JOHN G. HUTTON, General Engineering Laboratory

It is largely the enterprise of the individual which makes him outstanding. In his own thinking he becomes a cog in a machine, not realizing that every such cog is a chosen piece, performing functions for what it is best characterized as a vital member of a team operation. So it is with the individual in General Electric. Just as in the community an individual is free to “be himself,” but for his own and the community’s sake he must be part of that community. General Electric’s success lies in its unique ability to instill in its employees great team spirit yet at the same time to recognize the employee’s inalienable right to be himself.

H. A. WINNE, vice-president, Engineering Services

... An important point which many young people overlook is that, by and large, individuals work in groups of reasonable size in either large or small companies. In the large company these groups may be called units or sections, and a number of these may constitute a department; a number of departments may make up a division; and the company may comprise several divisions. In each component the “manager” has a comparatively small number of people reporting to him and consequently any outstanding performer quickly comes to his attention. Furthermore, in General Electric we have a number of courses which train for advancement and we are constantly combing the organization to recruit people for these courses, so by this separate means management keeps in touch with individuals.

On the basis of forty-two years’ experience in the Company I can assure you it is difficult for the college graduate to lose himself in the organization. There are too many people watching him, although they may not realize it for some time after entering the Company.

J. L. MICHAELSON, manager, Employee Relations, General Engineering Laboratory... The Company system for periodic employee evaluation furnishes a valuable guide to the individual with respect to his progress and ability. It also imposes on supervisory personnel the requirement that they study carefully the characteristics of all their employees. The system is so arranged that ability and good performance cannot remain unnoticed. Far from remaining obscure, each individual’s characteristics are evaluated in order to provide him with the greatest opportunity to make use of his talents and abilities.

J. A. SPENCER, manager, Employee Relations, Appliance Sales... The clay I began work with G. E. twenty-odd years ago and entered the plant with thousands of other Company employees, I felt small and insignificant and much inclined to climb on the first train returning to Montana. In a short time, however, I realized that I would be considered as an individual at General Electric.

I learned that the Company was operated in units of manageable size and that each person received individual consideration. My supervisors discussed my progress with me at regular intervals. I also learned that every employee’s salary, is reviewed individually at regular intervals. Through this I learned that the individual cannot become lost in General Electric—neither can he hide!