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

Presentation confidentiality disclosure.

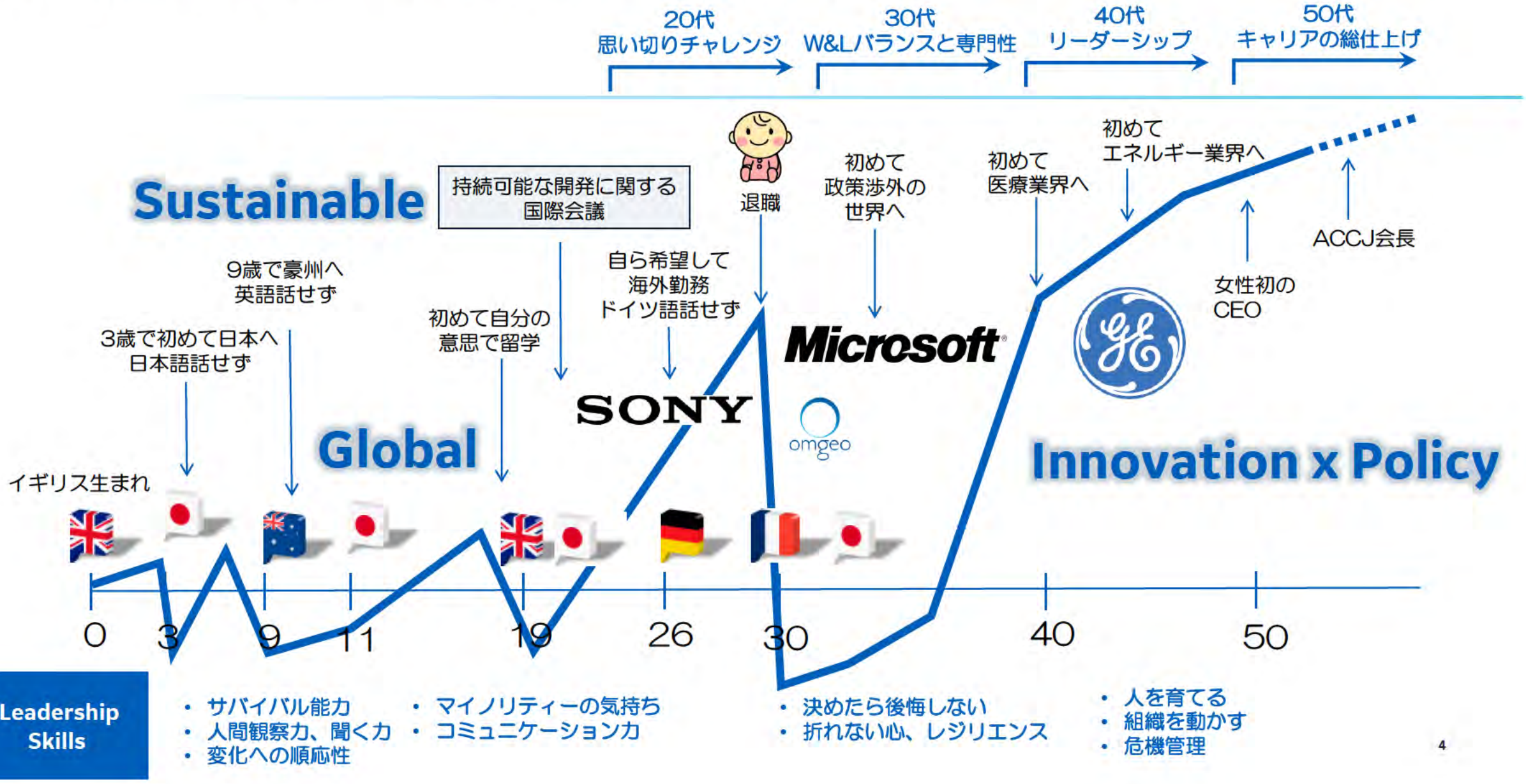
# Today’s Topics

## 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)

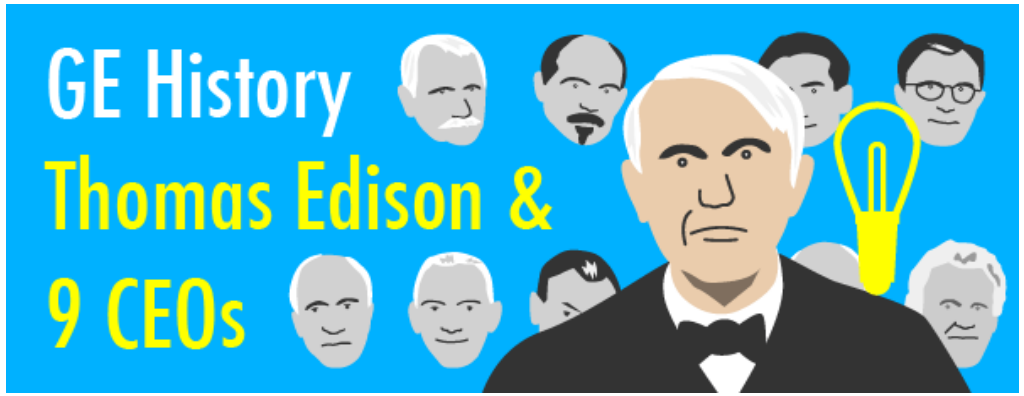
  CEO就任 ’18...Officerによる伴走

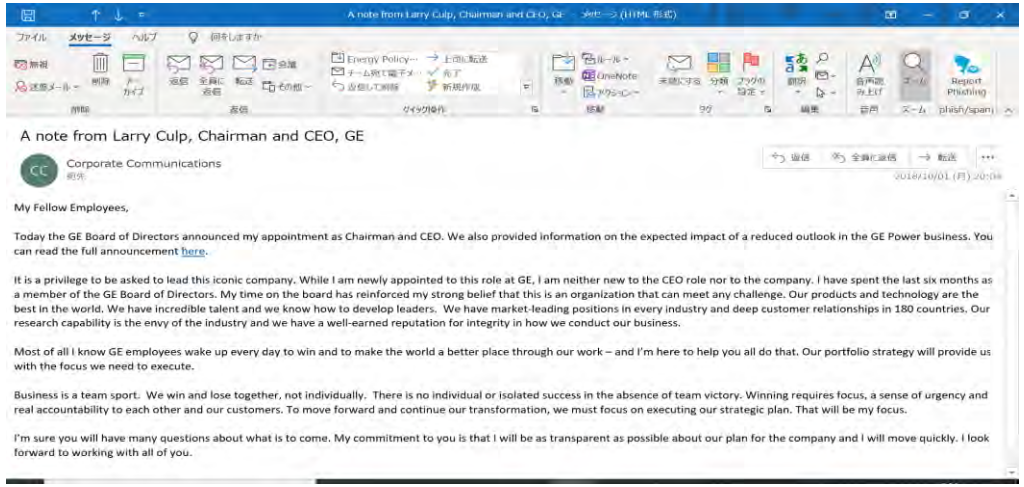
  Leadership in Action ’20

  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



A note from Larry Culp, Chairman and CEO, GE

Corporate Communications

My Fellow Employees,

Today the GE Board of Directors announced my appointment as Chairman and CEO. We also provided information on the expected impact of a reduced outlook in the GE Power business. You can read the full announcement here.

It is a privilege to be asked to lead this iconic company. While I am newly appointed to this role at GE, I am neither new to the CEO role nor to the company. I have spent the last six months as a member of the GE Board of Directors. My time on the board has reinforced my strong belief that this is an organization that can meet any challenge. Our products and technology are the best in the world. We have incredible talent and we know how to develop leaders. We have market-leading positions in every industry and deep customer relationships in 180 countries. Our research capability is the envy of the industry and we have a well-earned reputation for integrity in how we conduct our business.

Most of all I know GE employees wake up every day to win and to make the world a better place through our work – and I'm here to help you all do that. Our portfolio strategy will provide us with the focus we need to execute.

Business is a team sport. We win and lose together, not individually. There is no individual or isolated success in the absence of team victory. Winning requires focus, a sense of urgency and real accountability to each other and our customers. To move forward and continue our transformation, we must focus on executing our strategic plan. That will be my focus.

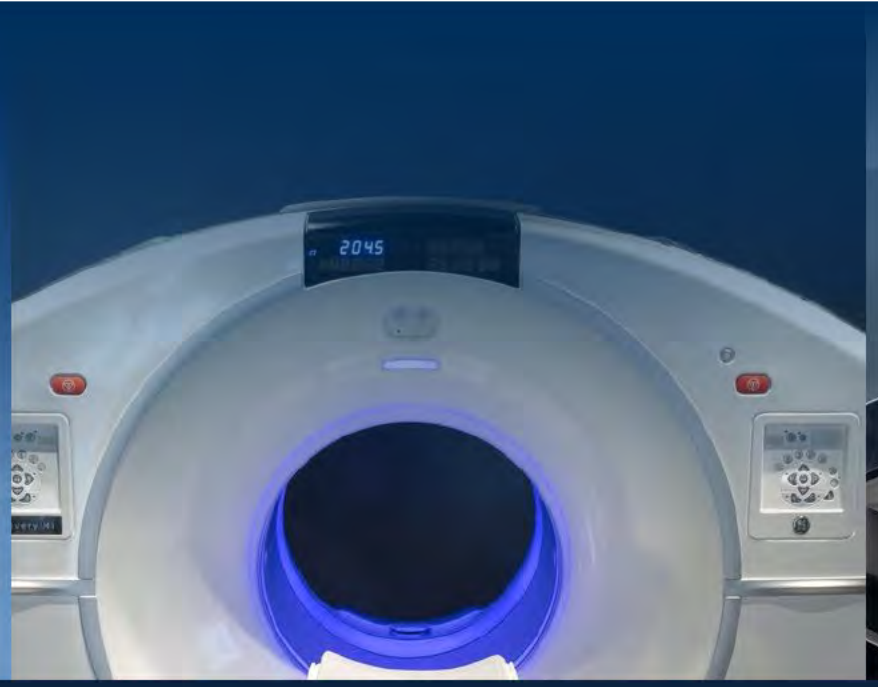
I'm sure you will have many questions about what is to come. My commitment to you is that I will be as transparent as possible about our plan for the company and I will move quickly. I look forward to working with all of you.

2021
CONSTANTS
&
CHANGE
Leadership Behaviors |
Purpose | Strategy | Lean
Safety | Diversity
Running the Business | Growth

# We Rise to the Challenge of Building a World that Works

VIDEO

# Strategy



ENERGY **TRANSITION**

**PRECISION** HEALTH

**FUTURE OF** FLIGHT

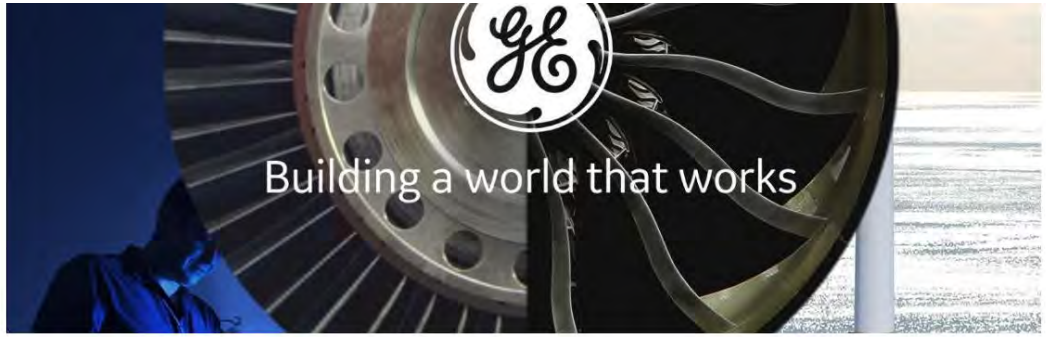
# Strategy

**DECARBONIZATION**

**DECOUPLING**

**DIGITAL**

# Energy Transition




## Rising to the challenges of the energy transition

公開日: October 15, 2020

Larry Culp | Follow
Chairman & CEO at GE

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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

# GE Leadership Behaviors

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.

GE LEADERSHIP BEHAVIORS

# 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

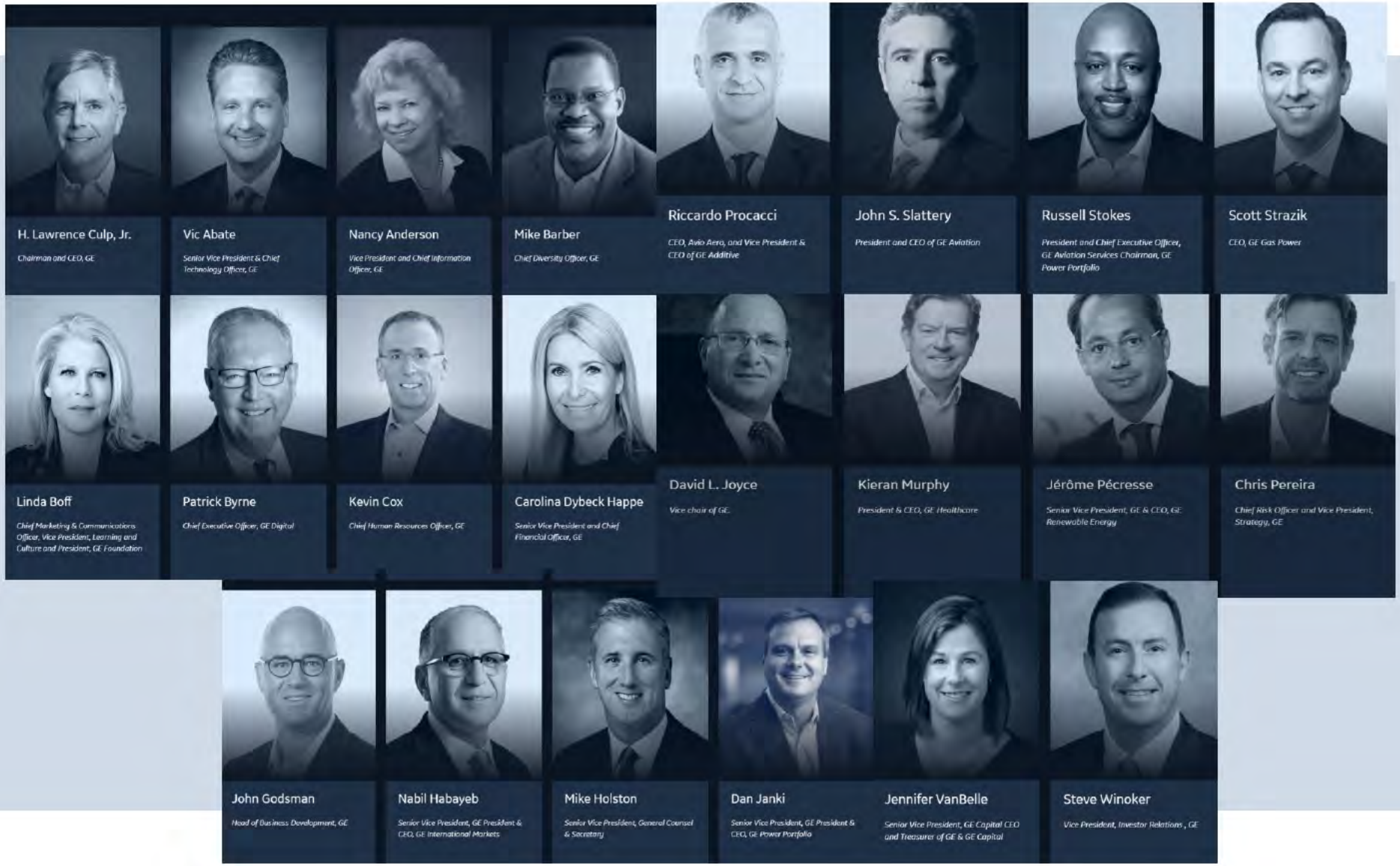
With nearly 174,000 employees serving customers in more than 170 countries, GE is an inherently global company. We know that building a world that works requires us to **build the best team**, one that **brings diverse perspectives** to make us more **competitive and creates value** for our customers,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

| LEADERSHIP | PROFESSIONAL | ALL EMPLOYEES |
|---|---|---|
| 26.0% Female | 26.2% Female | 21.9% Female |

### UNITED STATES DATA

| | AS |
|---|---|
| Leadership | 11. |
| Professional | 12. |
| All Employees | 8. |

## GE Aviation

### GLOBAL DATA

| LEADERSHIP | PROFESSIONAL | ALL EMPLOYEES |
|---|---|---|
| 24.2% Female | 22.0% Female | 17.5% Female |

### UNITED STATES DATA

| | AS |
|---|---|
| Leadership | 6. |
| Professional | 7. |
| All Employees | 5. |

## GE Gas Power

### GLOBAL DATA

| LEADERSHIP | PROFESSIONAL | ALL EMPLOYEES |
|---|---|---|
| 18.9% Female | 22.6% Female | 16.4% Female |

### 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 Healthcare

### GLOBAL DATA

| LEADERSHIP | PROFESSIONAL | ALL EMPLOYEES |
|---|---|---|
| 27.3% Female | 32.1% Female | 30.5% Female |

### 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

| LEADERSHIP | PROFESSIONAL | ALL EMPLOYEES |
|---|---|---|
| 21.2% Female | 21.4% Female | 16.7% Female |

### 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

# 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