GE Healthcare Partners with Harrison Assessments for an Engineer Leadership Win

Harrison Case Study GE Healthcare

Designing and developing medical devices requires a unique set of advanced technical skills and top performance. That's why GE Healthcare hires and develops some of the industry's finest systems engineers.

Identifying and developing Lead Systems Designers - responsible for technical direction, product quality and customer satisfaction - is even more challenging. These key contributors must have the skill set of a systems engineer and also inspire teams and make crucial business decisions.

Knowing it tended to prioritize the role's technical skills, GE Healthcare launched an initiative in 2014 to assess and quantify the leadership qualities of its top Lead Systems Designers - and to identify and develop a pipeline of candidates suited to the job.

Chris Unger, GE Healthcare Chief Systems Engineer, and Ann Woodward, Global Learning and Development Leader for GE Healthcare's Life Care Solutions business, knew that for the initiative to succeed they needed the right leadership assessment tool.

Their choice? Harrison Assessments' award-winning SmartQuestionnaire and Job Suitability Assessment.

The Company:

GE Healthcare

The Challenge:

Measuring leadership suitability for the role of Lead Systems Designer.

The Solution:

Customizing Harrison's award-winning Job Suitability Assessment.

The Outcomes:

Knowing the precise leadership qualities that create success in the role.

Improved professional growth and retention of engineers.

Identification of high performers and succession planning

Clear demonstration of the company's commitment to the success of its people.

The Right Tool: Measuring Leadership Suitability

"The Harrison Assessment measures exactly the kinds of decision making capabilities, critical thinking and leadership behaviours our Lead System Designers need," says Woodward. "It's a very comprehensive assessment but it's also flexible, which meant we could tailor it to our specific needs."

Harrison's Job Suitability Assessment measures engagement, motivation, interpersonal skills and retention factors as they relate to specific roles. It measures 175 factors, although only a subset of these factors is typically relevant to performance in a given job. The mix of factors and the weighting associated with each are customized based on the role and a company's goals.

HARRISON assessments

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Harrison Case Study - GE Healthcare

Customization was an important factor in why GE Healthcare chose Harrison, Woodward notes. The company had conducted its own statistical analysis and identified specific behavioural traits and leadership qualities it wanted to measure. GE Healthcare was able to use this research to adjust the Harrison assessment and extract the most meaningful data.

The Outcomes - Expected & Unexpected

One of the most beneficial outcomes of conducting the assessments was identifying patterns and trends that revealed leadership gaps within GE Healthcare's teams. Issues that were addressed via growth plans and support for Lead Systems Designers, Woodward says.

"We have always focused on developing our engineers' technical skills," she says. "But the Harrison Assessment really helped us talk with our engineers about the specific leadership skills they needed to develop to succeed in the role of a Lead Systems Designer."

An unexpected outcome was identifying individuals interested in career opportunities other than Lead Systems Designer. "If an engineer leaves us, intellectual capital goes with them, so keeping our talented engineers is highly important to us," Woodward says. "The Harrison Assessment helped initiate many crucial retention-oriented conversations."

After the initial round of assessments, Woodward interviewed participants to gather their impressions of the experience. The feedback was overwhelmingly positive. Many told Woodward the one-on-one assessment process was a clear demonstration of the company's commitment to their success.

In fact, Woodward says that more and more people are asking to take part in the leadership assessments. "They're actually coming to us to say they have a particular job in mind - a role they want to take on at some point in the future - and they want to know exactly what skills and qualities they need to develop to get there." As of April 2016, 60% of the Lead Systems Designers globally at GE Healthcare have taken the Harrison Assessment and received feedback.

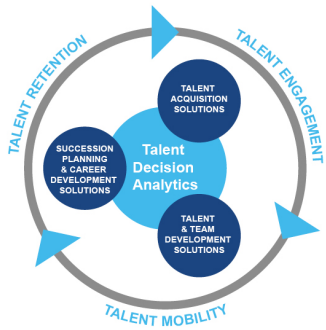
"The Harrison Assessment allows us to have meaningful conversations with these people," Woodward states. "That's a win on every level."

About GE Healthcare

GE Healthcare is a $18 billion business with more than 46,000 employees in 100+ countries.

Harrison Talent Life Cycle Solutions

Harrison Assessments uses predictive analytics to help organizations acquire, develop, lead and engage their talent. This comprehensive Talent Decision Analytics provides the intelligence needed throughout the talent life cycle to build effective teams and develop, engage and retain key talent. Contact us to learn how we help organizations make great decisions.



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