

Closing Statements by General Georges F. Doriot to
Manufacturing Class - 17 May 1966

Display of executive ability, proper understanding of worries, display of decision making ability, etc. :
must all blend harmoniously into a seemingly effortless:
confidence and direction giving attitude.

Remember:

The outline of the course by method

Self improvement

address book

Practical - useful symbol

Manufacturing notebook

" " "

a mirror of your thoughts

" " " " evolution

" " " yourself

" " " your progress

Company studies

Your daily task

A sense of operation

Topic report

A sense of the future

The goal story

)

The tape story

)

applies to Companies

The loan exercise (to their classmates)

)

" Products

The curve of evolution

)

" Human Beings

Help - advice - guidance -

To give and to receive

Organization: One able man in the right place

Be: Perceptive - Tolerant - Honest - Helpful - Courageous

Be confident - give confidence

Have a sense of direction -

Give a sense of direction

Build others -

they will build you

I assume that you have learned to give as well as you have been accustomed to receive.

For confidential distribution to members of the Manufacturing Class only.

I assume that during this past year you have given the best you had in you to your work, to your classmates, to the companies who gave you an opportunity, to your topic reports, and towards your personal improvement. I hope you will keep on doing so in life.

Remember that there are always three choices - possibilities:

- Oblivion - The most apparent
 - Mediocrity - The most devastating
 - Success - The one you must attain.
- Each one of you can attain it.

We must feel that belonging to the 1966 Manufacturing class means a particular and superior form of responsibilities
as businessmen
as citizens.

- - - - -

This is our last class.

Every year I have had a last class.

Fine - able - courageous Manufacturing students left me to go into the world towards happiness and success.

I stayed behind, sometimes quite lonely, missing my friends.

This year is no different.

Next year I shall not give Manufacturing.

My former students know their responsibilities, and therefore, they will always carry on the teaching.

Life is a sort of relay race.

You will carry on - others will later.

I shall keep on teaching - in a less formal way.

We shall all teach. Who knows, perhaps in more effective ways.

This is the beginning of another period for you and me.

Whatever I may have or be will live with my former students.

I shall keep on with my own Manufacturing notebook.

So will you, I am certain.

I shall not tell you to forget that you graduated from the Harvard Business School.

To the contrary. I want you to remember it and carry on with dignity - modesty - tact and courage all the responsibilities that your new degree implies.

I have not taught you anything in particular.

Realizing that I had in the classes fine able young men with great possibilities, I tried to create an environment within which you could grow, mature, and develop.

I wanted you to show to yourselves, to businessmen, and to me
how much you could do and how well you could do it.

I do hope that you have acquired good habits and methods.
To each one of you I can say: You can do wonderfully well for yourself
and for others.
Go ahead and do it.

When you have hesitation - sadness - write to me.
I shall understand and try to help.
I have those moments myself.

When you feel sad, lonely, and things look hopeless, remember:
Somewhere there is a poem to read.
Somewhere there is a record to listen to.
Somewhere there is a Manufacturing man to talk to.

Whatever I am, or people may think I might be, I owe it to my former
students.

I have wonderful memories of my former students.

I probably have not done for them as much as I should have done.
When looking back there is always something to regret.
Make certain that later on you do not have too much to regret.

I am happy to have such a good class this year.
I thank you for taking this course - for your work - for your kindness.
I thank you for your thoughtful and beautiful gift.

I am leaving the Business School with the Manufacturing class of 1966.
I feel very young. I am 26 1/2 which is the average age of the Manufac-
turing class this year.
Let us be constructive together.
Let us build together.

I wish to thank your wonderful wives for their interest in the course and
for the great help they have been to you during this year, which must
have been a hard one for them.

I thank you all most sincerely and I wish you good health - happiness -
and success.

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