

**R**EID L. Shaw may be the nice guy who finishes first.

When he was starting out in the General Electric training program he inspired an executive's wife to exclaim: "Oh, I feel so sorry for that nice Shaw boy—he's so quiet he'll never get anywhere."

Last year, at 35, he was appointed vice president and general manager of GE's broadcast subsidiary, in charge of building it up to full group status. He inspired this rueful accolade from a former associate: "Do I know Reid Shaw? Do I know how to spell success?"

**A Family Affair** ■ Actually, quiet winners run in Mr. Shaw's family. On Oct. 15, 1936, BROADCASTING profiled Reid's father, Donald S. Shaw Sr., as "one of youthful radio's bright young men," and "one of the most likeable men in the business." At that time, the elder Mr. Shaw was assistant to H. K. McCann in charge of radio operations. Reid's brother, Donald Jr., is a former director of affiliate relations at ABC.

As the second son of a broadcasting family, however, Mr. Shaw got into the business almost by accident. by means of a lateral leap from GE employe relations.

In 1952, after graduation from Trinity College, he was accepted for both the GE advertising and employe-relations training programs. Influenced by a college course in labor relations and seeking a broader view of the company, he opted for the employe relations.

"He started off as a leader, always energetic, always in the forefront of what was really first-class competition," remembers William Needham, who headed the training program.

**Kept on the Move** ■ After three years of moving every three to six months, working in nearly every one of GE's divisions, Mr. Shaw was taken on to handle employe communications and wage administration in the industrial-heating-equipment plant in Shelbyville, Ind. That year he faced a union organizing drive and a representational election.

Robert E. Dirks, his superior at the time, described his role last week: "Reid has an effortless grace that makes the difficult seem easy. His keen analytical ability and highly creative handling of employe communications was a major factor in the high-majority 'no union' vote."

A co-worker commented: "He had a tremendous load of responsibility for such a tender age (25). and he performed brilliantly. His success at that time tagged him as a bright guy moving along."

In 1959 Mr. Shaw stepped out of GE for a year with McKinsie & Co., a New York management-consultant firm.

The following year, according to his brother, "GE recognized what it was

## GE executive got his orders: build a group

losing in Reid," and rehired him as the top communications consultant in its management-development and employe-relations service in New York. Also that year, GE had one of the major strikes in its history.

**Reports Gave Position** ■ "We issued a daily report on negotiations," recalls his then-superior, E. J. Kneeland. "Reid was invaluable. He has a fine sense for

### WEEK'S PROFILE



Reid Lonsdale Shaw—vice president and general manager, General Electric Broadcasting Co.; b. June 12, 1930, Norwalk, Conn.; Bronxville high school, Bronxville, N. Y.; AB (English) Trinity College, Hartford, Conn., 1951; GE employe relations training program, 1952-55; specialist—employe communications, wage administration—GE plant, Shelbyville, Ind., 1955-58; specialist—union relations and communication, GE Schenectady research laboratory, 1958-59; management consultant, McKinsie & Co., New York, 1959-60; consultant, union relations communication, GE employe relations service, New York, 1960-62; manager, employe and plant community relations, GE Electronics Park, Syracuse, N. Y., 1962-65; manager, business development, GE Broadcasting, Jan. 1965; vice president and general manager, GEBC, Feb. 1965. m. Marilyn McCarthy, April 11, 1953; children—Michael 12, Gayle 11, Stephen 8, Andrew, 9 months; hobby—barbershop quartet singing.

that kind of balanced, yet persuasive communication. Those reports were widely used by the press as 'the GE position'."

In 1962, Mr. Shaw moved to the Syracuse, N. Y., area as manager of relations and utilities operations. He was responsible for corporate communications to 16,000 workers. In addition, he made several trips to Europe to examine potential GE acquisitions there from the employe-relations and wage-administration viewpoints. One such trip was to Germany and Switzerland in connection with Kuba GmbH, a manufacturer of radio and TV sets and phonographs.

The following month Mr. Shaw was named manager of business development for the GE Broadcasting Co.

GE had been involved in broadcasting in the early days. It had made experimental radio broadcasts in 1916, experimented with television as early as 1928. But for years, its broadcast interests were limited to WGY, WRGB(TV) and WGFM(FM) Schenectady, N. Y.

Last year Reid Shaw negotiated the purchase of WSIX-AM-FM-TV Nashville. Currently, he spends "about half" his time traveling in search of further acquisitions.

The Nashville station's ABC affiliation put him back in the mainstream of his broadcasting family. His brother Donald was ABC director of station relations, and his father advised him to take a hard line on clearances for the network. "In general," his father said last week, "some of the pizzaz boys in this industry are going to find Reid a tough bargainer."

**Still on the Move** ■ Recently, Reid Shaw came back to his room in the Drake Hotel in New York after a board-of-directors meeting. His suitcase was open on the bed with a stack of papers and a current novel beside it. He was to fly back to Schenectady that night. But he fielded questions with complete relaxation. His answers were uniformly quick and specific.

"In addition to the six stations in Schenectady and Nashville, GEBC owns Cablevision Inc., which operates seven CATV systems in New York, West Virginia, Mississippi and California, and has franchises for 23 more. The CATV operation has been put in a kind of freeze, though, by the FCC top-100-markets order. Our major effort in acquisitions is for stations. GE is deeply impressed with the growth and further promise of the leisure and entertainment markets, and we want to get in.

"Hobbies? I sing in a barbershop quartet, and play a little golf, though my country-club membership boils down to half-a-dozen games a year with a terrific handicap, I'm afraid. Mostly, I enjoy my work a great deal. I'd have a hard time getting out of bed in the morning if I didn't."