GENERAL ASSEMBLY

Hello, TeamKC! It's nice to meet you.

The Fragile State of Our Workforce

Due to automation, **120 million workers in the world's 12 largest economies** may need to be retrained. Companies need to create real opportunities for reskilling and talent mobility to avoid mass displacement.

The Great Resignation
41% of Global workers are considering quitting or changing professions this year; **38%** plan to quit in the next 6 months-1 year

87% of leaders are experiencing technology skill gaps, or expect to within five years.

60% growth in tech skills required for non-IT roles over the past 4 years.

Sources: IBM, Gartner, Harvey Nash/KPMG, Gartner, BBC

Meet Your Training Partner

General Assembly Enterprise

Accelerate Digital Transformation Through Your Talent

General Assembly is a global upskilling and reskilling company with unmatched scale. Our programs enable teams to grow, compete, and thrive in the digital economy.

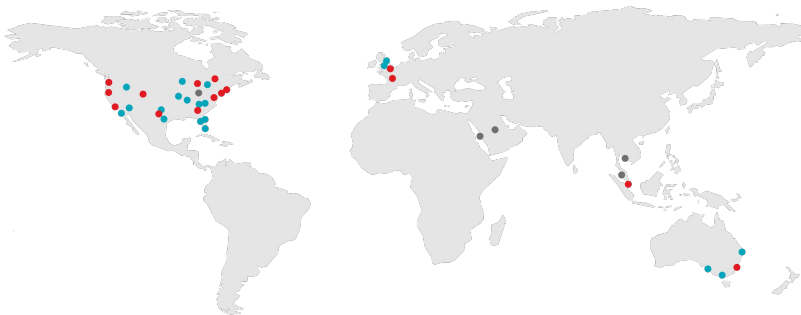Digital Fluency

Marketing

Data & AI

Engineering & Technology

Product Management

UX & Visual Design

Fast Facts

- **400 clients** including 35 Fortune 100 companies.
- **50,000 employees** trained in 80 cities.
- **1,500 instructors** and 20,000 in-network experts.
- **78,000 course alumni** across 33 campuses.
- **10,000 live online learners** in 5 years of remote delivery.

General Assembly is a brand of the Adecco Group, the world's foremost provider of staffing, career transition, and talent development solutions.

● Campus Locations   ● Pop-Up Campus   ● Enterprise Campus

How Digital Champions Solve Problems Through Talent

CHALLENGE:
Scaling Engineering Team

SOLUTION:
==Reskilling programs== dramatically increase your pool of job-ready engineers trained in your tech stacks and technology culture.

CHALLENGE:
Hiring Diverse Technical Talent

SOLUTION:
==Talent pipeline support== enables redeployment of diverse non-tech talent into technical roles — sourced from within or outside your organization.

CHALLENGE:
Modern Engineering Skills & Practices

SOLUTION:
==Advanced upskilling== trains engineers in modern frameworks & methods to support cloud migration and other enterprise technology projects.

CHALLENGE:
Broad Technical Fluency

SOLUTION:
==Upskilling and fluency programs== build technical competencies throughout your organization, fuelling a digital mindset and a culture of learning in every department.

A Renewable Workforce Pays Off

Our research has proven that a renewable workforce — vs. a replaceable workforce — is a talent mobility ecosystem that prioritizes **reskilling, redeployment, and digital transformation at scale**.

$136k

Potential savings per person from reskilling and redeploying instead of laying off and hiring.

2-3x

Lower turnover for reskilled internal recruits compared to new hires in engineering roles.

Map Current & Future Talent Needs

Segment Talent Supply

Reskill & Redeploy Employees
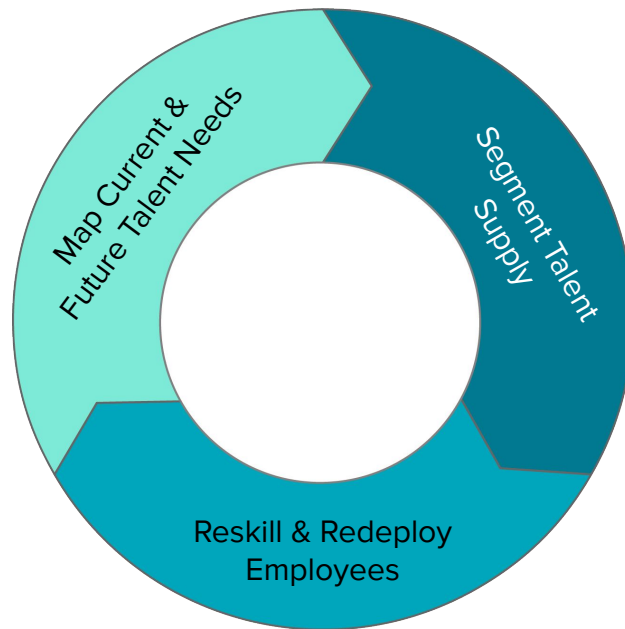
Disney Promotes Diversity and Internal Mobility

Challenge: Disney wanted to create pathways for more women to work within their technology team as software engineers. This initiative correlated with two strategic themes — promoting diversity and internal mobility, and acquiring talent to fill a growing number of technology roles.

Solution: GA worked with Disney to build **CODE: Rosie, a radical reskilling program** that sourced, vetted, and enrolled non-technical female employees from departments like corporate, retail, and theme parks, and transformed them into full-fledged engineers in three months.

- **Launch a company-wide campaign** to promote the initiative and encourage a wide array of applicants, supported by GA marketing and events.
- **Vet candidates** via an intensive application process of 60+ hours pre-admit work, assessments, and interviews.
- **Build proficiency and job-readiness** with best-in-class curriculums paired with weekly "lunch 'n' learns" held in collaboration with Disney tech leads.
- **Deploy talent** to tech rotational program with ongoing mentorship.

Outcome: The CODE: Rosie reskilling program recorded exceptional satisfaction scores and success against key goals, including a 100% graduation and hire rate.

What Executive Sponsors Say

"When you do something authentically, for the right reasons, that is maybe a little different from the way we've tried things before, it tends to have these ripple effects in the organization and that's what I've really loved about the [CODE: Rosie] program."

— Nikki Katz, VP Technology

By the Numbers

169 Internal Applicants,
80 interviewed, 20 selected.

100% Hire Rate
from training to tech rotations.

90 End-Course NPS
In the world-class range of satisfaction.

L'Oreal Boost Competitive Advantage With Digital Skills

L'ORÉAL

Overview

L'Oréal wanted to **recruit and upskill marketing talent** to grow eCommerce revenue against digital-first startups like Glossier.

Solution

L'Oréal partnered with GA to define a company-wide standard for evaluating marketers, upskilling current employees, and assessing new applicants in key digital skills. Powered by GA, this assessment-led program enables L'Oréal to:

- **Qualify new hires** with a score of 70% or higher on the CM1 assessment.
- **Upskill anywhere, anytime** via a personalized online learning path.
- **Unlock digital mindsets** across 85,000 employees worldwide.
- **Deep dive in-person** for more sophisticated training.
- **Reassess at career milestones** to evaluate skill mastery at every level.

Outcomes

L'Oréal transformed its Marketing Center of Excellence to vet new candidates and encourage continuous learning. As a result, their eCommerce business **has grown to 25% of total sales.**

What Executive Sponsors Say

"With CM1, we have a unique opportunity to develop a widely recognized marketing expertise standard. This is, for us, a powerful assessment and empowerment tool."

– Jean-Claude Le Grand,
Chief Human Resources Officer

By the Numbers

7,000+ marketers and candidates worldwide have been assessed.

25,000+ hours of online training have been completed.

15 in-person workshops have rolled out globally.

Case Study: Kickstarting the Louisville Tech Ecosystem

Humana — *Louisville Jefferson County* — **LHCC**

General Assembly and a coalition of partners in Louisville, KY, are mobilizing to support local workers impacted by COVID-19, **providing no-cost training and unlocking tech talent for the local economy**.

Form Local Coalition

Leverage partners, including business, civic, and government sponsors to put resources toward stimulating local job ecosystems.

Build Job-Ready Skills

Source and train individuals via localized programming, creating pathways to engineering, data, UX, and IT roles.

Deploy Tech Workers

Onboard Talent directly into hard-to-fill tech roles, while tackling structural shortages in secondary cities.
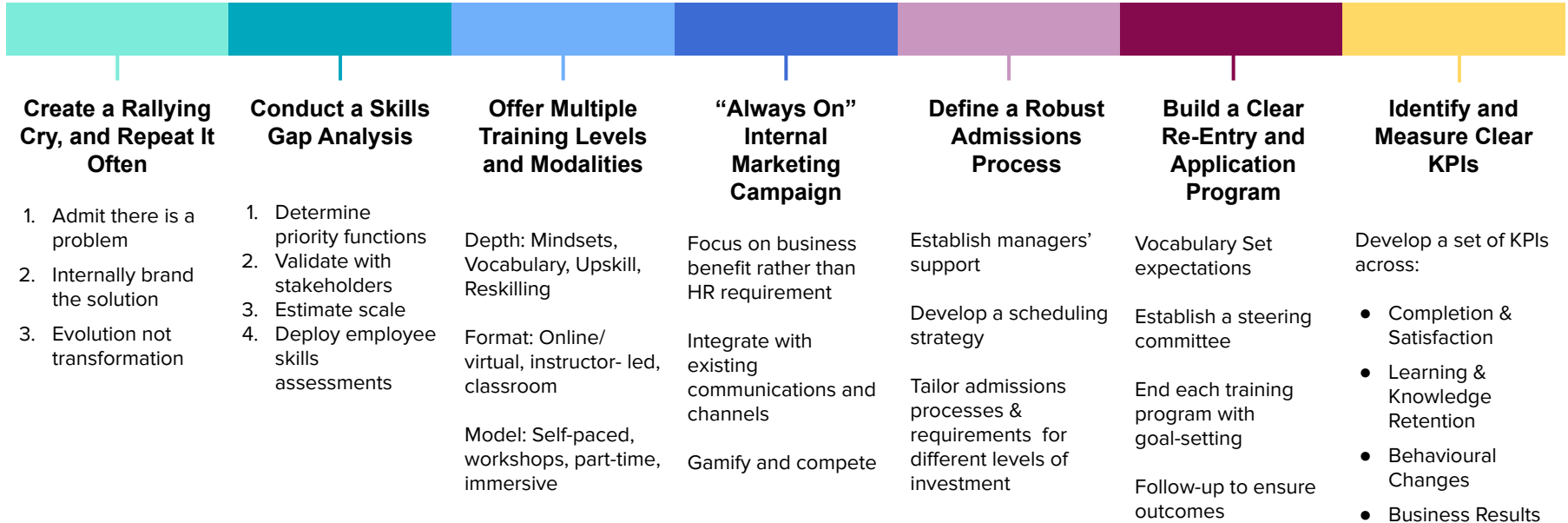
Expand the Model

Scale to new cities targeting those deeply impacted by COVID-19 layoffs, committed to building a digital workforce.

Where do we start?

7 key attributes in building an infrastructure for impactful learning

Create a Rallying Cry, and Repeat It Often

1. Admit there is a problem
2. Internally brand the solution
3. Evolution not transformation

Conduct a Skills Gap Analysis

1. Determine priority functions
2. Validate with stakeholders
3. Estimate scale
4. Deploy employee skills assessments

Offer Multiple Training Levels and Modalities

Depth: Mindsets, Vocabulary, Upskill, Reskilling

Format: Online/ virtual, instructor- led, classroom

Model: Self-paced, workshops, part-time, immersive

"Always On" Internal Marketing Campaign

Focus on business benefit rather than HR requirement

Integrate with existing communications and channels

Gamify and compete

Define a Robust Admissions Process

Establish managers' support

Develop a scheduling strategy

Tailor admissions processes & requirements for different levels of investment

Build a Clear Re-Entry and Application Program

Vocabulary Set expectations

Establish a steering committee

End each training program with goal-setting

Follow-up to ensure outcomes

Identify and Measure Clear KPIs

Develop a set of KPIs across:

- Completion & Satisfaction
- Learning & Knowledge Retention
- Behavioural Changes
- Business Results

Thank you!

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