

Leadership and Its Role in Achieving Outstanding Performance in Business Organizations: The General Electric Experience

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Abstract:

Outstanding organizational performance is no longer an option but a necessity imposed by intensely competitive environments. Leadership is the primary variable in the excellence equation, it affirms excellence by reducing the rules and regulations that constrain high performance. Many organizational successes are attributable to top leaders who sponsor the transformation of methods and practices and drive fundamental, substantive changes to advance institutional realities. General Electric offers a focal example of how business organizations can achieve excellence today. The key lies in understanding employees and engaging them in ways that bring out their best, thereby turning the organization into a setting rich in creativity and innovation and, beyond that, into a machine for producing leaders.

Keywords: Leadership; Excellence; Outstanding Performance; General Electric (GE).

Jel Classification Codes : M12, M14, L25.

1. INTRODUCTION

Organizations must distinguish themselves from their peers in delivering value to customers and adopt more innovative approaches to problem-solving and strategy development in the context of globalization, where they compete to grow, endure, and obtain the largest market shares. Excellence and managerial superiority occupy an important place in the priorities of organizational leaders; through them, strategies can be established that differentiate an institution's performance from its competitors. The life and success of any institution hinge on its leadership. As Peter Drucker states, "In the coming years, the true source of power for competing in the future and achieving success among various institutions lies in the skills and competencies possessed by their leadership. These skills represent a competitive advantage through the modern ideas and innovations they offer, as well as the expected benefits provided to their service beneficiaries, ensuring continuity and growth in the markets." Effective leadership practices contribute to leading others to achieve outstanding performance in their organizations. Such leadership excels at understanding the current situation and the developments that impact it; it is also adept at anticipating future trends, responding intelligently, leveraging them to serve its goals, and guiding the institution towards creativity, innovation, and excellence.

Based on the above, the following problem can be posed:

How does leadership contribute to achieving outstanding performance for business organizations?

Importance of the study

The significance of the study lies in:

- raise awareness and recognition of the importance of leadership in directing subordinates' efforts towards achieving desired goals, thereby creating tangible excellence for institutions through

business-level success.

- underscores the crucial role of performance in achieving objectives in a unique way and at the most affordable cost.

Objectives of the study

The study aims to:

- Shed light on the two basic variables of the study, leadership and outstanding performance, by reviewing and analyzing their concepts in a purely academic framework.
- Demonstrate how leadership practices and skills influence an organization's ability to achieve excellence.
- Address the changes that Jack Welch made at GE and his contribution to its distinction, increased profits, and acquisition of a favorable reputation worldwide.

Study Methodology

This study employed the descriptive-analytical method, which is most suitable for presenting key concepts related to leadership and outstanding performance, as well as analyzing GE's data to understand the impact Welch had during his leadership of this major company.

2. Conceptual Framework for Leadership

2.1. Concept of Leadership

Leadership is an organizational phenomenon in every institution, and its concept is defined according to the requirements of the prevailing environment. In this context, scholars differed in defining leadership according to their philosophies and schools, and their definitions rest on three directions (Benamara & Kerouch, 2021, p. 61):

- ❖ The first direction links leadership to formal authority, defining a leader as someone who possesses the formal authority necessary to impose their will on a group. A key characteristic of this direction is centralization of decision-making within the institution.
- ❖ The second direction links leadership with acceptance, suggesting

that leadership relies on mutual influence, persuasion, and satisfaction, which lead to consent and commitment; this approach is more aligned with participation in decision-making.

- ❖ The third direction defines leadership as goal-oriented, involving the administrative functions that the leader performs, such as directing, coordinating, and controlling the work of others. According to this direction, the leader performs the role of a supervisor, defining and outlining the goal and overseeing its achievements.

Leadership can also be defined as "the ability of a person to influence others, making them accept his leadership voluntarily and without legal compulsion, due to their spontaneous recognition of the value of the leader in achieving their goals, as an expression of their hopes and aspirations, which affords him the ability to lead the group in the manner he wants." (El Adayla & Abou samhadana, 2014, p. 407).

Flumer sees leadership as "the ability to persuade others to strive towards achieving certain goals and the skill of bringing them to those goals." (El Saoud ben abderahmen, 2007, p. 33).

Rensis Likert defines leadership as "the ability to influence a person or a group, direct and guide them to win their cooperation, and motivate them to work with the highest degree of efficiency to achieve the set goals." (El Saoud ben abderahmen, 2007, p. 34).

Alfred & Beatte see it as the ability to ensure the desired activities of a group of subordinates voluntarily and without coercion. Leadership is the main factor that unites group members and inspires them to achieve their goals. It is a dynamic and powerful force in any organization, reflected in its efficiency (Jeff & Liiz, 2013, p. 69).

There is a near consensus among researchers that leadership is the process of influencing and directing individual or group activities to achieve desired goals in a given situation. From these definitions, it is clear that any attempt to influence the behavior of an individual or a group of individuals and direct it to achieve certain ends is a leadership activity, whether in economic, administrative, educational, or health organizations, or even at the level of family and friendship (Nadjm, 2011, p. 22).

2.2. Elements of Leadership

Leadership consists of essential and fundamental elements that interact with one another, each affecting the other, and are divided into (Abou Namous, 2016, pp. 30-31):

The leader. A distinguished member who can shape others' attitudes and behavior to secure voluntary commitment and coordinated action. Formal authority is insufficient; leadership exists only insofar as the group confers legitimacy through loyalty.

The group. An organizational collective with clarified roles and interdependencies, distinct from a mere aggregate of individuals. Within it, an actor emerges to coordinate direction and exercise influence toward shared objectives.

The goal: The collectively endorsed end state that structures effort, coordination, and evaluation. Goals may be specific to the leader, subunits, or the whole organization, but they function as the overarching telos of collective action.

The situation: The contextual environment—structural, cultural, and temporal—within which leadership is enacted. Effective leadership is contingent on accurate diagnosis of this context and adaptive behavior, because influence occurs within these constraints.

The influence: The intentional, positive effect the leader exerts on members to steer attitudes and conduct toward desired ends. It is operationalized through actions and communication that align individual behavior with collective goals and constitutes the core mechanism of leadership.

2.3. Traits of the Effective Leader

A successful leader has traits that distinguish him from others, as follows (Abou al Nasr, 2012, pp. 164-167):

- **Supervisory ability:** Ghiselli says, "For the organization to work efficiently, its human parts must work together in an integrated manner, and this integration must be achieved through leadership and guidance

emanating from the leader." To lead well, one must have the energy to see the big picture and understand how work is divided and coordinated so that all parts of the organization are unified.

- **A high degree of achievement:** "Ghiselli" found that the most effective leaders were generally of a high degree of achievement; they were driven to accomplish challenging tasks, especially when they saw how doing so could have a beneficial effect on achieving their functional goals.
- **Self-assertion:** Effective leaders are more confident and self-assertive than less effective leaders.
- **Intelligence:** The leader's intelligence and energy to address ideas, morale, and concepts; his ability to learn; and his ability to render sound judgments are considered important factors for the leader's success.
- **Decisiveness:** Decisiveness is another important trait that distinguishes the most successful leaders, as the decisive person is self-confident and ready to make decisions and does not waste time in lengthy study, hesitation, and fear of making decisions.
- **Self-confidence:** These leaders have great confidence in their abilities and in the soundness of the judgments they issue.
- **Vision of the future:** Leaders are said to have a vision to the extent that they can present actions that lead to improving the current situation. Such a leader must set out the vision in detail and be ready to sacrifice everything until he sees it realized.
- **Unusual behavior:** Leaders are, in most cases, unusual, and when they achieve success, their unusual methods elicit the admiration of those around them.
- **Sensitivity to environmental constraints:** Leaders are realistic about the imposed conditions and the resources they need to change the current situation; thus, they know what they can and cannot do.
- **Others serve as instruments of change:** since these leaders can achieve change, they view the current situation as their enemy.

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In general, the most important characteristics of an effective leader include:

- **Innate characteristics:** intelligence, courage, generosity, firmness, honesty, humility, optimism, strength, moderation, and confidence.
- **Acquired characteristics:** faith, knowledge, self-control, sense of responsibility, maturity, boldness, ambition, etc.
- **Social characteristics:** equality, participation, restraint of anger, acceptance of advice, forgiveness, gentleness, etc.

A successful and effective leader is the one who encourages teamwork, maintains team spirit, and does not withhold his expertise and skill from employees, thereby leading the institution to success and prosperity in a way that ensures the distinction of its performance.

2.4. Types of Leadership

The leadership styles adopted by the leader to lead subordinates and motivate them to perform work multiply according to his intellectual and cultural orientations and social interaction, including (Deryouch & Boudjeadar, 2013, p. 185):

- ❖ **Autocratic leadership:** Autocratic leadership relies on formal authority and centralizes decisions, policy, and planning in the leader. It emphasizes strict control and clearly delimited roles and powers, often at the expense of participation and discretion.
- ❖ **Democratic leadership:** Democratic leadership involves employees in decision-making, planning, and policy formation, with the leader facilitating deliberation. It rests on trust in subordinates' capabilities and leverages participation to enhance commitment and organizational learning.
- ❖ **Paternalistic leadership:** Paternalistic leadership features a direct, protective relationship in which the leader attends to followers' welfare and guidance. While it can build loyalty, it risks fostering dependency and inhibiting the group's autonomy and self-reliance.

- ❖ **Personal leadership:** Personal leadership is exercised through direct, face-to-face communication and individualized guidance. Its simplicity can be effective for alignment and motivation, particularly in small units or immediate task contexts.

3. Theoretical Framework for Outstanding Performance

3.1. Concept of Outstanding Performance

The concept of outstanding performance is based on a clear intellectual framework that relies on integration and interconnection and adheres to systemic thinking logic, which views the institution as an integrated unit whose elements interact and whose mechanisms intertwine so that its outputs are the result of its combined capabilities. Accordingly, outstanding performance can be defined as follows (Dewaal, 2007, p. 4):

Armstrong defined outstanding performance as "the procedures represented by the processes of motivation and the containment of employees."

Miller defined it as "a set of business practices in the organization: redesigning work, directing the evolving selection process, performance evaluation, participation of individuals, rewards, and commitment."

Dewaal sees "outstanding performance" as "the level of the system's ability to deliver the desired and useful results to meet the requirements of the system's beneficiaries."

Ali Al-Salmi defined "excellence of performance in modern management" as involving two key dimensions (Fandi Al Taii, 2016, p. 33):

-The first dimension: emphasizes that management's primary goal is to achieve excellence, which entails attaining unprecedented results that not only surpass competitors but also exceed the organization's previous achievements through continuous learning.

-The second dimension: asserts that all outputs from management, such as work, decisions, systems, and activities, must exhibit excellence. This means they should be characterized by superior quality, leaving no room for error or deviation, and creating genuine opportunities to ensure that tasks are executed correctly and completely on the first attempt.

Ali Abdullah considers that excellence is a slogan raised by many modern organizations and adopted as a basic mission; therefore, outstanding performance concerns the quality with which the individual performs his work, whatever his capacity.

Based on the preceding definitions, a comprehensive definition of outstanding performance can be established as the highest degree of an individual's performance, distinguished by their accumulated skills, experiences, and capabilities, which reflects how their performance contributes to the organization's success and its distinctiveness compared to competitors.

✚ Thus, the most important characteristics of outstanding performance emerge (Biisar, 2017, p. 180) :

- Outstanding performance is the product of serious, continuous, and fruitful work.
- Outstanding performance is characterized by the reliability and quality with which the designed work is completed.
- Outstanding performance is the product of creativity and innovation.
- Outstanding performance requires a high degree of mastery, discipline, and quality, without leaving room for error or deviation.
- Top management is characterized by the commitment and participation of all individuals.

✚ The importance of outstanding performance lies in: (Abou Jouma'a, 2016, pp. 106-108)

- This leads to the discovery of competent elements and placing them in appropriate positions, as well as identifying elements that need support and development to improve their performance.
- Ensuring coordination among the various departments of the organization.
- Creating a structure that supports and maintains continuous improvement.

3.2. Requirements of Outstanding Performance

Achieving outstanding performance requires nine mutually reinforcing

elements (Mele & Colurcio, 2006, p. 74):

- Effective leadership that sets direction and standards and secures disciplined execution.
- Integrated strategy that clarifies the organization's core intent and long-term positioning.
- Adaptive, decentralized structures enabled by robust communication technologies to adjust to internal and external change.
- Coherent policy system that consistently governs operations.
- Total quality system detailing process analysis, specifications, tolerances, and quality control.
- Integrated information system that ensures reliable data flows and supports decision-making.
- Strategic HRM covering workforce planning, attraction, development, and performance guidance.
- Performance management that defines roles, sets targets, monitors progress, and evaluates results.
- Multi-level evaluation of individuals, teams, and the institution against goals, standards, and benchmarks.

3.3. Dimensions of Outstanding Performance

Outstanding performance rests on seven dimensions (Kourtel & Rouabhia, 2016, p. 148):

- **Performance & results:** volume, quality, and significance of outputs.
- **Initiative & creativity:** proposing ideas, studies, or methods that measurably improve work.
- **Collaboration & commitment:** cooperation with clients and colleagues, and consistent adherence to organizational rules and professional conduct.
- **Participation & accountability:** robust communication and shared responsibility across levels, aligned with strategy and goals.
- **Learning & continuous improvement:** willingness and ability to acquire job-related skills and learn from experienced peers.

- **Evaluation & recognition:** an integrated system that measures performance, informs development, and recognizes/rewards contributions to reinforce productivity.
- **Capability development:** policies and programs (training, continuing education) that build employees' knowledge and skills to lift institutional performance.

4. Outstanding Performance of GE

4.1. Overview of GE

GE was established in 1892 in New York, and since then, this organization has not ceased to amaze the world with the high-quality products and services it offers through its branches in more than 100 countries. With the hands of more than 313000 workers, GE at the beginning of the twentieth century was able to use most of the inventions of its founder and first inspiration, Thomas Edison, in its industrial research laboratory, and it carried a system for practical management mixed with scientific discovery. Over the following 50 years, it owned more patents than any other organization in the United States. Despite all these achievements, it never ceased to learn and seek new ideas, because it knows that there is no more sustainable competitive advantage than the learning, creativity, and innovation that arise from its human resources.

GE, known for its industrial and service strength, is a giant organization in the field of technology that takes more pride in its employees than in any of its products or services (Seddik, Bendjima, & Bousehmine, 2018, p. 84).

4.2. Jack Welch's Four Leadership Principles

The four leadership principles helped Welch during his tenure as the company's CEO between 1981 and 2001 to locate leaders who aligned with the company's highly dynamic, effective, and performance-focused culture. These core leaders would help him achieve his goal of building the most competitive company with outstanding global performance. These principles included the following (Djifiri & Kramz, 2007, pp. 2-5):

- **Energy:** A leader's inner drive and mental stamina set the pace and lift morale across the organization. High-energy cultures deliberately design work and routines that amplify this enthusiasm rather than exhaust it.
- **Motivation:** Leaders motivate by giving people meaningful, stretching work and real opportunities to grow. Routine and boredom drain momentum; authentic commitment to building others sustains productivity.
- **Edge (Decisiveness):** Effective leaders make timely, tough calls under uncertainty and accept competitive accountability. The market rewards clear priorities and firm commitments more than prolonged hesitation.
- **Execution:** Plans matter only when converted into measurable results through disciplined follow-through. Energy, motivation, and decisiveness are insufficient without rigorous delivery and ownership of outcomes.

Welch also mentioned that he learned many useful managerial lessons in leadership during the nearly quarter century he spent at GE, including (Seddik, Bendjima, & Bousehmine, 2018, p. 90):

-**Individuals:** Every employee or worker has individuality and personality that ultimately leads to either motivating or marginalizing them.

-**Products:** This includes designing, improving, innovating, and marketing.

-**Organizations:** including work groups, departments, branches, and the company as a whole; each organization has its own features, spirit, and laws that drive it.

These are the three areas that every general manager must influence and lead. Leadership is more of an art than a science, and its secret is unexplainable.

4.3. GE's Outstanding Performance Under Jack Welch

Jack Welch's tenure reoriented longstanding features of GE's identity and operating system, removing internal barriers and translating leadership practices into performance recognized at a global level, among the reasons

for this distinction, we summarize the following: (Cherifi & Berrak, 2015, pp. 3-6):

-  **Crotonville Institute Update:** At the heart of this shift was Crotonville. Founded in 1956, the center had long delivered conventional training. Welch recast it as a high-impact leadership academy, investing heavily even while cutting costs elsewhere. The result was a sustained pipeline of leaders, thousands of whom advanced within GE and beyond, and a shared language for change that could be practiced, taught, and scaled.
-  **Use discrimination among employees:** Talent management followed the same logic of clarity and consequence. GE adopted an explicit differentiation model: promote A players (about 20 percent), develop the B core (about 70 percent), and address persistent low performance in the C group (about 10 percent). The policy was controversial. Welch's rationale was simple: reward the best disproportionately and remove chronic underperformance to raise overall talent density and protect standards.
-  **Emphasizing values:** Equally important, GE put values before numbers. Integrity, openness to change, boundaryless behavior, participation and voice, Six Sigma quality, and a global mindset became non-negotiable expectations. These were not slogans for ceremonies or advertising; they were prerequisites for advancement and retention. Results alone did not suffice if they conflicted with the company's shared values, and managers were judged on both dimensions.
-  **Make implementation a core part of your reward system:** Welch tied recognition to delivery. Promotions and rewards depended on achieving and executing critical objectives rather than on seniority or title. By aligning incentives with execution, GE retained high contributors and reinforced a culture oriented toward measurable outcomes, which in turn supported the broader program of leadership development, value alignment, and disciplined performance.

Using the participation and expression initiative (Work-Out):

This initiative was launched in 1988 and implemented in March 1989. It is a general meeting invented by Welch to provide employees with a platform to speak and express themselves. It was initially an optional program that made it easy for employees to participate and removed their apprehensions. Implementing this initiative across GE required many years, Welch spent a full decade as chief executive before that happened. The initiative aimed to extract good ideas from all GE members and oblige management to deal with them, combat bureaucracy, and raise productivity. It also sought to (Seddik, Bendjima, & Bousehmine, 2018, p. 88):

- ❖ Build trust by showing the organization's genuine interest in listening to employees' ideas.
- ❖ Empower employees.
- ❖ Eliminate unnecessary work; this initiative canceled many meaningless practices that had annoyed employees for years and simplified GE processes.
- ❖ Create a boundaryless culture; Welch used it to tear down the walls that for years had existed between managers and employees, between organizational functions, and any other obstacles that prevented GE from becoming faster and more competitive.

Improving products

Welch stated that products and their marketing plans should be integrated, at least from a planning perspective if not technically and executively. Product improvement efforts revolve around two questions (Djims, 2006, p. 42):

- What features and advantages can the new product offer?
- What do customers want from these features and benefits? GE has two axes for product development:

a) The axis of product attributes is divided into:

- Basic attributes: must exist in the product; otherwise, the customer will leak to competitors to search for them.

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- Differentiating attributes: distinguish the product from competing products, such as brand and packaging; they allow the company to increase prices, and they are attributes that the customer does not seek from competitors.
- Luxury attributes: Attributes that do not play an essential role in the product's function but motivate consumers to purchase the product or increase their aversion to the product.

b) The axis of the customer's stance towards each product attribute is divided into:

Positive acceptance, negative aversion, and neutral stance. If preferences are placed on a product according to these two axes, we obtain the following table:

Table 1. Product preferences according to the axis of the property branch and the customer's stance at GE

Customer stance	Basic	Differentiating	Luxury
Acceptance	Better than competing goods	Distinct from substitute goods	Increases customer acceptance
Neutral	Matches what competitors have	Matches what competitors have	Matches what competitors have
Aversion	Worse than competing goods	Distinguishes it negatively from competitors	Increases customer aversion

Source: (Jack & Birn, 2003, p. 6)

From the preferences shown in Table 1, it is possible to determine the attributes that call for improvement, those that deserve elimination, and others that should remain unchanged. From the table, we can also conclude that improvement always proceeds from column no. 03 (Luxury) to column no. 01 (Basic), that is, from bottom to top.

Thus, GE took its hallmark from its president, Welch, who used to tell business leaders in the company that their personal strength is what

determines their company's strength and that their strenuous efforts must be emulated. The CEO is the one who draws the picture he wants for his company, thanks to effective leadership practices.

Below are two tables presenting the most important results achieved by GE (1981–2000).

Table 2A. financial data from GE's annual reports, 1981–1990 (USD billions)

Year	Revenues	Net profit	Total assets	Long-term debt
1981	27.24	1.65	20.94	1.06
1982	26.50	1.80	21.60	1.60
1983	20.80	2.00	23.30	0.90
1984	27.30	2.30	24.70	0.80
1985	28.30	2.30	26.40	0.80
1986	36.72	2.49	84.81	10.00
1987	48.20	2.90	95.40	12.50
1988	50.10	3.40	110.90	15.10
1989	54.60	3.90	128.30	16.10
1990	49.70	4.30	152.00	20.89

Source: (Cherifi & Berrak, 2015, p. 225)

Table 2B. financial data from GE's annual reports, 1991–2000 (USD billions)

Year	Revenues	Net profit	Total assets	Long-term debt
1991	51.28	2.64	166.51	22.60
1992	53.05	2.72	192.00	25.30
1993	55.70	4.31	166.41	28.19
1994	60.11	4.73	185.87	39.98
1995	70.02	6.57	228.03	51.03
1996	79.18	7.28	272.40	49.25
1997	90.84	8.20	304.01	46.60
1998	100.47	9.30	355.93	59.66
1999	111.63	10.72	405.20	71.43
2000	130.00	12.73	473.01	82.13

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Source: (Cherifi & Berrak, 2015, p. 225)

From the tables, we note that when Welch assumed the presidency of GE, the company's revenues were only 27.24 \$ billion and then began to increase to reach 130 \$ billion in 2000. This is due to the effective leadership practices he adopted upon taking the helm of GE: restructuring and adopting a policy of dividing projects, abandoning unproductive projects that failed to achieve profits or align with the institution's strategy and values, and closing, fixing, or selling projects that ranked lower than first or second in their markets. These policies, strategies, and initiatives have helped the company achieve profits.

He also paid great attention to human resources and their training by establishing the Crotonville Institute and eliminating bureaucracy through the participation and expression initiative (Work-Out), which led to opening the human resource's mind and expressing its ideas fluently, bringing out all its creative energies, and thus securing the worker's loyalty to this company, translated into work and achieving outstanding performance and the desired goal. In addition, the Six Sigma initiative launched in 1996 led to an increase in the quality of the company's products. Thanks to the globalization initiative and openness to the outside world, GE products became known worldwide, and the e-business initiative facilitated and accelerated the company's transactions and operations.

**Outstanding performance (creativity) + quality of products (excellence)
+ openness to the outside world (making the whole world GE's market)
+ facilitating and accelerating the company's transactions (gaining
trust) = revenue, and thus increased production.**

Likewise, the company's assets also increased due to mergers and acquisitions that, under Welch's leadership, exceeded 120 acquisition operations, such as the purchase of Thomson and the purchase of the Hungarian organization in 1989. In 1990, it carried out more than 13,3 purchase operations in Europe, amounting to 30 billion USD. Long-term debt was also continuously increasing. According to Welch's theory, projects that occupy the first or second place in their markets are financed; they are profitable and align with the company's values and strategy

(Cherifi & Berrak, 2015, p. 231).

5. Conclusion

Leadership is one of the most important elements of human behavior. Due to its critical role in the survival and continuity of organizations, leadership must be understood as it serves as the beating heart of effective management and a key criterion for organizational success, distinction, and superiority. Organizations are now required to achieve excellence in their performance rather than just focusing on growth, development, and survival in a continuously changing competitive environment. Such excellence will only be achieved with leaders who take their institutions to the thresholds of creativity, innovation, effectiveness, and quality, given the importance of the roles and functions they assume.

Findings

Based on the information presented, we have arrived at the following conclusions:

- GE achieved an important position under Welch's leadership and ranked among the top in its industry compared to its competitors.
- Leadership is an essential pillar that cannot be dispensed with in business organizations to determine their future path and knowledge of the capacity to achieve their ends.
- The leader's distinguishing traits, like Welch 'sat GE, are the main reason for the institution's success and its reaching the highest ranks.
- Excellence has become a necessity and inevitability, not merely an option, for achieving outstanding performance in business organizations.

Recommendations

Based on the findings, the following recommendations are presented:

- For change towards the better to be achieved in any institution, the leaders of organizations must wage war on false beliefs and ideas that hinder the organization's success.

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- Leaders must be decisive and able to make decisions under the most difficult circumstances.
- Every organization must have a center for training and developing employees, like the Crotonville Institute, from which many distinguished senior leaders have graduated.
- Paying attention to investing in and developing human capital is a significant step towards acquiring many distinguished competitive advantages.
- It is necessary to train employees who belong to the leadership teams in organizations. GE was one of these organizations; its primary goal was to cultivate leaders who could effectively manage ideas and plans, ultimately enhancing the organization's performance.

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