



Performance Development @ GE

Julia Kuznetsova

Imagination at work

Redefining our value proposition

Global Locations: 175 countries

305,000 Employees

Revenue (2014) – \$149 billion

Earnings – \$16.7 billion.

GE works on things that matter. The best people and the best technologies taking on the toughest challenges. Finding solutions in energy, health and home, transportation and finance. **Building, powering, moving and curing the world.** Not just imagining. Doing. GE Works.



ENERGY
MANAGEMENT



OIL &
GAS



POWER &
WATER



HEALTHCARE



AVIATION



TRANSPORTATION



CAPITAL



APPLIANCES &
LIGHTING



GE is consistently ranked as one of the world's leading corporations



Aon Hewitt
Top Companies
for Leaders 2014



GE Values to GE Beliefs – 2000 to 2014

2000

GE Values

All of us... always with unyielding integrity...

- Are passionately focused on driving customer success
- Live Six Sigma Quality... ensure that the customer is always its first beneficiary... and use it to accelerate growth
- Insist on excellence and are intolerant of bureaucracy
- Act in a boundaryless fashion... always search for and apply the best ideas regardless of their source
- Prize global intellectual capital and the people that provide it... build diverse teams to maximize it
- See change for the growth opportunities it brings... e.g., "e-Business"
- Create a clear, simple, customer-centered vision... and continually renew and refresh its execution
- Create an environment of "stretch," excitement, informality and trust... reward improvements... and celebrate results
- Demonstrate... always with infectious enthusiasm for the customer... the "4-E's" of GE leadership: the personal **Energy** to welcome and deal with the speed of change... the ability to create an atmosphere that **Energizes** others... the **Edge** to make difficult decisions... and the ability to consistently **Execute**

2007

Actions & Values – How we work

Actions

imagine
We put imagination to work for our customers, people, and communities

solve
We help solve some of the world's toughest problems

build
We are a performance culture that builds markets, people, and shareholder value

lead
We are a meritocracy that leads through learning, inclusiveness, and change

Always with unyielding integrity

Values

**CURIOUS
PASSIONATE**

**RESOURCEFUL
ACCOUNTABLE**

**TEAMWORK
COMMITTED**

**OPEN
ENERGIZING**

2009

Growth Values

<p>Values</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; text-align: center;"> imagine</div> <div style="width: 50%; text-align: center;"></div> <div style="width: 50%; text-align: center;"> solve</div> <div style="width: 50%; text-align: center;"></div> <div style="width: 50%; text-align: center;"> build</div> <div style="width: 50%; text-align: center;"></div> <div style="width: 50%; text-align: center;"> lead</div> <div style="width: 50%; text-align: center;"></div> </div> <p>Always with unyielding integrity</p>	+	<p>Growth Traits</p> <p>External focus</p> <p>Clear thinker</p> <p>Imagination</p> <p>Inclusiveness</p> <p>Expertise</p>	=	<p>Growth Values</p> <p>External focus</p> <p>Clear thinker</p> <p>Imagination</p> <p>Inclusiveness</p> <p>Expertise</p> <p>Always with unyielding integrity</p>
--	---	---	---	---

2011

Growth Values

External focus

- Connects effectively with a broad group of stakeholders
- In tune with outside customers and environment, sees around corners
- Educated on global issues, curious about the world

Clear thinker

- Embraces ambiguity and uncertainty, is adaptive
- Connects strategy to purpose and communicates in a way that inspires
- Decisive, uses knowledge, experience, network, instinct

Imagination & courage

- Generates innovative ideas and makes it happen
- Encourages risk taking and learns from success/failure
- Challenges bureaucracy and non-value-add work, drives speed and simplicity

Inclusiveness

- Welcomes opposing thoughts and ideas, listens and is humble
- Works collaboratively, respects individuals and cultures
- Drives engagement and commitment

Expertise

- Domain depth, credibility built from experience and results
- Continuously develops self and passionate about developing others
- Leverages technology to win

Always with unyielding integrity.

2014

GE BELIEFS

Customers determine our success

Stay lean to go fast

Learn and adapt to win

Empower and inspire each other

Deliver results in an uncertain world

EN



Imagination at work.

Transforming around simplification

We are transforming GE around the “**culture of simplification.**” This is not a reorganization or an initiative. Rather, it defines the way we make decisions, work together and work with our customers.

Jeff Immelt

Structural Transformation

- Shared Services/COEs
- SG&A Challenge
- ERP/IT Systems
- Spans/Layers
- # of P&Ls



Cultural Transformation



- FastWorks



- GE Beliefs



- Performance Development



A leap not a step

What else changed?

Technology

The world becomes more digitized, generating more information and speeding up processes

Market

Silicon Valley and Lean start-up philosophy. Even big industrial companies want to compete as a software companies

Cycle time

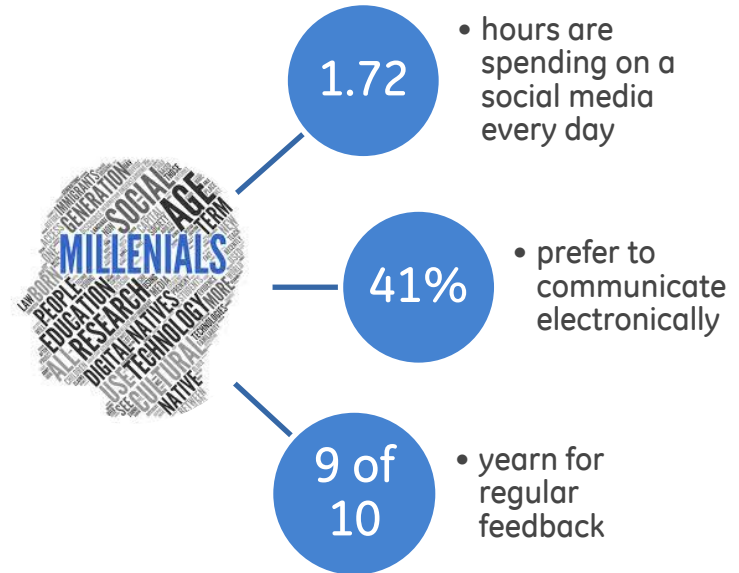
Business cycle time changed - Short product lifecycle and rapid decision-making

Responsibilities

Average Manager's responsibilities doubled, flattening of organizations

HR

HR Transformation – more data and analytics driven



“Anything you wait a year to give meaningful feedback on is already old news”
Athena Kaviris, Senior HR Executive, GE Transportation



Why performance development?

Voice of Customer

Discussion with 1000+ GE employees, managers and external companies

- “We need a more **continuous, fluid** process vs. an event driven one”
- “Too many tools (Goals, EMS, 360) ... **simplify to one tool and be consistent**”
- “GE has a good culture of downward feedback ...opportunity for **upward and peer feedback**”
- “Ratings are submitted for compensation planning **prior** to the EMS being submitted by me I don’ t think that is right.”
- “Too much time spent **looking backward**”

Guiding Principles

We are a meritocracy

Ongoing dialogue owned by manager and employee with shared accountability is how we work

A focus on **developing employees** as part of through everyday activities

A few **simple rules** will create a more personal experience

Technology is an **enabler**

It doesn’t have to be perfect ... continue to learn and adapt



Performance Development

A personal, dynamic approach to enhance the way we work and grow, drive competitive advantage, and maximize customer outcomes



Supported by ongoing dialogues and insights from colleagues

Focus on
WHAT we do
and HOW
we lead

Hold employees
accountable for
driving customer
impact

Ongoing
personal and
professional
growth

Empower
and inspire
employees

Leader as
coach

Culture of
transparency
and trust

GE's real-time Performance Development



HEALTHCARE



TRANSPORTATION



WATER



AVIATION



OIL & GAS



PGS



PGP



DP

Before

Annual review

- Once a year appraisal

Focus on the Past

- Evaluating past performance

Complex

- Heavy loaded for employees and managers



Goals and Objectives



GE Beliefs



Rating Summary

Manager	Employee
-----	-----
-----	-----
-----	-----

Way forward

Instant

- Consistent data - ongoing stream

Focus on the Future

- Collects actionable real-time performance

Digital and Simple

- Ability to use the App



Impact indicators

Extraordinary
Meaningful
Limited



from "Command and control" to "Empower and inspire"

Performance Development ... fast, simple, customer-focused

JANUARY

Priorities Touchpoint

Manager & employee together:

- Set priorities aligned with customer outcomes ... fewer things better
- Discuss connection with organization goals
- Identify behaviors for effectiveness, impact

Colleague insights



Ongoing Touchpoints

Manager & employee together:

- Discuss contributions to priorities
- Set new/adjust priorities
- Incorporate career dialogue at the right time
- Share insights, provide coaching



Summary Touchpoint

Manager & employee together:

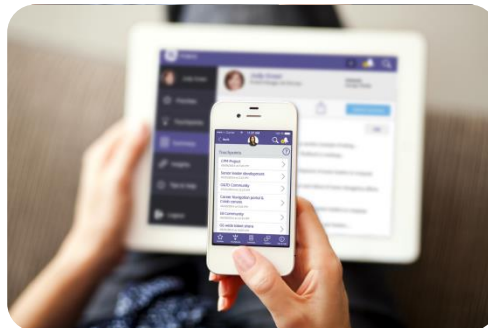
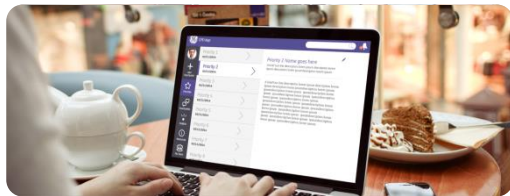
- Review summary of year ... contributions, insights
- Discuss learnings for coming year
- Create simple summary
- Move forward



Measure Impact, Integrate with HR Processes



Technology supports



- View organization goals
- Capture Touchpoint notes
- Request and give colleague insight
- Draft summary based on inputs



Experience it yourself

Get comfortable with being uncomfortable

It starts with
being ALL IN

- Practice, practice, practice
- Diving deep from the start creates more **impact**
- New language creates a **new mindset**
- More **insights**, more awareness, more **growth**
- Build ability to share “**consider**” insights
- Less “ritual” = more **meaningful** conversations
- Tool is **simple** and supports the new way of working



*“My manager allowed me to tell him what I wanted to get out of the discussion and geared it towards that. It was best review I have had - very thoughtful in the approach. I truly felt for the first time in my career that everything discussed was for my benefit, to make me better in my career.”
- 2014 MVP Participant*



Insights?

Observations?

Comments?