

# Current Leadership Development Practices: A GE Example

Nicole Wild



imagination at work





Nicole Wild  
HRLP  
GE Power

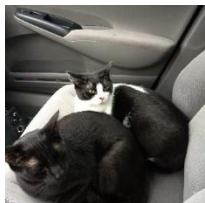


Employee Resources  
Manager  
Human Resources  
Leadership Program (HRLP)  
GE Power  
2016 - Present

Organization & Talent  
Development Leader  
Human Resources  
Leadership Program (HRLP)  
GE Power  
2016 - 2016

Employee Resources  
Manager  
Human Resources  
Leadership Program (HRLP)  
GE Power  
2015-2016

Master of Science,  
Industrial-Organizational  
Psychology  
University of Tennessee  
at Chattanooga  
2013 - 2015



# Which of these do you consider to be a leader?



Nelson Mandela



Elon Musk



Sheryl Sandberg



Margaret Thatcher

# Agenda

- Overview – General Electric (GE)
- Setting the Context...Leadership Development (Then and Now)
- Leadership Development Priorities
- Leadership Development Philosophy
- Crotonville Course Portfolio
- Leadership Programs @ GE
- Q&A



## GE OVERVIEW

# A DIGITAL INDUSTRIAL COMPANY

GE has more than 300,000 people operating in 175 countries imagining things others don't; building things others can't; and delivering outcomes that make the world work better.

We bring together the physical and digital worlds in ways no other company can. In our labs, factories and on the ground with customers, we are inventing the next industrial era to move, power, build, and cure the world.



POWER

~\$30B

66K

EMPLOYEES



ENERGY  
CONNECTIONS

~\$11B

47K

EMPLOYEES



RENEWABLE  
ENERGY

~\$9B

13K

EMPLOYEES



OIL & GAS

\$18.7B

46K

EMPLOYEES



AVIATION

\$24B

45K

EMPLOYEES



TRANSPORTATION

\$5.7B

13K

EMPLOYEES



HEALTHCARE

\$18.3B

55K

EMPLOYEES



APPLIANCES  
& LIGHTING

\$8.4B

25K

EMPLOYEES

2014 ACTUAL REVENUES



CAPITAL  
VERTICALS

\$11.1B\*



GE  
DIGITAL

~\$6B\*

\*Revenue target for 2017



# Crotonville, our global leadership institute, is both a place and an ideal.

40,000  
PARTICIPANTS

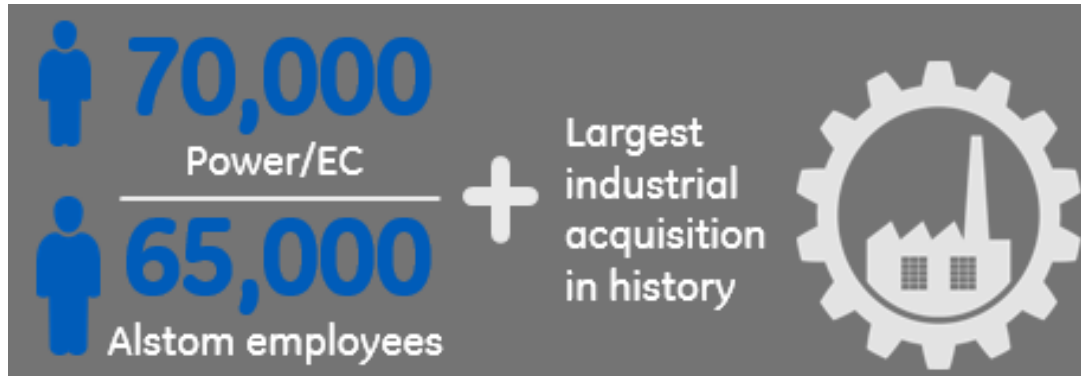
3,000  
CUSTOMERS

200  
LOCATIONS

74%  
OUTSIDE THE US



# Setting the Context... **ALSTOM**



## GE Beliefs

*encompass the mindset, spirit and behaviors that help us as one company work together to define a new way, to change GE's culture and deliver on simplification*

1. Customers Determine Our Success
2. Stay Lean to Go Fast
3. Learn and Adapt to Win
4. Empower and Inspire Each Other
5. Deliver Results in an Uncertain World



# GE's evolution in developing leaders

## From ...

- Limited options ... multiple access points
- Limited learning approaches
- "One and done"
- Crotonville has leadership answers
- Controlled access to training



## To ...

- Robust offerings ... one platform
- Contemporary methods & media
- Journey of development
- Co-creation and experimentation
- Learning is the new way of working

From holding classes to driving growth ...

From engaging the select few to reaching the critical mass.





# At GE, leaders learn by doing

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**80%** of **learning and development** happens on the job-through challenging assignments, stretch opportunities, and performance development, providing you with **new experiences and insights** that accelerate your professional growth and development.

**20%** is **offered through a GE portfolio** of learning and development opportunities to support **individual and collective learning**.

EVERYONE AT GE IS A LEADER.  
WHEN ONE PERSON GROWS, WE ALL GROW – AND TOGETHER, WE ALL RISE.  
WE NEVER STOP EVOLVING.

# GE Crotonville Portfolio

Leadership

Functional

Professional



# Global Leadership Programs

Our portfolio of early career rotational development programs grow talent in critical functions of the company today to become leaders for the future.

RISE continues to develop emerging leaders without rotations in a one year program.

Our Accelerators offer multi-year, intensive development with a variety of assignments to develop select internal candidates for bigger leadership opportunities.

**5,000+** on program today

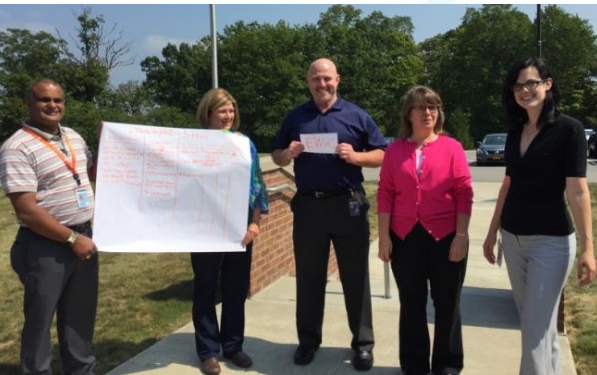


For more information visit [LeadershipPrograms.ge.com](https://LeadershipPrograms.ge.com)





# HRLP



# Other Industry Leaders in Leadership Development



*Procter&Gamble*

MACH program





## Call for HR - Recap

- Leadership is ambiguous construct
- Culture & business context should guide leadership development strategy
- Leadership development – multi method & continuous approach
- Value in rotational leadership programs



# Q&A