

DR. MICHAEL ARENA

CHIEF TALENT OFFICER
GENERAL MOTORS CORPORATION





Design Thinking & Networks

Michael J. Arena, Ph.D.
Chief Talent Officer
General Motors

LEADING THE EVOLVING ORGANIZATION

2017 ANNUAL CONFERENCE

TURNBERRY ISLE MIAMI + AVENTURA, FL

SIRM EXECUTIVE NETWORK
HR PEOPLE + STRATEGY

d.Thinking Capabilities

Going Deeper for Grater Impact



- Small team of dedicated experts
- Commissioned research only
- Building d.community network

STANFORD
BUSINESS

GRADUATE
SCHOOL OF

M MICHIGAN
ROSS SCHOOL OF BUSINESS

- Every Sr. Executive & Executive engaged
- Enterprise strategic initiatives
- Align d.School Bootcamp coaches



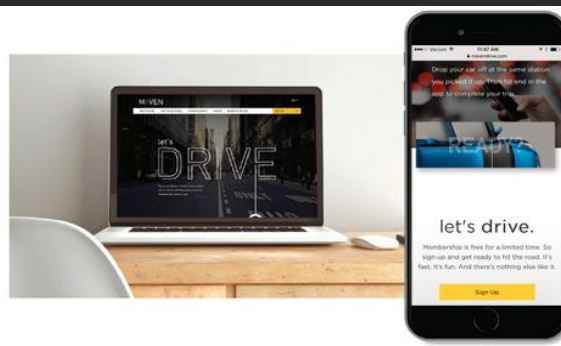
- Developing dThinking coaches
- 2 day intensive on dThinking
- Intensive blitz challenges



- 24 hour business challenge
- Leverages elements of dThinking
- Groups of 35-50 compete as teams

Scaling for Organizational Transformation

Urban
Mobility
(dLab /
Learning
Center)

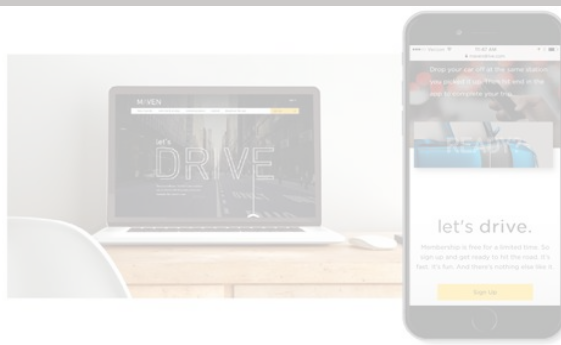
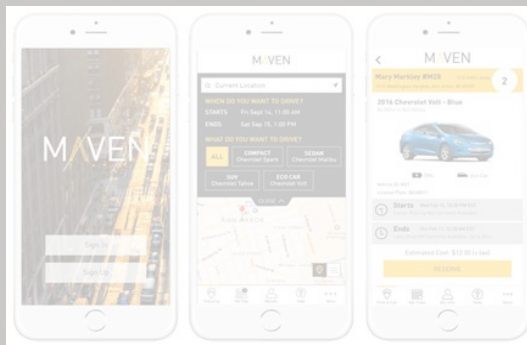


Luxury
Services
(Leadership
Development)

Culture
Change



Urban
Mobility
(dLab /
Learning
Center)



Luxury
Services
(Leadership
Development)

Culture
Change





Build and test.

Build your solution.

Make something your partner can interact with!

[nothere]

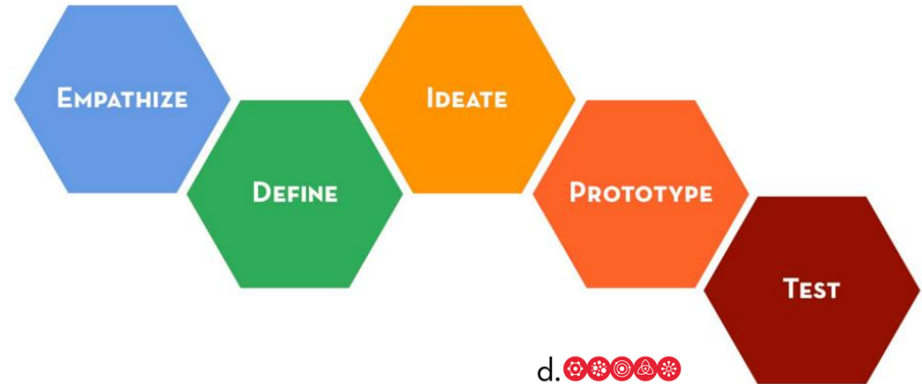
Share your solution and get feedback.

+ What worked...

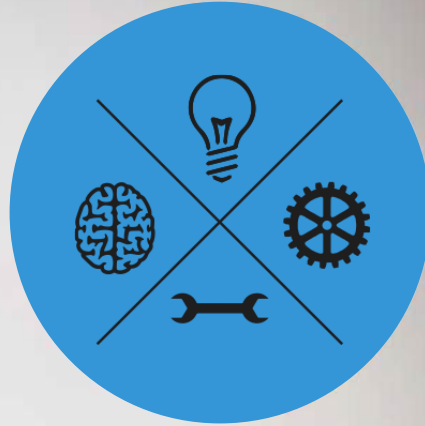
- What could be improved...

? Questions...

! Ideas...



GM2020 CO:LAB



6.2.14 | 1PM-7PM
GRAND CIRCUS
1570 WOODWARD AVENUE
DETROIT, MICHIGAN 48226

6.3.14 | 8AM-1PM
INNOVATION XCHANGE
GM LEARNING CENTER – REN CEN
BETWEEN TOWERS 200 & 300

FOR MORE INFORMATION,
PLEASE CONTACT INNOVATIONXCHANGE@GM.COM



SARAH, 31 YEARS OLD



THE: New brand manager from a strategy consulting background who is optimistic and passionate about working at GM.

QUOTE: "That's such an interesting idea! Let's try it out and see how it goes."

ABOUT: Sarah is a 31-year-old new hire at the Innovation Center. She was hired for her

GOALS/TASKS: Sarah loves doing a great job and worked in auto, but was hired because her intense enthusiasm and new ideas for the brand. She is trying new things because she is willing to try the flexible when she, or someone she works with, is

NEEDS/IMPLICATIONS: Sarah wants to feel that what she does so that she is more engaged with more connected to the company as a whole.

FEARS AND FRUSTRATIONS: Sarah expected the was used to, but was still shocked at how lost she No one took her to lunch, barely anyone introduced close camaraderie she felt with her colleagues w

Sarah also wants to connect with more people as change and help GM win. When starting to realize it herself and force her ideas through with the po so for have a "same old" attitude. She gets the enthusiasm behind her back. However, she does working with her, so she's been focusing on fo

BEN, 45 YEARS OLD



THE: Tenured senior employee with an offer from another company.

QUOTE: "I don't think that would work in our market."

ABOUT: Ben is a 45-year-old VP in GM's Asian business unit. He has been an employee at GM for about 15 years, working his way up through various engineering and product development roles, and he has been a VP for three years. He holds a degree in mechanical engineering from Cambridge University and an MBA from INSEAD. He lives in China with his wife, and has two children are attending university at his alma mater in the UK.

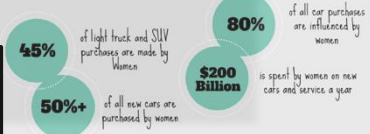
GOALS/TASKS: Ben is proud of how far his career has progressed at GM. Lately, he's been feeling as though there is no more upward mobility at GM, especially since he doesn't live in Detroit. He really enjoyed the life he's spent living in the UK when he was younger, and was excited recently to become EVP of a large manufacturing firm based in London, England. Ben and his wife have been contemplating moving to London, since their children both live near there and this would be a great career progression for Ben.

NEEDS/IMPLICATIONS: Ben needs to feel like his contribution matters and that there are career growth opportunities for him at GM; but right now, at least, this doesn't seem to be the case.

FEARS AND FRUSTRATIONS: Ben really likes his colleagues, but he has not been very excited by his work lately. He is frustrated by the stagn in his career and his unit's poor performance recently. There is a lot that affects his unit that is beyond his control, but he worries his progress is suffering because of it. He hears that he is falling behind his peers in terms of status, salary and impact.

WHY IS HE A CHALLENGER: Ben already has one foot out the door, with families pulling him even more strongly to leave his job. There would need to be a drastic change in his circumstances to enable him to stay and thrive at GM.

DID YOU KNOW THAT:



AND YET NO AUTOMOTIVE COMPANY HAS FIGURED OUT STORAGE FOR THEIR PURSE.....

CO:LAB 4-CARGO MANAGEMENT



Challenge: How can we re-imagine the cargo management system in order to exceed customer needs and expectations?

30% of the revenue from accessories comes from cargo management!

2/3 of the top accessories purchased for full-line trucks were related to cargo management.

Workplace Design



CO:LAB CYCLE

1. IDEATE

It's time to activate both sides of your brain to come up with as many solutions as possible to your Core Challenge statement. Disregard any potential restrictions and focus on generating as many ideas as possible!

TIP: If you get stuck use a fuel card, visit a fuel station or ask a mentor.

2. PROTOTYPE

A prototype is a "quick and dirty" way to test your solution. The format for a prototype varies widely depending on your solution, resources available and the ingenuity of your team. Your prototype could take the form of a drawing, a skit, wireframes for an app or website, a 3D model using available materials, an interview, a Q&A session, etc. Be creative, and don't be afraid to ask the inventors for help.

TIP: If you get stuck visit the prototyping fuel station.

3. COLLABORATE

Once you have a prototype, you can share it with mentors and fellow participants in order to get feedback. This will enable your team to learn what works, and what doesn't, so that you can rapidly iterate to create a continuously improved solution.

TIP: If you get stuck use a fuel card, visit a fuel station or ask a mentor.

4. REVISE

Once you've gathered feedback on your solution, your team can regroup and discuss how to make it better.

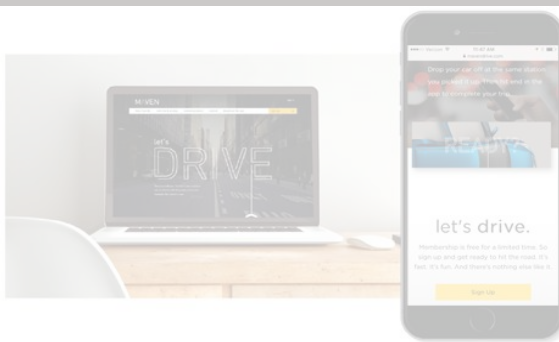
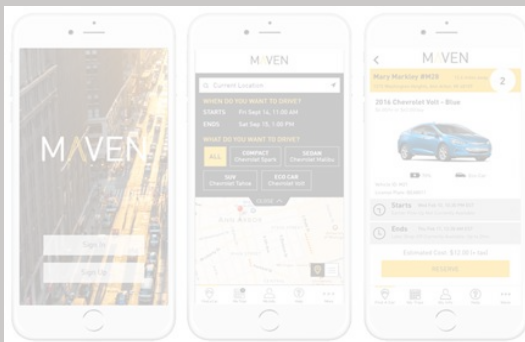
5. REPEAT

Repeat steps (3-7) Throughout the hours of CO:LAB, you can and should go through multiple iterations of ideating, prototyping, collaborating and revising. This process is about continually learning and improving to come up with the best solution in a short period of time.



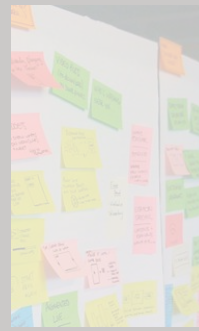


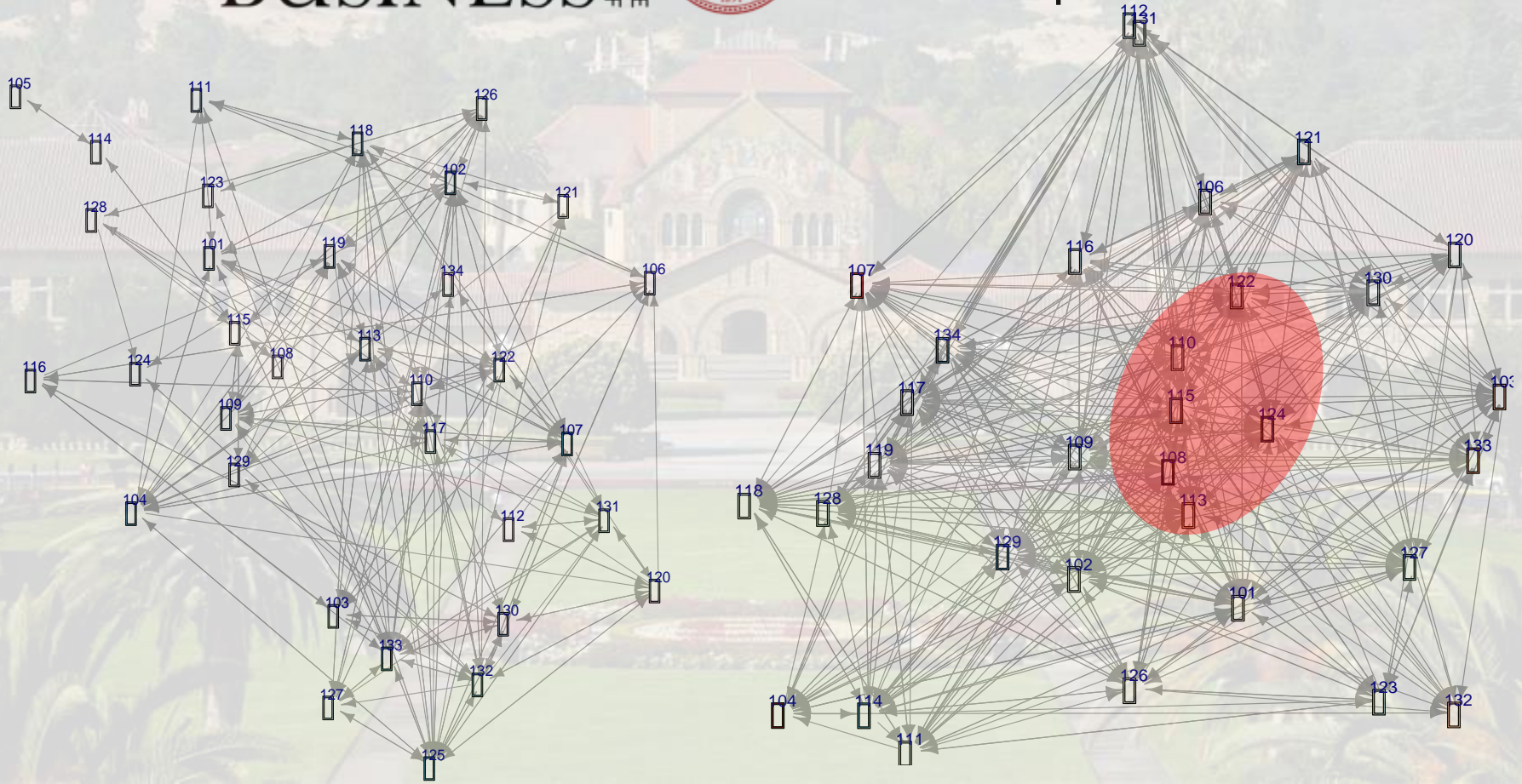
Urban
Mobility
(dLab /
Learning
Center)



Luxury
Services
(Leadership
Development)

Culture
Change

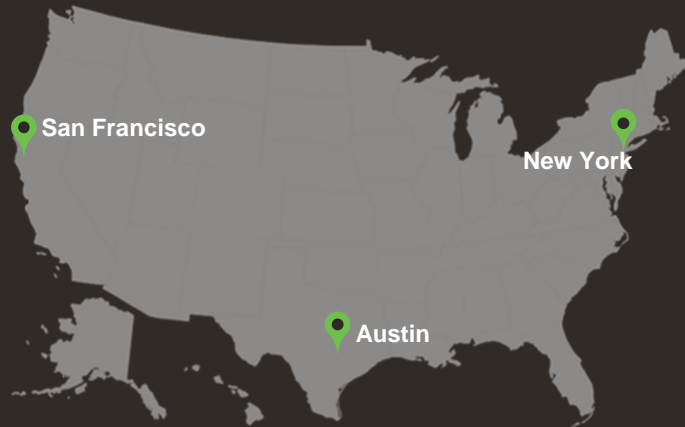




WE CHALLENGED A TEAM TO...

Reimagine spectacular customer service, leveraging data within and beyond GM

ENGAGED INDIVIDUALS TO FIND OUT HOW THEY REALLY FELT ABOUT THE CURRENT CUSTOMER JOURNEY...



...they said:

“Owning a vehicle is a HUGE pain”
“I want a shopping and buying experience based on my needs”

“I want an experience on my terms, on my turf”

“I value access and experience over possession”

THE BIG AHA...

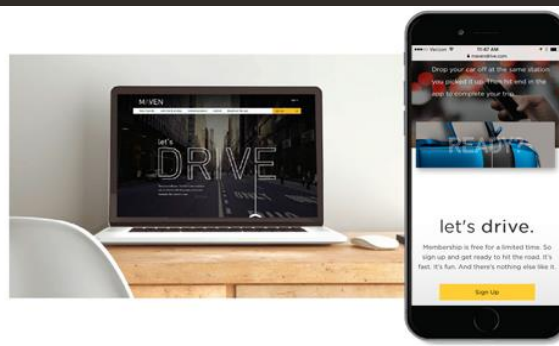


How might we consolidate the journey into just three steps: Learn, Join and Use?



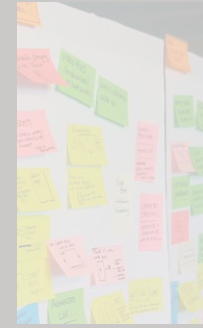
BOOK
BY CADILLAC

Urban Mobility (dLab / Learning Center)



Luxury Services (Leadership Development)

Culture Change



REIMAGINE PERSONAL TRANSPORTATION FOR CITY-DWELLERS...

We met...

Twin students Susan and Anne who found that owning a car was a burden.

We wondered...

If its not really about cars, but its about 'getting from point A to B in a way that suits them individually'

It would be game changing if...

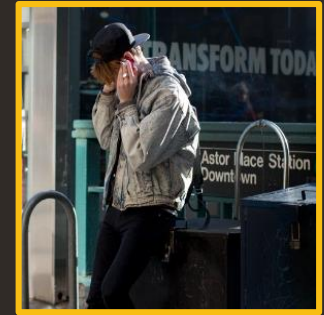
We could help Susan and Anne to get from here to there they way they want to instantaneously.



"Parking is too expensive...
My coworkers bike too,
I wanna be part of the club"



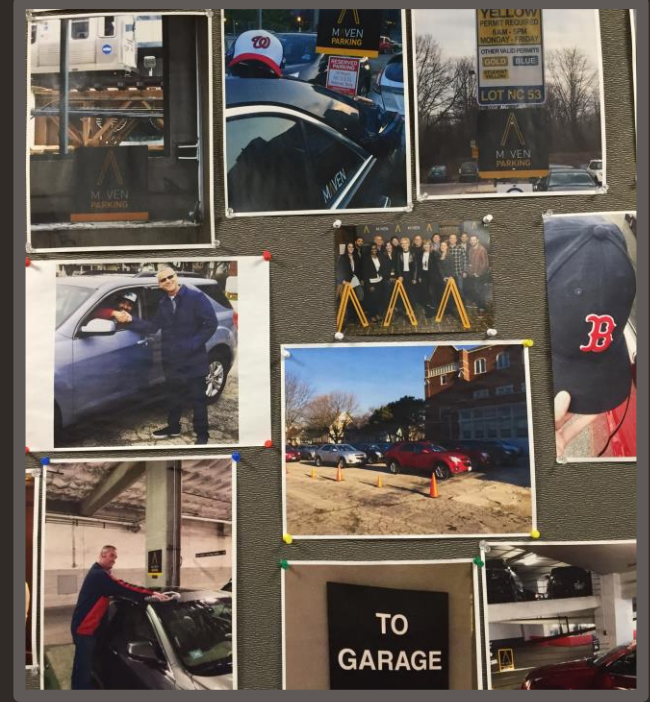
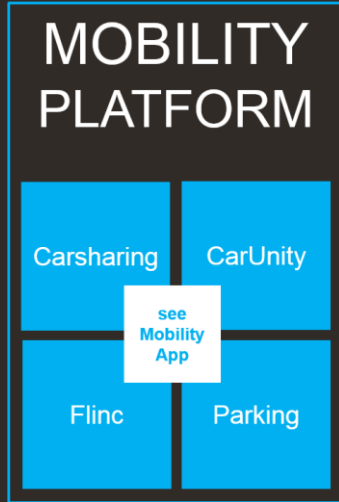
"I do not need a car in the
city. It is more troublesome
than beneficial"



"My friend is two years
car-free now"

For a variety of reasons, people can't, don't, or won't drive

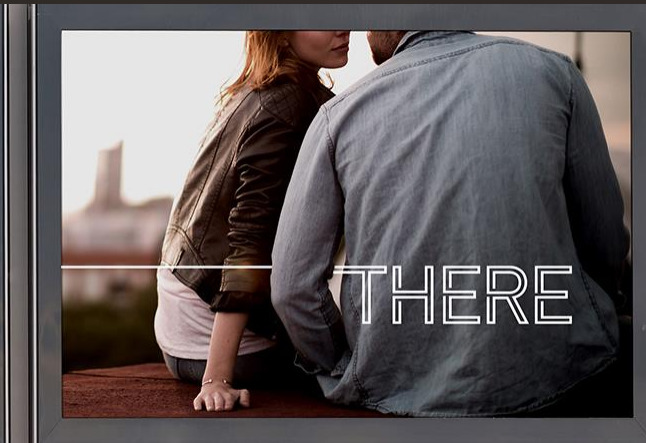
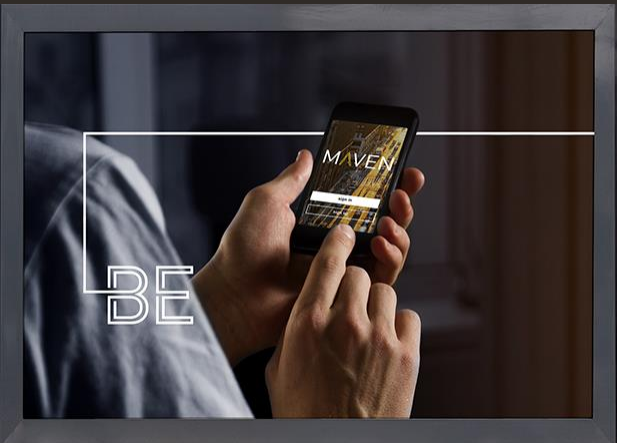
WE PROTOTYPED AND TESTED MANY IDEAS...



AFTER MANY ITERATIONS...

MAVEN

The smart and seamless way to connect with the people, places and moments that matter to you.



accessory vehicles
ios app

android app
website format
backend server

11/11 PM → login
11/11 PM → end

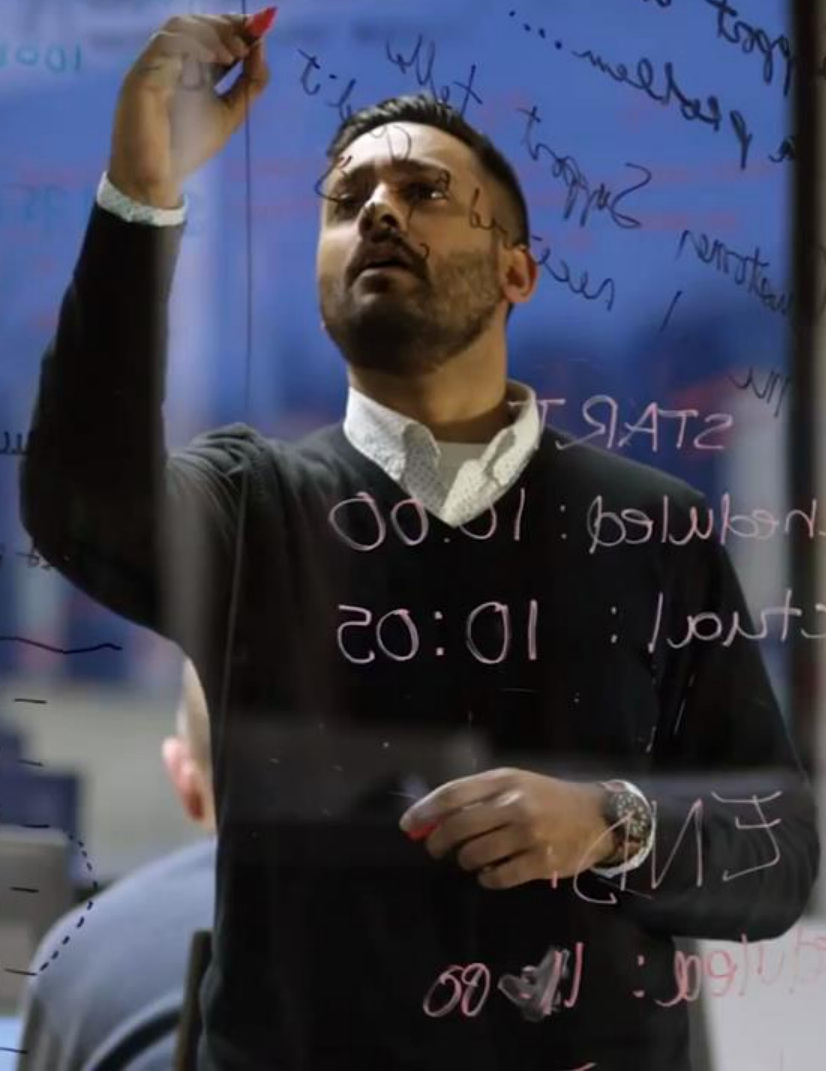
11/11 PM → prod

- android
- improve login stability
- improve latency

- decrease wait time (app)

- improve access response

- end reservation works



START

Scheduled: 10:00

Actual: 10:02

END

Scheduled: 11:00

0002

*

*

→

→

→



Broker: have relationships across many groups, are able to bridge silos to generate new insights and can act as gateways for new ideas. They may also be marginalized for too many bold ideas and they are more susceptible to pulled upon and becoming overwhelmed.



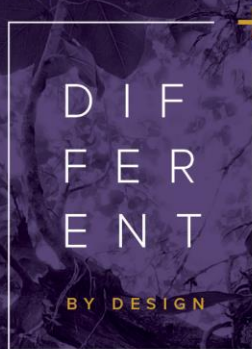
Connector: have many relationships within their core community, are best positioned to get ideas adopted locally and are typically trusted within their primary network. Their ideas are more likely to be dismissed by people outside and they can become bottlenecks.



Energizer: is able to create a reputation that spreads quickly across the network, they tend to get the most out of others, and they are more likely to get ideas noticed. They also can become overburdened by others



Challenger: is able to provoke change into the organization by tapping into the external pressures, they entice debates to encourages idea enhancement and they moderate the network buzz. They can also be dismissed as being the devils advocate.



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Breaking HR

Francine Katsoudas
Senior Vice President and Chief People Officer, Cisco
April 24, 2017

Our “Aha” MOMENT

Work changing faster than people

Right differentiators

Experience



A high-angle, top-down photograph of a diverse group of six people sitting around a light-colored wooden conference table. They are engaged in a meeting, with various work items on the table including laptops, notebooks, tablets, and pens. The setting is a modern office with a hexagonal tile floor and a large window in the background. The text 'Employees as ARCHITECTS' is overlaid in the center of the image.

Employees
as ARCHITECTS



Our People Deal



Our People Deal

I am a
courageous
person

I am a
cautious
person



A group of people are gathered around a table in a meeting room, looking at documents and laptops. The image is overlaid with a cracked glass effect, with a large, central crack radiating outwards. The text "Breaking HR" is centered over the crack.

***Breaking* HR**

We Broke:

Silos

Routines

Cultural Barriers

Preconceived Notions

| **105** ideas

| **16** time zones

| **39** countries

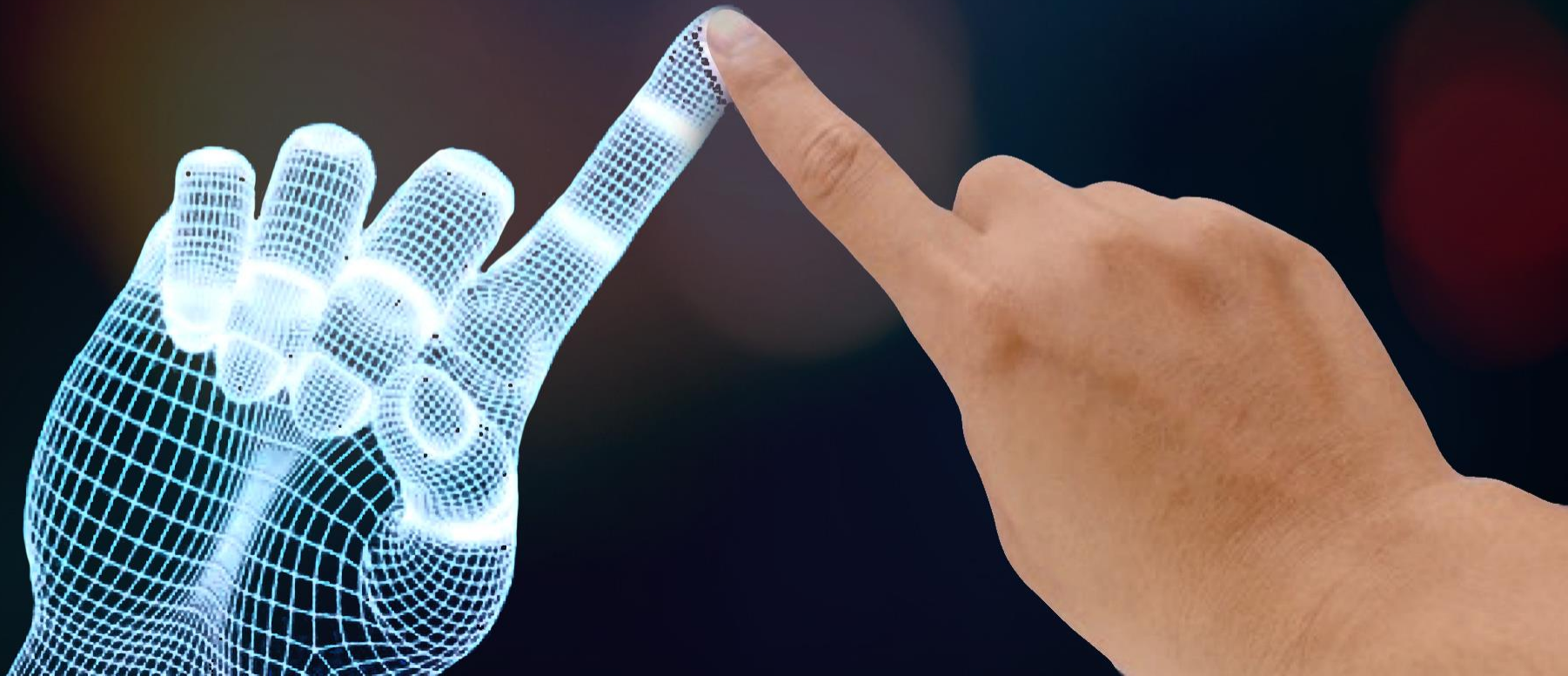
| **116** cities

| **800+** participants

| **65%** of HR population

| **120** teams

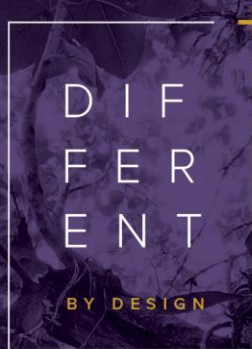
The Intersection of Technology And the Human Touch





HR is the Differentiator





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