

STRICTLY PRIVATE

Workbook II for

Self-Development Planning

(A Supplement to Manager Development Guidebook II)

L P Miller for

(Name)

(Component)

Prepared by _____ (His Manager) _____ (Date)

Reviewed with _____ (Manager of Larger Component) _____ (Date)



Planning for Individual Self-Development

Inherent in every General Electric Manager's job, from the President throughout the whole organization structure, is accountability for seeing that "all employees receive necessary development through effective recruiting, selecting, encouragement of self-development, evaluating, inventorying, transferring, promoting, or otherwise assigning such employees."

Each individual must, on the other hand, supply the initiative, the drive, and willingness to carry on his own Self-Development. The purpose of this Workbook is to help the manager, working with the man, to organize his part of the job by laying out a specific plan for the self-development of each man reporting directly to him.

Step One: Appraising Fully and Objectively

WHY SYSTEMATIC APPRAISALS ARE NEEDED

Every manager appraises each man reporting to him as part of his normal Work of Managing. This Workbook offers an organized way of pulling together, once a year, the important facts about the man which the manager needs for the following purposes:

For managing in general —

1. Determining compensation
2. Placing men in the right job
3. Selecting between candidates to fill vacancies
4. Replacing inadequate men

For development purposes —

1. Bringing out a man's strengths and needs
2. Determining his best direction of effort
3. Planning to provide needed opportunities
4. Gaining understanding by the man of his needs; and acceptance of the Personalized Self-Development Plan

For manager manpower planning —

1. Providing for future manager requirements of the component
2. Implementing the Company policy of Company-wide promotion opportunities

SUGGESTIONS FOR APPRAISERS

1. Bring together the available facts on the man, showing experience, education, and accomplishments.
2. In appraising, keep uppermost in mind the man's performance and qualifications against the requirements of his present job. Appraise him against what the ideal man would do on that job.
3. Base your judgment on demonstrated performance. Some appraisers require three observed examples of performance to support their answers to a specific question. Check your own observations with others who have worked with the man.

4. While final responsibility for making the appraisal and development plan rests squarely with the manager, it is advisable to supply the man being appraised with a copy of this Workbook for these purposes:
 - a) To prepare his own description of principal responsibilities;
 - b) To conduct his own self-appraisal and to prepare his own self-development plan, for review by his manager, if the man desires to do so;
 - c) To facilitate free communication in the Self-Development Conference.
5. The manager needs to check himself to make sure that he is being as objective as possible; and that the appraisal is untinged by bias and emotional considerations.
6. In checking the over-all appraisal at the end of each major category, consider whether the evidence gathered is "ample," "considerable," or "limited." This will suggest areas where further facts, and perhaps opinions of others who know the man's work well, may be needed.
7. Undeservedly high appraisals are unfair to the individual; also they reflect on the manager's own judgment and accuracy when reviewed by his manager; the same is true for undeservedly low appraisals.
8. Space is provided under each major category for these purposes:
 - a) Adding indicator questions which the manager considers important to the current appraisal and to improving the appraisal form itself for future years.
 - b) Notations, examples and reminders of "critical incidents" which support the appraisal and serve as illustrations for the Self-Development Conference with the man.
 - c) A summary of the man's outstanding strengths which need to be built upon and his shortcomings, or critical weaknesses, which need to be strengthened. This requires the utmost in thoughtful analysis, skill and judgment since it forms the basis of the resultant Personalized Self-Development Plan for the man.
9. Appraisal Scale: In evaluating each item, a five-point scale is suggested. The various grades can be designated by descriptive words or numbers. Since the emphasis of Manager Development is on improvement, it is suggested that where applicable the symbols adopted be indicators of the improvement opportunity as shown below.

KEY TO APPRAISAL SCALE	
<i>Descriptive Scale</i>	<i>Number Designation</i>
Outstanding (needs very little improvement)	5
Superior (subject to some improvement)	4
Satisfactory (but with definite room for improvement)	3
Not yet satisfactory (needs major improvement action)	2
Unsatisfactory (all attempts at improvement have failed)	1

SELF-DEVELOPMENT PLANNING - APPRAISAL

PERFORMANCE AND RESULTS: WHAT HE HAS ACCOMPLISHED

Performance on the present job is the first and foremost consideration in salary determination and Manager Manpower Planning, as well as development planning.

Principal responsibilities for which the man is accountable are listed below from his Position Guide, in the general order of their importance.

Summary Appraisal of His Performance and Results

Composite	Evidence Supporting Appraisal
<input type="checkbox"/> 5 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1	Ample <input checked="" type="checkbox"/> Considerable <input type="checkbox"/> Limited <input type="checkbox"/>

A. APPRAISAL OF PERFORMANCE ON PRESENT JOB		Appraisal				
List the principal responsibilities for which he is accountable	Measures of accountability and comments supporting appraisal	5	4	3	2	1
1	Furthering sales program			✓		
2	in the lab					
3	Using Resources allotted			✓		
4	See that program					
5						
6						
7	Development of new ideas - Establishment of environment	25		75		
8	Own personal Technical Competence	20		90		
9	managing	15		25		
10	Selecting & Developing people	15		50		
11	Consulting & Teaching	15		80		
12	acceptance by Operating people	10		40		
13						
14						
		total weight 64				

STRENGTHS TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

Recognized & Accepted
 Relative perfection is 100%
 Recognized & Accepted leader
 Trans Knowledge & work
 Contagious Enthusiasm

1 Manage & applications
 2 Making most of time
 3 Personal Attitude projects

APPRAISAL OF PERFORMANCE AND RESULTS (continued)

13
x

B. SIGNIFICANT CONTRIBUTIONS TO RESULTS IN KEY AREAS		Appraisal				
		5	4	3	2	1
<i>Key Result Areas</i>	<i>Comments Supporting Appraisal</i>					
1. PROFITABILITY (financial return)		X				
2. MARKET POSITION (acceptance of products and services by the market)						
3. PRODUCTIVITY (effective utilization of men, capital, and raw materials)						
4. TECHNOLOGICAL LEADERSHIP (in products or services to fill customer's needs)		X				
5. PERSONNEL DEVELOPMENT (managerial and individual contributor)			X			
6. EMPLOYEE ATTITUDES (including managers and individual contributors)					X	
7. PUBLIC RESPONSIBILITY (performance in the public interest)		X				
8. BALANCE BETWEEN SHORT-RANGE AND LONG-RANGE GOALS			X			

C. SIGNIFICANT ACHIEVEMENTS IN HIS RECORD

List here any outstanding achievements, both from past job and from activities, contributions to progress in his field, etc.

any VA Council & program
 service to govt in 2
 " " customers

STRENGTHS TO BE BUILT UPON

Yellow - may be part of a
 " being a part of the whole Co
 Both - make
 4. + others - make us to
 become better competitors.
 1. Customer need on kno ta
 2. " make our competitors
 as result of Value Study -

WEAK POINTS TO BE STRENGTHENED

SELF-DEVELOPMENT PLANNING – APPRAISAL

KNOWLEDGE: WHAT HE KNOWS

Consider here the extent of the man's knowledge in the specialized functional field in which he is now engaged (Research and Engineering, Manufacturing, Marketing, Finance, Employee and Community Relations, Public Relations, Legal and Corporate, Operations Research & Synthesis (where applicable), or General Management).

Space is provided for checking appraisal; and also

for comments supporting the appraisal for the functional area as a whole, for each important subfunction, and other questions relating to his knowledge.

In the space at the bottom of the page discuss strengths in his knowledge which should be emphasized and shortcomings, or gaps, which need to be strengthened. Bear in mind both the requirements of the present job and preparation for the future.

Summary Appraisal of His Knowledge

Composite

5
 4
 3
 2
 1

Evidence Supporting Appraisal

Ample
 Considerable
 Limited

A. KNOWLEDGE OF PRESENT FUNCTIONAL FIELD

Comments supporting appraisal of over-all knowledge of present functional field

Appraisal

5 | 4 | 3 | 2 | 1

Job Knowledge

✓

Comments supporting appraisal of knowledge of subfunctions

Keeping abreast of and showing leadership in present functional field

STRENGTHS TO BE BUILT UPON

Sub functions

WEAK POINTS TO BE STRENGTHENED

APPRAISAL OF WHAT HE KNOWS (continued)

B. KNOWLEDGE OF OTHER FUNCTIONAL FIELDS

List other functional areas in which he has significant knowledge by reason of education, experience, special study or close association.

Appraisal

5	4	3	2	1
---	---	---	---	---

Engineering
 Marketing
 Business

	✓			
✓				
		✓		

C. KNOWLEDGE OF SPECIFIC PRODUCT FIELDS

Present product field

Other product fields

D. KNOWLEDGE OF THE COMPANY, ITS OBJECTIVES, ORGANIZATION STRUCTURE AND ITS MANAGEMENT PHILOSOPHY

✓

E. KNOWLEDGE OF THE WORK OF MANAGING AS A DISTINCT PROFESSIONAL KIND OF WORK

✓

F. GENERAL KNOWLEDGE OF BUSINESS IN ITS ECONOMIC, SOCIAL AND POLITICAL ENVIRONMENT

✓

STRENGTHS TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

SELF-DEVELOPMENT PLANNING – APPRAISAL

PERSONAL CHARACTERISTICS: WHAT HE IS

It is assumed that a man would not be selected or retained in General Electric if he did not have a sound character and the mental and physical equipment necessary to perform the job. Beyond these basic requirements it is certainly true that some men have

demonstrated a higher than average degree of adherence to principle, well-directed vigor and mental alertness and discipline. These questions help identify above-average performance and improvement opportunities.

Summary Appraisal of His Personal Characteristics

Composite

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	4	3	2	1

Evidence Supporting Appraisal

Ample Considerable Limited

A. PERSONAL QUALITIES	<i>Appraisal</i>				
	5	4	3	2	1
Has he demonstrated a high degree of dependability?	✓				
Does he indicate high ethical and moral standards?	✓				
Does he do what he believes is right, even if contrary to immediate self-interest?		✓			
Are his personal and recreational habits acceptable from a business standpoint?	✓				
Has he demonstrated that he can be told a confidential matter without fear of it leaking out?	✓				
Does he have courage to speak his mind against popular opinion or higher authority if convinced he is right?	✓				
Does he have due consideration for the rights, feelings and welfare of others?		✓			
B. HEALTH					
Is he generally well and on the job?	✓				
Has he any physical deficiency which seriously limits his work and growth?			✓		
Has he the inherent stamina to work under sustained pressure?		✓			
Is he emotionally stable under pressure?		✓			
Does he have a healthy, constructive, mature mental outlook toward the Company and his work in it?		✓			

STRENGTHS TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

APPRAISAL OF PERSONAL CHARACTERISTICS (continued)

C. USE OF MENTAL EQUIPMENT	Appraisal				
	5	4	3	2	1
Does he learn easily and grasp situations quickly?	✓				
Does he keep his eye on the target and get quickly to the core of the problem?	✓				
Does he sense the important elements and avoid tangents and trivialities?	✓				
Is he alert – can he think on his feet?	✓				
Does he search diligently for all the important facts on a problem?		✓			
Does he weigh facts accurately and logically, without emotional bias or prejudice?		✓			
Does he perceive the fallacies and pitfalls in ideas and plans?		✓			
Does he see the immediate problem in its broader relationship?		✓			
Does he avoid premature and illogical conclusions?		✓			
Does he think ahead, visualize long-range opportunities and hazards?		✓			
Does he consider and weigh all important factors and arrive at the course of action calculated to result in the greatest long-term net benefits?		✓			
Is he flexible – can he adapt his thinking to new situations?		✓			
Does he originate new ideas and methods?	✓				
Is he ingenious and resourceful in difficult situations?			✓		
Is he open-minded, willing to try new things, willing to listen to others, willing to admit he may be wrong?	✓				

STRENGTHS TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

SELF-DEVELOPMENT PLANNING – APPRAISAL

EFFECTIVENESS: WHAT HE DOES

This part of the appraisal considers how well the man integrates his mental, physical and moral equipment and training to get work accomplished: A. As an individual,

B. In Working with others, C. As a manager

Appraisals of effectiveness as an individual, in working with others, and as a manager are made at the bottom of each part of this Effectiveness Appraisal.

A. EFFECTIVENESS AS AN INDIVIDUAL HOW WELL IS INDIVIDUAL WORK PERFORMED	Appraisal				
	5	4	3	2	1
Is he constantly striving to get things done?		✓			
Does he have a strong determination to succeed?	✓				
Is he willing to pay the price of success?		✓			
Does he approach his work with a sense of urgency?		✓			
Does he stick to the job, keep it moving, see it through?			✓		
Does he set high goals and standards for himself?		✓			
Is he a self-starter – does he work well without being checked?	✓				
Does he have zealous belief in his chosen work?	✓				
Does he do more than is required?		✓			
Is he steadily trying to improve his performance, raise his sights, expand his capacity?		✓			
Does he seek or reach out for responsibility?		✓			
Is he aggressive without being offensive?		✓			
Is he willing to take calculated risks?	✓				
Does he have confidence in his ability and proceed with assurance that what he undertakes will succeed?		✓			
Is he decisive – does he face facts and take indicated positive action?		✓			
Does he do his own work accurately and with dispatch?			✓		
Does he avoid serious mistakes of judgment, and of timing?		✓			
Does he learn from the mistakes he does make?			✓		
Does he organize and make effective use of his time?			✓		
Does he think and work in an orderly way?		✓			
Does he budget time and meet time schedules effectively?			✓		
Is he effective in budgeting costs and achieving satisfactory budget realization?			✓		
Has he developed or adopted systematic ways of measuring progress, checking on results, and ensuring follow through?		✓			
Summary Appraisal of Effectiveness as an Individual					

Evidence Supporting Appraisal:

Ample Considerable Limited

STRENGTHS TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

APPRAISAL OF EFFECTIVENESS (continued)

B. EFFECTIVENESS IN WORKING WITH OTHERS

HOW WELL IS TEAMWORK PERFORMED

Appraisal

5 4 3 2 1

Does he perceive his proper place in the organization, his own responsibilities and his relationship with others?

✓

Does he make his own efforts effective through balanced relationships – With his own manager? His team workers? Other components?

✓

Does he recognize his responsibilities as an employee, for good relationships with employees, customers, suppliers and the public?

✓

Is he generally respected by his associates?

✓

Is he generally friendly and cooperative?

✓

Do people like to work with him?

✓

Does he have a helpful rather than selfish attitude toward others?

✓

Does he gain the confidence of people?

✓

Does he interest and stimulate other people?

X

✓

Is he effective in getting himself and his ideas across to others?

✓

Is he persuasive?

X

✓

Is he a good listener?

✓

Has he demonstrated ability to negotiate well?

✓

Is he alert to the reactions of others?

Provide better tools to get acceptance

✓

Can he tactfully take issue with a point of view without becoming antagonistic?

✓

Does he adapt himself easily to new people and situations?

✓

Is he effective in communicating and persuading at all levels (inside and outside the Company)?

✓

Does he communicate effectively in all media of expression (written and spoken word, man-to-man and in groups)?

✓

Summary Appraisal of Effectiveness in Working with Others

Evidence Supporting Appraisal:

Ample Considerable Limited

STRENGTHS TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

APPRAISAL OF EFFECTIVENESS *(continued)*

C. EFFECTIVENESS AS A MANAGER

HOW WELL IS THE WORK OF MANAGING PERFORMED – ORGANIZING

Summary Appraisal of Organizing

Composite

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	4	3	2	1

Evidence Supporting Appraisal

Ample Considerable Limited

	<i>Appraisal</i>				
	5	4	3	2	1
Does he divide the total work to be done into clear-cut, effective, manageable components and jobs?		✓			
Does he maintain an up-to-date organization chart and functional chart?		✓			
Are the responsibilities, the authorities and the accountabilities of each individual spelled out and kept up-to-date in written Position Guide?			✓		
Does he maintain an effective, up-to-date salary and wage structure?			✓		
Does he systematically search for the right man for each job?	✓				
Are his selections based on comprehensive man specifications?	✓				
Does he replace men when it becomes apparent that their inadequacies or incompatibility cannot be overcome?			✓		
Has he demonstrated ability to pick outstanding men?	✓				
Does he organize his own time and work, as a manager, in the most effective way?			✓		
Do people understand the organization structure, the authorities and responsibilities and relationships within his component?			✓		
Is he constantly seeking better ways and encouraging others to improve methods?		✓			
Does he constantly improve the organization and staffing as measurements indicate the need or desirability for change?		✓			
Does he make decisions on people firmly, with regard for human values, confidence and willingness to take risks?	✓				

STRENGTH TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

APPRAISAL OF EFFECTIVENESS *(continued)*

C. EFFECTIVENESS AS A MANAGER

HOW WELL IS THE WORK OF MANAGING PERFORMED – INTEGRATING

Summary Appraisal of Integrating

Composite

5 4 3 2 1

Evidence Supporting Appraisal

Ample Considerable Limited

	<i>Appraisal</i>				
	5	4	3	2	1
Does he continuously help men understand their work in relation to others and in relation to component and Company objectives and policies?		✓			
Does he invite participation on broader problems and encourage free expression by listening with open-minded patience?		✓			
Is he considerate of others, consulting them before making decisions which affect them?	✓				
Does he secure willing, voluntary acceptance of work assignments?			✓		
Does he create a cooperative spirit, build morale and inspire best efforts?		✓			
Does he delegate genuinely, insisting that men make or recommend decisions, not just refer matters back to him for decision?	✓				
Does he base decisions on the authority of principle, fact and knowledge rather than on position or expediency?		✓			
Does he make sure good work is rewarded promptly through recognition, pay and status?		✓			
Does he represent and support men well and willingly give up men to other components if in the interests of the individual and Company?	✓				
Has he earned the respect and confidence of those who work with him for what he is and does?		✓			
Does he settle differences by finding a better way rather than by domination or expedient compromise?		✓			
Does he make regular, thorough impartial appraisals of men and prepare comprehensive plans for their development?	✓				
Does he set high standards, refuse to accept poor performance, challenge and lead men to greater achievement?			✓		
Does he teach and encourage men to broaden their outlook, raise their sights and develop themselves as individuals or managers?		✓			
Does he integrate the work of his component with others throughout the Company in the balanced interests of customers, share owners, employees, suppliers and the public, including the public's representatives, the Government?	✓				
Does he devote a portion of his time (such as 20%) to helping his own manager plan, organize, integrate, and measure the work of the larger component?				✓	

STRENGTH TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

APPRAISAL OF EFFECTIVENESS *(continued)*

C. EFFECTIVENESS AS A MANAGER

HOW WELL IS THE WORK OF MANAGING PERFORMED – MEASURING

Summary Appraisal of Measuring

Composite

5
 4
 3
 2
 1

Evidence Supporting Appraisal

Ample
 Considerable
 Limited

	<i>Appraisal</i>				
	5	4	3	2	1
Does he devise and maintain simple, accurate, systems for measuring performance and results in relation to standard or plan?			✓		
Does he know at all times where each important phase of his operation stands in relation to plans?			✓		
Does he detect deviations from planned course and seek their causes?			✓		
Does he promptly pass on variances and analytical information to those concerned, so that they may take timely action?			✓		
Do the men in his component know the standards by which they are measured?		✓			
Does he constantly seek to improve measurement methods?	✓				

STRENGTH TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

Broad Appraisal as a Manager

Composite

5
 4
 3
 2
 1

Evidence Supporting Appraisal

Ample
 Considerable
 Limited

	<i>Appraisal</i>				
	5	4	3	2	1
Does he lead by persuasion rather than by command?	✓				
Does he accomplish results through delegation rather than try to do the whole job himself?	✓				
Does he make balanced effective use of all human skills and knowledge and of all material resources?			✓		
Does he blend thought and action in decision making?	✓				
Does he visualize and carry out his work and relationships in true perspective to Company objectives and world economic, social and political climate?		✓			

STRENGTH TO BE BUILT UPON

WEAK POINTS TO BE STRENGTHENED

Step Two: Determining the Direction of Self-Development Efforts

TWO BASIC QUESTIONS

At this point the appraisal part of this job has been completed. Here, the manager is called upon to make a very important tentative choice. His next step is to weigh the facts gathered in the appraisal and exercise judgment as to the path of progress in which the man has the greatest growth potential and can make the most substantial contribution to the Company, as a manager or as an individual contributor.

Determining the individual's best path of progress and the indicated direction of his Self-Development efforts hinges, to an important extent, on the answers to two questions:

What is the right kind of work for him?

What is the right job for him?

The answers to these questions will not lie entirely in the Appraisal information that has been gathered; they are derived partly from the manager's knowledge of the future requirements of the job and the needs of the component and Company. The Manager Manpower Plan, prepared for the Component by the manager, will be helpful in visualizing those requirements. These two phases of Manager Development – Self-Development Planning and Manager Manpower Planning are interrelated and need to be considered concurrently.

WHAT IS THE RIGHT KIND OF WORK?

Here the major consideration is whether the man's best path of progress is as an individual contributor or as a manager of the work of others. In making the choice, bear in mind that General Electric's success has and will continue to depend heavily upon the work of individual contributors and that rewards for such work, in compensation, status and personal satisfaction can and should be equal to those for equivalent managerial work.

Some guidelines for considering the man's progress as a manager or as an individual contributor are:

Whether he has demonstrated ability to get work accomplished through planning, organizing, integrating and measuring.

Whether he derives his greatest satisfaction and makes his major contributions through applying his knowledge and skill as an individual – or in selecting, training and motivating others to do the work?

Because this choice has a great bearing on a man's future, and on his future contributions to the Company's progress, it is a responsibility which calls for the manager's most thoughtful consideration.

The manager's selection and determination of a particular Direction of Progress, at this stage, is a tentative choice. The decision as to where the man should concentrate his Self-Development efforts should obviously factor in:

The man's personal desires, hidden assets and willingness to make sacrifices to realize his ambitions; to be explored in the Self-Development Conference, if it is not already clearly indicated.

The experience and judgment of the higher manager; brought out in the Self-Development Plan Review with such higher manager.

The needs of the Company and component; as set forth in Manager Manpower Plan.

WHAT IS THE RIGHT JOB?

Once it has been determined whether the man can best progress as a manager or as an individual contributor, the next step is to determine whether or not his present job or some other job is indicated. It will be necessary now to determine whether:

He should be kept on his present job?

He should be developed through job change?

He is best suited for Operations or Services?

Will he continue to make his best contribution on the present job?

Is there considerable opportunity for improvement and growth on his present job?

Are there certain parts of his job which must be "wrapped up," or certain obstacles he must overcome, before he can be considered for another job?

Does his development call for a job change? *W*

To another function?

To another component?

To Operations or Services?

Does he show strong leanings toward Operating work? Or, has he demonstrated outstanding specialized knowledge and skill with the ability to aid, teach and persuade others which would help him progress best in Services work?

**SELF-DEVELOPMENT PLANNING – DETERMINING DIRECTION
IS HE IN THE RIGHT KIND OF WORK?**

Dr. Deeper
- Ego
- protection of
opportunity or de
tional -

CHECK STRENGTHS – ARE THEY FULLY UTILIZED?

*Does it now appear that he
should progress:*

Record tentative choice

1. AS MANAGER OR INDIVIDUAL CONTRIBUTOR?

Based on his appraisal is he likely to advance further, and contribute more, as an individual contributor or as a manager of the work of others?

Manager

2. IN OPERATING WORK OR SERVICES WORK?

Do his basic abilities appear to lie in Operating or Services work? Would he and the Company benefit long-range through giving him more Operating experience if he is now in Services, or more Services experience if now in Operating work?

Operating

3. IN PRESENT PRIMARY FUNCTION OR ANOTHER PRIMARY FUNCTION?

Will he grow and contribute most by remaining in his present function (or sub-function)?

Or will he benefit by a long-term, or short-term switch to another function (or sub-function)?

4. IN PRESENT PRODUCT FIELD OR ANOTHER PRODUCT FIELD?

Should he continue in his present product field?

Or would a change to another product field be beneficial to his progress?

Product

IS HE IN THE RIGHT JOB?

CHECK STRENGTHS – ARE THEY FULLY UTILIZED?

Consider:

Record Answers Below

1. Is his performance adequate to the present requirements of the job?

2. Is he capable, with appropriate self-development efforts, of meeting both present and future requirements of the job?

3. If not, what steps will be taken to find a suitable place for him; or, if his appraisal indicates he is unsuited to a job elsewhere in the component or Company, to remove him?

4. Will he continue, in the foreseeable future to make his greatest contribution on the present job? If so, the Personalized Self-Development Plan should include the kinds of opportunities that will help him continue to grow and be challenged by the job.

5. Does he have growth potential beyond the present job?

(a) Long-Range (beyond 18 months)

Consider, in the Self-Development Plan, the development opportunities which will help him perform the present job better, and, at the same time, help him grow in the indicated direction.

(b) Short-Range (within 18 months)

Consider phases of present job that need to be brought up to par before he can be considered promotable; and development opportunities for the indicated next step.

(c) Immediate

If already up to future job requirements and now ready to assume greater responsibilities:

What will the job be?

What steps will be taken to find the right job?

How can he best prepare himself?

Step Three: Preparing The Personalized Self-Development Plan

At this point, the manager is now ready to prepare a tentative Personalized Self-Development Plan for the man based upon the appraisal facts and the manager's tentative determination of the direction the man's Self-Development efforts should take.

First, there is need to review his *outstanding* strengths and *critical* weaknesses for each of four major categories:

1. Performance and results on present job
2. Knowledge
3. Personal Characteristics
4. Effectiveness
 - As an Individual
 - In Working with Others
 - As a Manager

Second, proceed to work out details of the plan covering areas where greatest improvement can be expected.

The plan will be built to:

1. Help him to do his present job better, and, based upon his proficiency in that job-
2. Help him progress in the indicated direction through building on his strengths and "shoring up" his weaknesses with:
 - a. Specific steps to be taken by the man in his own self-development;
 - b. Specific steps to be taken by the manager, to help him make the most substantial progress.

In preparing the development plan, bear these points of experience in mind:

1. Concentrate on a few (perhaps only one outstanding) major development steps – avoid suggesting so many as to give him "corrective indigestion."
2. Often there are "little things" which will pay large dividends for little effort if the man understands their significance.
3. Keep in mind the manager's own roles as teacher, adviser, and counselor – remembering that true self-development requires voluntary and enthusiastic acceptance by the man of a plan which integrates his aims, desires and plans with the experience and help the manager can offer him in achieving them.

The list of Representative Development Opportunities shown on the following page suggests some of the representative tools and methods which are available to consider. They are discussed in the five volumes of the Manager Development Guidebook Series, in the four volumes of the series on Professional Management in General Electric, and in other publications of the Manager Development Consulting Service. Thorough familiarity on the part of the manager with the contents of these publications, as well as with on-the-job opportunities, is important to designing a development plan best suited to the individual.

WILL THE SELF-DEVELOPMENT PLAN MEET THE REQUIREMENTS OF MANAGER MANPOWER PLANNING?

LONG-RANGE – Manager Manpower Planning Workbook – Page 23 –

Self-Development of present manpower is one of the principal sources through which future managerial needs can be met. At this point the Manager Manpower Planning for the component and Self-Development Planning of Individuals in the component (as developed in accordance with Manager Development Guidebook and Workbook II – *Self-Development Planning*) are brought together.

The results of the foregoing analyses in this Manager Manpower Planning process highlight the specific needs for people having qualifications which, in many cases, may be acquired through self-development efforts.

With such needs now in sharp focus and the appraisals of the individuals in his component at hand, the manager plans appropriate self-development steps with and for each one and records, on the inside of this folded page, those development steps that are scheduled, to prepare individuals to do present jobs better and as a result qualify for consideration in filling future positions in his component or elsewhere in the Company, Recruitment action planned is also recorded thereon.

SHORT-RANGE – Manager Manpower Planning Workbook – Page 31 –

DECIDING ON CONTINUATION OF INCUMBENTS IN POSITIONS

As outlined in Guidebook III, Part Four, Step I, referring to this subject, the following kinds of personnel decisions need to be tentatively made at least eighteen months ahead, and each incumbent placed in one of the following categories:

- a) Continue in present position
- b) Immediately promotable
- c) Transfer to more suitable work
- d) Recommend for early retirement
- e) Remove

Help in making these vital decisions will come from thorough study of the Position Descriptions and Candidate Specifications for each position in relation to each person's qualifications as revealed by their respective personal appraisals, using the Self-Development Planning Workbook.

Answering such typical or illustrative questions as the following will help the Manager decide in which category each incumbent under consideration should be placed.

Is his performance, in accordance with the standards for specific accountabilities in Position Description for his job, adequate to present requirements of his job? If so, is he capable, with appropriate self-development efforts, of meeting the anticipated *future* requirements of the job?

If not, has he been given ample advice as to the need to improve his performance? Has he shown marked improvement as a result?

Has he made mistakes in last year? If so, what kind? And what did he learn from them?

If his performance has not been up to standard, is he possibly misplaced, as shown by study of his appraisal and Self-Development Plan?

If he has been misplaced, does his appraisal indicate that he is better suited to a job elsewhere in the component? In the Company? Outside the Company?

If he is notably successful in his present job, does his appraisal indicate that he will, in the foreseeable future, make his greatest contribution in his present job or some other job which places greater demands on his capacity?

Has he already outgrown his present job? If so, where can he be placed to make the greatest contribution to the Company and for his own satisfaction?

If he is promotable, how soon? To what kind of work? In what job?

If his job is to be abolished, is he qualified for, and is there a suitable job and challenge for him in this component? Or will he need to be placed elsewhere in the Company? Outside?

Is his record such that he should be encouraged to make special self-developmental preparations for his next job? Or if his record is poor, should he be encouraged to request early retirement if eligible? Or if not, to seek more suitable work elsewhere?

REPRESENTATIVE DEVELOPMENT OPPORTUNITIES

ON-THE-JOB DEVELOPMENT METHODS

By the Manager

Clearly delegated responsibilities
Challenging work assignments
High standards of performance
Opportunity to exercise judgment involving risks
Opportunity to demonstrate creative thinking
Teaching and coaching by manager
Requiring monthly report of activities and plans
Responsibility for organizing special projects and preparing reports
Preparation of Manager Manpower Plans

By the Man

Preparation of own Position Guide
Self-appraisal and development plan, using this Workbook
Self-Development Conference between manager and man

Use of Climate Workbook to examine component's climate

Self-Development through developing others

Through Participation

Climate – review session
Participation in work of higher component
Exposure to work and problems of higher managers
Participation on task forces, study teams

Varied Work Experience

Job in another functional component
Job in another product component
Job change from Operating to Services; or vice versa
Enlarged responsibilities in present job
On-loan assignment with another component
Travel assignments

EDUCATIONAL OPPORTUNITIES

Advanced Management Course

THEME: "Making General Electric the Best Managed Company"

Professional Business Management Courses (local)

THEME: "Managing My Job Professionally"

Individual Reading & Study Courses

Planned reading and study plans for any interested employee – irrespective of participation in organized courses outlined above – based on needs brought out in Appraisal and Personalized Self-Development Plans.

Educational Activities Sponsored by Functional Services Components

Educational activities sponsored by functional Services Components; responsible in the past for a large measure of General Electric's leadership in functional work; and which continue this same important role in the Company's over-all educational activities.

Outside Educational Activities

University Advanced Management Programs; Participation in Professional Society affairs and conferences, and seminars on management and functional work.

SPECIALIZED DEVELOPMENT AIDS

Aptitude and psychological testing and consultation.
Appropriate health measures and medical check-ups.

Discussion of off-the-job problems with appropriate professional counselors.

OUTSIDE ACTIVITIES

Participation in:

Professional societies
Community and Government activities
Charitable and church organizations
Public speaking and conference leadership
Writing for publication

Basic Reading and Study Material

Professional Management in General Electric

Manager Development Guide Books

Excerpts and Bibliographies on Classic Works on Management

Reports of General Electric Management Conferences

Literature as recommended by Functional Services Components

The local Public Library; for both technical and managerial reading

**PREPARING THE SELF-DEVELOPMENT PLAN
SPECIFIC ACTION STEPS TO BE TAKEN**

PERFORMANCE AND RESULTS:

Action by the Man

Action by the Manager

KNOWLEDGE:

Action by the Man

Action by the Manager

PERSONAL CHARACTERISTICS:

Action by the Man

Action by the Manager

**PREPARING THE SELF-DEVELOPMENT PLAN
SPECIFIC ACTION STEPS TO BE TAKEN**

EFFECTIVENESS AS AN INDIVIDUAL:

Action by the Man

Action by the Manager

EFFECTIVENESS IN WORKING WITH OTHERS:

Action by the Man

Action by the Manager

EFFECTIVENESS AS A MANAGER:

Action by the Man

Action by the Manager

Step Four: *The Self-Development Conference*

This is the most essential step of all. Having taken the first three steps, the manager is now ready to review his findings and tentative recommendations with the man. With his own manager's concurrence, the manager can proceed to review the appraisal and tentative plans with the man appraised. It is desirable that the man shall have had an opportunity to work through the Workbook for himself independently; and that the manager now integrate his work in this respect with the man's, with full and unemotional discussion of all parts of the process.

Schedule the conference formally and allow ample time for full discussion. Keep the tone of the conference calm, positive and objective. Focus especially on what the man can do to improve himself, his performance, and thus, his progress. Listen — get his thinking — his point of view — his reactions. Mutual understanding and an agreed-upon plan of actual development steps that will be taken by the man and by the manager, is the whole objective of this conference.

RECORD OF SELF-DEVELOPMENT CONFERENCE WITH

_____ (NAME)
Self-Development conference held on _____ (DATE); at _____ (PLACE)

AREAS OF AGREEMENT:

On the Appraisal

On the Direction of Progress

SUMMARY OUTLINE OF THE WORK OF A PROFESSIONAL MANAGER

MANAGING, as a distinct and a professional kind of work; namely, **LEADING** by *Persuasion rather than by Command** and by *blending thought and action in decision-making through Planning, Organizing, Integrating and Measuring*—as the *Elements* of the dynamic *Work of a Professional Manager* to secure *Balanced Results* through the *Work of Other People*, who themselves are also acting with *initiative and competence* in their *personal work and team-work*, each seeing the *Individual Job* and its *Relationships* to the whole in *true perspective, consistent with the economic, social and political "climate" of the component or enterprise being managed.*

PLANNING

- Determining Objectives
- Establishing Policies
- Formulating Plans (Including Schedules); and Standards of Performance
- Making Known the Objectives, Policies, Plans and Standards
- Using Results of Measuring to Readjust Continually the Work of Planning
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Planning Work and Progress

ORGANIZING

- Determining and Classifying Work Required and Dividing It Into Manageable Components and Jobs
- Grouping Components and Jobs into an Orderly Organization Structure
- Selecting Individuals for Designated Positions and Jobs
- Formulating and Defining Methods & Procedures for Performing Work to be Done
- Organizing Manager's Own Work and Time
- Making Known the Organization Pattern, Staffing and Methods and Procedures
- Using Results of Measuring to Readjust Continually the Work of Organizing
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Organizing Work and Progress

INTEGRATING

- Interpreting and Making Understood the Planning, Organizing, Integrating and Measuring Elements of the Dynamic Work of a Professional Manager
- Listening; Facilitating Full Frank Communication to the Manager
- Obtaining Sincere, Voluntary Acceptance of Work Assignments, Responsibility Relationships and Accountability from Individuals
- Creating and Maintaining a Friendly, Cooperative, Dynamic and Productive Working Climate
- Encouraging Individual Self-Development
- Relating the Interests of the Individual, His Component and the Company to the Interests of the Industry, the Community, the Nation and the World
- Achieving Successful, Economical, Profitable, Integrated Performance by All Individuals and Components
- Making Known the Integrating Concept and Work
- Using Results of Measuring to Readjust Continually the Work of Integrating
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Integrating Work and Progress

MEASURING

- Devising and Establishing Measuring Systems and Media
- Recording and Reporting Performance of People and of Components
- Analyzing, Appraising, and Interpreting Measured Results
- Making Known the Measuring Systems, Media and Results
- Using Results of Measuring to Readjust Continually the Work of Measuring
- Exercising Judgment and Making Reasoned, Objective and Timely Decisions To Effectuate the Measuring Work and Progress

To Accomplish Desired Performance and Results
In the balanced best interests of Customers, Share Owners, Employees,
Suppliers and the Public, including the Public's Representatives, Government

*It is recognized that there may be emergency conditions, where Persuasion has failed, and results of continued effort at Persuasion—in the judgment of the Manager—would be worse than temporary use of "Command" to get on with the job. In so doing,

the Manager is acknowledging temporary failure as a "Professional Manager"; and hence resorts to such course as an expedient only and takes requisite steps to identify and correct the root causes of the failure in order to prevent subsequent similar failures.