



Developing Leaders Globally through Online Learning at GE

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Lectures



Online Courses



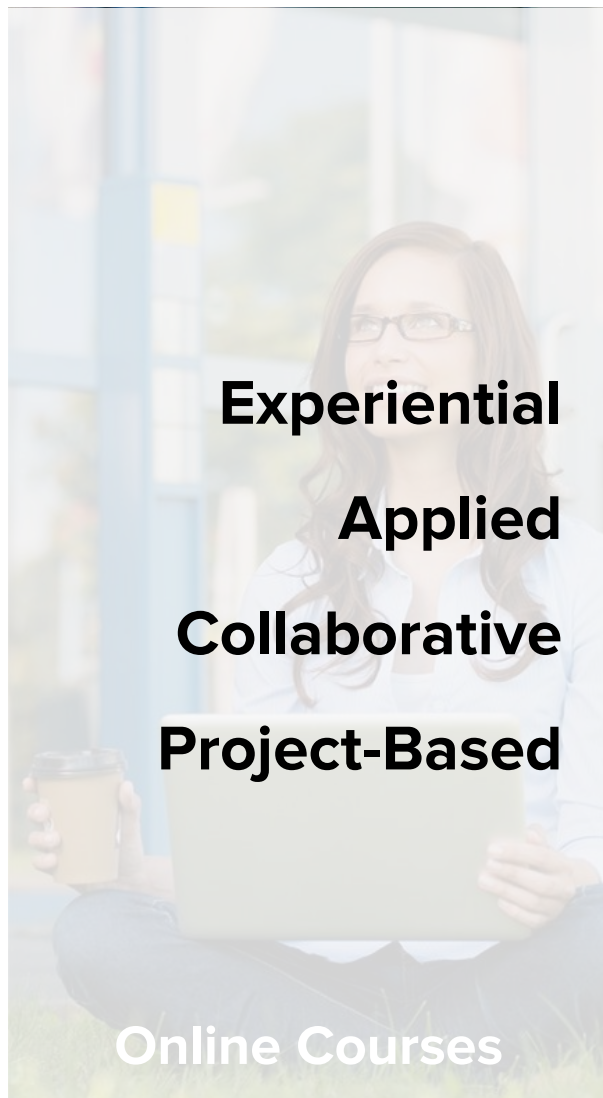
Workshops



What's your best **learning experience**?



Lectures



**Experiential
Applied
Collaborative
Project-Based**

Online Courses



Workshops



What's your best **learning experience?**

Leadership



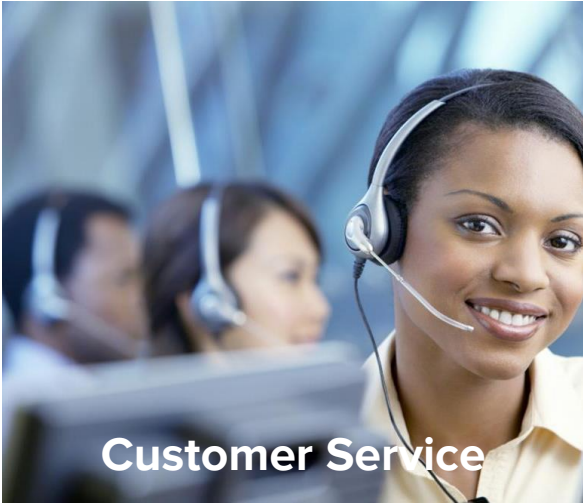
**Innovation and
Design Thinking**



**Strategy and
Decision Making**



Customer Service



Sales



Employee Onboarding



Leadership



**Innovation and
Design Thinking**



**Strategy and
Decision Making**



**The Most Critical
Skills for Business
Require Action Learning**

Customer Service



Sales



Employee Onboarding





Leading & Learning
2013 Always Evolving

Jeff Immelt
Chairman and Chief Executive Officer, GE

Leading & Learning
2013 Always Evolving



Susan
McArth

Jane
Gardaska

Kathy
Mazzarella

Carrie
Epinton Mann

Patti
Glassford

Lori
Martin



15% attend a classroom experience



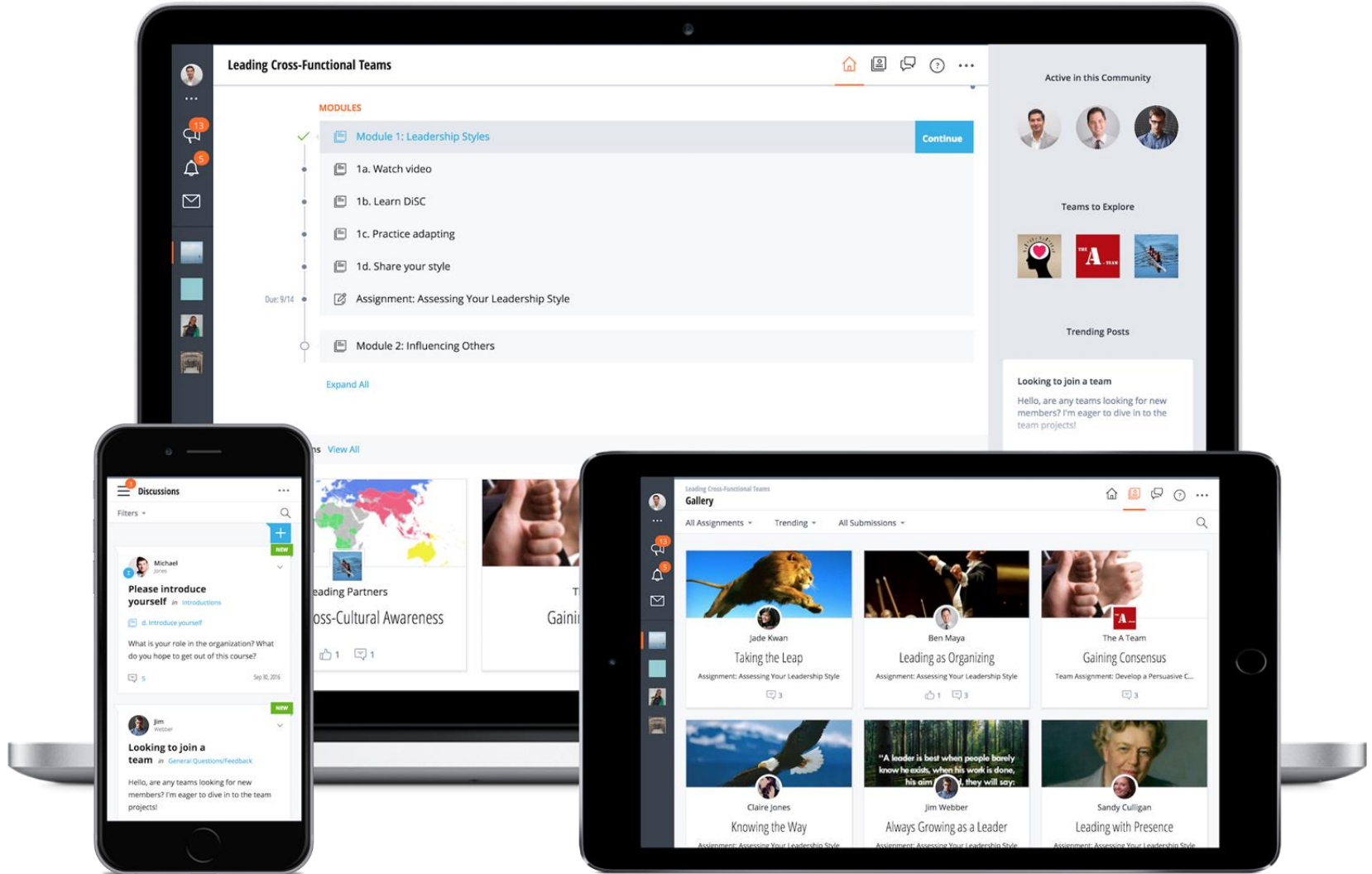
Why does online learning replicate the **lecture** hall?





Online learning should be as **experiential** as in-person workshops!





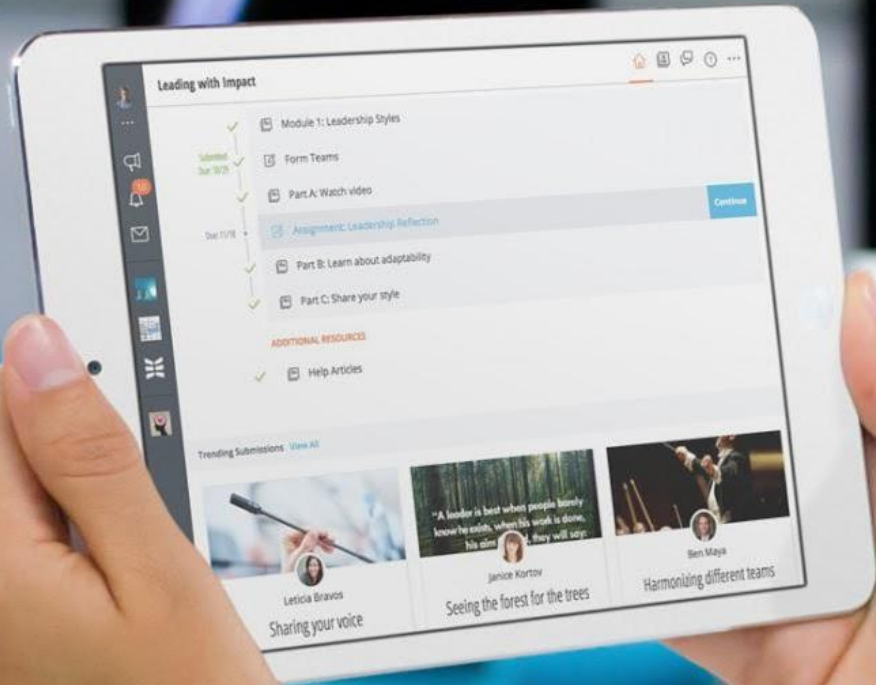
NovoEd replicates the **experience** of great in-person learning, online.



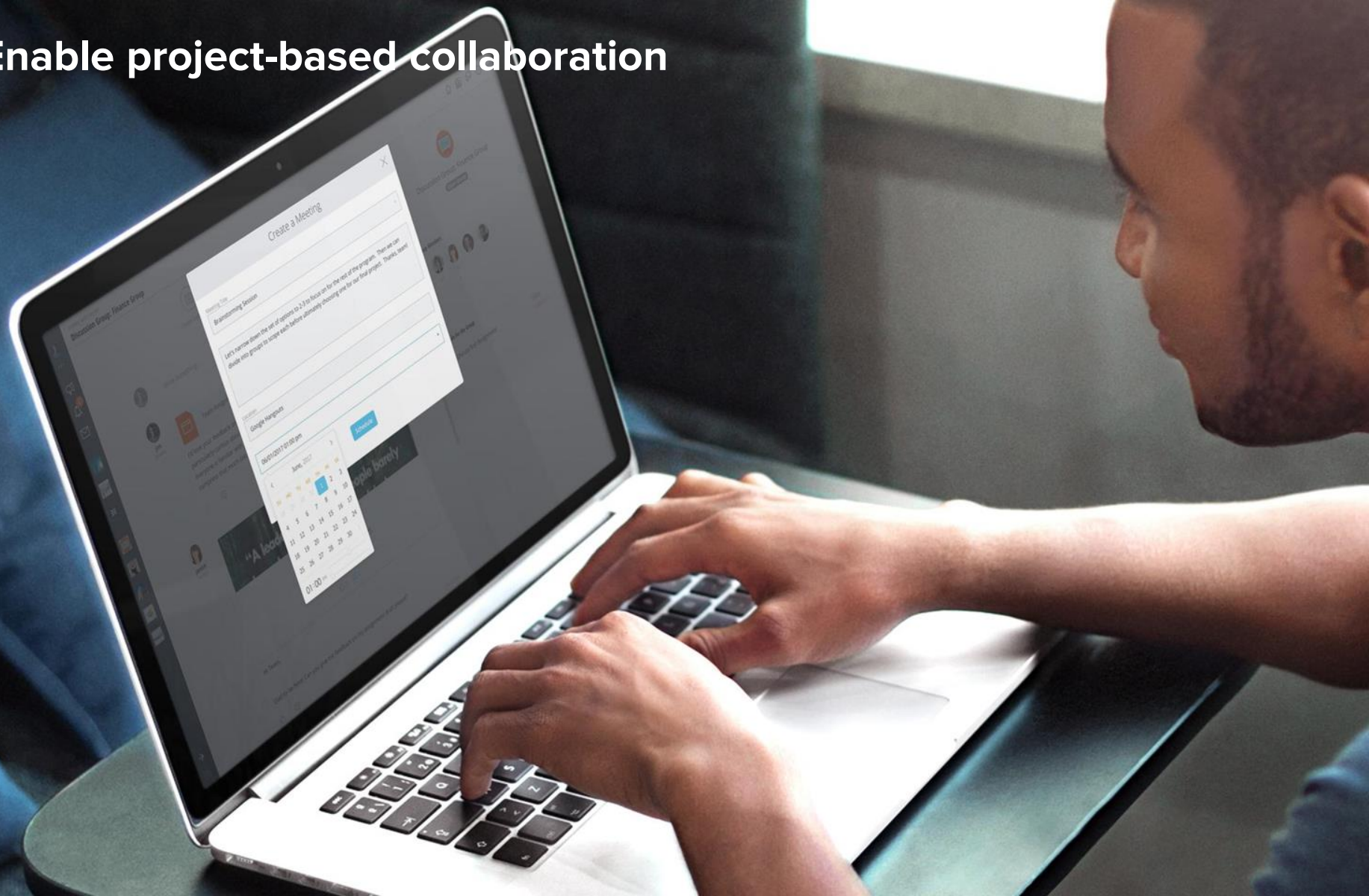
Learning platform for the modern workforce



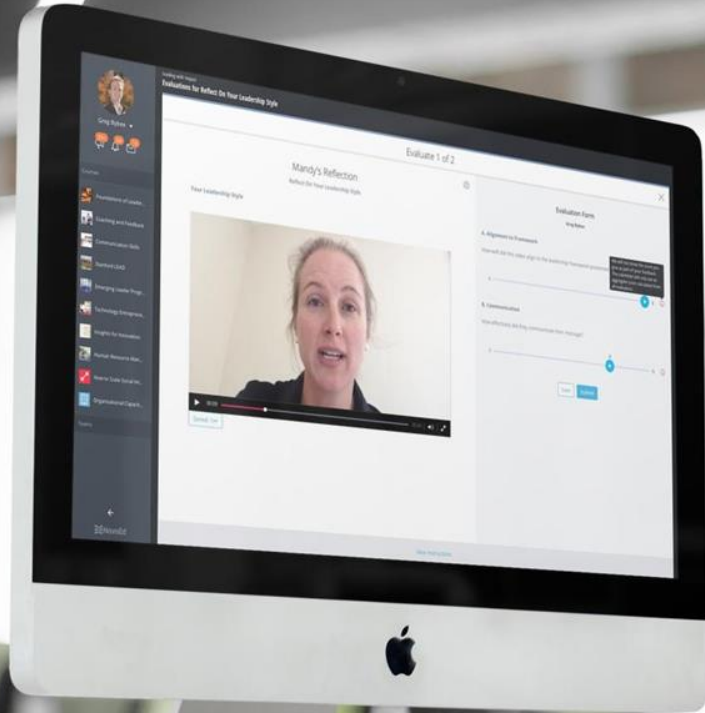
Empower social learning



Enable project-based collaboration



Support feedback and mentorship



Measure learning and report outcomes



A group of diverse people in a meeting, smiling and engaged in a discussion. A woman in a yellow sweater is pointing at a sticky note on a glass wall, while a man in a blue shirt looks on. Other people are visible in the background, some blurred.

**NovoEd enables
transformation,
not just training**

The learning platform
for the **modern
workforce**



NovoEd enables *transformation*, not just training

High stakes training can finally reach the entire organization, improving critical business metrics

A man and a woman are shown in a meeting, smiling and looking at a screen. The man is wearing a blue shirt and a watch, and the woman is wearing a yellow sweater. They appear to be in a collaborative work environment.

Time to market with new product

Sales and revenue

Customer satisfaction and loyalty (NPS)

Mean time to resolution for support

Retention of managed team members



Employee Training (Internal)



Client Training (External)



Introducing Sara Ley GE, Digital Learning & Technology Leader





GE BrilliantYOU

Journey through today & beyond...

January 18, 2017

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Connecting the dots on a seismic shift...



- Disruptive
- VUCA
- Entrepreneurial
- Innovative
- Digital

- Digital Industrial
- 125 Year Old Startup

- Agile
- Fail, Learn, Innovate
- Horizontal & Team
- Thread & GE Store
- Trust & Expertise

- New Orgs.
- Gig Economy
- Analytics
- Continual
- Experience
- Digital
- Engagement

- Design Thinking
- Systems Thinking
- Coding
- Agile
- Additive Manufacturing
- DNA Sequencing
- LOT MORE

- 65% Outside US
- 6+% Attrition
- Multi-Gen
- Geo Diverse
- Dispersed
- **OVER LOADED**
- **REBOOT**



Learning today could be so much more...

WHAT IS IT?

- **EVENT (or) EVENT SERIES DRIVEN**
- **ELEARNING HEAVY**
- **DILAPIDATED CONTENT**
- **MIRED IN LMS**
- **HOOKING ONTO THE LATEST FAD**
- **ESOTERIC**
- **NOT HOLISTIC**
- **HANGING ONTO VALUE**

WHAT COULD IT BE?

- **FRictionLESS**
- **OMNIPRESENT**
- **BEHAVIOR SHAPING**
- **INDIVIDUALIZED**
- **MYRIAD OF EXPERIENCES**
- **SOCIAL & MOBILE**
- **CONTINUAL**
- **A DAILY DIGITAL HABIT**



GE's BrilliantYOU...

Connecting employees to world's best learning

A

**Agile
Team**

B

**Business
Model**

C

**Customer-
Centric**

D

**Data &
Insights**

E

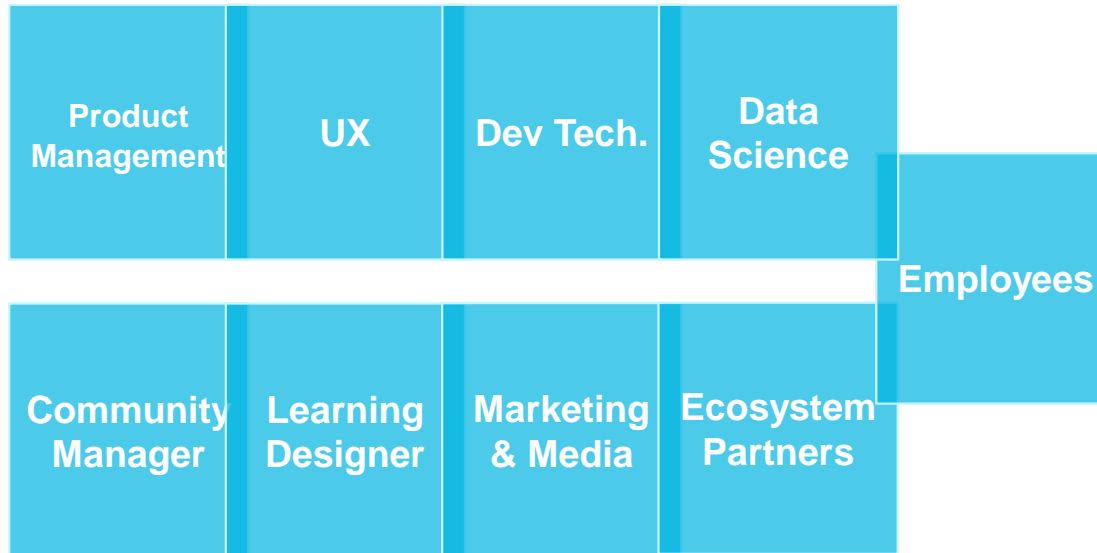
**Exponentia
I Bets**



A Start Up within Crotonville

A

Agile
Team



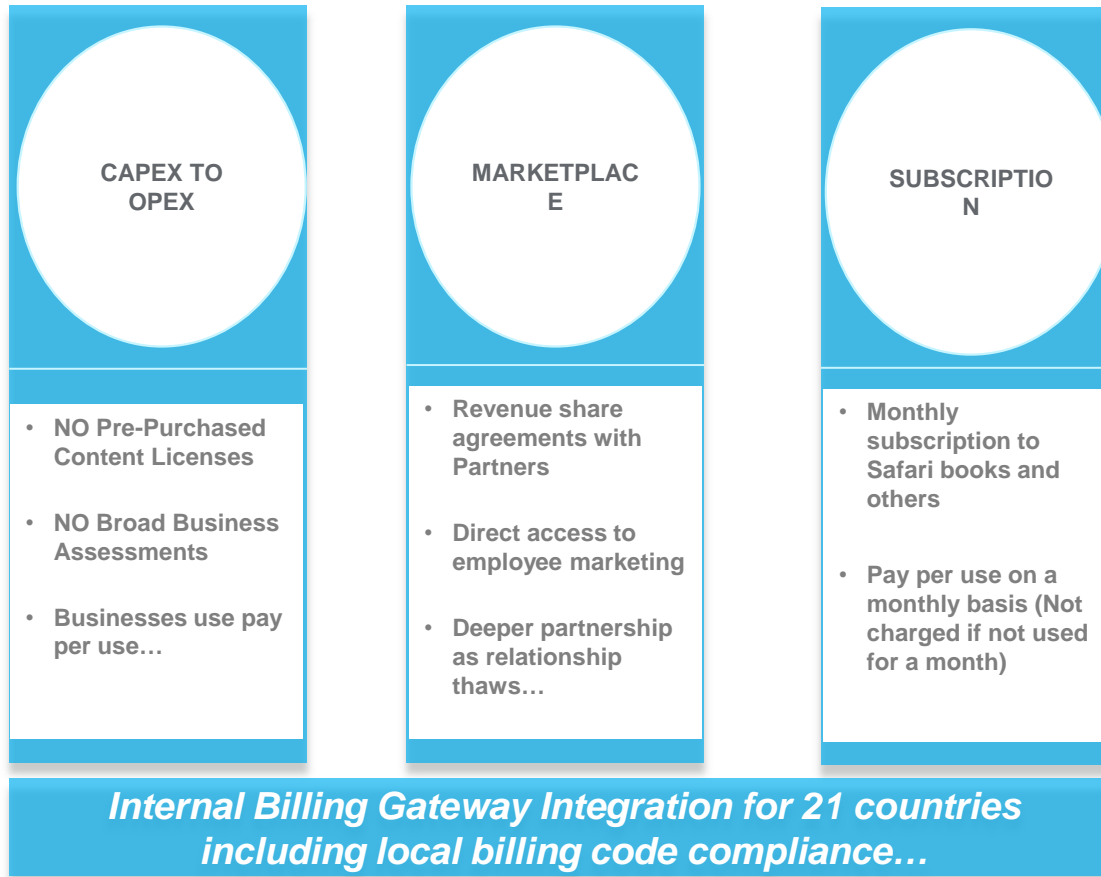
- A mighty team of 7 core...
- A Lean Startup (aka Fastworks)
- Employees core part of the team
- Two Launches every week
- Staying lean to go fast



CAPEX to OPEX, Marketplace, & Subscription

B

Business Model

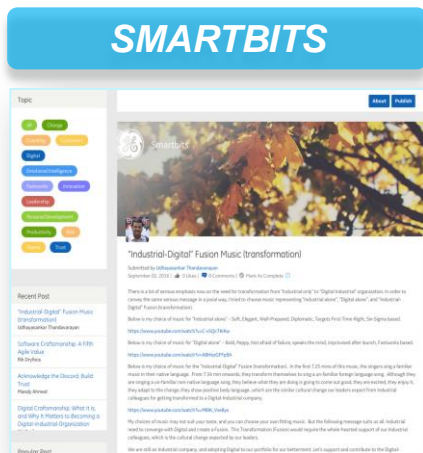


- Est \$7M CAPEX reduced to \$50K Startup Cost
- \$1.4M Subscription reduced to rolling on-demand
- Deeply integrated into OPEX
- Continuing experiments with Business Models...

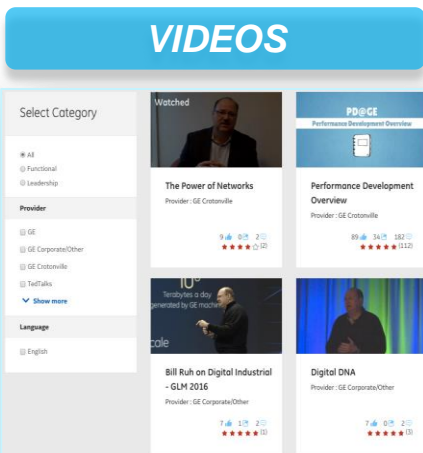


Focus on building learning store/community

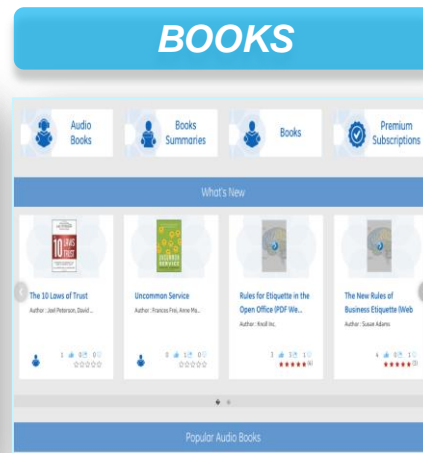
C
Customer
Centric



GE's LinkedIn Publisher Forum
Daily curated learning nugget
Contributors & Influencers
We have celebrities...



Most popular (22k Views < 30 days)
MOOC & Leader videos, YouTube, & TED
China related access challenges continue...



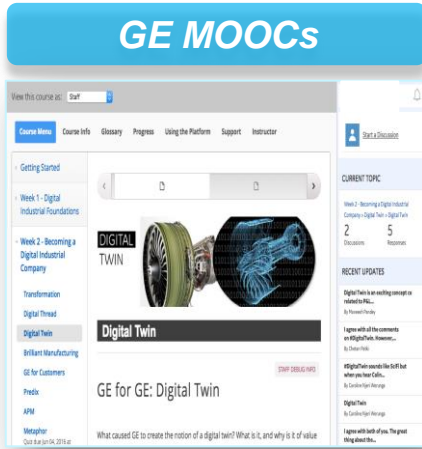
Hardest to integrate due to myriad of vendors
~16,000 views (since Q2); Doubled usage on getAbstract
600 premium subscriptions & it is GE's best seller list (like NY Times)



Focus on building learning store/community

C

Customer
Centric



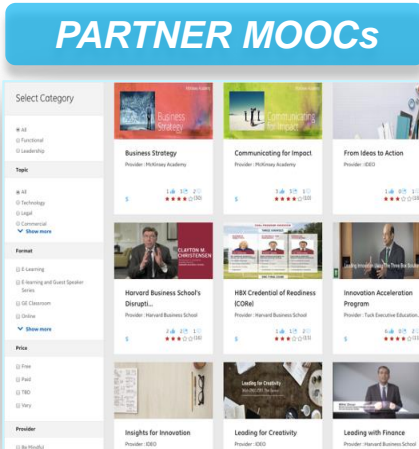
5 Total MOOCs

1 Extremely viral (7K completions)

Brimming discussions

80% completion rates

Continuing to improve learner experience

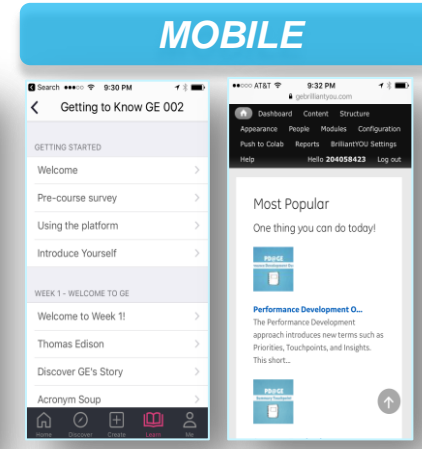


Marketplace of distinguished partners

Revenue share arrangement with partners

~5K completions; 100% completion rate

Global pricing challenges; Regional partner onboarding in progress



Suite of Apps

MOOCs via Mobile MVP

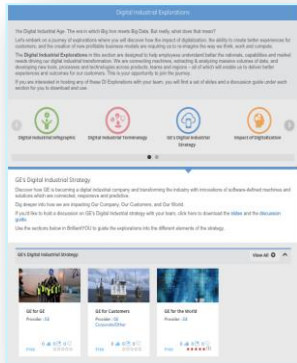
Core BrilliantYOU App being evaluated for Micro or Macro App strategy



Focus on building learning store/community

C
Customer
Centric

COLLECTIONS



Topical collection of curated assets

Currently static

Extremely popular with learning community

Next Gen evolution to make it more dynamic & learner community

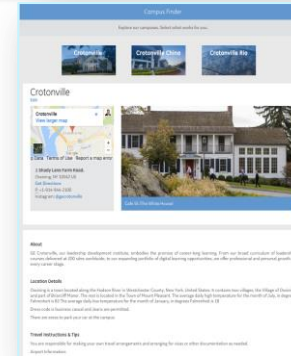
ACADEMIES



Curated assets by functional area

Popular with both learners & learning community

CAMPUSES



MVP Launched

Bigger plans to connect campuses and communities in the campuses

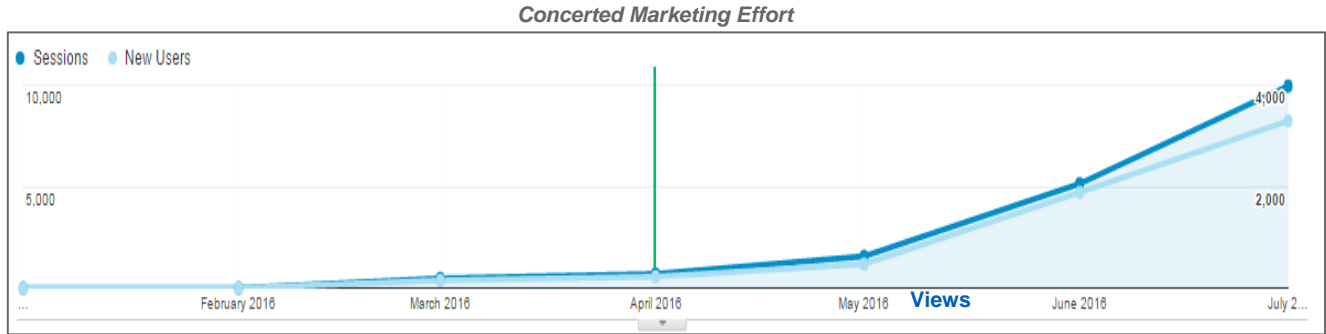
Slow & steady...

Podcast, Coaching coming soon...



Focus on building learning store/community

C
Customer
Centric



EMAIL ENGAGEMENT

- Weekly campaigns & engagement
- Voluntary signups & exits
- 4% engagement rate (>2% industry)

GE SITE REFERRALS

Source	Acquisition		
	Sessions	% New Sessions	New Users
	192,043 (% of Total: 93.52%) (212,094)	50.02% Avg for Views: 49.77% (2,396%)	96,067 (% of Total: 92.88%) (103,433)
1. fcs.gecompany.com	185,336 (96.51%)	51.63%	95,692 (99.61%)
2. cnehr.ge.com	767 (0.40%)	2.35%	18 (0.02%)
3. fcs.stage.gecompany.com	717 (0.37%)	32.78%	235 (0.24%)
4. pd.ge.com	686 (0.36%)	3.94%	27 (0.03%)
5. ge.educastcloud.com	596 (0.31%)	0.67%	4 (0.00%)
6. colab.ge.com	578 (0.30%)	2.77%	16 (0.02%)
7. fastworks.ge.com	561 (0.29%)	1.60%	9 (0.01%)
8. ny.ge.com	444 (0.23%)	4.50%	20 (0.02%)
9. search.ge.com	411 (0.21%)	2.92%	12 (0.01%)
10. benefits.ge.com	192 (0.10%)	1.56%	3 (0.00%)

- ### SMARTBITS & WEBINARS
- External Experts (e.g. Susan Cain)
 - Partner sponsored posts
 - Partner sponsored webinars
 - More...



Data as a differentiator...

Quality & Advocacy

★★★★★ (112) **Ratings**

Likes & Shares 97 36 188

Comments




Rohan Sarkar

Tue, 2016-09-13 12:57

Good video and nicely explained .

[delete](#) [edit](#) [reply](#)



Paul Huet

Mon, 2016-09-12 08:42

as a former Alstom employee, I finally do better understand what PD@GE is about

[delete](#) [edit](#) [reply](#)

Insights for Continual Evolution...

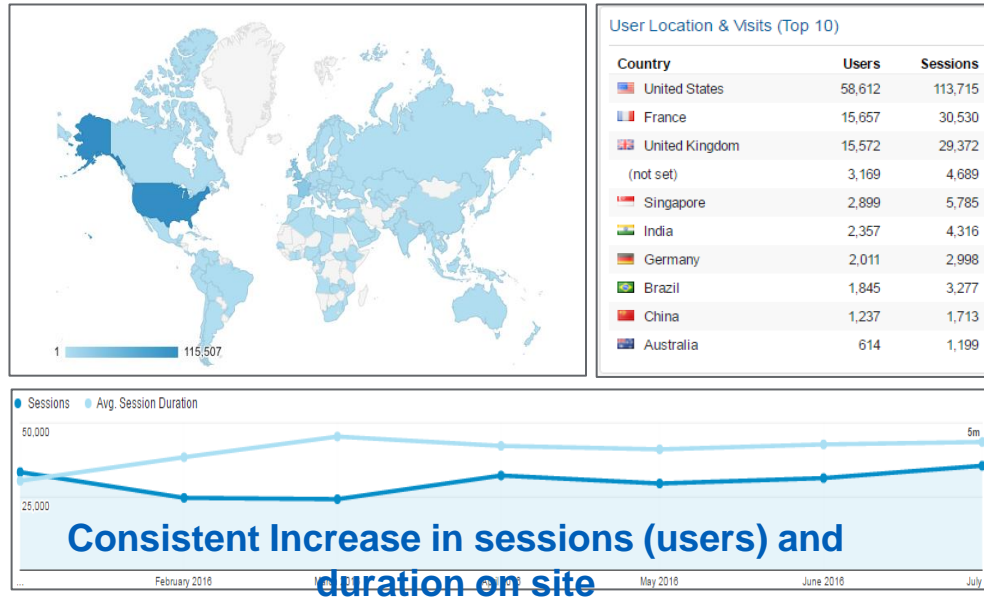
Searches	Count	% of Top 10
1 Fastworks	2752	68%
2 Fastworks Everyday	626	15%
3 Project Management	592	15%
4 Components	529	13%
5 Rise	437	11%
6 Cap	425	10%
7 Digital	382	9%
8 Bels	370	9%
9 Js	356	9%
10 Coaching	347	9%

Videos	Views	% of top 10
1 Performance Development Overview	6008	40%
2 Change Adoption Equation	1444	10%
3 Giving and Receiving Insights	1377	9%
4 Team Touchpoint	1233	8%
5 Summary Touchpoint	1054	7%
6 Own Your Personal Brand	863	6%
7 Industrial Internet	835	6%
8 The Future of Learning	785	5%
9 Priority Setting Touchpoint	783	5%
10 Agile Product Management	724	5%

Courses	Registrations	% Total
1 Becoming a Digital Industrial Leader	6702	52.24%
2 FastWorks Everyday Online	2543	19.82%
3 Becoming a Digital Industrial Leader-HR	1052	8.20%
4 Becoming a Digital Industrial Leader-Healthcare	800	6.24%
5 PMP Certification Training (180 days access)	247	1.93%
6 Change Acceleration Process (CAP) MOOC	199	1.55%
7 Authentic Leadership Presence	193	1.50%
8 Getting to Know GE	159	1.24%
9 Quiet: The Power of Introverts and Extroverts in Organizational Performance	111	0.87%
10 Introduction to Negotiation	97	0.76%



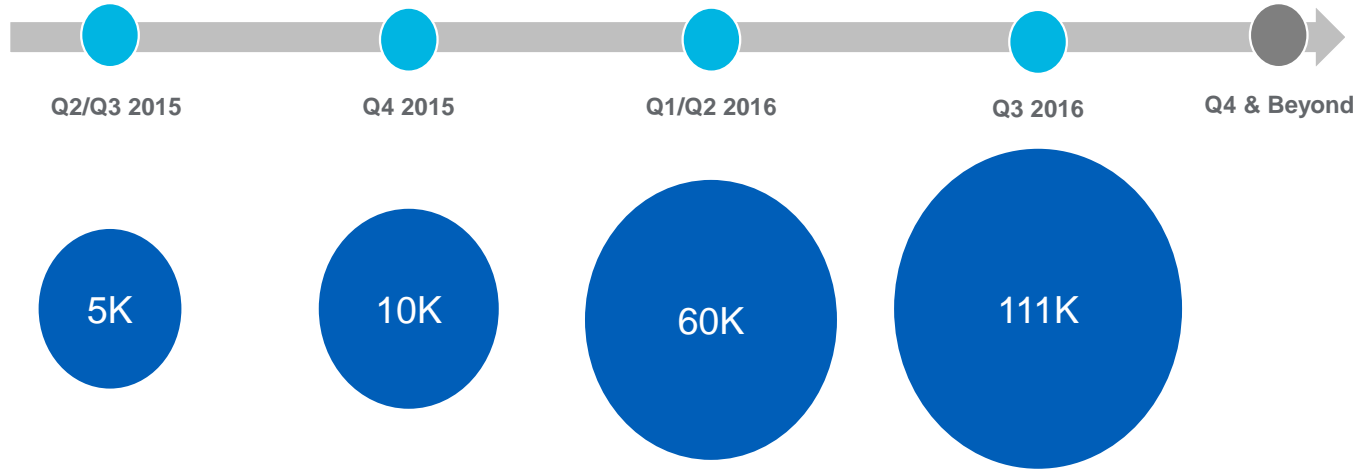
Overall Habit Metrics...



Community Growth Metrics

D

Data & Insights



- **SMARTBITS:** 3K Readers
- **MOOCS:** 400 Attendees
- **LEARN SITES:** 2K Visitors
- **SMARTBITS:** 5K Readers
- **MOOCS:** 230 Attendees
- **PLATFORM:** 5K Visitors
- **SMARTBITS:**
 - 50K Readers
 - 30 Publishers
- **MOOCS:** 7K Attendees
- **PLATFORM:** 1500/day
- **VIDEOS:** 1000/week
- **BOOKS:**
 - **getAbstract:** 50K
 - **Skillsoft:** ~300K
- **SMARTBITS:**
 - 70K Readers
 - 30+ Publishers
- **MOOCS:** 15K Attendees
- **PLATFORM:** 7K/week
- **VIDEOS:** 22K
- **USERS:** 111K
- **BOOKS:**
 - **getAbstract:** 50K
 - **Skillsoft:** ~300K
 - **Safari:** 600
- **EMAIL:** 65K
- **COLLECTIONS:** 4K



Structured & Unstructured Big Data...



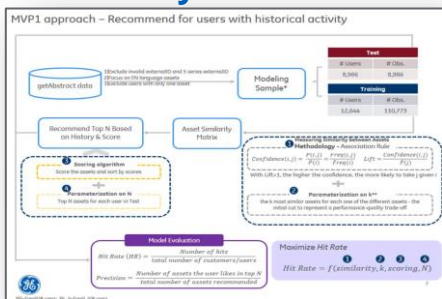
STRUCTURED DATA

getAbstract Completions in a Spreadsheet

UNSTRUCTURED DATA

Performance development feedback

Data Analysis



Natural Language Processing

- skill_marketing_adapting_strategy_execution.txt
- skill_marketing_brand_advertising.txt
- skill_marketing_channel_marketing_strategy.txt
- skill_marketing_customer_led_innovation.txt
- skill_marketing_enabling_market_activation_disruption.txt
- skill_marketing_market_knowledge.txt
- skill_marketing_maximizing_customer_engagement.txt
- skill_marketing_value_creation.txt
- skill_marketknowledge.txt
- skill_organizationaldevelopment.txt
- skill_outcomeselling.txt
- skill_proposalmanagement.txt
- skill_relationshipmanagement.txt
- skill_salesleadership.txt

Supervised Machine Learning

Recommendation

ITEM	TITLE	COVER	DESCRIPTION	getAbstract URL
1	Making Diversity Work		In the movie Anchorman, a parody about a television news team set in the 1970s, the main character played by Will Ferrell explains to his colleagues, "We could be wrong, but I believe diversity is an old, old wooden ship that was used during the Civil War and 'Thankfully, society has come a long way since the 70s. The modern workplace hosts a collection of employees from different backgrounds, races, nations, regions and sexual orientations. For a company to function, all those people have to work together. Organizational leaders must minimize the tensions between individuals and groups to keep operations running smoothly. Left uncorrected, bias can ruin an organization. Sandra Theideman, an expert on diversity issues in the workplace, has prepared a manual for managers and employees who want to recognize and correct biased behavior. This book contains personal examples and easy step-by-step individual and group exercises for reducing bias. If you want more, Theideman offers a reader's guide to stimulate further discussion of this sensitive issue. getabstract finds this book practical and unexpectedly entertaining, and highly recommends it to human resources professionals and managers.	https://www.getabstract.com/article/primary-human-resources/management/diversity-work/123517.aspx

Skills Continue

- GE Beliefs
- Capability Model
- Other Skill Areas

Consider

- GE Beliefs
- Capability Model
- Other Skill Areas



Top Challenges/Suggestions

- **Learning infrastructure & systems not conducive** for such a change...
- **Learning resources & community not prepared** for disruption...
- **Redefining learning metrics & measurement is key...**
- **Redo your taxonomy/ontology based on the growth...**
- **Consistently & persistently explain strategy & approach...** (it may stick)
- **It takes time... Don't fallback to comfort zone...**
- **Be ready for internal system** to push back...
- **Focus on the customer; keep an eye on imitations...**



