

From  
Bob Palmer

FC

WORDS OF WISDOM  
JACK WELCH  
CHAIRMAN AND CEO OF GE

"In our view, leaders, whether on the shop floor or at the tops of our businesses, can be characterized in at least four ways."

"The first is one who delivers on commitments, - financial or otherwise - and shares the values of our Company. His or her future is an easy call. Onward and upward."

"The second type of leader is one who does not meet commitments and does not share the values. Not as pleasant a call, but equally easy."

"The third is one who misses commitments but shares the values. He or she usually gets a second chance, preferably in a different environment."

"Then there's the fourth type - the most difficult for many of us to deal with.

That leader delivers on commitments, makes all the numbers, but doesn't share the values we must have. This is the individual who typically forces performance out of people rather than inspires it: the autocrat, the big shot, the tyrant. Too often all of us have looked the other way - tolerated these "Type 4" managers because "they always deliver" - at least in the short term."

"And perhaps this type was more acceptable in easier times, but in an organization, we cannot afford management styles that suppress and intimidate..."

"In 1991, we continued to improve our personnel management to achieve much better balance between values and "numbers." That balance will change further in '92 and beyond, because we know that without leaders who "walk the talk," all of our plans, promises, and dreams for the future are just that - talk..."