

GE Appliances Additional Workforce Development Commitments

Authors: David Hare

The success of the FAME program has convinced GEA to continue to invest in its ongoing workforce development initiatives. GEA has re-started an Apprentice Program to allow existing GEA hourly employees to enter a program, like FAME, that includes both a work and education component. An employee interested in being a maintenance technician at GEA is allowed the time off to take classes at JCTC and work at GEA. The employee receives an advanced technology technician degree and can work with an experienced maintenance technician during their time as an apprentice.

Apprentice type programs were phased out across GE in the 1980's/1990's as manufacturing employment began to shrink across the company. A resurgence in manufacturing has led to an increased need for technically trained personnel to diagnose and fix complex machinery used in the manufacturing process.

GEA invested monies to build a Manufacturing Training facility at its headquarters to provide training to its current employees and assess future employees. A mock assembly line was built inside the training facility to allow trainers the opportunity use hands-on equipment to demonstrate proper tool usage and ergonomic principles. The mock assembly line allows new employees to handle the actual tools used in the manufacturing assembly line without the risk of damage to products. New employee orientation is held at the facility and is a central place to current employees to increase their own skill sets.

GE Professional Development

Workforce Development Key Lessons Learned

The efforts being made by GEA in the workforce development space are focused on the long-term. These efforts take years to realize the return as intended but employers need to be proactively engaged now to see the outcomes of their efforts in the future. There is no one single workforce development approach and strategy that needs to be used to solve the workforce skills gap. It takes several approaches, each one being different but complementary, to move the needle positively. However, the future of America's economy and standard of living is connected to these workforce development initiatives.

Private and public partnerships, such as the Academy of Louisville, are one way to focus these efforts for young people at the high school level. Leadership of local Chambers of Commerce and/or Workforce Investment Boards is important as the business community needs voices at the table clearly articulating what they need in the workforce of today and tomorrow.

There is a role to play from the post-secondary educational institutions, both community and four-year colleges. It is supporting a KY FAME model or partnering with the business community to offer curriculum to educate the current and future employees. This academic collaboration can take the form of supporting dual-credit with local high schools or opening up their facilities for adult students seeking to further their knowledge in specific areas of interest.

These efforts take dedicated community leaders from multiple facets of the community coming together to solve a joint 21st century challenge. There is a role for everyone, but time is ticking. This effort requires sustained engagement with long-term goals and on-going efforts across multiple platforms.

Success comes in multiple ways, both small and large, and GEA is actively engaged in what it can do in Louisville to make a difference in this critical area.

GE Appliances Learning & Development

Investing in employee development is a critical path for GEA's for building ongoing operational success and building organizational and leadership capabilities. There are multiple strategies that are used to address this broad need within the organization to ensure that learning is highly democratized, strategic and prescriptive. It is highly democratized so that individuals seeking what they need to develop and grow can be easily accessed in both digital and instructor lead forms. Strategic elements of learning work very collaboratively with leaders across the organization to identify individuals for leadership and organizational talent pipelines to ensure individuals are prepared to grow into strategic roles within GEA. We have developed a series of competencies at both leadership and functional levels to assess and build individuals capabilities and skills. Lastly, learning and development is building more prescriptive solutions that permits individuals or teams to develop specific skill sets to enable development in achieving desired outcomes or moving beyond certain opportunities. These strategies are achieved through our digital learning solutions and our partnerships with strategic partners to deliver ongoing content through our learning and development department.

Post the acquisition of GEA by Haier, one of the learning development challenges was to build a digital learning strategy quickly and provide those learning assets across the organization. Our digital content library exists to address operational, professional, personal development. We provide digital library solutions from external and internal sources to address both operational and development needs within the organization. We are currently in the process of migrating from a traditional SkillSoft solution that is focused on delivering necessary content on Project Management and Six Sigma to a broader solution with LinkedIn Learning and Lynda.com. Moving to this larger solution provides a robust library of online courses accessible from mobile to desktop solutions with over 6,000 courses. More importantly, the product will curate content based on the individuals LinkedIn profile and selected topics of interest to provide a more individualized learning suggestion that offers courses consistent with what peers (associates or leaders with similar LinkedIn profiles) inside and outside the organization are learning. This will be our first introduction of AI into the learning environment to strengthen the learner experience and provide a more personalized/tailored approach.

Our organizations within GEA are able to create their own content on a consistent basis that is delivered through our LMS and that are assigned, tracked and reported on an as needed or scheduled basis. These products are built and designed using tools that can easily transition into mobile environments with the introduction of LinkedIn Learning and are still available in desktop environments through our traditional LMS system. We also leverage created and curated content as a blended solution for many of our programs and courses. We have several other external content partners that provide digital content that is leveraged both inside and outside (industry specific expertise or leadership development content) of the organization.

As part of the transition from GE to Haier, we needed to develop a set of competencies that provides necessary alignment of skills and capabilities to achieve desired levels of performance. Organizational leadership competencies were developed and distributed in order to align areas of targeted strengths and growth opportunities. These competencies are aligned under two primary areas of business acumen and inclusive leadership. Our 12 core competencies are also aligned with our leadership model in areas of leading self, other, teams and business to provide working definitions of each competency based on

the needs of the role and scope within the organization. These competencies are then utilized to define the necessary areas of development. Our workshops (as defined later) and LinkedIn Learning content are then aligned with the competencies and 4 Leadership Areas to provide each individual a better target of development.

GROW: Open enrollment professional development

One of the most critical areas of organizational development and building capabilities is through offering courses that any individual can enroll. We offer workshops within GEA that are offered for open enrollment and conducted by globally leading providers on those topics of expertise. The content is taught in collaboration with leaders in the organization, L&D staff, and external partners. In 2017 and 2018 we started with libraries that would permit addressing more of our critical core leadership elements and in 2019 we have tripled the offering within the organization and will continue to enhance our workshop offerings. Many of our courses also have digital products that help to blend the learning experience and provide either pre or post work for the employees to better implement and apply what they have learned.

At GEA we have built or partnered in delivering content within four areas of development. These four areas are consistent with Ram Charan's Leadership Pipeline model where individuals will develop the four critical domains of leading self, others, teams, and business capabilities. These four domains are tightly aligned with our competencies to ensure that individuals have necessary guidance in determining areas of development. Self-Enrolled Workshops Delivered (30 Workshops from Industry Leading Providers) within the four domains:

Self-Leadership: This domain focuses on the necessary skills and competencies to be an effective leader of self and developing/strengthening necessary personal/professional capabilities. Today we are offering eight Unique workshops available on topics such as Self Leadership, 7 Habits of Highly Effective People, Emotional Intelligence, Critical Thinking, Effective Personal Mastery, Project Management, Critical 5 Choices of Productivity and Effective Presentations.

Leading Others: This domain focuses on the unique skills and competencies necessary to influence or develop individuals in in one on one or group settings. These skills strengthen or build the necessary skills to help maneuver through the power of leading others. Today we offer six unique workshops available on topics such as Crucial Conversations, Building Trust, Management Essentials, Motivating and Engaging in the Millennial Era, Situational Leadership, and Coaching Others to Higher Levels of Performance.

Leading Teams: This domain focuses on growing from influencing individuals to leading and influencing the abilities and capabilities of teams. Today there are 6 unique workshops available on topics such as Leadership Agility, Leading People Through Change, Everyone Deserves a Great Manager, Building High Performing Teams, Management Challenge Simulation, and Values Based Leadership.

Leading Business: Lastly, this domain focuses on building capabilities that enables individuals to build business outcomes and results. Whether it is focused on operational execution, financial acumen, or innovation, the ability to build capabilities and strengths in these areas enable individuals to better lead the business more effectively. Today we have eight unique workshops are available on topics such as Business Acumen Basics, Business Acumen Advanced, Executive Business Simulation, Disciplines of

Execution, Cross-Cultural Negotiations, Innovation Simulations, A3 Problem Solving and Systems Thinking.

Each workshop within the GROW program offers an opportunity for participants to focus on specific developmental needs while collaborating with others in the organization as part of their journey. Each participant will have opportunities to utilize supporting digital content with each course and are expected to work directly with their learning partners to apply what they have learned into their current roles.

Tailored Development Programs

Learning and Development will work directly with leaders and teams within the organization to develop tailored experiences and workout sessions to address specific business needs. Whether that is in areas of innovation, leadership development, team development, execution, or communications, the L&D group will either design or partner with external providers to deliver workshops, workouts, and manage the experience until the teams have generated momentum towards desired outcomes or achieve desired objectives.

GE Appliances Early Career Development Programs

GE has had a long history of development that starts with individuals that are selected for the early career development programs. These early career programs play a critical role in the selection and development of talent pipelines within the organization. This is very evident with many of our executives within GEA who started their career joining a development program that existed when they graduated from college. These programs exist within the specific business units and are managed on a 2-3 year rotational type program. During the program each participant is provided training, education, and practical experiences for them to receive a permanent assignment at the conclusion of the program. A dedicated sponsor within each business unit works on the selection and development of each participant. The program in total will bring approximately 60 new program members each year with more that 140 members in the program at any given time.

6 Programs Functionally Aligned: Edison Program is aligned with Technology, DTDP- Is aligned with our Digital Technology organization, FDP – Is aligned with our Finance organization, SCDP – Supply Chain Development Program, EODP – Experienced Officer Development Program, CDP – Commercial Development Program

There are two different leadership/professional development training experiences that each program participant attends. The first training experience is titled Discover and is for participants within their first year of the early career program. The second training experience is titled Activate and is for individuals as they work through their second year of their early career programs.

Discover Leadership Training Experience (Week-Long Training Cohort of All Year 1 Program Members)

Discover is a customized learning and development experience that provides an environment for relationship building, networking and leadership exposure. Individuals will shift their focus from day-to-day responsibilities to discovering the leader within themselves as they examine opportunities for personal and professional development.

Each participant will develop a diverse set of concepts and frameworks that will help them...

- Develop self-awareness as a foundation to effective leadership of self and others
- Understand your DiSC style and how that impacts your brand, relationships and communication
- Practice communicating with impact and presence as well as giving and receiving feedback
- Use the STEAM model to plan for and conduct difficult conversations
- Identify their role in engagement and develop a mindset of value creation

Activate Leadership Training Experience (Week-Long Training Cohort of All Year 2 Program Members)

Activate is a customized learning and development experience that provides an environment for relationship building, networking and leadership exposure. Individuals will shift their focus from day-to-day responsibilities to discovering the leader within themselves as they examine opportunities for personal and professional development.

Each participant will develop a diverse set of concepts and frameworks that will help them...

- Build a diverse, effective and sustainable network to develop and position yourself for success in the organization.
- Diagnose levels of development using the Situational Leadership model and practice asking for the support you need to achieve goals.
- Leverage a framework and practical set of tools and techniques to drive critical thinking by focusing on solutions and self-empowerment.
- Develop business and financial acumen through a simulated experience that demonstrates the interdependencies of an organization.
- Define personal values and reflect on the leadership brand you desire to establish and grow

At the completion of the program, the members will graduate from the program and will be assigned an off-program role within the organization. Our development program members in a GEA program have multiple offers upon graduation. Many indicate that the professional and leadership development received during their experiences on one of the development programs plays a critical role in their selection of GEA as an employer.

GE Appliances Leadership Development Programs

Our more strategic leadership development programs are designed from the selection of participants through our Talent Review process. During the Talent Review process, our HR Leaders work directly with operational and departmental leaders to identify potential and high potential talent for specific development needs. These participants are selected and then placed into the corresponding leadership development programs based on their career progressions and expected next potential roles within the organization. These programs utilize a series of workshops delivered by internal facilitation, executive sponsorship, and external business partners.

Ignite: New Leaders Program (18 months)

Ignite is the only leadership program that is not selection based as each new leader (new to the organization or the role of leadership) is auto enrolled in the program. Participants may be new to GE Appliances or were recently promoted to an M1 or M2 role within GEA. Ignite is a development program

that will kickstart their leadership journey. It will guide them through leadership at GEA and how we expect each leader within the organization to know, show and teach others through leading. We understand that leadership makes a difference in the success of our organization, but more importantly it enables happiness and wellbeing within the lives our employees when we embody it effectively. This 18-month program will walk them through our core competencies of leadership, beginning with the power of Values-Based Leadership.

Participants attend four separate workshops that are spaced over 18 months, and will be introduced to how we expect every leader within GEA to lead themselves, others and teams. They will be provided the necessary skills and abilities to transition from delivering results on their own to making an impact through the growth and development of others. They will learn to craft and communicate their values in a way that aligns with the organization, while developing the necessary skills to unleash the potential in others. These experiences are based on cutting edge research as it relates to leadership, team development and leading others to higher levels of performance. Our goal is their success, and the organization will support them in this transition by equipping them to create a Remarkable culture of performance and achievement within the teams they lead.

Emerge: Mid-Level Leaders / Professional Contributors Mid-Career (6month cohort twice per year)

Emerge is designed for employees who have recently been promoted to a team leader or manager position or have the potential for a higher-level role. The six-month experience is designed to provide multiple learning workshops focused on leading others (both direct and indirect reports) through influence and coaching methodologies. The experience will help you to assess the impact of your leadership skills and personal brand on the organization. It will expand your business acumen from a financial and management perspective, and it will help you to gain a deeper understanding of our company values. This experience will expand your leadership competencies through in-depth business simulations, classroom training and independent growth experiences. We understand that leadership makes a difference in the power of our organization, but more importantly it enables happiness and wellbeing within the lives our employees when we live it effectively.

Accelerate: Pre-Executive/Early Executive/ Senior Professional Contributors (6 month cohort once per year)

Accelerate is a six-month program designed to provide extensive feedback to experienced leaders. By improving a leader's self-awareness, the program enables participants to develop personalized growth plans that will accelerate their development. Leadership makes a difference in the power of our organization, and more importantly, it enables happiness and wellbeing within the lives our employees when we live it effectively. This program expands the core competencies of leadership by immersing the participant in detailed feedback through an extensive personality assessment and reference check process.

The participant will complete each of the three Hogan Assessments, as well as a face-to-face interview with a trained HR Assessment team. These data points, along with various reference checks, will provide you with a broad range of developmental feedback. This very extensive 360 provides the necessary feedback to bring awareness to strengths and potential blind spots while enabling them to build a strong and sustainable development plan. In addition, the participant will attend immersive workshops that are spaced over six months. At the end of the program, the participant will have gained personalized feedback to transition from leading others to leading teams and organizations. As a deliverable, the

participant will be required to provide their organization's Executive Council Leadership Team member with a personalized Growth Plan based upon input from this program. Our goal is to provide the participant with specific and actionable feedback that allows them to take their leadership to the next level.

Master: Executive Development Program

The development of executives is critical for professional growth and capability building, personal capacities, and succession pipeline development within GE Appliances. Our fourth pipeline program will focus primarily on our executives that have been identified as high potential for succession and those with the ability to continue to grow their capabilities and capacities. This is less of a cohort type program and more tailored to the specific needs of the identified executives. These programs will be highly immersive and experiential in design with a focus on learning from an outside in perspective in regards to the organization and operational behaviors, and inside out with respect to personal capacities and capabilities. The Master program is under development and scheduled to launch in 2020. There are 3 levels of developmental focus within the program and individuals will be selected for that particular level or program based on specific individual developmental needs or potential roles. These three programs are outlined below:

Our Global Leadership Development Program will focus on an immersive cohort leadership development program. This program will consist of executive leaders from GE Appliances and the other Haier businesses. These leaders will focus on developing a global mindset and solving business problems from a cross-cultural perspective. This program will involve an immersive experiential development workshop focused on best practices from organizations across the world and determining ways to solve current business needs within Haier. Then the participants will work together on their self-assigned project to deliver potential solutions to an advisory group of Haier executives outlining solutions and learnings from the experience. This highly collaborative and blended learning experience will take place over a 6-9 month time frame.

Another focused program is Executive Assessments and Coaching. Identified leaders will experience an in-depth personal assessment of leadership characteristics and capabilities. This assessment will be followed by a tailored executive coaching engagement to provide the necessary development of the focused areas from the assessment and enable the leader to grow in desired areas.

The last of our three-tiered executive development program is an immersive experiential learning workshop. These experiences are chosen based on the leader specific needs around achieving excellence, creating a vision, dealing with ambiguous and volatile markets.

GE Appliances Affinity Network

Another resource for employee's professional and leadership development are Employee Resource Groups, or as they're referred to internally at GE Appliances, Affinity Networks. These open membership groups are designed to attract, develop and retain diverse talent through the building of networks, opportunities for professional and leadership development experiences and community outreach activities.

GE Appliances Affinity Networks include the following; African -American Forum, Asian Pacific American Forum, Development Program Network, Hispanic Forum, Louisville Network, Pride, Veterans Network and Women's Network.

Each Affinity Network has executive sponsors and leadership positions that provide the opportunity for exposure, relationship building and leadership opportunities in a variety of settings - within the network, broadly across the enterprise and externally in local communities.

A hallmark of the Affinity Networks and a powerful example of their impact is the bi-annual, multi-day Learning Symposium, for 300-400 members from across the networks. The symposium includes volunteer opportunities, networking, professional and leadership learning experiences and keynotes from national speakers on a variety of topics.

The learning does not stop with the symposium. Each Affinity Network has a Professional Development chair that plans and delivers unique professional and leadership learning experiences open not only to members, but also across the enterprise. GE Appliances has continued and strengthened the important heritage of these networks inherited from their former parent company and are currently recognized with Haier as an example of excellence in this space.

Conclusion

Developing learning experiences both inside communities and companies is critical to the welfare and growth of citizens and employees. Employers play a crucial role as a role model to positively effect change in the communities where we have facilities. Historically, this has played out inside our company and is now reaching beyond our walls into local schools at the secondary and community college level. Lifelong learning should be a goal espoused and encouraged by employers. At GE Appliances, we are committed to be a catalyst for learning and development for our current and future employees.