

# Leadership Development & Succession Planning at the FAC

20 July 2010

UH Administration & Finance Division  
Leadership Meeting

# FRIEDKIN AFFILIATED COMPANIES



# Development - Needs Assessment

- **Lominger Leadership Suite**
  - *Leadership Architect*<sup>®</sup>
  - *Interview Architect*<sup>®</sup>
  - *Voices 360 Feedback*<sup>®</sup>
  - *Choices Architect*<sup>®</sup>
- **The Birkman Method**
- **Performance History**

# Developmental Initiatives

- **Developmental Assignments**
- **Job Rotations/Stretch Assignments**
- **Leadership Classroom Sessions**
- **Coaching/Mentoring**

# Performance/Potential Matrix

## Cell Definitions

Highly Effective

P  
E  
R  
F  
O  
R  
M  
A  
N  
C  
E

Less Effective

<p><b>#4: High Professional</b> Consistently produces exceptional results and high performance ratings. Knows current job extremely well. May not effectively adapt to new situations.</p>	<p><b>#7: High Professional Plus</b> Consistently produces exceptional results and high performance ratings. Knows the job well and enhances skills. Adapts to new situations as necessary.</p>	<p><b>#9: Consistent Star</b> Clear potential to be further promoted to a target role. Will challenge the organization to provide growth opportunities fast enough. Selected few could grow to Top Management positions.</p>
<p><b>#2: Solid Professional</b> Consistently meets and exceeds expectations. Knows current job well. May not effectively adapt to new situations.</p>	<p><b>#5: Key Performer</b> Consistently meets and exceeds expectations. Knows current job well and enhances skills as appropriate. Can adapt to new situations as necessary.</p>	<p><b>#8: Future Star</b> Consistently meets and exceeds expectations. Knows the job well and enhances skills as appropriate. Has the ability to take on new and different challenges on a consistent basis.</p>
<p><b>#1: Lower Performer</b> Not delivering on results as expected. May be a blocked personal learner.</p>	<p><b>#3: Inconsistent Performer</b> Delivers results inconsistently. Knows the job and may be a passive learner. May adapt to new situations if necessary.</p>	<p><b>#6: Diamond in the Rough</b> Delivers results as expected. Knows the job and may be an active learner. Has the ability to take on new and different challenges on a consistent basis.</p>

LOW

MEDIUM

HIGH

Less Learning Agility

POTENTIAL

More Learning Agility

Leadership  
“Pipeline”:  
#9, 8, 7, 6,  
& 5

1<sup>st</sup> Priority:  
Develop  
#9, 8, & 7

2<sup>nd</sup> Priority:  
Develop  
#6 & 5

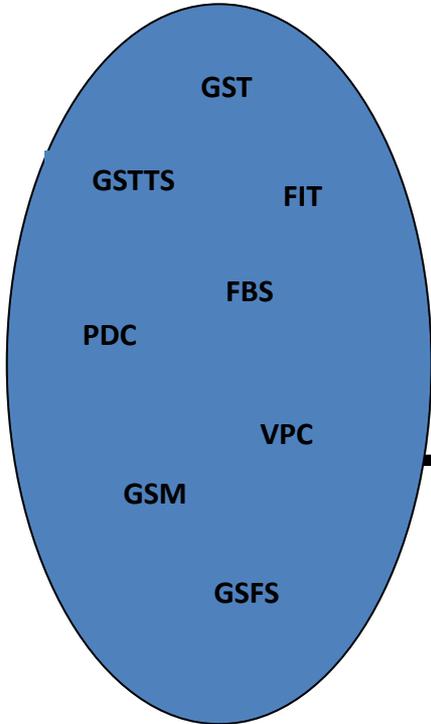
**TREATMENT PLANS FOR THE PERFORMANCE/POTENTIAL MATRIX**

	Compensation	Retention & Treatment	Development/ Assignments	Exposure	Engagement	Assessment	Mentoring	Coaching	Performance/ Potential
Cell 1: Low Performer	Freeze pay; Remove short/long-term incentives	Assess value to the organization to determine stay or go; Regular follow-up on performance plan	Move into more appropriate assignment or outplacement	Boss and HR	Remove from critical tasks and other activities	Facilitate skills assessment	Refer to natural mentor	Do not provide coach unless for outplacement	Focus on performance, not potential
Cell 2: Solid Professional	Compensate at midpoint range	Hold direct bosses and HR accountable for retention and treatment	Keep in current assignment/function and develop expertise	Expose to local management and functional experts	Assign to relevant task forces, study groups and networks	Assess current and future functional/ technical skills	Assign technical mentor.	Provide skills coach	Complete learning agility assessment to determine potential
Cell 3: Future Key Performer	Compensate at midpoint range	Assign the direct boss and a talent management HR professional to monitor their satisfaction	Select either a performance improvement path or a learning agility enhancement path	Local senior management	Assign to functional and/or cross-functional task forces, study groups and networks	Assess and provide feedback on current and future skills	Assign a Cell 5 mentor	Provide career coach	Assess and develop learning agility
Cell 4: High Professional	Compensate at top of range	Assign member of functional management to monitor satisfaction and retention	Keep in current assignment and develop deep functional expertise; Leverage technical or leadership expertise within the function	Facilitate and support internal and external networking in field, industry or area of specialization	Assign to lead relevant task forces, study groups and networks	Provide technical skills assessment along with more general skills assessment every third year.	Assign as a mentor to others.	Provide skills coach for mission critical skills	Complete assessment of learning agility to determine potential
Cell 5: Key Performer	Keep at market	Direct boss and HR monitor satisfaction	Keep in current assignment/role	Potential bosses, HR & local senior management	Assign relevant task forces, study groups and networks	Provide continuous assessment on current and future skills	Natural mentors, preferably from Cell 7 or 8	Provide skills coach for mission critical skills	Determine and develop learning agility
Cell 6: Diamond in the Rough	Compensate just above midpoint range	Boss' boss and Sr. HR to monitor satisfaction	Move through various types of job assignments to build perspective and breadth; Raise performance	Variety of people in the organization to gain breadth	Assign to key cross-functional task forces, networks, etc	Provide continuous assessment on current and future skills	Assign a mentor from Cell 8	Assign a career coach	Reinforce learning agility to keep high
Cell 7: High Professional Plus	Pay them as much as possible while still being reasonable and within organization pay practices	Assign top management or Sr. HR to monitor satisfaction	Keep in current role, look for one-off assignments	Facilitate internal and external networking in field, industry or area of specialization	Assign to lead functional and/or cross-functional task forces, study groups and networks	Identify and develop critical leadership competencies	Assign a mentor from Cell 9; be a mentor for Cell 5	Provide skill coach for mission critical skills and leadership competencies	Complete learning agility assessment to determine potential
Cell 8: Future Star	Compensate ahead of market	Assign top management or Sr. HR to monitor satisfaction	Vary assignments, functions, geographies, challenges, and bosses to build perspective and breadth	Significant and relevant senior management, Board members and customers	Assign to lead task forces, projects and networks	Provide continuous assessment and feedback on leadership skills	Assign senior level mentor	Provide coach for key skills and leadership development	Maintain learning agility
Cell 9: Consistent Star	Compensate ahead of market, provide long-term incentives	Assign top management or Sr. HR to monitor satisfaction; High level occupants of this cell should be on the corporate talent management radar screen	Vary assignments, functions, geographies, challenges, and bosses to build perspective and breadth	Expose to significant and relevant senior and top management, Board members and customers	Assign to lead key cross-functional or corporate, enterprise-wide task forces, projects and networks	Provide continuous assessment and feedback on leadership skills; Assess all competencies every 2 – 3 years	Assign senior level mentor	Provide top-notch executive coach	Maintain learning agility

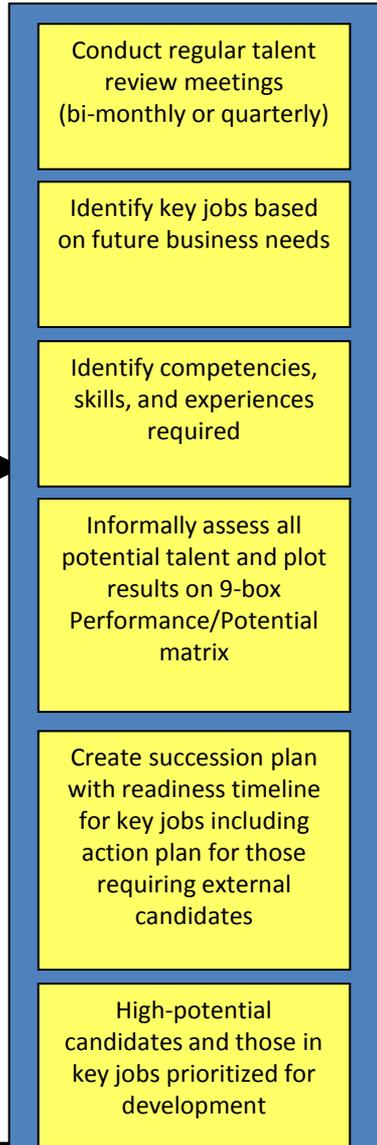
# Succession Chart

	Now	0 – 12 Months	12 – 36 Months	36 – 60 Months
<b>Key Roles</b>				
Sr. VP, Market Rep	Person A		Person B	
Sr. VP, Sales and Marketing	External Hire	Person A Person B	Person C	
VP, Vehicle and Parts Distribution	External Hire	Person D	Person A	
VP, Finance and Planning				
VP, Vehicle Processing Center				
VP, Marketing				
VP, Dealer Operations				

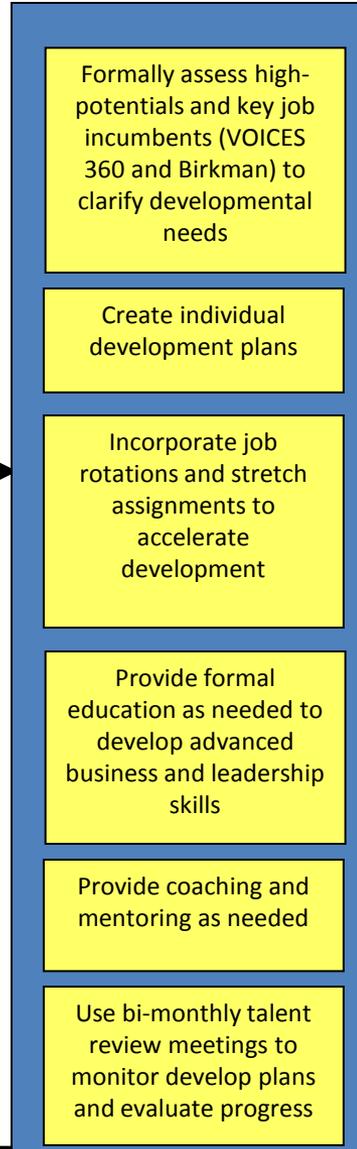
**Leadership  
Talent Pool**



**Step 1  
Talent Review**



**Step 2  
Development**



**Outcomes**



=

**Repeat  
process at the  
beginning of  
each business  
plan cycle**

