

THE
MANAGEMENT
DEVELOPMENT
INSTITUTE
at Crotonville

This brochure is designed to give the reader a feel for the mission and milieu of GE's Management Development Institute at Crotonville. Because the curricula of the various courses change rapidly — as rapidly, we hope, as the world — we are able to describe the content only in terms of general objectives and methodologies.

The Institute enters its fourth decade with a beautiful new residence building and a series of challenging and contemporary instructional programs, but one feature it has always possessed, that we work each day to preserve, is a dedication to excellence and achievement.

Crotonville is a vital part of the culture of one of the world's most remarkable and successful companies.

Noel M. Tichy
Manager-Management
Education Operation

Becoming the most competitive enterprise in the world is a goal taken very seriously at GE. Continued progress toward that goal requires exceptional management teams, not only committed to excellence, but possessed of the talent and leadership to achieve it.

The Management Development Institute at Crotonville is helping to build such teams. Crotonville takes excellence seriously and, like the Company, it too is in a continual state of transformation, rigorous self-examination and creative turmoil. The Institute's challenge is not to produce conformity or uniformity among the widening range of GE businesses. On the contrary, it recognizes that diversity as a facet of the greatness of the Company, is an asset to be encouraged and learned from. What is continuously under construction at Crotonville is a series of programs aimed at invigorating and renewing the Company's leadership at career transition points from entry level through officer level.

Crotonville represents a significant commitment of Company resources and the time and talent of senior management. The latter is furnished enthusiastically. Senior leadership, from the CEO through the general manager levels, are frequent participants in the programs and often find themselves challenged, stimulated and occasionally ruffled by an atmosphere less impressed by rank than by the quality of ideas.

Instruction at Crotonville is provided by the best talent available from major business schools, consulting groups, and other institutions. However, the core of the learning process is centered around small teams of students who wrestle with some of the thorniest and most important issues from the competitive battlegrounds around the Company. These issues are sometimes presented by the managers who are in the process of grappling with them. Case studies and textbook problems that served well until the recent past have been obsolesced by the speed at which things are now moving in the real world. Attendees in the more advanced courses confront problems for weeks at a time; dawn to dark and beyond, and often find themselves as vexed as those that are confronting them in the businesses themselves. The fact that there is no solution in

the back of the book is both a challenge and a source of satisfaction to the type of leaders who increasingly pass through Crotonville. They want to write their own solutions, and do.

Since the 1950's Crotonville has served the GE Company well in contributing to the development of its management and in serving as the "glue" that held a decentralized company together. Today Crotonville is emphasizing management less, and leadership more, and learning from, rather than eliminating, our differences. The sole common values that are implicitly inculcated are integrity, competitiveness, and excellence: the stuff of which the most competitive enterprise on earth will be fashioned.



AN ATMOSPHERE FOR LEARNING

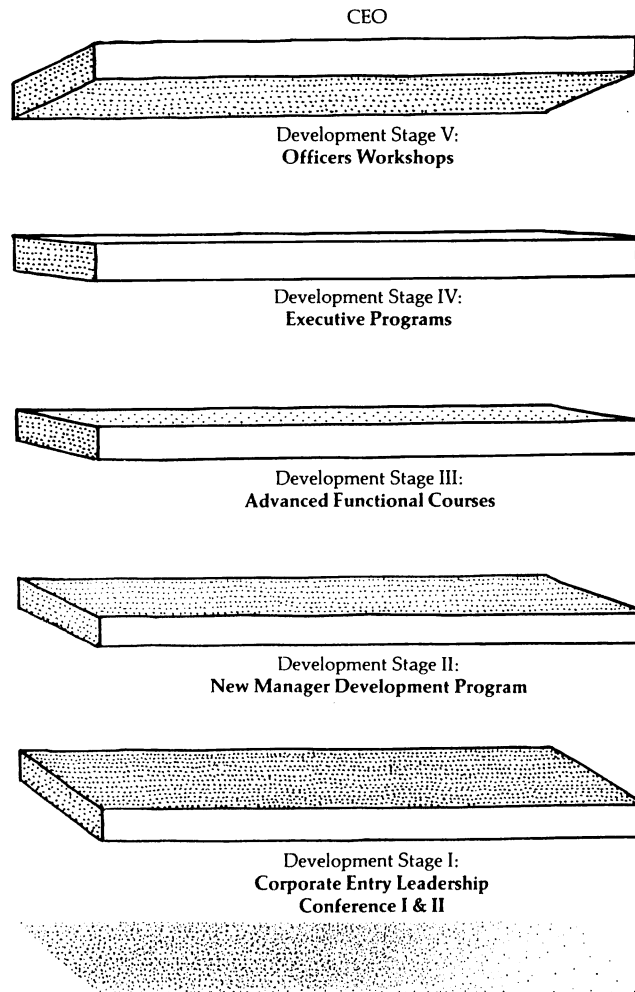
Crotonville is a place of change and paradox. The ivy-covered walls of the old residence building, filled with the memories and memorabilia of GE's heritage, recently gave way to a beautiful new residence with large windows that open upon a world infinitely more complex and less predictable than that of the fifties, sixties, even seventies.

It is both a comfortable and uncomfortable place. The facilities are well appointed and equipped. The grounds are beautiful. Attendees often leave deeply impressed by the high caliber of their peers, and friendships, business and personal, that are made in a month or less, often endure for life. But comfort ends at the doors of the "Pit" and the "Cave" and the other meeting and lecture rooms around the campus. Ideas, opinions, and cherished business beliefs are brought into these rooms by student and faculty alike and are there either bought, rethought, or rejected. Arguments are advanced. Voices are raised. Unsupported opinions are dismissed, sometimes gently, sometimes vigorously. Discussion runs deep into the night, sometimes over a computer terminal; sometimes over a cup of coffee.

The "school solution" is to listen, learn, teach, and return to business with a new commitment, and some new tools, to help GE become the most competitive enterprise on earth.



CORE DEVELOPMENT SEQUENCE



Developmental Stage V Corporate officers, with participation from the CEO, wrestle with major corporate issues, and develop action plans for implementation in their

individual businesses and on a company-wide basis.

Developmental Stage IV Emerging leaders on a path toward senior management attend the selective executive program sequence: Management Development Course, Business Management Course and Executive Development Course.

These month-long, intense programs encourage a bias for action, and competitiveness and a habit of decision-making that favors "yesses" and "noes" rather than "maybes."

Developmental Stage III As professionals move toward the top of their function they attend senior level programs in marketing, finance, information systems and human

resources aimed at both increasing the depth of their skill in a given field as well as lifting up their heads to see cross-functional implications and possibilities.

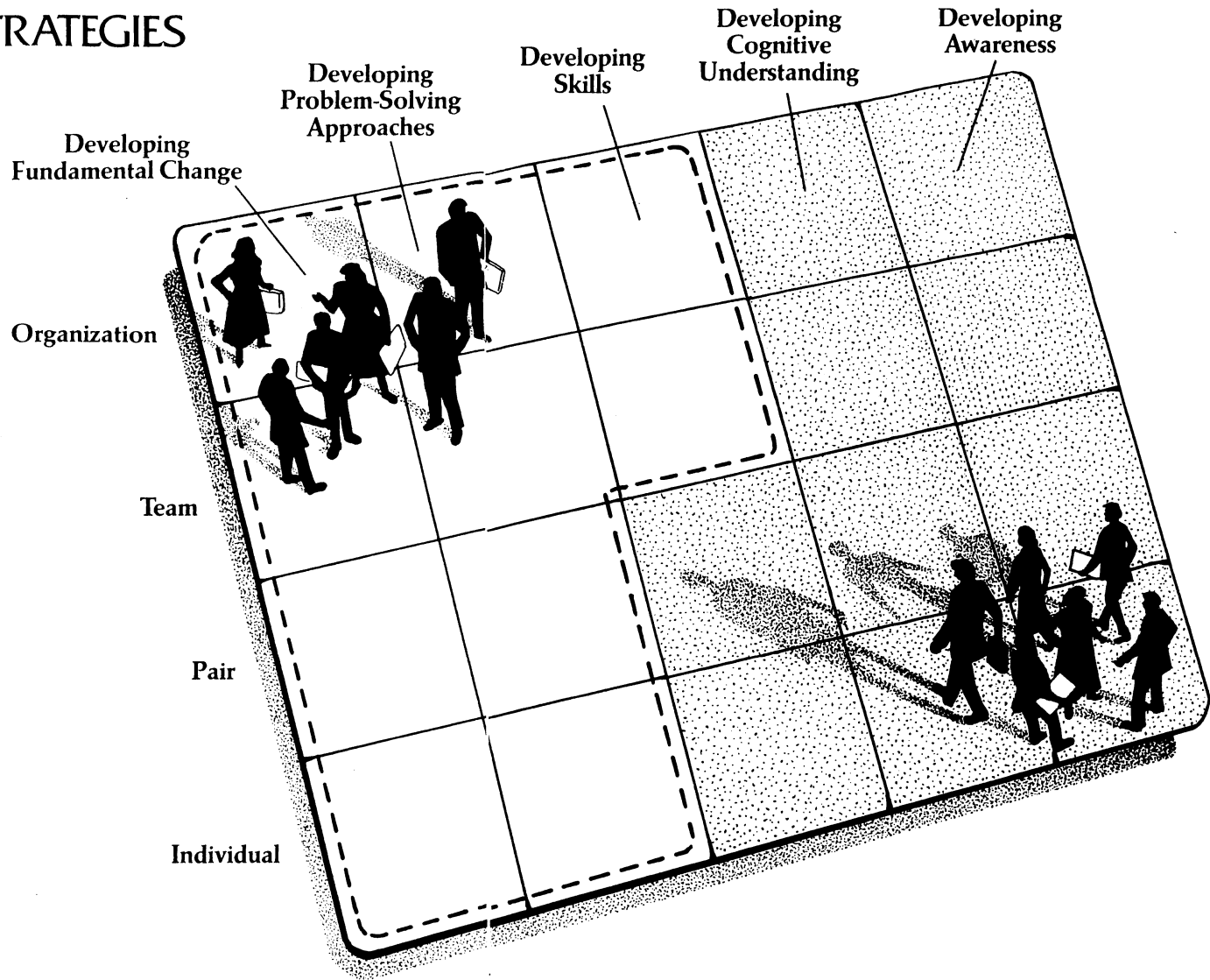
Developmental Stage II All newly appointed GE managers attend the New Manager Development Program where the focus is on critical skills, knowledge and values as

well as the overriding goal of developing the desire and capability to lead people in an increasingly competitive world.

Developmental Stage I New professional hires attend Corporate Entry Leadership Conference I within six months of joining GE. The conference centers on company and individual values. Participants get a chance to meet their peers, form contacts and meet several general managers and a vice chairman.

When professionals are in their third year at GE they attend Corporate Entry Leadership Conference II, where the accent shifts to competitive forces and the individuals' role in helping a business win.

INSTRUCTIONAL STRATEGIES



A key, and prized, competitive lever GE possesses that conglomerates do not is that, despite our diversity in businesses, and even cultures, we remain a family, with many shared values and the ability and the desire to help one another compete in an increasingly difficult world.

Crotonville is, to an extent, a school. Skills and methodology are taught. But, far more important, is its role as a laboratory for uncovering real problems, devising practical solutions, and testing currently operating ideas and concepts. The

courses, particularly the more advanced ones, are family meetings where advice is sought and given. The participants, over the years, have earned the respect of the general managers who lay bare their strategies, weaknesses and strengths. Occasionally their visit to Crotonville is rewarded by a solution to a troubling business problem. Almost always they depart with some fresh and valuable insights. Very few, participant or faculty, leave the campus empty-handed.

A new manager learns that while his or her title may be "manager," the true

role must be leader. New managers are placed in situations that permit them and their peers to evaluate their own leadership abilities and learn how they can be strengthened.

Crotonville will remain a unique competitive resource for the Company as long as it remains a major artery in the intellectual circulatory system of GE and never allows its vision to stray from the real world. Crotonville, like that real world, is changing faster than ever.

CURRENT COURSES AND PROGRAMS

Core Management Development Sequence

Development Stage I: Entry-Level Programs

- Corporate Entry Leadership Conference I
- Corporate Entry Leadership Conference II

Development Stage II: New Manager Development Program

- New Manager Starter Kit
- New Manager Development Course
- Manager Modeling Workshop

Development Stage III: Advanced Functional Programs

- Advanced Financial Management Course
- Advanced Human Resources Management Program
- Advanced Information Technology Management Course
- Advanced Marketing Management Seminar

Development Stage IV: Executive Programs

- Manager Development Course
- Business Management Course
- Executive Development Course

Development Stage V: Officers Workshops

Elective Programs

Manager Programs

- Managerial Skills Development Course
- Professional Supervision Workshop
- Experienced Manager Course
- Manager Modeling/Course Leader Training Seminar

Marketing Programs

- Modern Marketing Course
- Workshop in Negotiating Skills
- Exceptional Sales Performance
- Sales Force Management
- Product Planning Course
- Personal Computers for Marketing Management
- Advanced Marketing Management Seminar

Finance Programs

- Personal Computers for Financial Management
- Advanced Financial Management Course

Human Resources Programs

- Assessment Center Training Workshop
- Advanced Human Resources Management Program
- Union Relations Seminar

Information Technology Programs

- Advanced Information Technology Management Course

Personal Development Programs

- Applied Creative Thinking
- Interpersonal Communications Workshop