Current Leadership Development Practices: A GE Example
Nicole Wild
Master of Science, Industrial-Organizational Psychology
University of Tennessee at Chattanooga
2013 - 2015

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
2016 - 2016

GE Power

GE Power
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 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.

**2014 ACTUAL REVENUES**

- **POWER**
  - Revenue: ~$30B
  - Employees: 66K

- **ENERGY CONNECTIONS**
  - Revenue: ~$11B
  - Employees: 47K

- **RENEWABLE ENERGY**
  - Revenue: ~$9B
  - Employees: 13K

- **OIL & GAS**
  - Revenue: $18.7B
  - Employees: 46K

- **AVIATION**
  - Revenue: $24B
  - Employees: 45K

- **TRANSPORTATION**
  - Revenue: $5.7B
  - Employees: 13K

- **HEALTHCARE**
  - Revenue: $18.3B
  - Employees: 55K

- **APPLIANCES & LIGHTING**
  - Revenue: $8.4B
  - Employees: 25K

**CAPITAL VERTICALS**
- Revenue target for 2017: $11.1B*

**GE DIGITAL**
- Revenue target for 2017: ~$68*
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...

GE Beliefs

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

Digital-Industrial
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

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.
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.

For more information visit LeadershipPrograms.ge.com
Other Industry Leaders in Leadership Development

IBM

General Manager Leadership Development Program (GM LDP)
Hello, Future Leader. At IBM, we work with incredible people to make the changing world we live in smarter. Join us.

P&G

Procter&Gamble

General Mills

MACH program

ICICI Bank
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