

April 7th, 2021

「企業組織の変革に関する研究会」

GEジャパン
代表取締役社長
浅井英里子



Today's Topics

本日のトピック

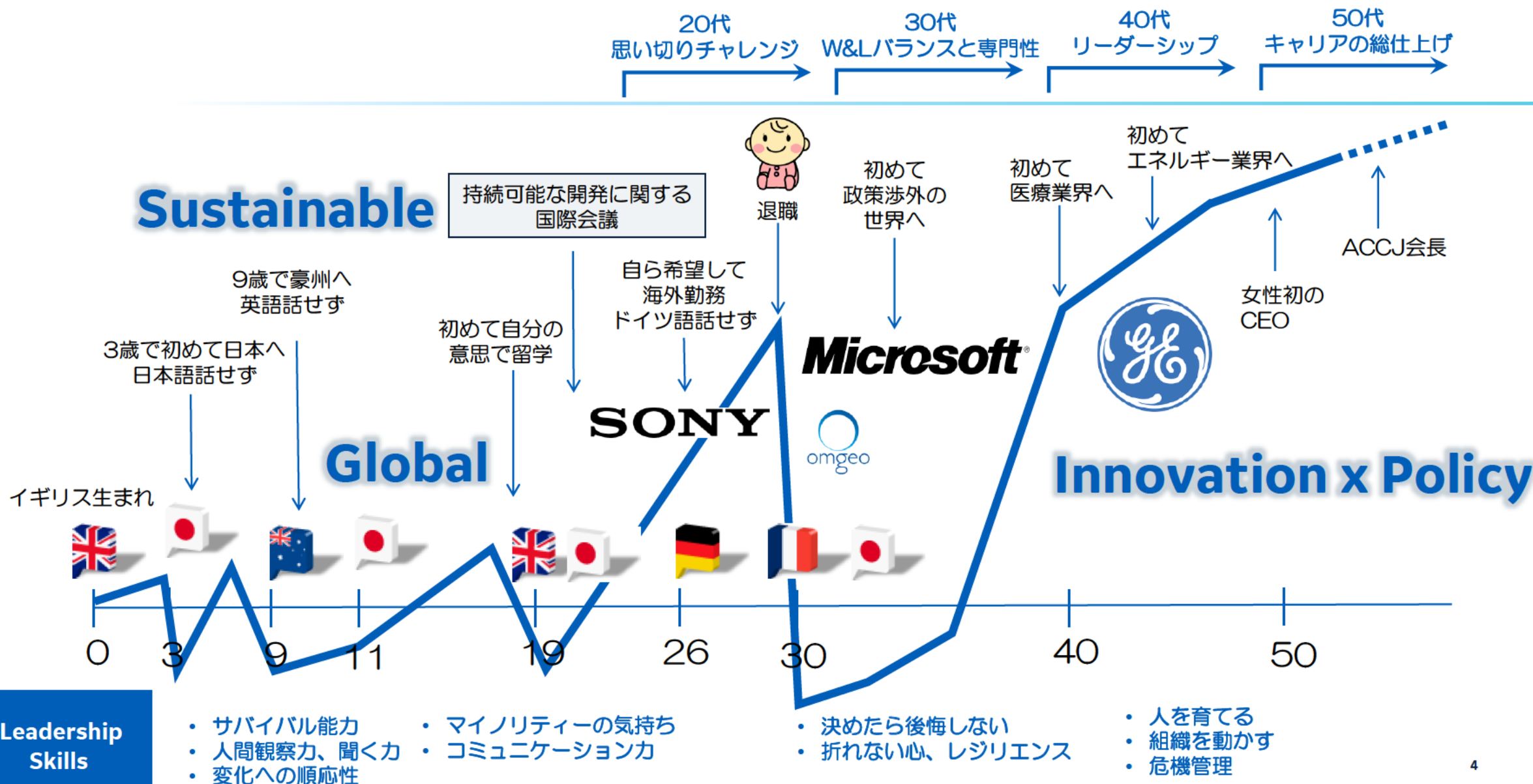
1. My leadership journey
2. Business Transformation
3. Culture Transformation
4. Diversity
5. Q&A





My leadership journey

ゼロからのスタートの連続で学んだこと...



Leadership@GE

- 社員全員リーダー
- リーダーが人を育て、チームがリーダーを育てる
- 明確な 後継者プラン
- リーダー育成プログラム
(例)
入社 '11
MDC '13 (Manager Development Course)
BMC '16 (Business Management Course)
CEO就任 '18...Officerによる伴走
Leadership in Action '20
専属のCoach '21
- 360 Review

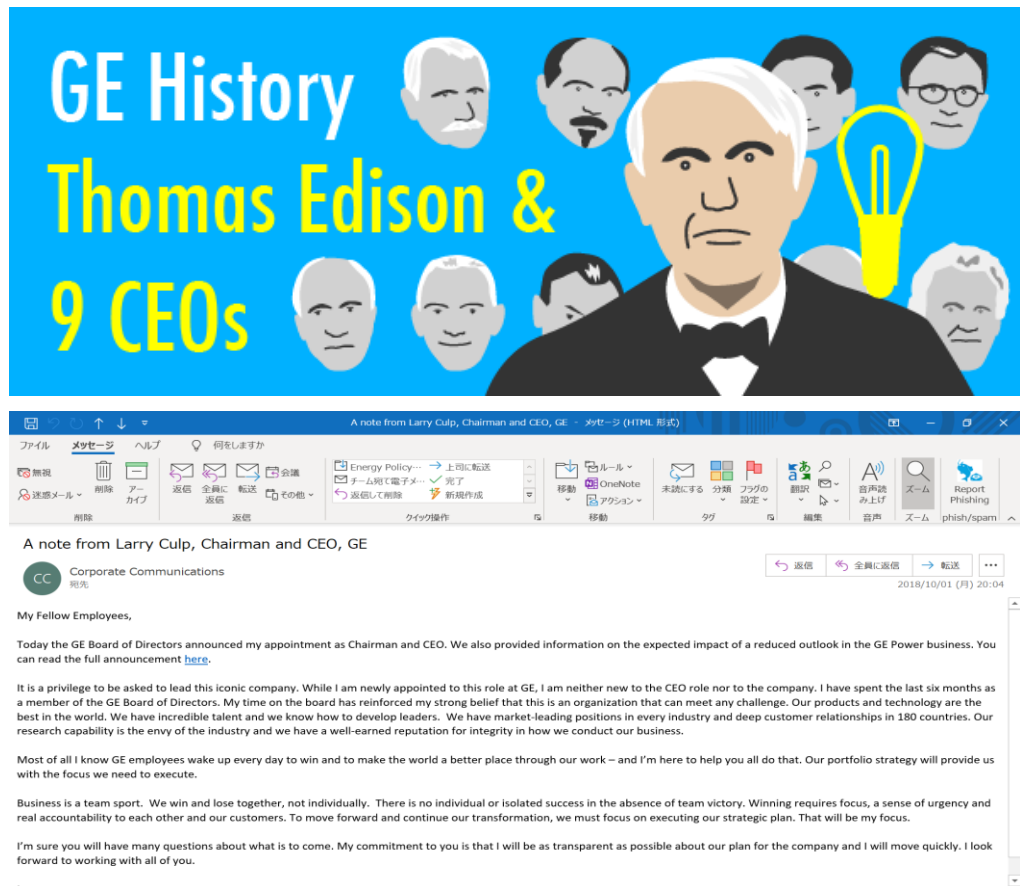




— Business Transformation

GE137年の歴史でCEOはわずか9人。

....2018年10月に初めて外部からのCEO就任



2021



CONSTANTS

*Leadership Behaviors |
Purpose | Strategy | Lean*



CHANGE

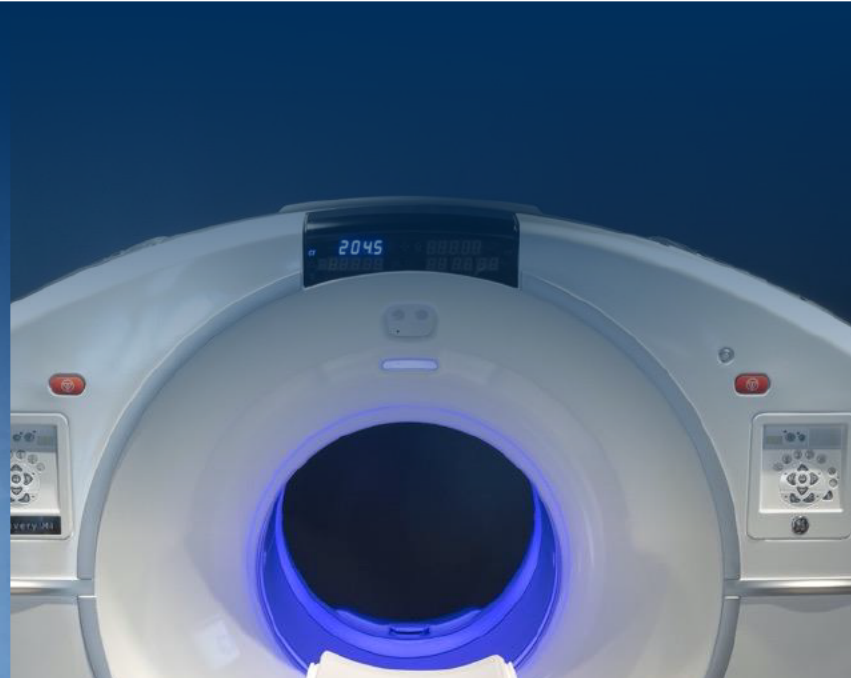
*Safety | Diversity
Running the Business | Growth*



We Rise to the Challenge of Building a World that Works

[VIDEO](#)

Strategy



ENERGY TRANSITION



2021 LEADERSHIP KICKOFF MEETING

PRECISION HEALTH



FUTURE OF FLIGHT



Strategy

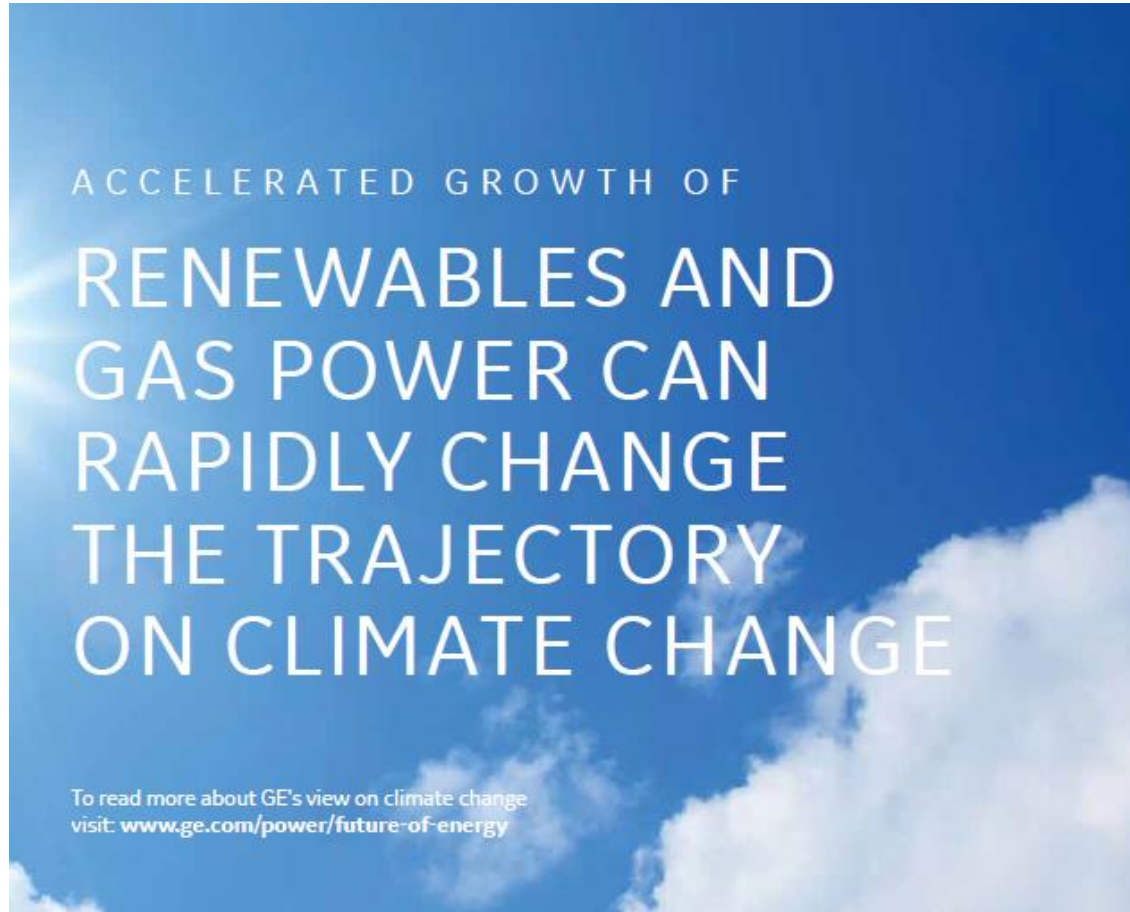


DECARBONIZATION

DECOUPLING

DIGITAL

Energy Transition



Rising to the challenges of the energy transition

公開日: October 15, 2020



Larry Culp Chairman & CEO at GE

[Follow](#)



1,938



70



0

GE has a longstanding commitment to delivering for our customers and tackling the world's biggest challenges. Climate change is undoubtedly among the foremost of those challenges, and we have been sharpening our strategic focus on GE's role in helping solve the global energy transition. This is a regular discussion topic with



— Culture Transformation



Act with **Humility**



Lead with **Transparency**



Deliver with **Focus**



ALWAYS WITH UNYIELDING INTEGRITY.

Act with Humility

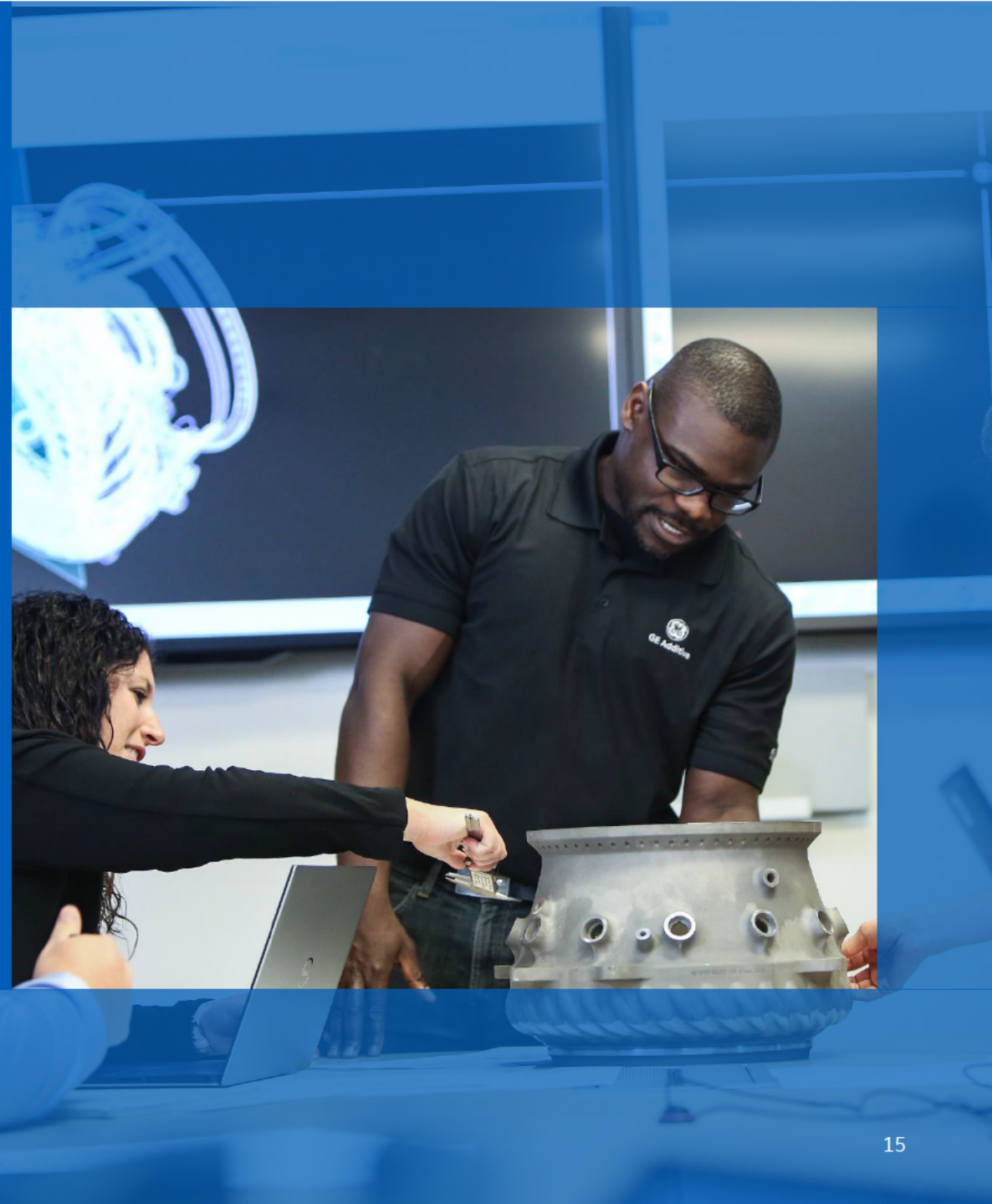
We embrace a culture of **respect** which value inclusive teams and diverse perspectives.

We actively **listen** to internal and external sources.

We **learn** from our shortcomings as much as we celebrate our wins.



...always with unyielding integrity.



Act with Humility

We embrace a culture of **respect** which values inclusive teams and diverse perspectives.

EXAMPLES

- Treats everyone with respect and fairness and holds others accountable in doing so.
- Promotes healthy debate by encouraging differing viewpoints; creates a safe space for exchanging and incubating new ideas.
- Solicits input from diverse perspectives, especially when weighing options and reaching decisions.
- Identifies and partners with individuals of diverse backgrounds and experience when collaborating and building teams.



Deliver with Focus

We put **safety** first.

We **prioritize** our work, maximizing our impact.

We measure performance through the lens of our **customers**.

We are committed to **continuous improvement** always in search of a better way.



...always with unyielding integrity.



— Diversity

2020 Diversity Annual Report

With nearly 174,000 employees serving customers in more than 170 countries, GE is an inherently global company. We know that building a world that works requires us to **build the best team**, one that **brings diverse perspectives** to make us more **competitive and creates value** for our customers, shareholders and employees.

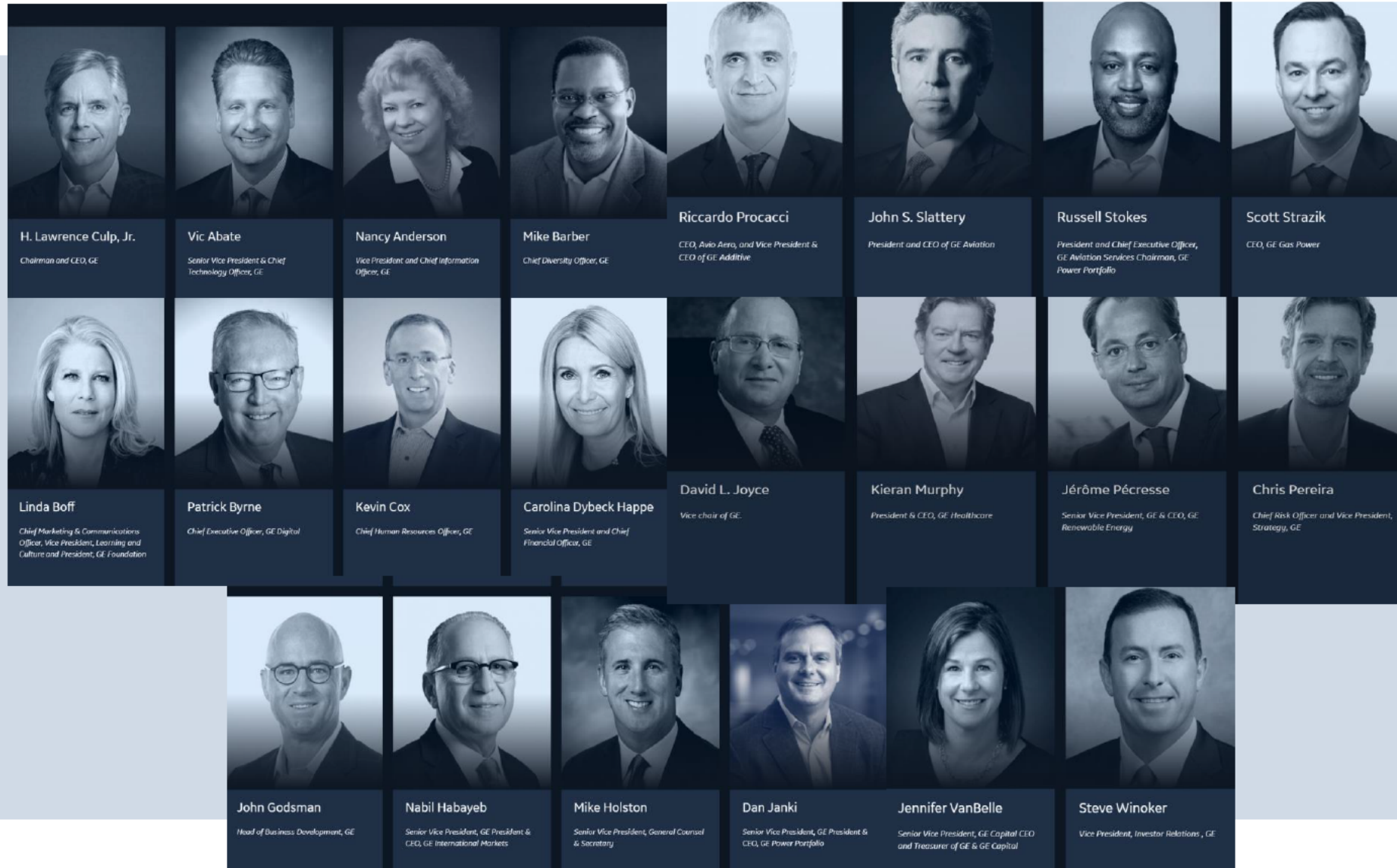
we are **not satisfied** with where we are today, including representation of race and ethnic minorities among our executive ranks. It is **clear we have work to do** and as with any business imperative, **accountability is key** to achieving progress.


H. LAWRENCE CULP, JR.
Chairman & CEO, GE




MICHAEL J. BARBER
Chief Diversity Officer, GE

GE Leadership Team

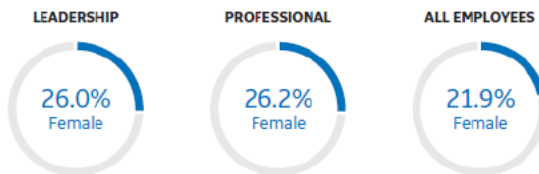


Transparency



GE

GLOBAL DATA

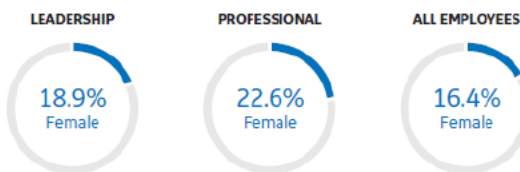


	ASIAN
Leadership	11.1%
Professional	12.1%
All Employees	8.1%

UNITED STATES DATA

GE Gas Power

GLOBAL DATA

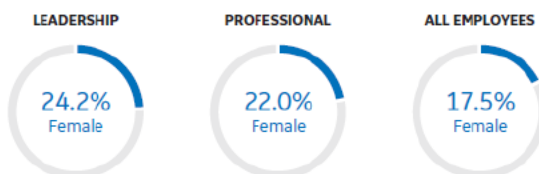


UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	12.0%	3.1%	2.6%	0.0%	0.0%	0.5%	18.3%
Professional	11.6%	6.2%	5.8%	0.1%	0.1%	1.5%	25.3%
All Employees	8.3%	7.8%	6.4%	0.2%	0.1%	1.4%	24.3%

GE Aviation

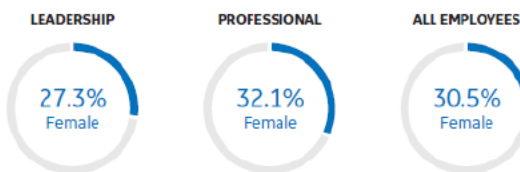
GLOBAL DATA



	ASIAN
Leadership	6.1%
Professional	7.1%
All Employees	5.1%

GE Healthcare

GLOBAL DATA

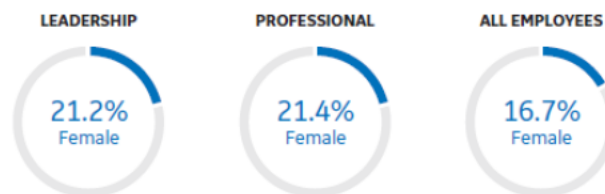


UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	14.6%	2.9%	5.1%	0.0%	0.0%	1.6%	24.1%
Professional	13.1%	3.6%	5.5%	0.3%	0.1%	1.6%	24.3%
All Employees	10.5%	6.4%	7.3%	0.3%	0.2%	2.0%	26.7%

GE Renewable Energy

GLOBAL DATA



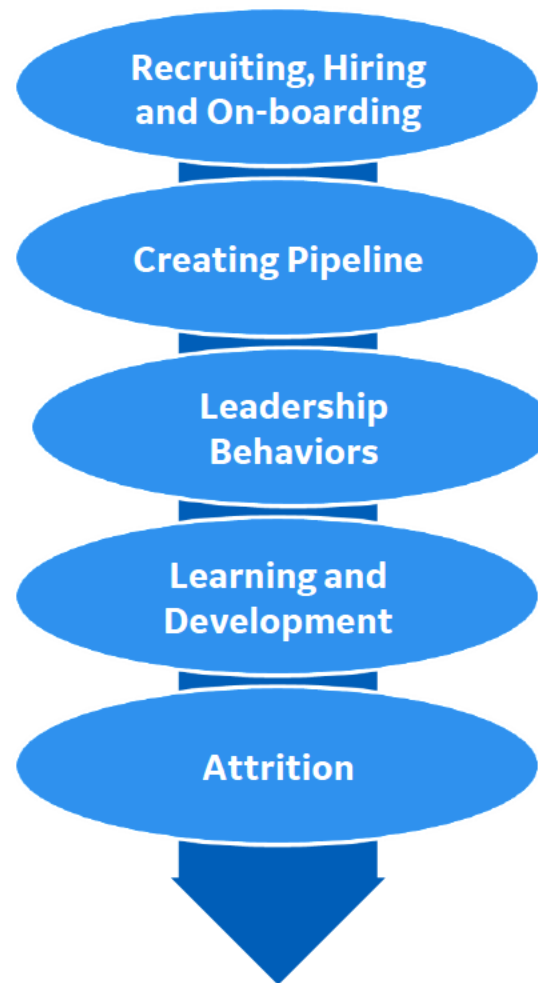
UNITED STATES DATA

	ASIAN	BLACK / AFRICAN AMERICAN	HISPANIC / LATINX	AMERICAN INDIAN / ALASKAN NATIVE	NATIVE HAWAIIAN / PACIFIC ISLANDER	MULTIRACIAL	TOTAL RACE & ETHNIC MINORITY
Leadership	7.0%	9.3%	4.7%	1.2%	0.0%	0.0%	22.1%
Professional	9.2%	4.0%	8.0%	0.2%	0.1%	1.4%	22.9%
All Employees	6.3%	10.2%	11.7%	0.5%	0.3%	1.7%	30.9%

責任の明確化

- コーポレートCDO & 各事業会社 CDOの役割
- 事業計画にダイバーシティが組み込まれている
- Lean方式の導入

- ✓ Defining the Problem
- ✓ Problem Solving
- ✓ Value Stream Mapping
- ✓ Root cause analysis
- ✓ KPI for Diversity
- ✓ Action Plan
- ✓ Kaizen Events



Joe Allen
GE Aviation



Mark Ortiz
GE Capital



Neenu Sharma
GE Digital



Tanya E. Spencer
GE Gas Power



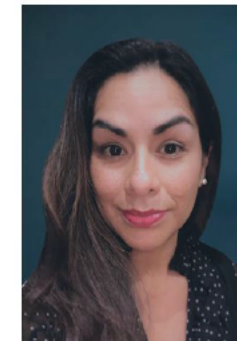
Luiz Verzeqnessi
GE Healthcare



Darion Jeralds
GE Power Portfolio - Hitachi Nuclear



Alma Batista
GE Power Portfolio - Power Conversion



Allison Pineau-Good
GE Power Portfolio - Steam Power



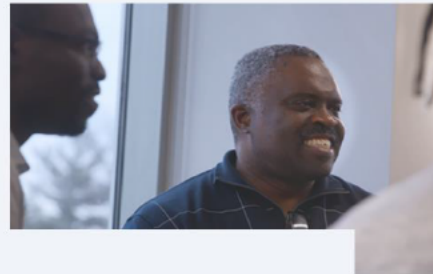
Deborah Parker
GE Renewable Energy



社内外のコミュニティづくり... Employee Resource Groups



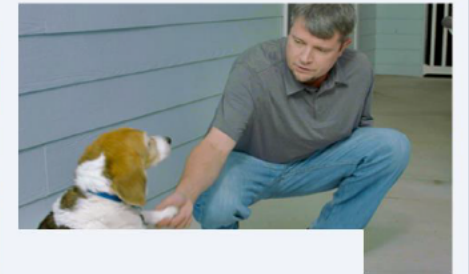
WOMEN'S NETWORK (WN)



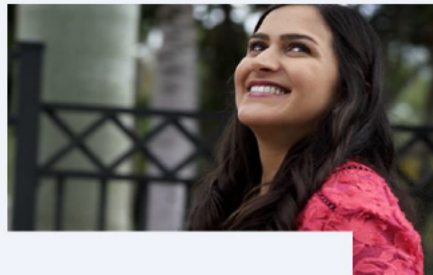
AFRICAN AMERICAN/AFFINITY
FORUM (AAF)



ASIAN PACIFIC ALLIES &
FRIENDS (APAF)



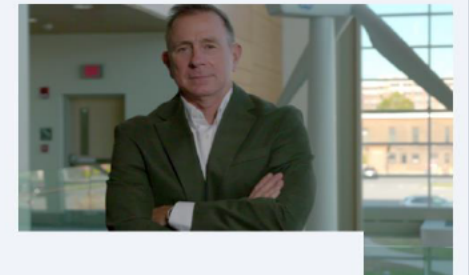
DISABILITY ADVOCACY
NETWORK (DAN)



HISPANIC FORUM (HF)



PRIDE ALLIANCE (PRIDE)



VETERANS NETWORK (VN)



Building a world that works