

Future Trends

Things to Consider

Trends for 2008

Top 10 Activities Expected to Have Significant Impact in 2008

| Ranking | Activity | Ranking Compared to Last Year |
|---------|-----------------------------|-------------------------------|
| 1 | Competencies | Same |
| 2 | Leadership Training | Same |
| 3 | Instructor-Led Training | Same |
| 4 | Measurement | Same |
| 5 | Compliance Training | Up One |
| 6 | Learning Management Systems | Up Three |
| 7 | Informal Learning | Down Two |
| 8 | Self-Paced E-Learning | Same |
| 9 | Succession Planning | Same |
| 10 | Knowledge Management | Up Three |

Source: CLO February 2008

HR and LD Trends

**Following research by Harris Interactive into the Execution Quotient;
polling 23,000 US employees:**

- only 37%** said they have a clear understanding of what their organization is trying to achieve and why
- only 1 in 5** were enthusiastic about their team's and organization's goals
- only 1 in 5** workers said they have a clear line of sight between their tasks and the team's and organization's goals
- only 17%** felt their organization fosters open communication that is respectful of differing opinions and that results in new and better ideas
- only 10%** felt that their organization holds people accountable for results
- only 13%** have high trust, highly cooperative working relationships with other groups or departments

If a soccer team had these same ratings:

- **only 4 of the 11** team members on the field would know which goal is theirs
- **only 2 of the 11** would care
- **only 2 of the 11** would know what position they play and know exactly what they are supposed to do
- **9 team members** would, in some way, be competing against their own team rather than the opponent

Understand the External Environment

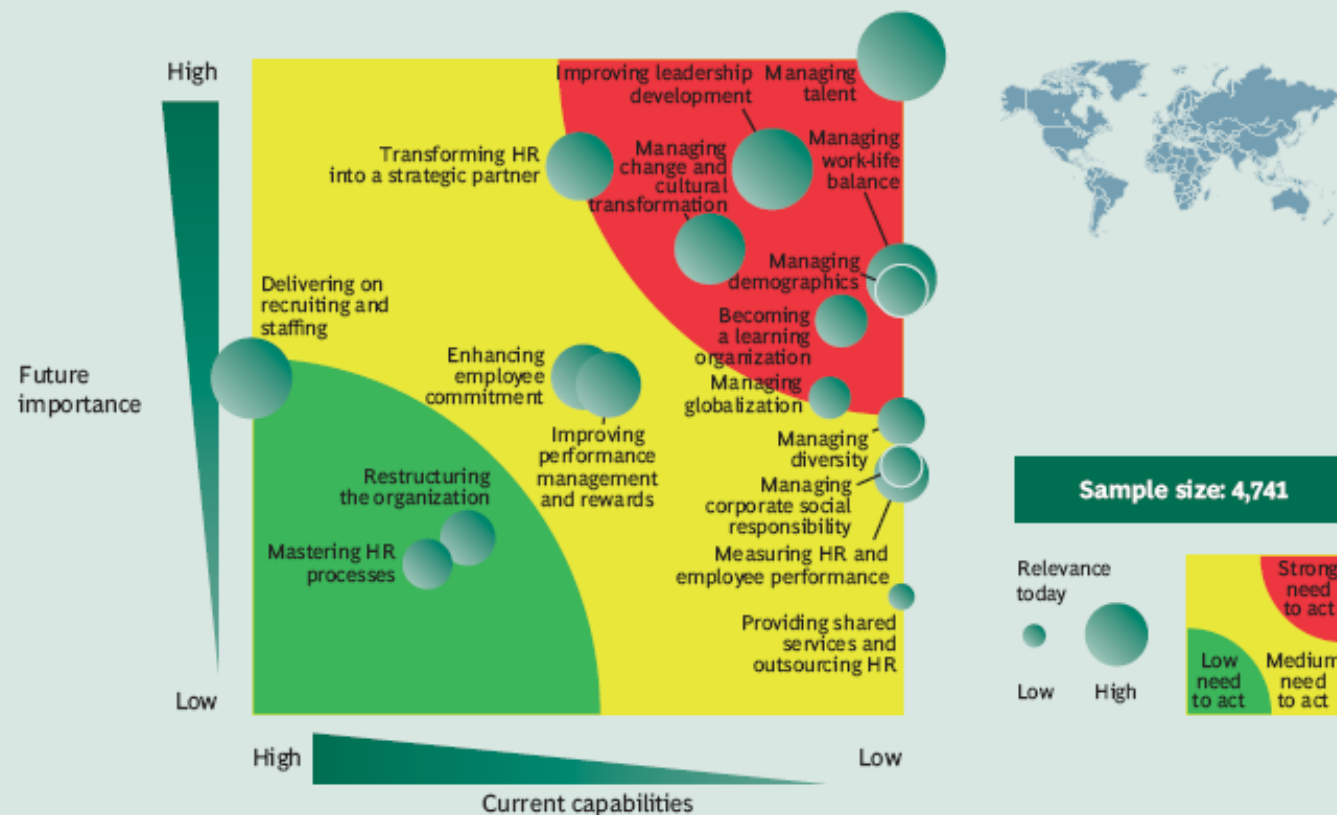


Boston Consulting Group / World Federation of Personnel development survey:

- **Web Survey**
- **Focused on top issues to manage HR from 2010 through 2015**
- **4700 Executives participated**
- **83 different countries**

Understand the External Environment

Exhibit 2. Globally, Eight Topics Demand the Most Immediate Action and the Greatest Attention



Sources: Proprietary Web survey with responses from 83 countries and markets; BCG/WFPMA analysis. 2008

Understand the External Environment

8 major challenges (High Need to Act):

1. Managing talent
2. Managing demographics
3. Improving leadership development
4. Managing globalization
5. Managing change & cultural transformation
6. Becoming a learning organization
7. Managing work-life Balance
8. Transforming HR into a strategic partner

Understand the External Environment

3 Basics (Low Need to Act):

1. **Mastering HR Processes**
2. **Delivering on recruiting and staffing**
3. **Assist with restructuring the organisation**

Understand the External Environment



Region

- **North America**

- managing talent
- managing demographics
- improving leadership development
- managing work-life balance
- transforming HR into a strategic partner

- **Latin America**

- managing talent
- managing work-life balance

- **Europe**

Germany

- managing talent
- managing demographics
- becoming a learning organization

Czech Republic

- managing talent
- managing demographics
- becoming a learning organization

Spain

- managing talent
- becoming a learning organization

- **Emerging Asia**

- managing talent
- improving leadership development
- becoming a learning organization

What are the challenges?



CHALLENGES

- **Managing talents**
- **Managing demographics**
- **Improving leadership development**
- **Managing globalization**
- **Managing change & cultural transformation**
- **Becoming a learning organization**
- **Managing work-life Balance**
- **Transforming HR into a strategic partner**

HR ISSUES

- Increasing effort in attracting, developing and retaining talents in the global markets
- Competency model, knowledge sharing, succession planning, additional training, new working (time) models
- Developing managers and leaders to business excellence, create leadership role models based on organizational values
- Managing organizational change and internal placement of talent globally; developing managers and leaders with international / intercultural experiences
- Managing change and cultural transformation with successful integration and global cooperation
- Defining new cross-functional and sustainable learning strategies; building a learning organization
- Offering attractive and flexible models and systems
- Become a strategic business partner by supporting HR instruments and Systems that are complementary to, and supportive of business needs

Global Macro Trends of Change

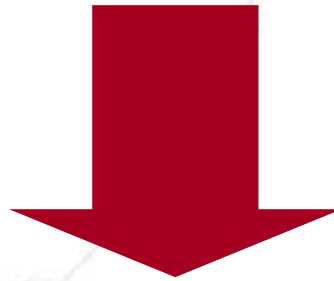
- Creating my own biography
 - Demographic change
 - From globalization to “glocalization”
 - Building networks
-
- Open-access mindset and movement
 - Pressure for innovation

Current and Future Trends in Training and Development

- Integrating Training with all HR Functions & in particular aligned with Performance Management Systems
- Creating a global platform and a global approach with a local perspective
- Providing close-to-the-business learning opportunities
- Providing close-to-the individual learning opportunities
- Building learning webs within and across businesses
- Leveraging 'e'

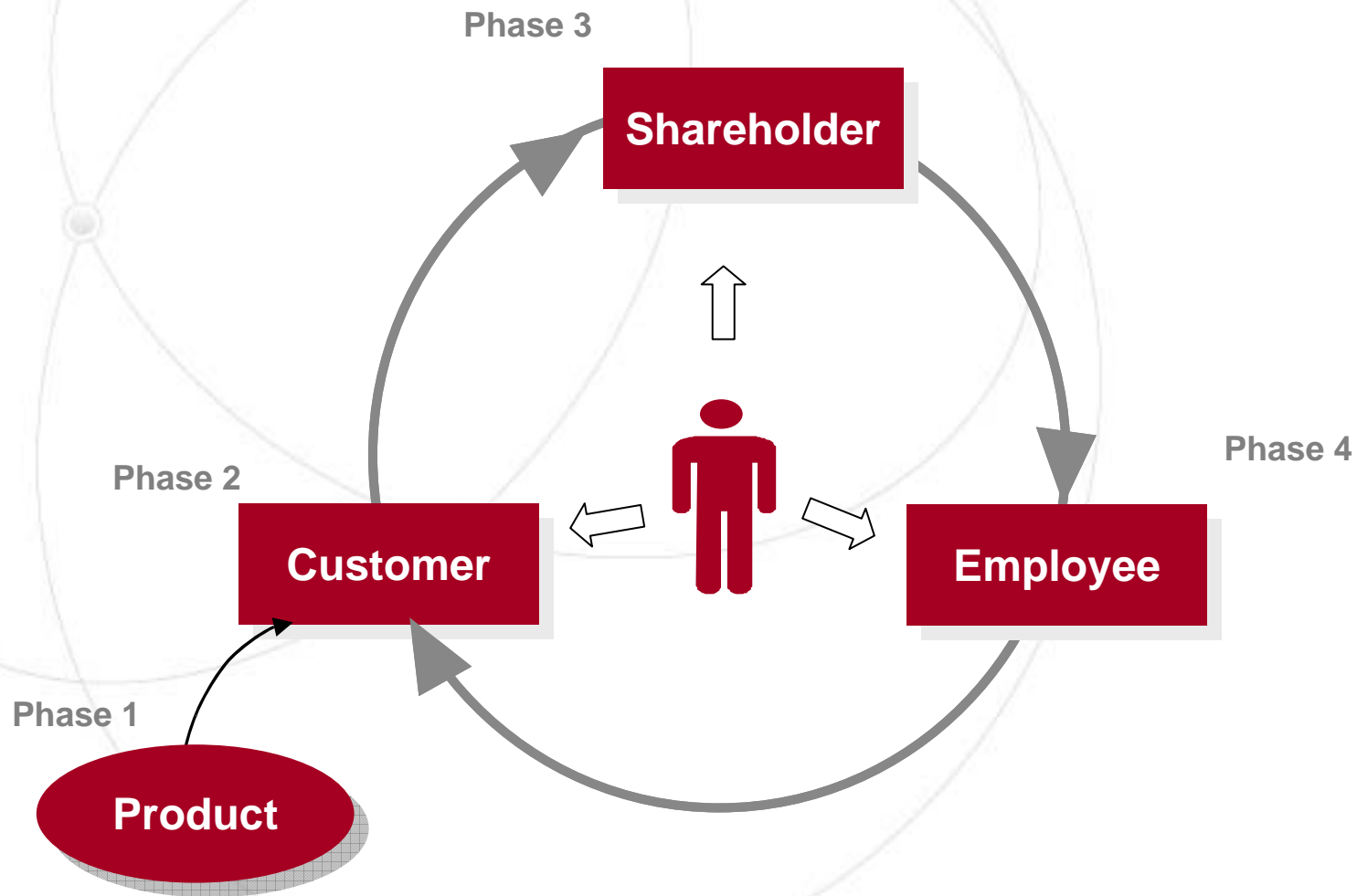
Macro Trend: Creating My Own Biography

- **Moving away from** traditions and inherited norms towards more autonomy and more options and less security.



- **Key focus is:** employability and self marketing.
- Solving immediate challenges and at the same time getting the skills for future challenges and career path.

Macro Trend: Creating My Own Biography



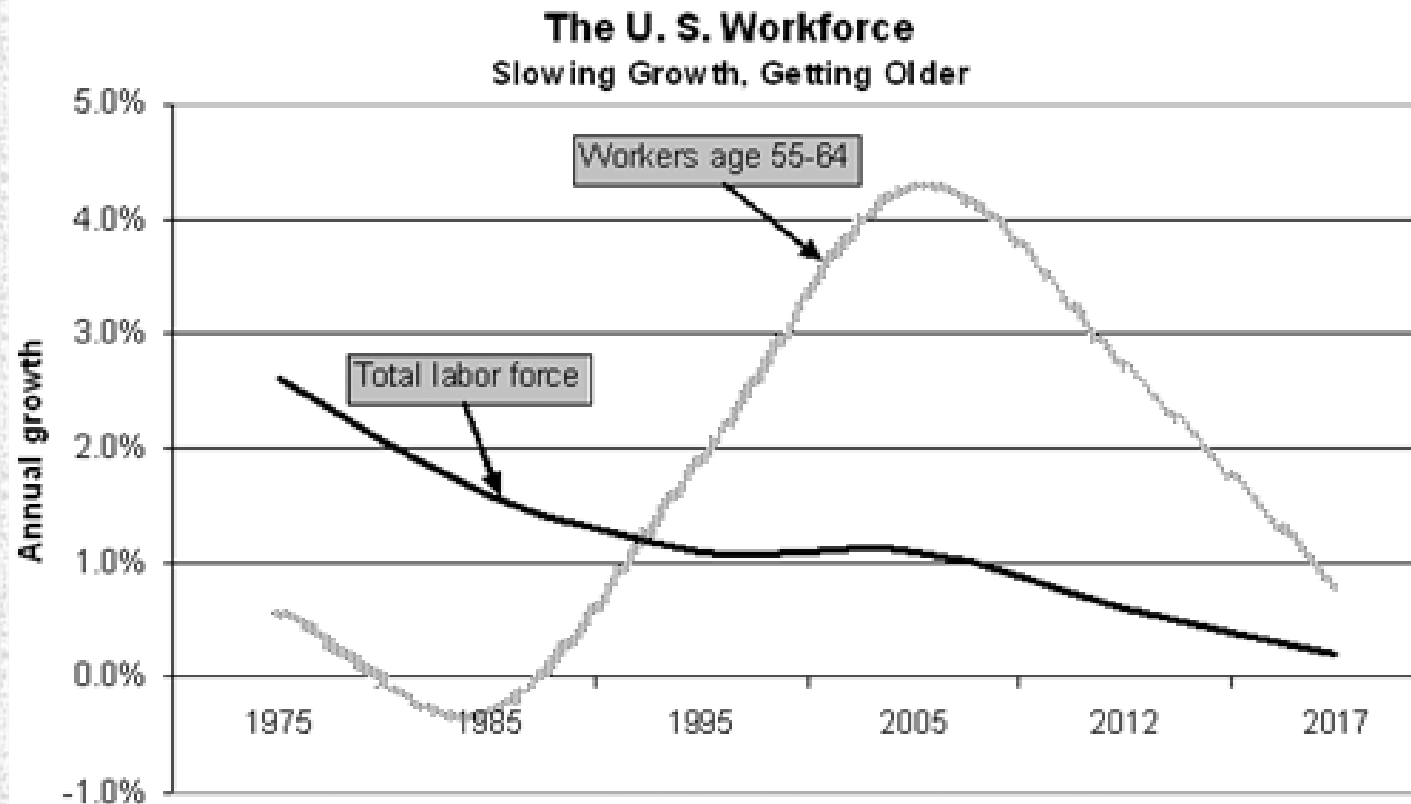
Macro Trend: Demographic Change

- The number of people leaving the workforce is larger than the number of people entering



- The war for talents is on
- People staying longer employed
- Generation entering the workforce has different set of values than the aging workforce

Macro Trend: Demographic Change



Changing Demographics have not been a Business Focus

Number One Business Priorities Identified

- Generating profitable Top-Line Revenue Growth (41%)



- Engaging Employees (7%)
- Changing Workforce Demographics (6%)

**Mercer's 2006 Global Business Challenges Survey*

Organizations Need to Respond to the Demographic Change



McKinsey: “You have to come up with a pretty good answer to the question: Why do they want to work for me?”

Communication and Information Dissemination

- It's not just newspapers and magazines anymore

THE WALL STREET JOURNAL.



Technology has changed the nature of information and the way it is communicated



facebook

Search ▾

Applications edit

Photos

Groups

Events

Marketplace

Mobile

Poke Pro v2

more

Profile edit Friends ▾ Networks ▾ Inbox ▾

home account privacy logout

Northwestern General Electric Belgium

General Electric

Search within General Electric

Network Info

Members: 4,499
Friends: 5
Type: Work

Browse All Networks
See What's Popular
Find Coworkers
View Discussion Board

People on the General Electric Network

Displaying 6 of 4,499 people.

Search | Browse

James Telfer

Helen Wei

Upcoming Events

There are no upcoming events in this network.

Profile edit Friends ▾ Networks ▾ Inbox ▾

home account privacy logout

GE Communicators

General Electric

Information

Group Info

Name: GE Communicators
Type: Business - Public Relations
Description: A networking opportunity for GE communicators to get to know one another.

Contact Info

Website: communications.ge.com

Photos

No one has uploaded any photos.

Videos

No one has uploaded any videos.

Posted Items

No one has posted any items.

Discussion Board

Displaying 1 discussion topic. Start New Topic | See All

How can we use facebook to communicate better?
1 post by 1 person. Updated on Jul 30, 2007 at 11:16 AM.

Members

View Discussion Board

Leave Group

Share +

Group Type

This is a closed group. Members must be invited or approved by an admin.

Admins

Josh Karpf (General Electric)

Megan Parker (Syracuse)

Newsfeeds (RSS)



Back to insideCE | Provide feedback on this Beta version | Logout | Help | Updates

newsreader BETA

Flagged News | Public Profile | News Alerts | Share News

SEARCH | Browse A-Z Directory

Your News Sources

Add News +

Most Recent

- BBC News | News Front Page | ...
- From Edison's Desk
- GE Newsclips
- GE Podcasts | Patent Pending
- GE Press Releases
- Headlines from the Associated ...
- MSNBC.com: Top MSNBC Headli...
- Reuters: Top News

Most Recent News

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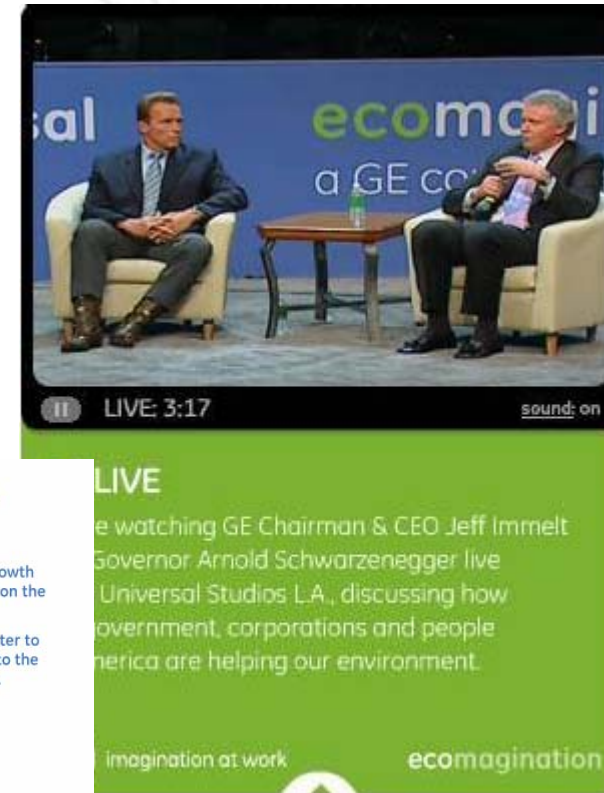
Blogs & Podcasts



Street Level Pod casts



Green is Universal Online Podcast



Employee Blogging



Win a trip to the Olympic Games!

Post your idea for igniting growth at GE Consumer & Industrial on the igniting growth Blog.

After you post, you can register to win an all-expense paid trip to the 2006 Olympic Winter Games.

[▶ POST COMMENT](#)

Welcome to the igniting growth Blog.

What's a Blog ...

The Blog is an easy-to-use online community for sharing ideas on how we can ignite growth at GE Consumer & Industrial.

Once you post a comment on the Blog, you can register to win a trip to the 2006 Olympic Winter Games in Torino, Italy, or one of 55 other Olympics-related prizes.

All you have to do is go to the Blog and answer **one** growth-related question. What could be easier?

Some Resources to Help You Blog.

It's easy to post your comments and respond to the comments of other GE bloggers. If you'd like to get a better idea of what blogging is all about, review the following resources.

... and How Can I Win?

Simply post a comment to the igniting growth Blog. After you hit submit, you'll be taken to a page where you'll have the opportunity to register to win one of more than 55 Olympics-themed prizes, including the Grand Prize trip to the Olympic Winter Games in Torino, Italy.

While we want you to blog frequently, only one entry will be allowed per person. The winners will be drawn at random from that pool of entries.

[> Official Rules](#)
[> Sweepstake Details](#)

[▶ POST COMMENT](#)

The Millennial Generation

Gaining access in their overcrowded
and overloaded world



GE imagination at work

Identifying their preferred sources



[Web](#) [Images](#) [Video](#) [News](#) [Maps](#) [Gmail](#) [more](#) ▼



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Rimmy Malhotra

Do Well & Do Good

A money manager & Peace Corps volunteer explores doing well financially and doing good in the world

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SEPTEMBER 12, 2007

Barron's: World's Most Respected Companies

As corporate and social responsibility (CSR) has taken center stage, numerous commentators have denigrated those companies that have chosen to enact responsibility measures. I've long-held that such opponents often build an anti-CSR case by misstating the facts and others [share this opinion](#). It is my view that when enacted sensibly, CSR (I am not talking cause marketing alone) can add considerable long-term value to enterprises.

A [cover story](#) for this week's *Barron's* seems to support this view - in "They've got class", Michael Santoli reports on the results of a corporate respectability survey given to money managers. The top companies on the list are:

Berkshire Hathaway ([BRK-A](#)), J&J ([JNJ](#)), Toyota ([TM](#)), P&G ([PG](#)), and GE ([GE](#)).

If any crowd could be counted on to join the chorus of anti-CSR boos, it would seemingly be money managers - it is often thought that investment professionals solely look at the "Milton Friedman" indicators (i.e. how much

Do Good Resources

[Social Edge: Connecting and Empowering Social Entrepreneurs](#) -- powered by the Skoll Foundation

[Be Bold with Echoing Green](#)

[Kiva Chronicles](#)

Do Well Resources

[Fat Pitch Financials](#)

[Jeff Matthews is Not Making This Up](#)

[CONTROLLED GREED.com](#)

Recommended Reading

[Joel Greenblatt: The Little Book That Beats the Market](#)

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AIR FRANCE

Looking for affordable Business Class fares?

The New York Times

Thursday, September 13, 2007 Last Update: 9:02 AM ET



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Ways of solving the equation: SyNET

Skillsoft's 5 Tips for Reaching Millennials

Content should be:

1. **Multiple-Media Driven**—content that comes through multiple channels: TV, podcasts, Internet, etc.
2. **Interactive**—virtual classrooms, online forums, blogs
3. **On Demand**—cafeteria style content availability
4. **Integrated**—part of the workday, bring learning to the learners
5. **Mobile**—ipod/mp3 players, Blackberry, mobile phone, laptops
→ on-the-go information acquisition

Macro Trend: From Globalization to Glocalizing



Globalization

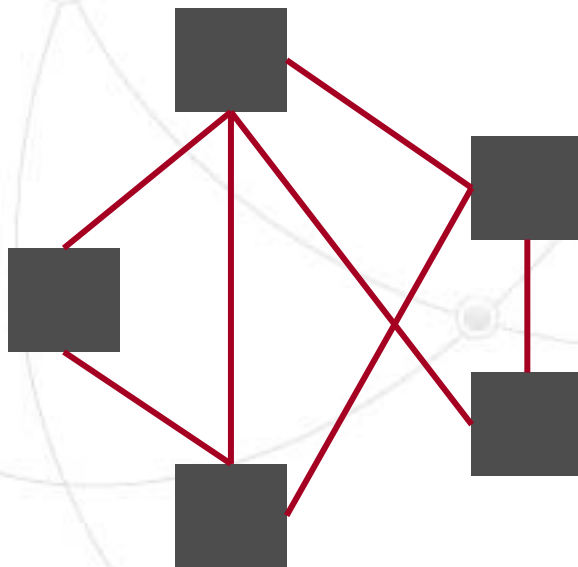


Glocalizing

?

Macro Trend: Building Networks

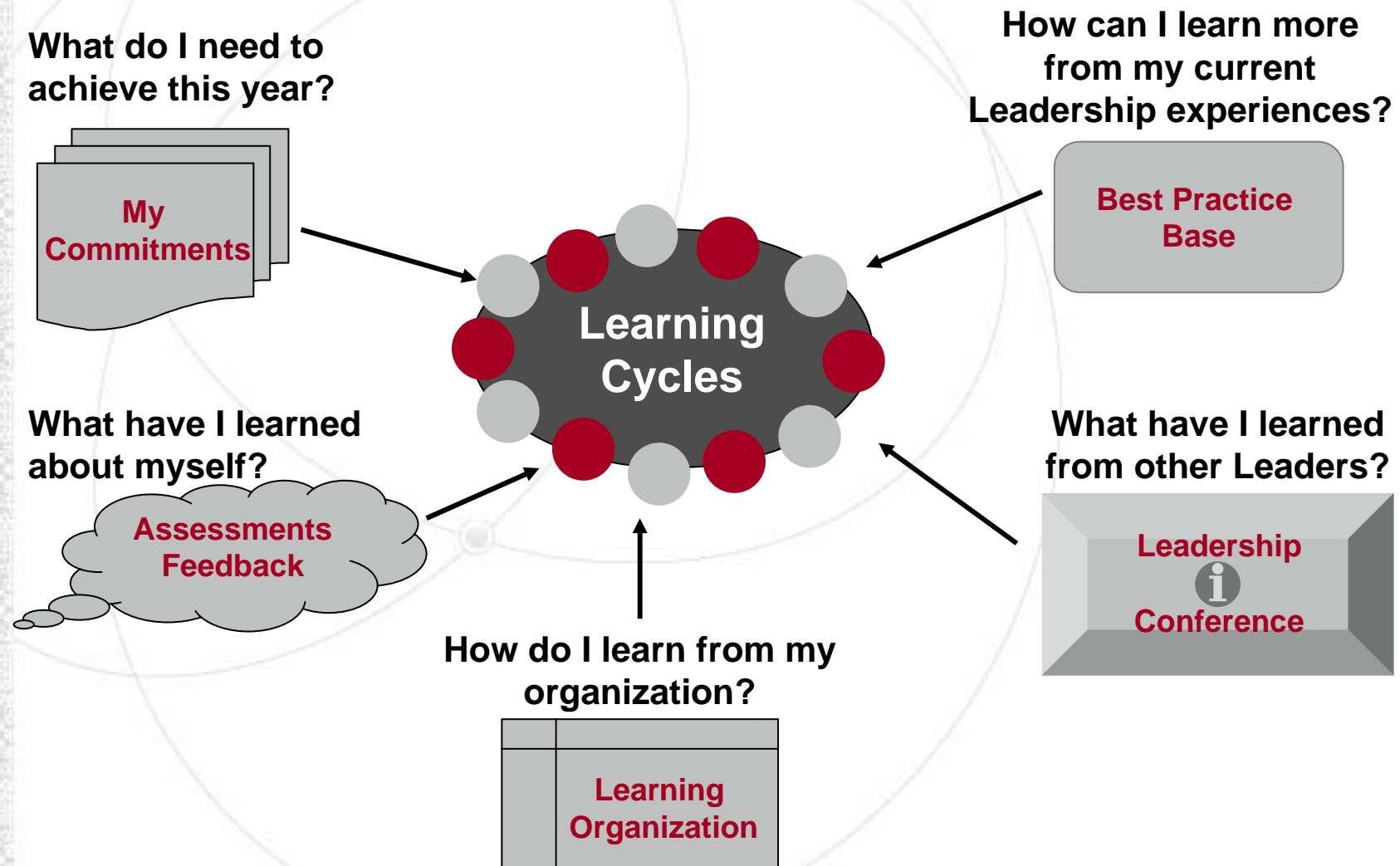
Strategic
Alliances



Shadow
Pyramides



Macro Trend: Building Networks



Things to Consider

- Currently, 80 percent of instruction is by live teachers ...
- but about 6 percent of that is remote, mostly online.
- Computer-based training with no live instructor accounts for 13 percent of training.
- About 9 percent is by on-the-job, self-study or other means.