWARD WINNERS: 1973

Over 250 men and women have been nominated for the Gerald L. Phillippe Awards for Distinguished Public Service since the program in memory of the former GE Board Chairman was inaugurated four years ago, with 19 GE'ers, and one employee group now displaying the Phillippe medallion. 1973 award winners below are in addition to Thomas H. Graves, whose contributions appear on page 25.



**Raymond H. Zwicker**, administrator of shop relations and development for the Relations Operation, Lynn, Mass., was selected for leadership of a major drug rehabilitation program in Lynn.



**Frank P. Giacoloane**, chief patent illustrator for the legal operation of the Major Appliance Business Group, Louisville, Ky., was honored for aiding the mentally retarded in Kentucky.



**Virginia Morton**, maintenance trainee for the Large Lamp Department in Newark, N.J., was singled out for her efforts to help Newark's disadvantaged, and to provide vocational rehabilitation for prisoners.



**George L. Naples**, a watchman for the Large Lamp Department in Youngstown, Ohio, won recognition for his leadership of programs to help deaf children adjust to their handicap.

## ORGANIZATION CHANGES

### CORPORATE

**William K. Cordier**, *President and Chief Executive Officer, General Learning Corporation.*

### AIRCRAFT ENGINE BUSINESS GROUP

**Frederick W. Garry**, *Vice President—Technical Plans.*

**Robert H. Goldsmith**, *General Manager—Group Product Quality Operations.*

**Bernard L. Koff**, *General Manager—Development and Production Engineering Operations.*

**James E. Worsham**, *General Manager—Military Engine Projects Division.*

### COMPONENTS AND MATERIALS GROUP

**Paul L. Dawson**, *General Manager—Carboloy Systems Business Department.*

### CONSUMER PRODUCTS GROUP

**William R. Webber**, *General Manager—Housewares Marketing Department.*

### MAJOR APPLIANCE BUSINESS GROUP

**Robert R. Frederick**, *Vice President, assigned responsibility for Group Strategic Planning Operation.*

**A. Melcher Anderson**, *General Manager—Home Laundry Products Division.*

**Richard O. Donegan**, *General Manager—newly established Dishwasher and Disposal Products Division.*

**Joseph E. Horak**, *Manager—Special Projects.*

### POWER GENERATION BUSINESS GROUP

**Harold B. Finger**, *Manager—newly established Center for Energy Systems, Power Generation Sales Division.*

### SPECIAL SYSTEMS AND PRODUCTS GROUP

**Ted C. Doty**, *Manager—newly established Group Financial Planning and Analysis Operation.*

**Grant Umberger**, *Manager—Southeast Sales and Distribution Operation, GESCO.*

# LETTERS

## More on GE photographers

I have decided not to lay aside the January-February copy of *Monogram* without expressing my congratulations for a job well done and for offering my thanks for the information that you and your people are passing along to the readers of this good magazine...

I took particular delight and interest in viewing the excellent color photographs which you have given us the opportunity to view. Being a camera buff myself I wonder if any information is available from the photographers whom you have listed as to the make of cameras used, types of color film utilized, and lens openings and shutter speeds. I am sure that much effort has gone into taking these exceptional shots and perhaps other camera enthusiasts like myself would be interested in having this information.

**A. E. Arhelger**  
*Medical Financing Specialist  
Medical Systems Division  
Milwaukee, Wisconsin*

**Editor's note:** Much enthusiasm has been shown in the recent *Monogram* article, "GE's award-winning photographers." Consequently, the five GE photographers interviewed have consented to answer any questions. Please address inquiries to:

Walter Halstead, Manager—Graphics Unit, R&D Center, General Electric Co., Bldg. K-1, Rm. 1C23, Schenectady, N.Y. 12345

Randall E. McKay, HMED Photographic Unit, General Electric Co., Bldg. 4, Rm. 34, Court Street Plant, Syracuse, N.Y. 13201

Vance S. Roth, Photographic Services, Lamp Business Division, General Electric Co., Nela Park, Cleveland, Ohio 44112

William J. Skumurski, Jr., Graphics & Photographic Unit, General Electric Co., 901 Broad Street, MD 704, Utica, N.Y. 13501

J. David Ulrich, Supervisor—Photographic Services, Lamp Business Division, General Electric Co., Nela Park, Cleveland, Ohio 44112

## There's more than five

I enjoyed "GE's award-winning photographers" (January-February), but the quote, "whose professionalism has been recognized by their peers," would lead one to believe these five men are the only GE photographers who have qualified to be included.

A GE photographer for 13 of my 23 years in the business, I have been awarded the Master

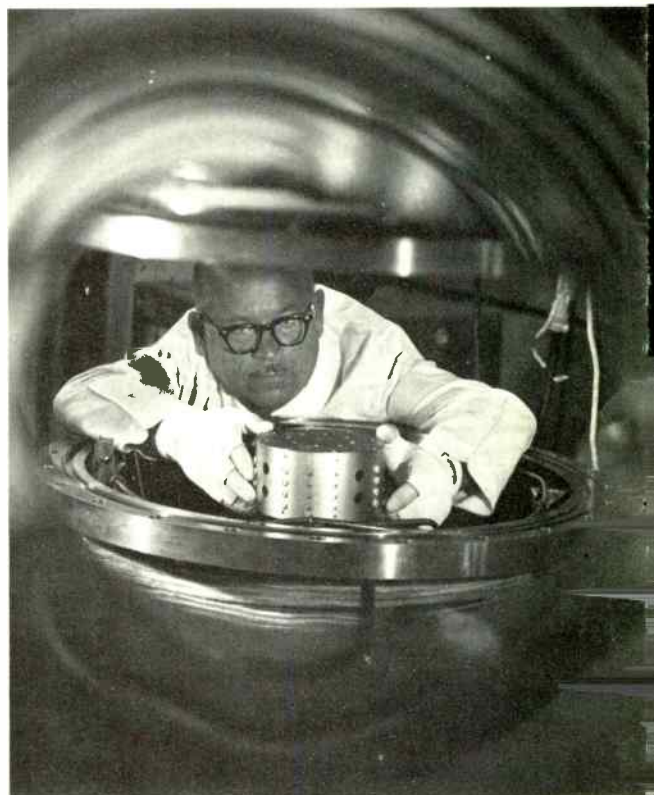
of Photography Degree by the Professional Photographers of America, Inc., and have had 13 photographs accepted in national print competition. I have won numerous trophies in the Florida Professional Photographers, Inc. annual print competition, and have my four most recent merit award prints displayed in my office.

What an honor it would have been to have been included in your article with a sample of my work reproduced.



**D. M. Herrig**  
*Specialist—Photography  
Neutron Devices Department  
St. Petersburg, Florida*

*The Monogram* asked for a sample of Duane M. Herrig's work and below is his interpretation of an electronic beam evaporation system used at NDD for the deposition of rare earth metals.



### Potential pay-off

Although I was well aware of the article, "GE's award-winning photographers," which appeared in the latest issue of *Monogram*, I was none-the-less truly surprised when I saw the issue: it was far more than I expected. Thank you for a most flattering article and, of course, those excellent color reproductions.

I received a phone call from an engineer at our Evendale Plant who saw the article and was interested in the heat sensing device for which he had a potential application on the J-76 jet engine.

I could not give him any technical information myself and therefore referred him to someone who could. To me, this inquiry meant my photography did its job. It communicated an idea, exactly what it was intended to do. If, as a result, our Company is able to produce a more efficient product, I and my photography have made a significant contribution.

Thank you again. It's nice to know that a company the size of General Electric had the time to care.

**William J. Skumurski, Jr.**  
*Photographer—Graphics &  
Photographic Unit  
Utica, New York*

### Best Rx: preventive medicine

On a personal note your article, "Avoid That Heart Attack," in the January-February issue of *Monogram* is most timely.

Recently, a 52-year-old friend of mine participated in the National Press Club's "Heart Day." The Washington Heart Association supplied cardiologists, nurses, technicians and equipment to conduct various tests to determine any heart abnormalities in the participants. As a result of the tests, Dick was strongly advised to see his doctor immediately, but he postponed the visit. Exactly one week later he suffered a massive heart attack and died.

I hope this letter will convey to *Monogram* readers the importance of having frequent check-ups and of seeking immediate treatment if any symptoms of heart disease arise.

**James R. Squires**  
*Washington Representative  
Corporate Public Relations  
Programs  
Washington, D.C.*

### ... Central New York too

I found your article on cardiovascular diseases to be very complete and feel GE should be commended for its extensive employee Cardiac Survival System instituted at Lynn, Massachusetts.

Relative to Dr. Dickson's final comment: "physical examinations and periodic evaluations are the key to preventing heart attacks," I'd like to inform *Monogram* readers of the services of the Central New York Heart Association. The Association has available a Risk Factor Screening Program—the first of its kind in this area and one of the first in the Nation—and to date has screened some 15,000 males.

Currently, a local Jaycee group, of which I am president, is co-sponsoring the screening in our community with the goal of testing some 500 men in a three-day period. The screening takes only 20-30 minutes and includes full laboratory testing with counseling and an in-depth explanation of the tests.

Designed primarily for those who do not receive regular check-ups, the program's results are provided to the testee and his family doctor to aid in establishing a coronary profile and to alert the individual to see his physician immediately if the profile so indicates. The program is now in use in New York, Connecticut, Pennsylvania, and Minnesota and may now be established in several other states. Incidentally, the tests are free.

Tom Gorman, Program Director of the Association (1024 Park Street, Utica, New York 13501), or I would be pleased to answer any inquiries.

**Glen Chase**  
*Specialist—I&SED  
3532 James Street  
Syracuse, New York 13201*

### Swarthmore thanks GE for seed money

Thank you very much for the January-February issue of *Monogram*. The article about our Center for Social and Policy Studies and our examination of super-problems is great and we are thankful that Bill Ogden's associates and the matching gifts of the General Electric Foundation are helping to get it all started.

**Kendall Landis**  
*Vice President  
Swarthmore College  
Swarthmore, Pennsylvania*



To symbolize GE as 'one Company,' unified by its interrelated businesses evolving outward from the original core of electric lighting technology, a unique sculpture of GE Lexan® plastic was created for the 1972 Annual Report cover. The sculpture was carried through by designer Dominic Arbitrio (left in background), with fabrication directed by Milton E. Priest of the Chemical and Metallurgical Division, from an original concept by *Investor* Editor Frederick N. Robinson. Foreground: Kurt Fetz of the model shop preparing the sculpture.