Defining Leadership

How does your company define leadership?

At GE, leadership comes from all levels of the organization. Here’s what it takes to be a growth leader:

- **External Focus**: A leader, who is connected to markets, can anticipate customer needs, continuously improves the local communities in which we operate and drives GE to achieve best-of-class performance by any measure.
- **Imagination**: A leader who has the vision and courage to pursue big ideas, encourage smart experimentation and bring innovation to market.
- **Clear Thinking**: A leader who can translate strategy into simple actions, can make decisions effectively and create focus.
- **Expertise**: A leader who achieves depth of experience and knowledge in their industry to impact growth over time.
- **Inclusiveness**: A leader, who is personally involved, connected to teams, supports individual and cultural differences, and motivates employees.

Leadership Programs and Training

GE recruits for entry-level, internship and co-op positions by visiting a number of campuses each year. To see if GE is going to be interviewing on your campus, select your school from the list at www.gecareers.com/GECAREERS/jsp/oncampus.jsp. If
GE does have a schedule at your school, be sure to contact your local placement office for interviewing details.

**EDISON ENGINEERING DEVELOPMENT PROGRAM (EEDP)**

EEDP is a two-year program committed to growing GE’s entry-level, high-potential resources—people with a passion for technology, a drive for technical excellence, business skills and GE values—by accelerating their development through intense technical training and a variety of business-critical assignments. Edison graduates have the technical and business foundation to proactively and continually make innovative contributions to GE’s future.

**Program Summary**

- A two-year entry-level program providing three or more rotational assignments
- Assignments are engineering projects driven by real GE business priorities
- Diverse experiences may include: systems, analysis, design, quality, reliability, integration and test
- Technical problem-solving skills developed via advanced engineering course work, formal reports and presentations to senior leadership
- Business skills developed in corporate leadership courses
- Opportunity to earn credit towards an MS degree in engineering and in real-world application technology

**What will EEDP do for you?**

- Ability to make a measurable impact
- Visibility with technical and business leaders
- Personal development through coaching and mentoring
- Accelerated development of technical, business and professional development skills
- Opportunity to contribute to different technical areas in just two years

**Qualifications of the candidate:**

- Passion for technology
- Demonstrated academic excellence
- Commitment to technology and quality
- Strong analytical, problem-solving and communication skills
- Engineering degree and relevant internship/co-op experience preferred
- Minimum GPA 3.0/4.0
INFORMATION MANAGEMENT LEADERSHIP PROGRAM (IMLP)

IMLP puts information management careers on the fast track, utilizing a blend of hands-on experience and classroom work. IMLP develops strong technical and project management skills over the length of the program, creating a pipeline for IT leadership roles across GE.

Program Summary

- Four six-month assignments through one of GE’s major business units
- On-the-job training in various technologies
- Formal in-class course work in advanced information technology concepts, finance, leadership and business skills
- Extensive peer network
- Exposure to senior leaders

What will IMLP do for you?

- Ability to make a measurable impact
- Visibility to senior level IT and business leaders
- Personal development through mentoring and coaching
- Accelerated development of technical, business and leadership skills
- Opportunity to experience four different IT jobs in just two years

Qualifications of the candidate:

- A minimum of a four-year technical degree in information technology, computer science, engineering, business
- U.S.: GPA greater than or equal to 3.0/4.0
- Unrestricted authorization to work in the country you are applying
- Geographic mobility (this is a rotational program and locations vary by business)

Desired Characteristics:

- Major in CIS, CS, computer engineering, computer systems, information resource management, information systems, MBA, MIS, systems engineering, electrical engineering
- Prior intern, co-op, or research experience in information technology
- Knowledge of LEAN
- A strong commitment to a career in information technology
- Demonstrated analytical approach to problem solving
- Well-developed written and oral communication skills
- Business acumen
- Integrity
• Self-motivation
• Ability to deal effectively with unfamiliar and/or challenging situations
• Criteria varies by country

OPERATIONS MANAGEMENT LEADERSHIP PROGRAM (OMLP)

OMLP accelerates development of entry-level talent and produces leaders capable of meeting the challenges facing the operations function at GE. OMLP is a two-year program that allows members to build leadership and functional skills through challenging rotational assignments and world-class training. Through these job assignments and training, program members are involved in GE’s strategic initiatives, including GE’s drive for LEAN Six Sigma.

Program Summary

• A two-year, entry-level program providing three or more rotational assignments
• Assignments are engineering projects driven by real GE business priorities
• Diverse experiences may include: systems, analysis, design, quality, reliability, integration and test
• Technical problem-solving skills developed via advanced engineering course work, formal reports and presentations to senior leadership
• Business skills developed in corporate leadership courses
• Opportunity to earn credit towards an MS degree in engineering and in real world application technology

What will OMLP do for you?

• Ability to make a measurable impact
• Visibility with technical and business leaders
• Personal development through coaching and mentoring
• Accelerated development of technical, business and professional development skills
• Opportunity to contribute to different technical areas in just two years

Qualifications of the candidate:

• Degree in engineering, science or operations management
• GPA greater than or equal to 3.0 in major
• Understanding of business strategy and concepts
• Analytical approach to problem solving
• Strong interpersonal and communications skills
• Intern, prior research or co-op experience in engineering or manufacturing
• Demonstrated leadership experience
• Rotation locations vary, thus candidate must be geographically mobile
• Strong commitment to a career in operations management
• Unrestricted work authorization in the U.S.

COMMUNICATIONS LEADERSHIP DEVELOPMENT PROGRAM (CLDP)

CLDP is a challenging rotational program focused on accelerated development of top potential communications and public relations talent. CLDP creates a pipeline for leadership roles across GE, one of the world’s most admired companies.

Program Summary
• Three challenging eight-month rotations within Corporate or one of GE’s six businesses—infrastructure, industrial, money, commercial finance, health care and NBC Universal
• Rotations include (but are not limited to) public relations, marketing communications, employee communications and executive communications, among others
• Leadership, communications and business-focused training
• Extensive global peer network
• Visibility with senior leadership
• Cross-business projects

What will CLDP do for you?
• Accelerated professional development
• Leadership skills development
• Communications-specific competency development
• Global networking and mentoring

Qualifications of the candidate:
• A minimum of a four-year degree with communications-related course work
• U.S.: GPA greater than or equal to 3.0/4.0
• Unrestricted authorization to work in the country to which you are applying
• Geographic mobility

Desired Characteristics:
• Major in communications, public relations, journalism, liberal arts, marketing, or English
• Strong business acumen
• Leadership experience inside and outside of the classroom
• Demonstrated examples of using an analytical approach to problem solving
• A strong commitment to a career in communications
• Internship experience in the communications field
• Criteria varies by country

HUMAN RESOURCES LEADERSHIP PROGRAM (HRLP)

The Human Resources Leadership Program prepares participants for a dynamic role in the human dimension of GE. As a true business partner, participants’ work will influence the direction of our company. HRLP accelerates development through two HR assignments and one cross-functional role.

Program Summary
• Three challenging eight-month assignments, including the opportunity for a cross-functional experience
• Leadership, HR and business-focused training
• Extensive peer network
• Exposure to senior leaders
• Cross-business projects
• Four global seminars

What will HRLP do for you?
• Accelerated professional development
• Leadership skills development
• HR-specific competency development
• Global networking and mentoring
• GE’s finance and Six Sigma skills

Qualifications of the candidate:
• Masters degree in business or a human resources discipline (e.g., industrial and labor relations, industrial and organizational psychology, organizational behavior, etc.)
• Two years of business-related work experience
• GPA greater than or equal to 3.0/4.0
• Unrestricted authorization to work in the country you are applying
• Geographically mobile

 Desired Characteristics:
• MBA or master’s degree with a focus/emphasis in human resources
• At least one year of prior work experience in an HR related role
• Leadership skills
• Passion for a long-term career within human resources
• Able to effectively work with and manage global teams
• Ability to understand business strategy and organizations
• Display a high level of self confidence
• Willing to take initiative and be a change agent
• Possess strong analytical skills
• Ability to energize teams and create an engaging work environment, inclusiveness
• Possess expertise within the HR function and experience managing a team through different business cycles
• External focus, ability to consider the external impact of business activities and decisions on customers, market/industry, investors, media, government and communities
• Strong ability to establish trust with clients, peers and managers
• Ability to use sound judgment in making business decisions
• Willing to take risks
• Ability to generate new ideas and simplify strategy into specific actions
• Other desired characteristics include: well-developed written and oral communication skills, business acumen, possess integrity, able to deal effectively with stressful situations.
• Criteria varies by country

FINANCIAL MANAGEMENT PROGRAM (FMP)

FMP is widely considered to be the premier program of its kind. It is the first step in many successful GE management careers. FMP develops leadership and analytical skills through classroom training and key assignments.

Program Summary

• Intensive two-year, entry-level program spanning four rotational assignments
• Hands-on experience may include: financial planning, accounting, operations analysis, auditing, forecasting, treasury/cash management, commercial finance and business development
• Combines course work, job assignments and interactive seminars to equip you with exceptional technical, financial and business skills
• Led by senior GE professionals and mentors
• Develops world-class financial leaders for exciting positions
What will FMP do for you?

- Accelerated career growth
- Semiannual salary increases based on performance
- Significant responsibility and opportunity to contribute to business results
- Exposure to business leaders
- Continuous learning and development
- Culture that recognizes and rewards excellence

Qualifications of the candidate:

- Academic excellence with financial or quantitative interest/competency
- Minimum 3.0 on 4.0 grade point average scale
- Demonstrated leadership ability and initiative
- Strong communication, interpersonal and influencing skills
- Relevant work experience
- Flexible, adaptable and geographically mobile
- Unrestricted authorization to work in the United States

EXPERIENCED COMMERCIAL LEADERSHIP PROGRAM (ECLP)

The Experienced Commercial Leadership Program accelerates the development of commercial-savvy talent through a structured program combining course work, job assignments and interactive seminars. Candidates are hired into one of GE’s six businesses.

Program Summary

- A two-year program consisting of four six-month rotational assignments within the commercial function of a GE business
- Two rotations are marketing-focused and two are sales-focused
- Program participants strengthen their commercial, business, and leadership skills by completing an intensive curriculum consisting of eight weeks of classroom training and in-residence global symposiums

What will ECLP do for you?

- Innovation breakthroughs—help drive innovation across GE, working on an array of commercial and technical breakthroughs
- Continuous learning—with more than $1 billion spent annually in training and development of employees, GE is committed to learning
- Exciting businesses—with six business groups, GE offers continued career growth, an advantage few other companies can match

Visit Vault at www.vault.com for insider company profiles, expert advice, career message boards, expert resume reviews, the Vault Job Board and more.
• People—GE people are some of the best in the world, with a shared desire to learn and stretch beyond their limits

**Qualifications of the candidate:**

• MBA with three to five years marketing or sales experience  
• Bachelor’s Degree with six to eight years marketing or sales experience  
• Demonstrated leadership, communication and analytical skills  
• Geographic mobility  
• Second language preferred (English required)  
• Unrestricted work authorization in the United States

**COMMERCIAL LEADERSHIP PROGRAM (CLP)**

CLP offers a core curriculum that fosters the development of commercial skills and techniques that are critical to success in all GE businesses. The structure, duration and additional training are determined at the business level to meet their specific development and industry needs. Although the approach may vary by business, the end result is the same—CLP prepares candidates for a successful career in sales or marketing by providing the opportunity to learn about our products, industry and customers while making valuable contributions to the organization.

**Program Summary**

• An 18-month program that that develops marketing and sales skills through a strong core curriculum and challenging assignments.  
• The program prepares candidates for a successful career in sales by providing the opportunity to learn about our products, industry and customers while simultaneously making valuable contributions to the organization.

**What will CLP do for you?**

• Continuous learning—with more than $1 billion spent annually in training and development of employees, GE is committed to learning  
• People—GE people are some of the best in the world with a shared desire to learn and stretch beyond their limits  
• Exposure—challenging assignments allow for exposure to key customers and high level managers early in career  
• Growth Potential—accelerated, fast-paced learning prepares CLPs for an exciting career in outside sales
Qualifications of the candidate:

• Bachelor’s degree in engineering or industrial distribution
• Minimum GPA 3.0 or higher on a 4.0 scale
• Prior internship or co-op experience
• Geographic mobility
• Demonstrated interest in sales career and results-oriented
• Unrestricted work authorization in the United States

Describe how your program(s) differ at different levels of leadership:

GE’s Corporate Entry-level Leadership Programs offer recent college graduates prized development opportunities that combine real-world experience with formal classroom study. Through a series of rotating assignments—typically over a period of two years—young professionals receive accelerated professional development, world-class mentors and global networking that cuts across GE’s businesses.

Experienced professionals who wish to accelerate their careers find fitting opportunity in our Experienced Leadership Programs. The programs position high-potential talent in collaboration with some of the top innovators in their fields, offering intensive on-the-job development in the areas of corporate audit, human resources, and sales and marketing.

How do you identify leadership qualities?

Driving growth in a company of GE’s size is not easy. One of the ways that we turn that challenge into an opportunity is in how we lead our people, our businesses and our regions. To do this, we have to be more focused on external markets. Our growth leadership traits (external focus, imagination, clear thinking, expertise and inclusiveness) help us to lead from the outside in—rather than from the inside out. The growth traits are more than just words. They’re ideas for how to engage with our customers, markets and co-workers. To make these words relevant to growth, leaders work on personalizing these traits in a way that’s appropriate—and distinct—to each part of the company. Growth leaders drive growth for GE.

Outline some other overall results from the program:

• Top Entry-Level Employer, CollegeGrad.com, 2008
• World’s Best R&D Companies, R&D Magazine, 2008
• 25 Most Desirable MBA Employers, Fortune, 2008
• Top Companies for Leaders, Fortune, 2007
• Best Places to Launch a Career, BusinessWeek, 2007
• Employer of Choice for MBAs, Fortune, 2007
• Top MBA Employer, Universum, 2007
• Best Rotational Programs, MBAs, Universum, 2007
• Best Rotational Programs, Undergraduates, Universum, 2007
• Top Internships, Engineering, Universum, 2007
• Top Internships, Business, Universum, 2007
• Most Prestigious Internships, Energy/Power, Universum, 2007
• Most Prestigious Internships, Engineering/Mfg., Universum, 2007
• Best Places to Launch a Career, BusinessWeek, 2007
• Best in Leadership Development, Leadership Excellence, 2007
• Wired 40, Wired, 2007

Are there additional benefits and compensation that are tied in with these leadership development programs?
• Ability to make a measurable impact
• Accelerated development of technical, business and leadership skills
• Continuous learning and development
• Culture that recognizes and rewards excellence
• Exposure to business leaders
• Function-specific competency development
• Global networking and mentoring
• Opportunity to work in multiple businesses and locations
• Significant responsibility and opportunity to contribute to business results

What percentage of your most senior leadership was produced from within your company?
Nine of the 13 top GE CFOs are corporate audit staff alumni, and around 25 percent of GE’s corporate executive council members graduated from CAS. That’s just one example of the many leaders that come out of our training programs.

Who are some notable alumni that have come out of your company’s leadership training/program(s)?
• Keith S. Sherin, Vice Chairman and Chief Financial Officer, Financial Management Program:
  www.ge.com/company/leadership/bios_exec/keith_sherin.html
• Susan P. Peters, Vice President of Executive Development, Human Resources Leadership Program:
  www.ge.com/company/leadership/bios_exec/susan_peters.html
• Daniel Janki, Vice President, Corporate Investor Communications, GE
  www.ge.com/company/leadership/bios_exec/daniel_janki.html
• John Rice, Vice Chairman, GE. President and CEO—GE Infrastructure
  www.ge.com/company/leadership/bios_exec/john_rice.html
• Brian Worrel, Vice President, GE Corporate Audit Staff
  www.ge.com/company/leadership/bios_exec/brian_worrell.html
• William Cary, Senior Vice President, GE. President and CEO, GE Money
  www.ge.com/company/leadership/bios_exec/william_cary.html
• Jay Ireland, President and CEO, GE Asset Management
  www.ge.com/company/leadership/bios_exec/jay_ireland.html
• Richard Laxer, President and CEO, GE Corporate Financial Services
  www.ge.com/company/leadership/bios_exec/richard_laxer.html
• Deborah Reif, President and CEO, GE Equipment Services
  www.ge.com/company/leadership/bios_exec/deborah_reif.html
• Marc Vachon, President and CEO Global Diagnostic Imaging, GE Healthcare
  www.ge.com/company/leadership/bios_exec/mark_vachon.html

Leadership Program Statistics

You can get our diversity breakdown at:
www.ge.com/company/citizenship/downloads/index.html, click on EMPLOYEES then DIVERSITY AND INCLUSIVENESS. Please note that we consider “professional” to equate to “management.” NOTE: These are NOT numbers for the leadership programs, but for our “company’s management” as indicated in the above question.

Supporting Workplace Diversity

• African American Forum—The AAF provides employees with mentors, seminars, networking, and career discussion. The forum also contributes to the development of local African-American communities.
• Asian Pacific American Forum—The APAF supports the Asian Pacific American community with a career development network while promoting broader awareness of differences in Asian and American cultures.
• Women’s Network—The rapidly growing Women’s Network supports the professional development of women around the world by sharing the wisdom of successful women role models.
• Hispanic Forum—The Hispanic Forum supports coaching, mentoring, role modeling and the recruitment of Hispanic talent. It also reaches out to Hispanic communities with service and corporate sponsorships.
• GLBT Forum—GE’s commitment to the gay, lesbian, bisexual and transgender communities is supported by the GLBT Forum, as well as our offering of benefits for domestic partners.

GE is acknowledged as one of the best companies for developing leadership talent. We focus diligently on recruitment at the start of the pipeline. Our campus recruiting programs look for the best and brightest, while our training and development programs help to grow people based on the merits of their performance. We offer programs to help employees balance their professional and personal obligations with benefits like telecommuting, job sharing, paid time off, family leave and care programs, education programs and adoption assistance. Finally, we recognize the power of diversity and the strength that results from inclusiveness. Our business and workforce inclusiveness creates a limitless source of ideas and opportunities.

Going Forward

Does your firm have any plans for future leadership development programs?
Yes, GE adds new business-specific leadership programs all the time. Check www.gecareers.com for the latest information.

Recognition

Please list any awards or recognitions your leadership programs have received, as well as any commendations that the company has received for leadership.

• World’s Most Admired Companies (Fortune, 2008)
• America’s Most Admired Companies (Fortune, 2008)
• Most Innovative Company (Fast Company, 2008)
• Most Innovative Companies (BusinessWeek, 2008)
• Most Profitable Companies (Fortune, 2008)
• Most Accountable Company (One World Trust, 2008)
• GE Rated No. 1 Company for Leaders (Fortune, October 1, 2007): GE tops Fortune’s list of companies for leaders by scaling its training initiatives to support 50 percent of revenue from markets outside the U.S.
• GE Ranks in Top 5 on World’s Most Respected List (Barrons, 2007): GE continues to enjoy the praise of the investment community… the true product of GE is good management.
• Most Admired—U.S. and World (Fortune, 2007): GE has again topped Fortune’s list of America’s Most Admired Companies, World’s Most Admired Companies.
• Best Leadership Programs (Universum Communications, 2007): From a survey of over 40,000 undergraduate students, GE’s leadership programs were ranked No. 1.
• Employer of Choice for MBAs (Fortune, May 3, 2007): For the second year in a row, MBAs choose GE as the eighth desired employer out of 100.
• 100 Best Companies for the Working Mother (Working Mother; 2007): GE’s flexwork options and the increasing ranks of women officers are among the reasons it is once again named a “Best Company” for working mothers.
• Top 5 Preferred Employer (National Society of Black Engineers, 2007): GE ranked third in the 19th annual Employer Preference Survey of NSBE membership, measuring factors such as employment stability, hiring frequency, upward mobility, continued education, commitment to diversity and leadership/internship opportunities among its criteria.

Additional Information

Key elements to GE’s learning culture include active experimentation and action-based learning, as the talented people GE attracts and recruits apply themselves to unravel the most challenging problems of the future. GE leaders are evaluated on how well they guide the professional growth of their people, providing counsel and goal setting. Leaders are responsible for ensuring functional competence and overall business excellence of their teams, in an operating climate that emphasizes unyielding integrity.

GE invests more than $1 billion in training and development initiatives each year. GE’s dedication to training is most visible at the John F. Welch Learning Center in Crotonville, New York. This first-of-its-kind corporate center celebrated its 50th anniversary in 2006. GE’s corporate leaders are frequent guest speakers during classes to promote learning based on real-world and timely experience. GE also provides a global network of online learning with nearly 3.4 million online courses completed in 2006.