

# THE MONOGRAM

MAR.  
1957

THE STEELWORK GOES UP AS SCHENECTADY MODERNIZES . . . p. 13

*Our View on . . .*

**Rotating the Annual Meeting . . . p. 1**

# LETTERS

## Quick Like a Baby Whale

Editor:

Every now and then the General Electric Theater is forwarded a letter that brightens up the long winter days and makes us feel young again. Like this one:

"Dear Sirs:

A boy brought up the question in our Science class the other day. He wants to know how fast electricity traveled through copper wire. So I am writing you to find out. My teacher doesn't know and the Encyclopedia doesn't tell either. So Miss Wyman our Science teacher told us to write to you so I am. This question is something like a question a student brought up in class: How does a whale feed its babies.

Will you please write me. I watch your program every Sunday.

Yours truly,

Lindell Paul Chrisman in care of  
Atkins Porter School (Mr. Loudy's  
room) Paris, Tennessee"

We told him electricity travels at the speed of light—186,000 miles a second. But just how *does* a whale feed its babies?

BILL KENNEY  
Schenectady

## The Cowboy and the Customer

Editor:

The photographs of "Cheyenne" we sent to 11-year-old Barbara Nelson (*The Monogram*, Jan, 1957, p. 22) elicited enthusiastic thanks from her mother, who writes:

"The wonderful cooperation we have received from you and your Cleveland office is a complete revelation to us, exemplifying the finest in public relations. We shall, indeed, remember such service when next we are marketing for an electrical appliance . . ."

HAL REED  
Cleveland

(Continued on inside back cover)

The object of THE MONOGRAM is to keep its readers better informed on General Electric activities and policies so that they may more effectively represent the Company in its relations with the public.

## CONTENTS

The Future of the Annual Meeting . . . . .	1
Social Responsibilities . . . . .	2
Annual Report . . . . .	3
The Cascade Transformer . . . . .	4
Evendale, Lynn Expand . . . . .	5
Missile Development . . . . .	6
Marine Orders . . . . .	10
Disposal Milestone . . . . .	11
Schenectady Modernization . . . . .	12
Statement on Research . . . . .	16
MONOGRAM Departments . . . . .	17

### Keith H. Crandell, Editor

The Monogram is an intra-company magazine published for office employees of the General Electric Company and its affiliates. Circulation is restricted to General Electric personnel. It is published monthly at New York and printed in the U.S.A. by The Maqua Company. Permission for reprinting articles should be obtained from Public and Employee Relations Services, General Electric Company, 570 Lexington Avenue, New York 22, New York. Copyright, 1957, The General Electric Company; R. J. Cordiner, President; R. H. Luebke, Secretary; J. D. Lockton, Treasurer.

GENERAL  ELECTRIC

## STATE OF THE BUSINESS

### Shipments, Orders Up

General Electric shipments for the first eight weeks of 1957 surpassed those for the same period in 1956, thus setting a new record for the period, President Cordiner told a Chicago press conference March 8.

He reported that the increase in shipments is quite well diversified among departments in the Company's four product groups. Incoming orders were also running ahead of last year on the basis of preliminary figures, Mr. Cordiner said.

**MEMBERS OF THE PRESIDENT'S OFFICE** are often queried by the press, but President Cordiner was questioned at two consecutive news conferences in Chicago March 8. After his meeting with Chicago business and financial writers, local high school honor students aimed a barrage of questions at him in a junior press conference. The youngsters, Mr. Cordiner commented later, asked the tough ones.



## ANNUAL MEETINGS

### They May Be Rotated

As *The Monogram* went to press, legislation passed by the New York State legislature, which would permit companies like General Electric to hold some of their annual meetings outside the state, was awaiting signature of New York's Governor Averell Harriman.

General Electric—which annually conducts one of industry's best-attended share owner meetings at Schenectady—wants to make it easier for share owners in other states to participate personally in the annual meeting. But as of the moment the law says no.

The law in question is a New York State statute which provides that a corporation which is incorporated in New York State (like General Electric) must hold its meeting in New York. Only ten states have this sort of restriction.

Late last month, Board Chairman Philip D. Reed testified on behalf of bills (since passed by the New York lawmakers) which would permit certain New York corporations to hold their annual meetings in other states three times in any five consecutive years. The bills would apply to broadly owned corporations whose owners include a majority of non-New Yorkers. (Less than a quarter of General Electric share owners live in New York.)

Mr. Reed described the share owners meeting as "a very important vehicle for

improving communication among share owners, employees, customers, the public, and management." Testified General Electric's chairman: "By rotating meetings among our larger employment centers, these groups and the share owners can see each other. The respective roles of all groups having ties to the Company can be explained and made concrete."

Legislation aimed at the same problem passed last year but was vetoed by Governor Harriman. Unlike last year's proposal, the current legislation provides that at least two meetings must be held in New York in any five years. If it becomes law, Mr. Reed believes that General Electric and other companies will have a much better opportunity for "promoting corporate democracy."

This year's Annual Meeting will be held on Wednesday, April 24, at the Schenectady Armory.

## PRESIDENT'S OFFICE

### Award for Excellence

When members of the Economic Club of New York, a long-established organization of business executives, were planning the club's 50th anniversary celebration, they decided to establish a Gold Medal Award for Management. As the club's president, William L. Kleitz, put it, the award is to "recognize excellence in management and to emphasize the contributions made by the executive and his company to the strength of our nation and to the prosperity of our people."

On March 11 at New York's Sheraton-Astor, with some 1500 members and guests on hand, the club's first award was presented to General Electric's president, Ralph J. Cordiner.

Mr. Kleitz said the selection was based on Mr. Cordiner's "record of leadership in the decentralization and expansion of General Electric, and on his pioneer work in the areas of professional management, manpower development and education, public service, and the social responsibilities of modern business."

## The New Responsibilities

It was to the area of the businessman's social and political responsibilities that Mr. Cordiner addressed himself when he stepped forward to speak before members of the Executives Club of Chicago earlier this month.

Businessmen, he advised his business colleagues, must learn to meet their social and political responsibilities with the same energy and effectiveness that they now accord their material work (see editorial, back cover).

He said that businessmen must "develop a greater feeling for the human considerations that loom so large in the final outcome of all our efforts, anticipate the major social, political, and economic trends and help to shape them," and become more politically effective and proficient in communications.

He had this hard-hitting comment for the occasional businessman who fails his responsibility: "We can hardly expect to have either self-respect or public support if our own actions betray mean motives, shallow minds, or double standards. I heartily resent the insults of those who imply that a businessman is, by definition, a ruthless creature who has sold his soul for money and power. But every time one of us makes an expedient or selfish decision, we feed this antique prejudice. If we make mistakes, as we will, let us have the grace to admit them and try to undo the damage."

### How We All Gained in 1956

For many years, corporate annual reports were simply dry compendiums of statistics. Gradually, industry has evolved handsome, readable documents for its share owners. But the General Electric Annual Report for 1956—just out—goes one important step further: It shows how the progress for share owners is linked with progress for employees, other businesses, customers, and the public.

More so than in any previous report, this year's annual places prime emphasis on the good that General Electric did for people—in large numbers—in 1956.

**For customers,** more and better consumer goods to help America "Live Better—Electrically." Customers responded. Example: General Electric sales reached a new record of \$1,090,015,685, passing the \$4-billion mark for the first time in Company history, representing an 18 per cent gain over 1955 sales.

**For employees,** new and continuing progress through helping each employee develop to his full usefulness and through impressive progress in employee compensation. Example: Earnings and benefits reached the all-time high of \$1,643,818,495, for an average of 280.407 employees.

**For other businesses,** mutually rewarding relationships. Example: Purchases of materials, supplies, and services from more than 42,000 suppliers reached a peak of \$1,992,715,548—which was 48 per cent of each sales dollar.

**For all citizens,** a contribution to the social as well as the material progress of the nation. In addition to educational aid, corporate giving, basic research, and defense work, the Company made provision

for payment of \$259,625,532 in direct federal, state, local and Canadian taxes and renegotiation, in addition to indirect taxes included in prices paid to suppliers.

**For share owners,** greatest number in Company's history benefit from record sales, earnings, dividends. Example: Earnings reached a record \$213,756,849, equivalent to \$2.46 a share or 5.2 cents per dollar of sales. Dividends paid during 1956 totaled \$2 a share and involved a record pay-out of \$172,245,845.

President Cordiner's message in the Report does, however, point out that earnings did not rise as rapidly as net sales billed. Reasons: intense price competition, extra costs of expansion, and high expenses for research and development. "This is a challenge toward which the Company's management at all levels is directing its most vigorous and aggressive efforts," writes Mr. Cordiner.

By now, the Report should be in the hands of each of the 366,524 share owners of record, including more than 52,000 employees and former employees who have become share owners through the stock bonus plan. Soon it will be in the hands of 77,000 more employees who are enrolled in the Company's stock bonus plan—all of whom are potential share owners.

## EMPLOYEE COMPENSATION

### Bonus in the Mail

Some 42,300 employees, former employees, and pensioners were checking their mailboxes eagerly in mid-March following the Company's announcement that a stock bonus of 119,000 shares was being placed in the mails. The recipients were the far-sighted group which participated in the

savings and stock bonus plan in 1951.

These participants, as well as 11,000 others who aren't receiving shares this year, were also scheduled to receive U.S. Savings Bonds costing nearly \$16 million which they purchased under the plan in 1951 and left in the Company's custody for the specified five-year holding period. In addition, accumulated income of more than \$1 million on the stock bonus shares went to participants.

While the plan wasn't intended to be an easy money-making scheme (it's aimed at encouraging employee savings and providing a means for employees to become share owners), the plan participant who authorized the maximum \$525 pay deduction in 1951 now has his bonds (worth about \$576), his stock (worth about \$229) and his stock income (\$35)—total value, \$840.

## TRANSFORMERS

### Cascade Cuts Costs

Good news for electric utilities came this month with the announcement of a General Electric high-voltage potential transformer, which is not only smaller and lighter, but 45 per cent lower in price than conventional models of the same rating (115 kv and above). Called the "Cascade" because of its cascading winding arrangement, the new "pot" (for potential) transformer is now in production at Pittsfield.

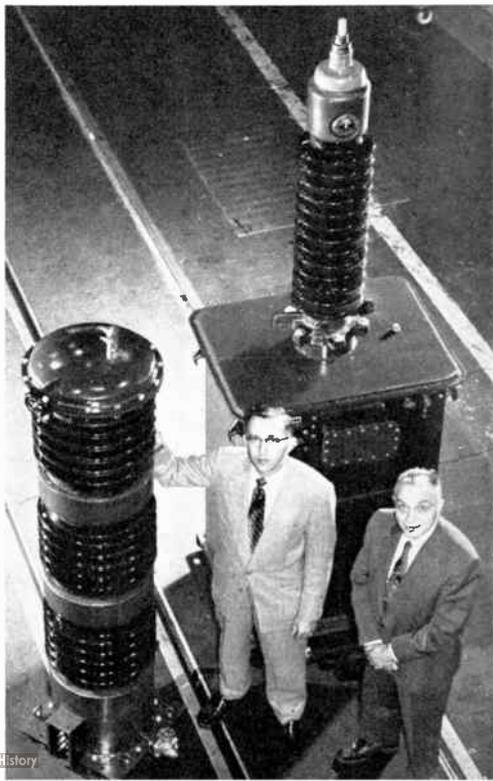
A Power Transformer Department engineering team, headed by Guglielmo Camilli, came up with the Cascade—which effects important savings in steel, copper, oil, and insulation materials, leading to a spectacularly lower price. A quarter the size and half the weight of conventional pot transformers, Cascade still performs well above A.S.A. standards.

Power Transformer's Cascade—a measuring device designed for the operation of meters, relays, and other electrical instruments—will be marketed by the Instrument Department.

Introduction of the Cascade gives General Electric a high-quality, low-cost unit that is expected to compete significantly in both American and foreign markets. According to Lawrence L. Hartdorn, manager of instrument transformer sales, it should also replace many less efficient substitutes for more expensive, conventional transformers.

Full-scale production is expected to lead to increased job security and steady work for Pittsfield employees.

THE CASCADE and its big brother, with transformer engineers G. Camilli (right) and Charles H. Tuttle.



## EXPANSION

### More Room at Evendale

General Electric is tripling the amount of manufacturing space it owns at Evendale, Ohio. In a dramatic demonstration of its faith in the Cincinnati area and in the future of the aircraft gas turbine business, the Company is increasing its holdings from 1.4 million square feet of space to more than 4.7 million.

The new property consists of two buildings now owned by the Electric Auto-Lite Company. Since 1951, General Electric has been leasing about half of the space in that company's factory, which is adjacent to the Evendale plant. General Electric is scheduled to take full possession of the property by December 31, 1958.

**In announcing** the planned purchase, Vice President J. S. Parker, general manager of the Aircraft Gas Turbine Division, stated that it "will allow greater flexibility of product diversification in future plans." He pointed out that the Company's investment in aircraft gas turbine manufacturing, testing, and laboratory facilities already has a total replacement value of well over \$100 million.

Since 1948, General Electric has built with its own funds 11 buildings, all devoted to aircraft propulsion research and manufacturing. It was this kind of research and development work which led, among other achievements, to the famous J79 jet engine which now powers America's first supersonic bomber—the four-engined Convair B-58 (photo above right)—and the world's fastest fighter now in production—the Lockheed F-101A.

Just last month, the Air Force awarded General Electric a \$53,414,557 contract for further production of the J79 and for data on turbojet aircraft.



THE B-58: WITH EVENDALE ENGINES

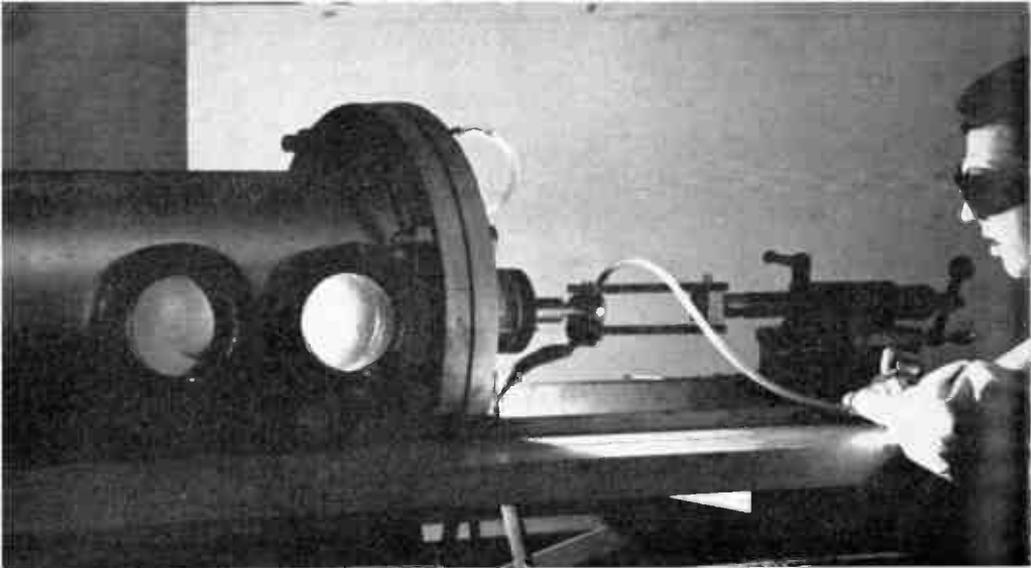
### New Facility at Lynn

On the heels of last month's announcement of a \$9-million modernization program by the Medium Steam Turbine, Generator and Gear Department in Lynn, Mass. (*The Monogram*, Feb. 1956, p. 1) comes word of a new acquisition. Some 270,000 square feet of manufacturing space in a U. S. Navy reserve gear plant has been leased by the department for the manufacture of marine propulsion equipment.

**The plant**, adjacent to General Electric's River Works, has been used for storage of Navy machine tools. At least \$1.25 million worth of these tools will be put to work by the department, primarily in producing maritime gears for the Navy vessels and for commercial ships with national defense features.

Not only will General Electric be putting idle manufacturing space and equipment to vital use, but it will be paying the government for use of the facilities in a plant which, when activated, will be more readily convertible to full production on short notice in a national emergency.

Acquisition of the new space will allow consolidation of processes now carried out in three buildings at the River Works.



IN THE TUNNEL: TEMPERATURES HOTTER THAN THE SUN

## MISSILE & ORDNANCE SYSTEMS

### Progress on a Problem

"Data on space flight is a valuable by-product of the billions of dollars the government is pouring into its military missile program. A successful intercontinental ballistic missile, for example, will be a close cousin of a space vehicle, since it will spend much of its flight time in space. . . . One project centers around the old problem of re-entry, *i.e.*, how to keep a space vehicle (or missile) from burning up due to friction when it hits the relatively dense atmosphere of the earth at 20,000 mph."—*Time*, March 4, 1957.

Six days after *Time* described this problem of friction-induced heat, General Electric's Missile and Ordnance Systems Department at Philadelphia made public some startling news. Temperatures *more than twice as hot as the surface of the sun* have been achieved in the laboratory on a

continuous basis. Scientists at the University of Chicago, working on a subcontract from General Electric, have created temperatures of about 25,600° F, compared with the sun's approximately 11,200° F.

By use of a water-stabilized arc (an electric arc controlled by a whirling blanket of water), these high temperatures not only can be sustained indefinitely but, according to scientists at General Electric's Aeronautics Laboratory, they can be increased to a point limited only by the amount of electric power available.

**Having produced these heats,** scientists can now conduct valuable experiments in which the most advanced heat-resistant materials are subjected to ultrahigh heating rates for sustained duration. A solution to what *Time* described as "the old problem" may well come from these tests made possible by this important achievement in the Air Force's ballistic missile program, on which General Electric is a prime contractor.

## The Subcontractor's Way

It was not surprising that a subcontractor for the Missile and Ordnance Systems Department was instrumental in "outshining the sun" (preceding story). Actually, according to George F. Metcalf, department general manager, subcontractors have been receiving over 40 per cent of the dollar value of recent research and development contracts placed with his department.

"There are obvious advantages in this method of operation," said Mr. Metcalf recently. "By subcontracting certain supporting tasks of research and development, the prime contractor can concentrate on systems engineering.

"On one research and development contract alone," he added, "our department will subcontract over \$2 million. The magnitude of these awards by one department of one company on one research and development contract is an indication of the opportunities available to smaller businesses in the extensive programs being undertaken for the military services."

## JET AIRLINERS

### Four for Argentina

The first foreign sale of General Electric-powered Convair 880 commercial jet airliners was announced this month. Transcontinental S.A. of Argentina will operate four of the 880's—the world's fastest jet transports—between Buenos Aires and the U.S. (New York and San Francisco).

Powered by four of the Aircraft Gas Turbine Division's CJ805 engines, the Convair 880 will carry 80 passengers at a top cruising speed of 609 mph. Already on order are 40 of the planes for two U.S. airlines,

Delta and Trans-World (*The Monogram*, July 1956, p. 1).

Deliveries of the 880's to Transcontinental, as well as to the domestic airlines, are scheduled to begin late in 1959.

## ELECTRONICS' FUTURE

### Do Not Open Until 2007

When our grandchildren, or their children, open the sealed cornerstone of television station KETV (Omaha, Nebraska) a half-century hence, what they find may amaze or amuse them.

Among the items placed in the stone repository during ceremonies on February 25: General Electric's nine-inch portable television receiver—forceably "as out of date in 2007 as the horse and buggy are in transportation today" and predictions on life and living by Dr. W. R. G. Baker, General Electric vice president and electronics pioneer who suggested:

New products yet unknown through progress in dielectrics, ceramics, magnetic materials, microwave tubes, and control of electrons in solids (germanium and silicon);

Picture-on-the-wall television and live, round-the-world TV broadcasting;

Telephone television and voice-controlled typewriters.

**In his message** to 2007, Dr. Baker expresses the opinion that man's recent strides in controlling the electron may lead to a revolution in his sense of values, and thus to an increasing concern for spiritual satisfaction. Adds Dr. Baker, with the humility of one whose words will be read in another century: "I trust we shall be able to lay the groundwork that will develop these contributions to your way of life."

## Over the Horizon

A contract that will serve an important military need and that may eventually contribute to transoceanic telecasting has been awarded to the Technical Products Department at Syracuse.

Totalling more than \$4.5 million, the Air Force contract calls for development, mock-up, and testing of radio equipment to provide reliable voice communications over distances up to 600 miles. A new tropospheric scatter system will be used—one which achieves over-the-horizon communications by accurately bouncing signals off the atmospheric layers surrounding the earth.

Unlike communications via the badly overcrowded short-wave bands, signals from the new system will not vary in strength between night and day, will not fade or disappear, and will not be influenced by storms in the ionosphere. The importance of this reliability to the military in communications with remote bases and in early-warning radar is apparent.

But what of the future? William J. Morlock, department general manager, calls this system "the stepping stone to transoceanic telecasting." Department engineers agree that tropospheric scatter for TV is "at least five years away," but they feel they have the key that may one day bring coronations and Olympic games right into your living room via live television.

## LOCOMOTIVE AND CAR EQUIPMENT

### 15 More for Union Pacific

Union Pacific Railroad has ordered a second block of 15 gas turbine-electric locomotives from General Electric's Locomotive and

Car Equipment Department at Erie, Pa. The first group of 15 was ordered in November 1955 (see *The Monogram*, Dec. 1955, p. 10) and delivery of these units is scheduled to begin in July.

The railroad has announced its intention to buy a total of 45 of the huge, 8500-hp gas turbine-electrics, far larger and more powerful than any previous models. The orders from Union Pacific mark another result of ten years of intensive research and development by General Electric on this type of equipment. They came after Union Pacific had expressed customer satisfaction with 25 of General Electric's smaller gas turbine-electrics, which are now hauling 10 per cent of the railroad's freight tonnage.

Total cost of the second group of 15 locomotives will be about \$15 million and delivery is expected to begin early in 1958.

## HELICOPTERS

### More Power, Less Weight

Now beyond the design stage, General Electric's pioneering T58 gas turbine engine has taken to the air. In recent tests, the rugged little engine powered a Sikorsky anti-submarine helicopter (which had previously been powered by a piston engine).

Two General Electric T58's, having a combined weight of 650 pounds and a combined power output of more than 2000 shaft horsepower, were installed in place of the helicopter's single-piston engine, which weighed 1400 pounds and had an output of only 1600 hp.

According to engineers at the Small Aircraft Engine Department, West Lynn, Mass., the power-to-weight ratio of the T58 is more than three times greater than that of piston engines now being used to power conventional helicopters.



RAPT ATTENTION AS "MR. WIZARD" DISCUSSES ENGINEERING WITH ATLANTA STUDENTS

## EDUCATION

### How to Inspire Wizards

"Mr. Wizard" went to Atlanta last month. His purpose: to join Atlanta civic leaders in "one of the most concentrated efforts to date in assisting high-school students to plan for their futures." Better known among adult viewers as Don Herbert, Progress Reporter on the General Electric Theater, "Mr. Wizard" moderated a panel show intended to help students decide whether or not they want to become engineers.

Also representing General Electric on the panel were David B. Lawton, general manager of the Medium Transformer Department

at Rome, Ga., and Dan C. Kyker, an Apparatus Sales engineer in Atlanta.

For audience reaction, see photo above. For press reaction, note what an Atlanta *Journal* editorial said: "Business interests are taking commendable steps from time to time in encouraging young people in high school to follow careers in which there is a great demand for new talent. General Electric is playing its part by bringing Don Herbert here. . . . While business has something to gain from such work with the schools, it also is performing a public service in stimulating students to give more thorough consideration to their choice of a career."

Said the Atlanta *Constitution*: "The nation needs more wizards."



**OUR PROPULSION EQUIPMENT WILL HELP PROPEL THIS NUCLEAR CRUISER**

## **ATOMIC ENERGY**

### **Power for a Destroyer**

The Knolls Atomic Power Laboratory, operated by General Electric for the Atomic Energy Commission, has been given the task of developing a nuclear power plant for a Navy destroyer. The plant, designated DIG (Destroyer I General Electric), will be a pressurized-water nuclear propulsion system.

Commenting on the AEC's announcement of the new project, KAPL General Manager Frederick E. Crever stated: "I am highly gratified with this opportunity for the laboratory to continue to work with the AEC in making further contributions to the Navy's reactor program."

## **MARINE APPARATUS**

### **Under and on the Sea**

More than \$15 million worth of General Electric marine equipment has been ordered by the Navy in new contracts.

Five nuclear-powered submarines will feature main propulsion equipment manufactured by the Medium Steam Turbine, Generator and Gear Department at Lynn, and turbine-generator sets made by Small Steam Turbine Department at Fitchburg, Mass. Contract: \$11 million.

Medium Steam will also provide \$1-million worth of main propulsion turbines and gears for the Navy's first nuclear-powered surface ship, a cruiser (sketch above) to be armed with guided missiles.

## The Millionth Disposall

On February 18, General Electric's millionth Disposall® rolled off the assembly lines at Appliance Park—eloquent evidence that the American home-owner is recognizing the value of this appliance, which was developed by General Electric some 22 years ago.

On hand for the event was James H. Powers, largely responsible for the first production-line model for kitchen sink installation more than 20 years ago.

Since then, Mr. Powers has applied his creative talents to such important projects as designing (in 1942) the Army's famed "bazooka." He's now doing work on electronic air-purification ideas for the Room Air Conditioner Department—work which may eventually lead to more new products, new businesses, new job opportunities.

## Study at Stanford

One of industry's most useful educational activities will broaden its scope this summer. Stanford University has joined the ranks of schools at which high school teachers will study under the General Electric Educational and Charitable Fund's summer fellowship program. In all, 300 teachers will have all expenses paid during six weeks of advanced work "to increase their understanding and appreciation of modern mathematics and science and their role in human affairs."

The six schools: Rensselaer, Purdue, Stanford, Union, Syracuse, and Case.

By summer's end, the summer fellowship program will have helped more than 1900 teachers since 1945 to broaden their teaching horizons—and those of their pupils.

**A PIONEER IN ITS DAY (1935)**, first food waste disposer, 75 pounds in weight, is displayed by veteran engineer Jim Powers, who developed it. Present-day model is the sleek, fine-grinding, 20-pound unit shown by Jack Clarke, marketing manager of the Dishwasher and Disposall Department.





GENERAL ELECTRIC



# HOW A COMPETITIVE SCHENECTADY IS KEEPING AHEAD OF THE TIMES

GENERAL ELECTRIC'S oldest and largest installation is getting a \$28-million shot in the arm during 1957. The famed Schenectady Works again this year will be the scene of a modernization program which will see old buildings converted to new uses, outdated machines replaced with modern behemoths costing from \$500,000 to \$1 million each, and new laboratory and testing facilities geared to the industry's great and growing potential.

The motive behind this continuing modernization program is not obscure. Vice President James M. Crawford, general manager of the Motor and Generator Division, will tell you frankly: "This is an investment to keep Schenectady competitive. In today's sharply competitive market, we must exert every effort to meet customer needs in terms of quality, price, and delivery. These improvements, renovations, and machine-tool purchases will help us achieve a business success in Schenectady which can mean a continued stable supply of good General Electric jobs throughout 1957."

Vice President William S. Ginn, general manager of the Turbine Division, will speak just as frankly about the economic prospects ahead for Schenectady's growth businesses: "We anticipate a 20 per cent boost in sales billed over 1956, which was a good year. But we must provide the manu-

**TWO OF THE KEY ARCHITECTS** of Schenectady Works modernization program, Vice Presidents Ginn (left) and Crawford, wind up a day's work. They see 20 per cent sales rise for Schenectady businesses in 1957 and say modernization will help achieve this year's business success. In the background: General Engineering Laboratory, center of much of Schenectady's development activity.

facturing space and invest the money that will keep these operations highly competitive and fully able to take advantage of the basically good business situations we see ahead."

Actually, this \$28-million investment in Schenectady may well bring advantages of prosperity and new employment to communities far removed from the Mohawk Valley. For over 75 years now, Schenectady has been the incubator of

## SOME MAJOR OUTLAYS

*Large Steam Turbine-Generator Dept.*—\$8.5 million, including more than 20 new machine tools, with some large ones costing over \$500,000 each.

*Large Motor and Generator Dept.*—\$4.7 million, including costs principally for new tools and other facilities.

*Medium AC Motor and Generator, Small AC Motor and Generator Departments*—more than \$5 million, including an engineering laboratory and an advanced engineering test facility in a space larger than a football field.

*Gas Turbine Dept.*—more than \$3 million, including refurbishment of facilities taken over from the General Purpose Control Dept.

*Foundry Dept.*—nearly \$1 million, including a 100-ft extension on the steel foundry building (see cover).

*Broadcasting Stations Operations*—\$1.6 million for completion of new WGY-WRGB broadcasting studios.



SOME 33,000 EMPLOYEES a day enter plant through gates like main gate seen from Building 2 doorway (above) at 7:55. Some would-be entrants without badges don't get in (below). Plant payroll of about \$200 million a year is estimated to have five-time turnover in area, a billion-dollar impact on the city of Schenectady and environs.



whole new industries which did not exist before. The refrigerator business, the switchgear industry, electric locomotives, steam turbines, gas turbines, motors, wire and cable, lamps and x-ray tubes, the entire electronics industry including radio and television—all had their beginnings in Schenectady.

**“Why, look here,”** said Alfred C. Stevens, manager of Schenectady Relations and Utilities, in a recent interview, “I can point out nearly any building at the plant and tell you of a business which went through its incubation period there. Maybe now it’s a booming enterprise right here in Schenectady; maybe it’s in some other community where it could realize its growth potential more fully.

“Take switchgear. Our first development work on switchgear was done in that building over there,” said Mr. Stevens pointing to a squat red-brick building in the main plant area. “In the 1920’s the switchgear business was moved to Philadelphia and that building was then used for the development and manufacture of refrigerators.

“We built them there until World War II, when, of course, we converted to war work and the building was used by Aeronautic and Ordnance to build aircraft products. After the war, refrigerators went to Erie and then to Louisville and the building became a center for advanced aeronautical engineering.

“In many cases, the same people stayed right on the job in the building during all these changes, using their same skills on switchgear, refrigerators, or aircraft products,” Mr. Stevens concluded.

**These skills** did not come about by accident. Along with product and business innovations, Schenectady lays claim to having pioneered the system of intensive recruiting and training which has been

widely adopted by industries throughout the country. Thousands of engineers, originally enrolled in the famous General Electric Test Program founded in Schenectady, are now numbered among the major contributors to electrical progress.

**Proof** of Schenectady's continuing emphasis on training is seen in a recent report that showed several operating departments increasing their 1957 training budgets by about 8 per cent. One of them—Large Motor and Generator Department—is upping its budget by about 23 per cent.

As the largest single research and development center in the Company, Schenectady will undoubtedly continue its role as incubator of new products and new industries. Here is located the General Electric Research Laboratory, the nation's first industrial research center engaged in basic research. Here also is the General Engineering Laboratory and the numerous laboratories of other services and product departments engaged in applied research.

From these facilities may spring additional new products and even whole new industries—some of which might remain in Schenectady; others of which might take root, grow, and give employment in other communities throughout the land. In this way they will be making room in Schenectady for still newer developments.

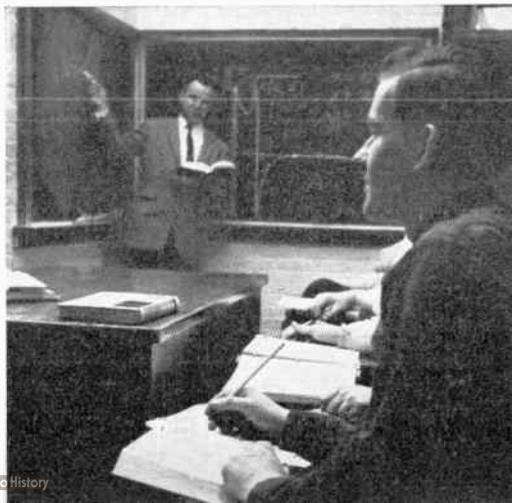
**Currently,** General Electric employs more than 33,000 persons in Schenectady, a level which Vice Presidents Crawford and Ginn agree "looks reasonable" for the foreseeable future. With this experienced, well-trained working force on hand, Schenectady makes its important, three-phased contribution to the Company:

(1) It is the center for manufacture of large rotating apparatus—growth businesses spending millions of dollars each year to keep modern, stay competitive.

(2) It is the center for much basic and



**PERSONAL DEVELOPMENT** is emphasized at Schenectady. Example: Bruce Brownell, who gets daytime instruction from Foreman Walter Mowers (above) in special building set aside for apprentice training. Evenings, Brownell does classroom work at Union College (below). Most departments in Schenectady are upping training budgets for 1957.



applied industrial research and for important atomic energy development work being done for the government at the Knolls Atomic Power Laboratory, operated by General Electric.

(3) It is the historic and continuing

incubator of new ideas and new products which have strengthened the General Electric Company and have meant better living for the many—as employees, customers, share owners, other businessmen, and the entire citizenry.

## TODAY'S IDEAS, TOMORROW'S PRODUCTS

Statement by Dr. C. Guy Suits, Vice President and  
Director of Research

What is happening in Schenectady today that will mean new General Electric businesses and better living for us all tomorrow? In many cases, the work now being performed here is of such a basic nature that it is too early to guess exactly what kind of products will result—just as it would have been impossible to predict that the silicone business would grow out of the fundamental work some of our chemists were doing more than two decades ago.



DR. C. GUY SUITS

In other cases, however, we can be pretty certain that present research is "paying off" for all concerned, now as surely as it has in the past. On my desk I keep a collection of "little things" that have big potentials: *a piece of plastic material* vastly improved by electron irradiation; *a coil of wire* coated with an enamel that will be useful to more than a dozen of our Company operating departments; *some man-made diamonds*, laboratory forerunner of a product now being made in encouraging quantities in the Detroit pilot plant; *a piece of borazon*, the amazing new material that is as hard as diamond and has greater resistance to oxidation; *a high-temperature alloy* with a big future in aircraft engines; *a tiny whisker of iron*

that has set a "world record" for the strength of metals; *a collection of little vacuum tubes* and other electronic components that operate while literally red-hot; *some pieces of ceramic material* that testify to the belief that improved ceramics may replace metals in many of tomorrow's machines; *a crystal of silicon* that is probably the purest material man has ever produced and is tremendously important to the future of semiconductor devices; and several other materials and devices it is safer just to look at than to talk about.

New ideas are the great tradition of the General Electric Company. Schenectady is a "new idea" city, and the Research Laboratory can guarantee that it will do its part in providing the new ideas that will mean so much to the way all of us will live in the future.

CHAMBER OF COMMERCE  
ROANOKE, VIRGINIA  
*Progress Is Our Most Important Product Too*



THEY LIKE OUR SLOGAN, TOO

## WHAT'S NEW

**Progress in Virginia:** Roanoke's Diamond Jubilee celebration, marking 75 years of progress, was an occasion that reflected unusual admiration for General Electric. The new headquarters city for the Industry Control Department, pleased with its ringside view of General Electric's slogan at work, obtained permission to hang a unique 20-foot banner over the head table at the annual Chamber of Commerce banquet (photo above).

**Fast Freight:** The shipment of a 60-ton, roller-hearth furnace from Shelbyville Ind., where it was built by the Industrial Heating Department, to Everett, Mass., where it will be used by the Small Aircraft Engine Department to process jet engine parts, posed a weighty problem for Company and railroad officials in five states. Some 85½ feet long by 11½ feet wide, making it one of the New York Central's bulkiest loads, the unwieldy furnace had to be loaded on three specially constructed flatcars. The train was originally expected to be enroute about six weeks, with a limit-

ing speed of 30 mph. But everything clicked as sharply as the rails under a through express and the furnace arrived safely on March 1, nearly a month ahead of its original schedule for the 1000-mile haul.

**Laundry Milestone:** When a WA-650P Filter-Flo® washer reached the end of the production line in Louisville last month, it was greeted with a ceremony, a ribbon, and a star. The occasion: In four years, the Home Laundry Department has built two million washers, dryers, and combinations at Appliance Park.

**Singing Stenographers:** An *a capella* quartet of Lamp Division secretaries is making a name for itself around Cleveland these days. Billed as The Lamplighterettes, the girls have sung before service groups, hospital patients, and college students, recently appeared on two local television shows (including one over Westinghouse's KYW-TV). The foursome—Janice Wilkosky, Joan Schmegner, Joann Walborn, Helen Aaroe (photo below)—practices during the lunch hour. Lamp Division talent scouts report that the girls "have uke, will travel."

## MAKING A NAME IN CLEVELAND



## WHAT'S NEW . . . Cont'd

**Operation Snow White:** Thousands of visitors to the Institute of Radio Engineers convention in New York March 18 to 22 will get an on-the-scene demonstration of the lengths to which General Electric goes to please customers by providing high-quality products. A unique miniature factory—air conditioned and pressurized—will be set up in the New York Coliseum. It will show how Receiving Tube Department at Owensboro, Ky., manufactures high-reliability electronic tubes for use in critical military applications like radar, guided missiles, and submarines. Nine highly skilled girls, known as Snow Whites because of the nylon or dacron uniforms they wear, will work just as they do in Owensboro—under immaculately clean, lint-free, dust-free conditions, with constant and meticulous care to build dependability right into the tube. For one of the biggest trade shows in the electronics industry, Operation Snow White promises to be quite an attraction.

**Rigorous competition** in the marketplace is the rule for major appliances. According to a new Hotpoint Company Division survey, today's serious, analytical housewife, when shopping for an appliance, will most likely examine at least a dozen name-brands before making up her mind. For impatient dealers who chafe at the delay between shopping for and purchasing the appliance, Hotpoint lists eight ways to cut down the time lag. At the top of the list: demonstration of the product by the dealer.

**Tops in Advertising:** *Tide* magazine, a leading journal in the marketing field, wanted to find out what advertising men themselves considered to be good advertising. It asked a panel of 1100 top agency and public relations executives to select the best ad campaigns of 1956. The results, published in the February 8 issue of *Tide*, showed General Electric's public relations opinion leader ad series winning top honors among industrial advertisers in printed media. In second and third places were Warner & Swasey Company and United States Steel.

**PRECISION UNDER GLASS:** Plans for the display of this specially built assembly section of an electronic tube factory are discussed by (left to right, foreground) Marketing Manager Reed V. Bontecou, General Manager Irvine D. Daniels, and Owensboro Plant Manager Randolph M. Duncan, all of the Receiving Tube Dept. Display will be featured at radio engineers' convention in New York, Mar. 18-22.



**Uncommon and Envidable:** For the two-week period ending February 9, General Electric found itself in the uncommon position of sponsoring two of the country's best-liked television shows—each rated among the nation's top 15. The A. C. Nielsen Co., in a month-end tabulation, found General Electric Theater in 9th place and "Cheyenne" 11th in total audience for all types of programs. To Madison Avenue, this situation, though not unique, is an enviable and far-from-usual occurrence, particularly where single-sponsor television shows are concerned.

**Choking traffic problems** beset motorists in most American cities. One solution: use of closed-circuit television in traffic control. In a speech at Pittsburgh before the American Institute of Electrical Engineers, Frank P. Barnes, a marketing manager in the Technical Products Department, stated that closed-circuit TV, placed at strategic intersections and used in combination with radio-controlled traffic lights, can keep city traffic moving faster, more effectively, less expensively than any other method yet devised. Budget-conscious traffic engineers and tax-conscious citizens really sat up and took notice.

**Bright New Landmark:** Atop Washington's National Guard Armory, the world's brightest lamp will flash 150,000 times (at two-second intervals) during the International Photographic Exposition to be held there March 22-31. The king-size blinker—shown (above) with the even brighter beauty of 19-year-old Jeannie Beacham, "Miss Chicago Photo Flash"—is General Electric's 25-million-candle-power FT-617 photo flashtube. On hand to pinpoint the ten-day exposition, which includes an elaborate display by the Photo Lamp and Instrument departments, the



BEAUTY AND THE BEACON

tube's thousandth-of-a-second flash can be watched without discomfort, though it is bright enough to illuminate the interiors of 12,500 homes. Incidental intelligence: To avoid confusing beacon-seeking aircraft pilots, the Civil Aeronautics Administration is issuing a special *Notice to Airmen* describing the location and characteristics of the temporary flasher, which will operate at night and will be visible up to 50 miles away. Miss Beacham will vie with other young ladies for the title, Queen of the Exposition.

**One. Two. Three:** Hotpoint Co. Home Laundry and Refrigeration departments, successfully swept first-, second- and third-place awards in the Household Appliance classification of the 25th Annual Competition of Outdoor Advertising Art. The annual competition is sponsored by the Art Directors Club of Chicago.

## PEOPLE

**Going Up!** If you're planning to initiate that new boy by having him hunt for a left-handed screwdriver, think twice: he may be your boss some day.



In Pittsfield, they're talking about the resin maker's helper who rose through the ranks to become, this month, head of the same operation he joined at the bottom 28 years ago. Wyman Goss, new manager of the

Chemical Materials Department's phenolic products plant, began his General Electric career in 1929, with what was then known as the Molded Insulation Dept. Mr. Goss' story indicates that rung-by-rung progress for the individual did not go out with Horatio Alger.

**No Stranger in Town:** Charles E. Lindberg, a communication programs specialist in Public and Employee Relations Services, New York—who can scarcely remember the year 1927—trekked out to Evendale on a routine business trip last month. With no more fanfare than it takes to sign a hotel register and keep his appointments, Charlie carried out his business and returned to New York. But his visit hadn't gone unnoticed. A local Evendale paper told the whole story the next day. "Charles Lindbergh Is Visitor in Evendale," it headlined. "Col. Charles Lindbergh, the first person to cross the Atlantic solo in a plane in 1927, made a surprise visit to Evendale on Wednesday. He is connected with the New York Office of the General Electric Company and was in Evendale to review the village's mutual aid program."

**It wasn't Sid Coale's birthday,** but because he's A&SP manager in Apparatus Sales' Detroit office, the card from Knoxville, Tenn., wound up on his desk. It said, in part: "Happy wishes for your birthday—my wife and I have been married 24 years . . . and we enjoy your inventions . . . in fact, all electrical equipment." The addressee: Thomas A. Edison, General Electric Co., Detroit, Michigan.

**Snap. Flash. Cash:** Lucky winners of the Photo Lamp Department's recent Family Album photography contest have squinted, snapped, and flashed their way into some \$6000 worth of prizes. Top spot in the employees' competition was won by KAPL psychologist Roy E. Horton, Jr. (photo below), for his study of his wife Jean and son Bruce, titled "Love Affair," which judges unanimously voted best of the 102 departmental winners in the contest finals. Value of Mr. Horton's grand prize: \$1000.

THE HORTON FAMILY



**The Boston Red Sox'** Ted Williams, a mean hand with a bat, recently proved himself equally formidable with rod and reel in the Peruvian Coast league. His haul: the eighth largest marlin ever caught, weighing in at 1235 pounds. Williams and his catch co-star in a 26-minute, 16-mm sound-and-color film produced by Vice President Willard H. Sahloff's Housewares and Radio Receiver Division for release late this month. Now being distributed to all H&RR facilities, the film will be available for showing before civic groups, clubs, Company employee groups, and other organizations. It's Williams' second film for General Electric—a good-will promotional effort which the *New York Times* describes as "a fascinating documentary."



**ANGLERS WILLIAMS AND SAHLOFF**

**Fourteen moneybags** (each containing 20 silver dollars) and a Bermuda vacation for two went to the star salesman in the Rectifier Department's recent year-long "Bag o' Treasure" sales-incentive contest. Richard D. Link, sales engineer of the Apparatus Sales Division's Detroit office, chalked up 14 new component rectifier applications in orders of more than \$1000 apiece. Do contests like this one serve their purpose? Rectifier's certainly did—for both salespeople and employees of the Lynn department. Salesmen bagged nearly \$5000 in prizes; the department gained over \$800,000 in new orders, keeping production humming.

aspect of Mr. Konig's community-mindedness—his ability to inspire others to serve as well. Said the editorial: "Due to his leadership and encouragement, hundreds of engineers, junior executives, and supervisors in his plant have become active workers in behalf of a wide assortment of area activities. He and they are making a substantial contribution toward making the Utica area a better place to live and work."

**KONIG: TOPS IN UTICA**

**A Stimulus to Action:** When Herman F. Konig, general manager of the Light Military Electronic Equipment Department, was selected "Industrial Man of the Year" by the Utica (N. Y.) Industrial Management Club, his colleagues were delighted but not surprised. Mr. Konig's leadership in community affairs is widely recognized. But an editorial in the *Utica Press* pointed out an even more important





PRIZES FOR PIES

## PEOPLE . . . Cont'd

### "Can She Bake a Cherry Pie?":

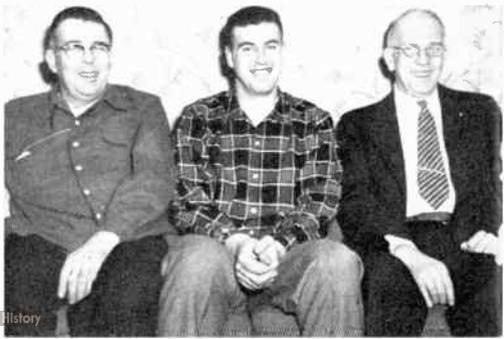
Seventeen-year-old Mary Ann Bartholomay has the satisfaction of knowing that she certainly can—in fact no one in the 48 states, Canada, Alaska, or Hawaii can bake a better one. Representing New York, the young lady from Henrietta, with the aid of a General Electric "Keyboard" range, defeated 50 other finalists to win the National Red Cherry Institute's 25th annual pie contest at Chicago's Sheraton Hotel on February 21. Her prizes included a \$500 scholarship and the range. In photo above, the new champion (second from left) accepts a model of her "Keyboard" from the Range Department's A. L. Chopp, while two regional winners look on.

**Time on your hands?** If so, you might use it to add another four bedrooms on your house. Or take an extension course for that college degree. Or even take *two* extension courses for *two* college degrees. That's what the General Engineering Laboratory's Erwin G. Siwek

does with his time, in addition to working for General Electric as an engineering technician and raising a family of five youngsters. He is taking courses toward two bachelor degrees at Siena College (Loudonville, N. Y.) on a State scholarship. The house? When Siwek's family grew too big for his Ballston Spa bungalow, he didn't move out (he had better things to do) or add a wing (not enough ground). Instead, he expanded in another direction—by jacking up the roof and sandwiching four more rooms between the attic and the first floor. The March issue of *American Home* tells how he did the job himself.

**Three-generation Family:** Remarkable expansion at Lynn is providing employment and self-development opportunities for many a new employee, but for Bert Brown, Jr., the opportunity has unique significance. Both his father and his grandfather are General Electric employees. Bert's grandfather, William W. Brown, 64, is a tool crib assistant at the Small Aircraft Engine Department's Ludlow, Vt., plant, and Bert Brown, Sr., is a machine operator at Ludlow. Bert, Jr., graduated from high school last year, joined the department in Lynn in September, and is pursuing the four-year apprentice training course as a springboard to a career in engineering.

### ALL ON THE JOB





A BIRTHDAY, A COMPARISON, A SALE

## PRODUCTS

**Anniversary Specials:** In recognition of the upcoming tenth anniversary of Electronics Park, dealers and distributors have been invited to join in offering reduced employee prices on 11-inch portable television sets between March 15 and May 15, the Television Receiver Department announced early this month. Specific prices, which may vary locally, are expected to be well below the normal employee reductions for these portables. The General Electric Credit Corp. has announced that, during the anniversary sale, these sets may be purchased with no down payment on active accounts. Electronics Park, which last year produced more TV sets than any other single plant in the world, shipped its first commercial model in the spring of 1947. One of the smallest sets produced

that year was Model 810, shown (at right in the photo) being compared with today's portable by television sales planner Douglas P. Beggs. While the 810 weighed 62 pounds, required 225 watts to operate, and retailed for \$325, the 1957 portable weighs only 26 pounds, operates on 70 watts, and has a \$129.95 average retail price. Ten years of TV progress have cut the consumer price from \$6.25 per square inch of picture to \$1.35—or more than 78 per cent.

### Small Appliance Purchases

You'll still be able to buy as many as 23 different small household appliances a year at employee prices, but Company employees will be limited generally to one of a kind, according to an employee sales program change announced by the Housewares and Radio Receiver Division. A division spokesman predicted that the limitation will affect the buying habits of relatively few employees and explained that it is designed to strengthen the security of Company jobs by keeping retailers interested in selling General Electric products in a highly competitive market.

**During any calendar year,** purchases by any one employee will not exceed: three General Electric alarm, occasional, or decorative clocks; two automatic blankets; and one each—clock-radio, portable radio, table radio, vacuum cleaner, heating pad, vaporizer, toaster, travel iron, regular iron, mixer, skillet, kettle, grill, coffee maker, window fan, and desk or circulating fan.

The limitations are being placed in effect throughout the Company by the individual departments.

## PRODUCTS . . . Cont'd

**Three new miniature lamps**, the first domestic types boasting the built-in ability to flash on and off without depending on a separate flasher mechanism or attachment, have just been introduced by the Lamp Division. Manufactured in Memphis and Cleveland, the little lamps are expected to have a variety of uses in the home, in automobiles, and in toys and novelties. According to William H. Robinson, Jr., the Miniature Lamp Department's marketing manager, the new flashers "are unique in their uniform and dependable flashing rate; as warning devices, they contribute importantly to the promotion of highway and industrial safety." The rosebud-shaped No. 405, designed for use in devices that plug into a dashboard lighter, has a useful life of about 250 hours. Grape-sized No. 406 operates on two flashlight batteries and has a useful life of 30 hours. Pea-sized No. 407, designed for pedal toys and bicycles, operates on a standard hand-lantern battery and has a life of 50 hours. Suggested retail prices: 20 cents, 22 cents, and 27 cents, respectively.

**For the convenience** of Company employees in locations not served by an employee store, the Instrument Department (West Lynn, Mass.) is making available mail order blanks for photographic exposure meters and associated attachments. The new blanks, quantities of which have been sent to each district sales office, contain illustrations of ten items, with the employee price for each. Similar order blanks for Textolite® surfacing material (*The Monogram*, Dec. 1955, p. 19) have been in use for the past year by the Laminated Products Department at Coshocton, Ohio.

## GENERAL ELECTRIC ON TV

**General Electric Theater**

(CBS, 9-9:30 p.m. EST)

March 17—"The Victorian Chaise Longue" starring Joan Fontaine.



March 24—"Too Good with a Gun" featuring Robert Cummings.

April 7—"Bargain Bride" co-starring Eva Bartok and Ronald Reagan.



April 14—"The Cab Driver" featuring Imogene Coca.

**Warner Brothers Presents**

(ABC, 7:30-8:30 p.m. EST)

Mar. 26; Apr. 9—"Cheyenne."

**Broken Arrow**

(ABC, 9-9:30 p.m. EST)

Mar. 19, 26; Apr. 2, 9.

## ORGANIZATION

### Apparatus Sales

The personnel, facilities, and functions of the Broadcasting Stations Department have been transferred from Public and Employee Relations Services to the Advertising and Sales Promotion Department of the Apparatus Sales Division.

The direct responsibility for the interest of the Company in The Maqua Company, a subsidiary of the General Electric Company, has been assigned to the manager, Advertising and Sales Promotion Department, of the Apparatus Sales Division.

J. Milton Lang has been appointed general manager of Broadcasting Stations Operations and elected president and general manager of The Maqua Company.

## LETTERS

(Continued from inside front cover)

### For a Cooler Conscience

Editor:

Here's an idea for the Household Refrigerator Department—my contribution to long-suffering husbands of too-thrifty wives:

Set aside a small, enclosed area in the refrigerator, to be called the "conscience corner." There the little woman can put all those jars of leftover beans, carrots, potatoes, and scraps of meat which often take up as much as 30% of the total refrigerator space.

This "conscience corner" should be attached to the refrigerator mechanism to keep the leftovers *warm* instead of cool, so the little jars will *not* become filled with mold. Then the better half can dispose of them with a clear conscience as she would eventually anyway, since nobody ever eats them.

I predict this idea will provide a space-saving that will rival our rotating shelves.

OLIVER H. WINN  
Advanced Electronics Center  
Ithaca, N. Y.

### Praise from a Part-timer

Editor:

When a temporary office employee can be made to feel that she is a member of the General Electric family, I think it indicates good progress in pleasing people. An enthusiastic letter was received the other day from Wynne Garlow, one of several clerical workers supplied by the Russell Kelly service organization to help our Michigan District Office over a peak-load hump. Wrote Mrs. Garlow:

"Whether the General Electric personnel policies or the employees themselves (probably a combination of both) are responsible for the friendly, cooperative atmosphere found at G.E., I don't know. Whatever the cause, I do know that the General Electric 'spirit' changes a job from something one is obliged to do into something one wants—is indeed happy—to do.

"I want you to know that I believe General Electric and its employees may well be proud of themselves for making their Company such a nice place to work."

I thought your readers would be interested in these comments and a picture of the happy part-timer (see photo below) who made them.

MARLIN C. ETINGER  
Detroit, Mich.

### A "FRIENDLY, COOPERATIVE ATMOSPHERE"



## Not by Bread Alone

WHAT do people expect from a business like General Electric? In his speech before the Executives Club of Chicago, Mr. Cordiner stated his answer succinctly and clearly: "The public," he said, "is no longer astonished or even satisfied with outstanding economic performance. Increasingly, people expect business not only to satisfy their material wants and desires, but also to satisfy a whole range of psychological and ethical expectations.

"Most of these expectations are basically reasonable and it is the responsibility of the professional manager and all his associates to recognize them," he said.

Here, in Mr. Cordiner's words, are many of the specific expectations which all of us in General Electric are being asked to fulfill:

- As customers, people expect not only a good product at low cost. They also expect the excitement of spectacular new features and services, unflinching courtesy on the part of the salesman, and the ethical assurance that they are dealing with a fair and honest company.
- As share owners, they expect not only profits and appreciation of the worth of their investment. They also are beginning to expect information, participation, and pride of ownership in a creative company.
- As employees, people expect not only a steady job with good pay, benefits, and working conditions. They also expect full information, dignity, participation, recognition, and a rewarding man-to-man association with the manager and others.

● As suppliers, distributors, and dealers, people expect not only an opportunity for profit and steady business in competition with others. They also expect recognition of their dignity and standing in the community, warm and friendly associations, and the assurance that they are dealing with a fair-minded company.

● As citizens, people expect not only the kind of material performance that contributes toward a prosperous economy and the national security. They also look to a company to measure up to their ethical and social expectations, as represented by such things as its genuine interest in people and the community; its emphasis on human considerations; its really dedicated work in charity and other worth-while cause; its obedience both to the spirit and the letter of the law; its recognition that what other people think is important.

The new picture of the job of the modern manager is valuable reading for thoughtful General Electric people. Copies of the complete address ("Managerial Skills for a New Age") can be obtained from Public and Employee Relations Services, Room 1109, New York Office.