

2017 GE HR Alumni Survey Report to Members, at Crotonville October 20, 2017

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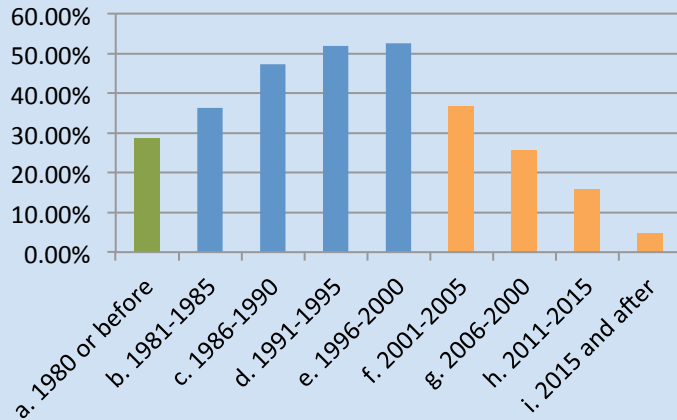
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About the Survey

- Fast-cycle survey generating sketches of
 - Where we've been, what we think
 - HR-related practices at GE and elsewhere
 - The transferability of practices
- Our interests include
 - Sharing ideas with our experienced colleagues
 - Starting conversations, possibly projects
 - Expanding possibilities for GE HR Alumni group

“How great is it to be GE alumni? It is the gift that keeps on giving!”

When we worked at GE



The work we did at GE

- >70% HR Generalist and ER
- Talent development/Session-C
- Organization change
- Performance management
- M&A, integration

What we did after GE

- 70% internal HR-related
- 45% external consulting
- 37% coaching
- ~15% academics, writing, speaking
- A few in general management
- 20% do pro bono work
- 15% now retired

Paradox

“Companies are seduced by GE’s image as a management leader when in reality the performance has lagged...”

Translating Practices

Easiest to translate – two clear stand-outs

- Talent management/Session-C
- HR Generalist and Employee Relations

More difficult to translate

- Nothing really stands out ...
- But, most difficult are long-lived and specific – Crotonville, comp & benefits, labor relations

Emulating GE

What makes GE good to emulate?

- Bias for execution
- Attention to high potentials and deep talent bench
- Learning orientation

What makes GE difficult to emulate?

- Individual iconic leader
- Longevity of GE practices
- Strength of the global brand
- Strength of GE staff functions

Transformation: Where Other Companies Struggle

“Leader capability, broadly speaking.”

- Leaders don't walk the talk; poor accountability
- and ...
- Change efforts are separate from each other and not integrated with business operations
 - Inconsistent messaging and communication
 - Inadequate development of change skills
 - Too little time/resource commitment

Transformation:

Important Practices, Working Together

“It is the specific combination of [practices] that creates the fabric of GE’s success.”

- Building a culture of performance
Execution mindset, discipline and simplicity, accountability, empowerment, a strong talent bench, CI and learning...
- And, the power of integrated practices
Starting with Talent and Leadership...

Next Steps

- Slides via LinkedIn Group and GPS Website, email
- Most would do a survey, interview or discussion; Social media? Not so much!
- 20% don't want to participate further –
 - *“It's time to move on.”*
- We know who responded but not who said what, so there will be opt-out options
- Build a community of practice and discussion
- Please stay in touch!