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Career planning as retention instrument for key positions

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INTRODUCTION.....	3
PARAGRAPH 1. CAREER DEVELOPMENT PLANS, METHODS AND ITS’ MAIN COMPONENTS.....	4
1.1 GOODYEAR DUNLOP TIRES AND ITS MAIN ASPECTS OF DOING BUSINESS.....	4
1.2 EXAMPLES OF CAREER PLANNING PROCEDURES IN OTHER COMPANIES.....	8
1.3 MAIN METHODS AND INSTRUMENTS OF PERSONAL CAREER PLANNING PROGRAMS DEVELOPMENT IN GOODYEAR.....	14
PARAGRAPH 2. CAREER PLANNING AS PART OF TURNOVER REDUCE PLAN AND ITS IMPACT OF TO TURNOVER AND COMPANY DEVELOPMENT.....	20
2.1. TURNOVER AND ITS MAIN REASONS IN UKRAINIAN LLC.....	20
2.2. TURNOVER ANALYSIS IN MAIN ORGANIZATION OF EUROPE EAST- NORTH CLUSTER.....	26
2.3. TURNOVER REDUCE PLAN, ITS’ IMPLEMENTATION PROCESS AND IMPACT TO COMPANY TURNOVER.....	32
PARAGRAPH 3. ORG&TALENT REVIEW AS PART OF TURNOVER REDUCE PLAN.....	37
3.1. PREPARATION FOR ORG&TALENT REVIEW AS BASIS FOR PERSONAL CAREER PLANNING PROGRAMS IMPLEMENTATION.....	37
3.2. GROUP SESSIONS IN PERSONAL CAREER PLANNING PROGRAMS IMPLEMENTATION.....	51
3.3. DEVELOPMENT CHECK-INS IN PERSONAL CAREER PLANNING PROGRAMS IMPLEMENTATION.....	56
CONCLUSION.....	63
LIST OF REFERENCE LITERATURE.....	65
ANNEXES.....	67

INTRODUCTION

Goodyear Dunlop Tires is a big international company which is globally operated in different countries. This year company faced with big retention rate (36%), one of reasons for leaving – no career development. So, aim of the project for PLUA associates is to develop talent mapping project and avoid retention processes, also to optimize structure of organization. Practical benefits for company – processes optimization and turnover decrease for delivering better results.

Main objectives:

- Decrease turnover of PLUA associate to 22% (now is 36%);
- Develop retention programs for key positions;
- Define potential successors for managerial positions;

Potential Risks:

- Turnover increase due to fear of being fired
- Associates unwillingness for development;

Project Benefits:

- Clear career paths and individual development for key positions;
- Turnover decrease due to developmental possibilities;
- Due to structure optimization, increasing of company performance level;

Project will be delivered by a few steps: analysis of current situation and then both with managers and sponsors of project career maps development and execution of these maps (with check-ins).

PARAGRAPH 1. CAREER DEVELOPMENT PLANS, METHODS AND ITS' MAIN COMPONENTS.

1.1 GOODYEAR DUNLOP TIRES AND ITS MAIN ASPECTS OF DOING BUSINESS.

In 1898 13 workers founded The Goodyear Tire & Rubber Company, first Goodyear products were bicycle and carriage tires. From these bicycle tires Goodyear Tire & Rubber Company became one of the largest tire company in the world. The Goodyear Tire & Rubber Company was named by Charles Goodyear, who invented vulcanized rubber.

Now, Goodyear is one of the biggest tire producers in the world, successfully winning in competition with such companies as Michelin, Hankook, Pirelli, Continental and other tire brands. Annual sales of Goodyear now are more than \$15 billion and it has facilities across the world. Also, The Goodyear Tire & Rubber Company produces other high-quality brands like Dunlop, Kelly, Fulda, Debica and Sava.

For better understanding how to maximize results and how to win in a competition for consumers, customers and associates in Company was implemented The Goodyear Strategy Roadmap. It shows Company main strategy in winning the competition with consumers, customers, associates, and shareholders. It defines Company's focus areas and identifies what Company will do – together and individually – to achieve the goal (Annex 1).

The Strategy Roadmap identifies where Goodyear associates, need to go next as a company. It builds on what Company is doing well, acknowledges the progress Company has made, and guides how it will continue to win in a rapidly changing and increasingly competitive environment.

Strategy Roadmap also includes goal of the Company and it is following: Deliver sustainable revenue and profit growth while increasing the value of our brand.

Also, Strategy Roadmap defines who are the associates in the company: ONE TEAM Driving Performance – on the road, in the marketplace and throughout the company.

Strategy Roadmap is divided on three parts [6]:

- HOW WE'LL WIN - Three interdependent strategies for winning in an increasingly complex market.
- HOW WE'LL WORK – Company's "How We'll Work" section highlights five interdependent behaviors/competencies to engage and enable associates to realize their full potential and best deliver on business goals. Some of these behaviors are apparent today; others are aspirational. All are important to executing Company's strategy
- WHERE WE'LL FOCUS - Our "Where We'll Focus" section comprises five interdependent real-world priorities that cross all areas of excellence and are driven by our core behaviors/competencies.

Also, Strategy Roadmap includes Core Competencies to work in Goodyear. But instead of them all divisions have Functional competencies. The Core Competencies describe "How We'll Work" to accomplish organizational goals and the Functional

Competencies describe “How We’ll Work” to accomplish individual and functional goals. Goodyear Core Competencies are following:

Act with Integrity – Building trust and earning the confidence of others through honesty and respect – Good Name of the Company protection.

Energize the Team – Creation an environment where associates are inspired by their work, wellness and serving their communities.

Promote Collaboration – Connection of associates globally and open discussion encouragement to meet objectives.

Be Agile – Embracement of change and action with speed and purpose.

Deliver Results – Anticipation challenges, seizing opportunities and making courageous decisions.

Functional Competencies are specific to a department/function or type of job. The Functional Competencies do not stand apart from the Core Competencies, but rather complement them. At Goodyear, these competencies are used to support the development of associates enabling them to execute more effectively in role and in future roles.

Together the Core and Functional Competencies outline the behaviors that will drive business performance at the organizational level and at the functional level. Both describe what success looks like for the associate. Both are in pursuit of helping Goodyear win at the intersection. Core and Functional Competencies give associates a clear line of sight between the work they do every day and the ultimate organizational goals. They give Goodyear associates a common global language by which to work and interact regardless of city, country, cluster or region.



Pic. 1.1. Goodyear Human Resources strategy

The Goodyear Tire & Rubber Company Human Resources vision is following: All people are inspired to realize their full potential and successfully achieve our business strategy. Human Resources Strategy of the Company is divided on 4 parts (Pic.1.1):

- Culture – Cultivate an inclusive team-oriented environment which fosters diversity of thought, maximizes associate engagement and promotes wellness;
- Organization – Realize organizational efficiency with simplified processes, systems and solutions that increase associate enablement and business agility;
- Leadership – Build and enable high achieving leaders who inspire teams, grow the business and lead with integrity;
- Talent – Create a competitive talent advantage by attracting, developing, motivating and retaining our people;

1.2 EXAMPLES OF CAREER PLANNING PROCEDURES IN OTHER COMPANIES

During market analysis 2 companies were defined to be as benchmarks for Goodyear. During search, such criteria were applied as American company and more than 100 years of presence on market, as Goodyear is. There are a lot of companies that match these criteria, but Xerox and IBM are the most like Goodyear in their ways of doing business and achieving success.

In both of the companies, the same as in Goodyear Career planning is closely connected to learning, because before enrollment to new position, associates' potential and development needs should be indentified.

Xerox, as a company has built a culture around learning. Rather than simply “delivering training,” Company integrates learning into day-to-day work. Employees have access to a library of learning tools aligned to our corporate vision, values and business direction. The same as in Goodyear, where there are a lot of courses for associates to have a possibility in day-to-day development.

During the development of learning methodology and platform Xerox ha defined major priorities for this direction:

- All learning processes should be integrated with work tasks;
- Trainings should not be just delivered, culture of learning should be created;
- Learning should be career-focused and focused on high-performance.

In Xerox, company wants through learning to have rewarding careers development without dependence on level of the position. Together with employees, managers are creating individualized learning plans. According to it one of the

Company's tasks is to develop next generation of leaders. Due to this process, when managers see the potential leaders in their teams, they are trying to create appropriate learning plan to develop leadership and other skills for this person as much as possible. Also, they are notifying their managers about potential leaders.

Talking about Goodyear in this matter we can say, that the same Individual Development Plans are creating in Goodyear. Managers and associates are developing them to grow professionals and to boost their career development.

To gain this career development in Xerox there was developed different online tools, such as Learning@Xerox and XstreamVideo. Learning@Xerox is an online platform, which allows associates to obtain different industry and Xerox specific certifications, enroll to live training sessions, sessions with virtual instructor, etc. Also, Learning@Xerox provides to employees access to more than 750,000 online learning resources: videos, online classes, books, etc. These resources are supporting associates with their development needs [4].

One of the features of this platform is courses, which are aimed to provide support with performance. This can help associates to understand what to do to develop themselves in their career related to performance.

But providing this system with all these courses is not potentially useful and popular among employees. So, due to that fact Xerox decided to create a video platform, where employees can upload their own courses and its name is XstreamVideo. This platform includes more than 8,000 videos with employees' authors courses. Launching this tool Xerox increased employees' engagement and involvement into learning processes.

But not only these online features for career development are provided by Xerox, also in 2014 Xerox has launched Xerox Services University. Aim of this University is to feature social learning, gain access to special targeted content and engage coaching opportunity. Each part of this University is aligned to workforce development strategy. This strategy correlates with business objectives of the company and development needs of associates.

All activities are evaluating according to business objectives of the Company and team, also evaluating according to personal development plan of each associate. Business impact is evaluated by Competency Impact studies which measure impact of training to productivity [11].

Comparing with Goodyear, we can tell that quite same options Company provides to associates for example Goodyear Learning Center has massive amounts of online trainings which offer associates opportunities to grow. Also, in 2017 Goodyear signed contract with online platform Lynda.com and increased number of online courses in Goodyear Learning Center.

On-the-job training is tailored to both current responsibilities as well as building a foundation for the future. These experiences provide hands-on opportunities to expand and enhance skills. Company also encourages and, in some cases, offers support for employee participation in advanced degree and certification programs.

As we can see in development offerings Xerox and Goodyear are similar. But still there are differences between them, for example Goodyear does not offer certification programs for associates as Xerox. But from the other side Xerox is not offers knowledge-sharing in way of internal live trainings from associates to share

best practices in live as Goodyear. According to this it is important to have a third best-practice option like IBM.

In IBM is stated that any company's success is dependent on the high performance of its employees. IBM is distinguished by the performance, capability and dedication of people. 95 percent of executives who participated in the research done in 2012-2013 [9], felt that consistent high performance was the most important factor in their advancement within IBM. But in a company with so many high performers, finding appropriate ways to stand out and separate yourself from the rest is also an important element in success.

Development in company is built at three pillars, which helps associates develop themselves [14]:

1. Be visible;
2. Plan your career;
3. Integrate work and life.

For the first pillar, "Be visible", the idea is that high performance is essential, but not enough. To succeed to the executive ranks, associates have to be visible. They have to be willing to take on critical, visible roles that stretch themselves, develop and provide an opportunity to demonstrate competence and leadership. Participants also emphasized the need to develop a strong network within the company who know your abilities and skills and who are willing to make them visible to their peers. They must also know how to promote yourself both internally and externally.

The second pillar, "Plan your career", emphasizes the requirement that employee takes control and plans career. This requires proactive career discussions with manager and actively seeking out the roles they want rather than waiting for them to

come. But most of all they need to understand that they need a strong team of supporters that are acquainted with work and can give you honest feedback on career decisions.

The last but not least pillar, “Integrate work and life”, may be the hardest to achieve, but is no less important than the other two. Company understands the importance of working in a flexible environment. For many, the key may be in harnessing the right mix of programs, resources and support both within company and at home and balancing that with the needs of the business. All these programs are available online on company portal and allows associates develop themselves from any part of Earth [14].

These 3 pillars are key for their associates in their success, and in IBM these pillars are promoting to all employees. Unfortunately, in Goodyear there is no such well-structured program, which allows associates better understand how to develop themselves in company. But company provides a lot of communication tools to associates. These tools are developed to deliver information about key development principles in Goodyear.

As we see in comparison with IBM and Xerox, Goodyear offers more less same tools and resources for associates’ development, but still we can define 2 main takeaways for Goodyear from this comparison:

1. Certification Programs offering, like in Xerox. In Goodyear there are a lot of associates globally, that needs different certifications, but company can’t provide these certifications to associates and they need to pay for it by themselves. Enabling these programs allows Company increase engagement of associates globally and will increase level of associates expertise level.

2. Creating structured program of development promotion, like IBM did. This will allow associates better understand how to boost their development and what they need to do to develop themselves in company.

1.3 MAIN METHODS AND INSTRUMENTS OF PERSONAL CAREER PLANNING PROGRAMS DEVELOPMENT IN GOODYEAR

Goodyear has built foundation on a commitment to forward-thinking innovation, and industry-leading new product engine helps to bring new products to market that feature the latest advances in materials and technologies. As a company, Goodyear embraces the diversity of workforce and value the contribution of associates. Company strives to provide associates with a safe work environment, the resources they need to do their jobs, and ample opportunities for growth. These objectives, coupled with competitive compensation and benefits, allow associates to foster an environment where everybody can work to achieve their full potential and contribute to the company's success.

Also, talent Planning is critical to the long-term success of our organization. This strategic skill includes talent evaluation, planning, development, and deployment to achieve both business and career objectives at the same time.

After dramatical increase of price for raw materials in 2016 Company has implemented zero-based budgeting approach in all areas of work, including associates personal and career development. Due to this fact all development processes are doing by company's internal resources. Such resources are tools for Self-Assessment and Development Planning, Goodyear Learning Center, and Associate Learning Week.

All associates—even people leaders—need a core set of capabilities that help drive organizational success (Annex 2). These are the competencies that serve as the foundation for all employees' behavior and are paramount to building a competent organization. For development to make a lasting difference, associates must be clear

on what skill or behavior they need to improve, be motivated to make the change, and know what steps to take. To develop their skill Goodyear associates should use different tools for Self-Assessment and Development Planning. To get the most out of the tools, associates should follow these simple steps:

1. Complete the appropriate self-assessment.
2. Identify what core competencies if developed would have the greatest impact.
3. Using the resources included as a starting point, establish at least two development activities for the competency.
4. Create SMART goals, add them to individual development plan (IDP), and establish regular check-ins with manager to discuss them.

Development activities may include experiential learning (70%), learning from others (20%) and formal learning (10%). However, development is most successful when it meets the needs of both the individual and the organization [13].

70% - Experiential Learning:

- Stretch Assignments
- Special Projects
- Job Rotation
- Leaders as Teachers
- Simulations
- Community Leadership

20% - Learning from Others:

- Networking
- Mentoring

- Job Shadowing
- Coaching
- Cross-Training
- Book Clubs
- Assessments
- Exposure

10% - Formal Learning:

- Books/Articles
- Classroom Training
- Conferences
- e-learning
- Seminars
- Webinars
- Workshops

From the Goodyear Learning Center to tuition reimbursement for continuous education, we believe that your personal and professional development will help you take the next step in your career with Goodyear. Our dedicated learning and development team is committed to continuous growth for our associates by providing opportunities to develop their skills and knowledge as they move into the future [13].

To help associates develop and advance within their roles at Goodyear, each division is responsible for providing training based on specific needs, but we also sponsor our associates' need for personal development, whether it's learning through outside education or internal job experience assignments.

The opportunity for growth is available to everyone pursuing a career with Goodyear, and we offer many professional and personal development resources covering a wide variety of skill sets and competencies, including:

- Public speaking
- Effective negotiations
- Selling skills
- Communications
- Computer skills
- Finance
- Interpersonal skills
- Basic management
- Advanced management
- Product training
- Supervisory skills
- Team skills

Goodyear fully supports learning and development through a variety of courses in Goodyear Learning Center. Innovative materials and systems are used throughout the building to support idea building and problem solving, while digital tools help associates leverage the skills and knowledge of their teams. This enables associates to create, acquire, transfer, and retain knowledge and reinforces our commitment to become a Learning Organization [13].

Associate Learning Week (ALW) is a learning campaign highlighting the important connection between learning and achieving organizational results. During a successful campaign, Goodyear will create awareness, provide learning

opportunities, and solicit feedback for future sessions. Curriculum will be based on critical skills needed to be successful Goodyear associates.

Benefits of ALW are following:

- Exemplifies Goodyear's commitment to continuous learning
- A collaborative event that is business led and HR supported
- Develops a stronger global mindset amongst associates
- Organized to support business demands that are aligned with strategic initiatives
- Provides a venue to create consistencies in common skills gaps
- Aligned with Goodyear core competencies to promote competency-based learning
- Provides development opportunities for future Leaders to be “teachers”
- Cultivates an inclusive environment that celebrates learning
- Ensures curriculum around diversity and inclusion, wellness, and commitment to community support
- Allows for self-driven, personal development – enables associates to take ownership for development.

From year to year theme and headlines of each ALW are different, for example in 2018 they were following:

Theme: Own Your Growth, with each region offering three headlines:

- “Power Up” is designed to help associates understand more about our business operations and how to use technology as a competitive advantage
- The “Accelerate” track focuses on professional development and is designed to help associates improve leadership and managerial capability

- The “Recharge” track focuses on health and wellness—a key element to overall growth.

Strengths	Weaknesses
A lot of instruments for development are available.	They are not unified in one system, as a result a lot of people do not know about it anything.
70-20-10 model helps apply knowledge during work process.	In majority of cases 70-20-10 model is used by managers only in formal way, without applying it.
ALW helps associates to share their knowledge between other associates from one side and gain a lot of useful information from other side.	Often a lot of people do not want to share their knowledge and ALW becoming only as “Week of obligatory trainings”. Also, it is not popular around different locations.

Tab. 1.1. Strengths and Weaknesses of career planning methods in Goodyear.

As we can notice Goodyear offers a lot of instruments for associates’ development, but still according to engagement survey majority of associates do not know how to develop themselves in company and do not believe in these tools and methods. All these methods are good and bringing results, but still they are not formed in one system and they are too complicated for associates. Associates do not realize how to develop in company and what instruments are present to develop themselves. Also, associates in Goodyear think that all these methods are useless and going through them is just waste of time.

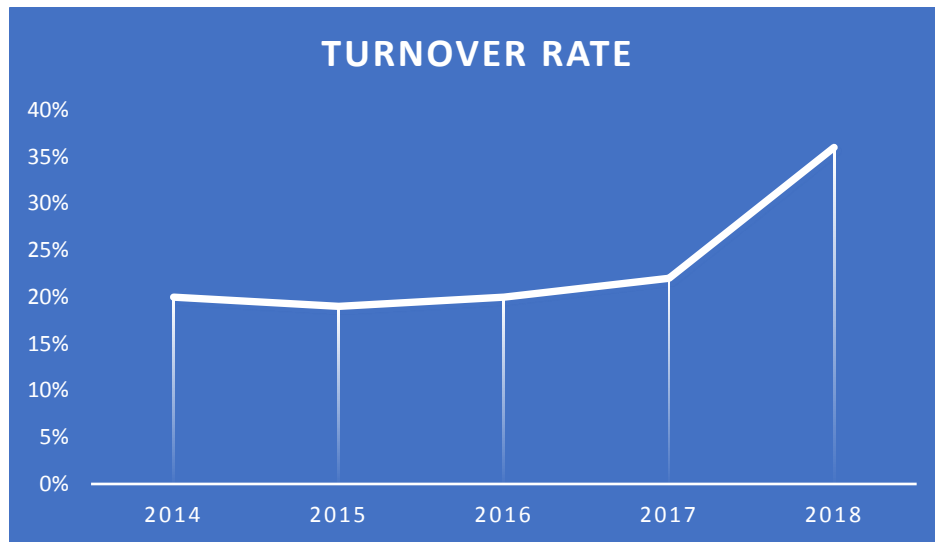
This disappointment causes quite bid turnover number, for example in Ukraine only it is 36% in 2018. To solve this problem deeper transformation of career planning process is needed. Also needed to create one career planning system, which will help associates to understand their developmental possibilities and that this system is working. These actions can be done from one side, but still we need to understand what the reasons for turnover in company are and why we should pay attention exactly to developmental side. So, for better understanding, we need to make more deep analysis to understand what the reasons for it and how to improve it.

PARAGRAPH 2. CAREER PLANNING AS PART OF TURNOVER REDUCE
PLAN AND ITS IMPACT TO TURNOVER AND COMPANY
DEVELOPMENT.

2.1 TURNOVER AND ITS MAIN REASONS IN UKRAINIAN LLC

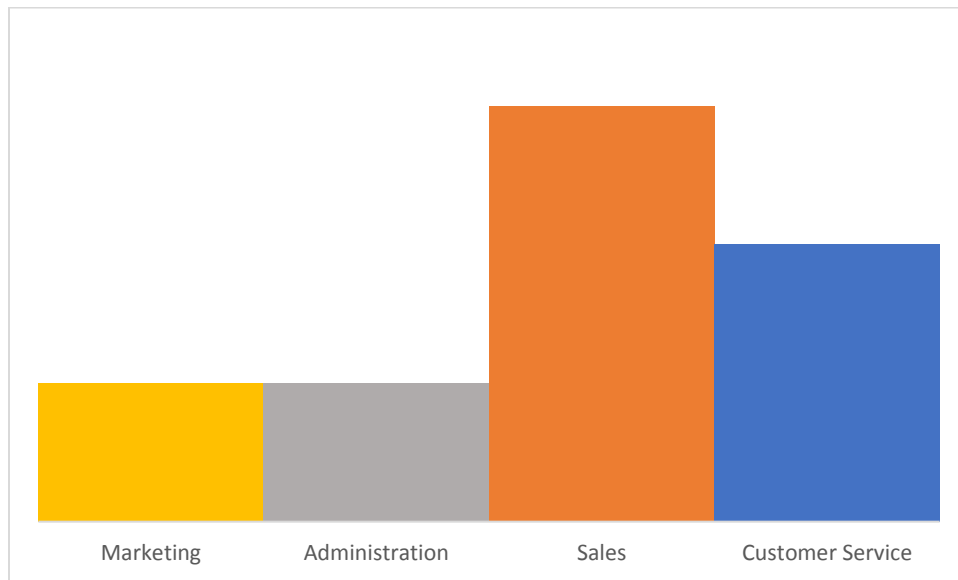
Goodyear Dunlop Tires Ukraine LLC was founded in 2007 and was represented by 20 associates. For ten years number of associates increased not so dramatically and now in Ukraine Goodyear company is represented by 25 associates (including sales and contractors).

As we can see from the chart 2.1, from 2014 turnover in company is balancing in level of 20%. But from 2015 turnover rate has started its' slow increase with huge jump in 2018 (22% in 2017 and 36% in 2018). In Q1 2018 turnover rate was on level of 22% and as we can see from the chart it is general turnover rate for whole 2017. So, 2018 was crucial for company because it has reached the highest turnover rate in all 10-year history of Goodyear Dunlop Tires Ukraine.



Pic. 2.1. Turnover rate in Goodyear Dunlop Tires Ukraine for 2014-2018.

So, in Q2 2018 we decided to analyze the situation, develop and implement an action plan to reduce such turnover movements. First, we analyzed directions in which these people have been working to define how critical it was for business.

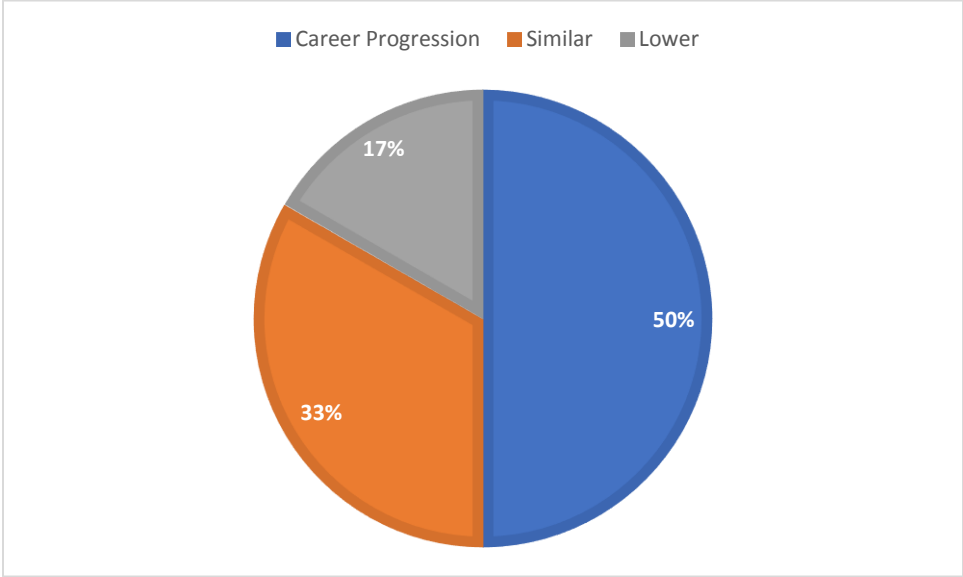


Pic. 2.2 Directions in which people worked who left in 2018 worked.

As we can see from picture 2.2 majority of people who left the company were from two the most critical directions for the company – Sales and Customer Service teams. Also, as we can see from the picture 2.2 marketing and administration were affected, which are critical too, but not such as Sales and Customer Service.

Marketing and administration are not so critical for company, because they can be instantly replaced by local and Polish teams. But if we are talking about Sales and Customer Service – these two directions can't be replaced immediately, because of job specific and because of specific of Ukrainian market that is slightly different than Polish one.

After getting this information we decided to dig more deeply to find out key reasons for turnover, so we decided to see if these people left for career progression or to similar positions.

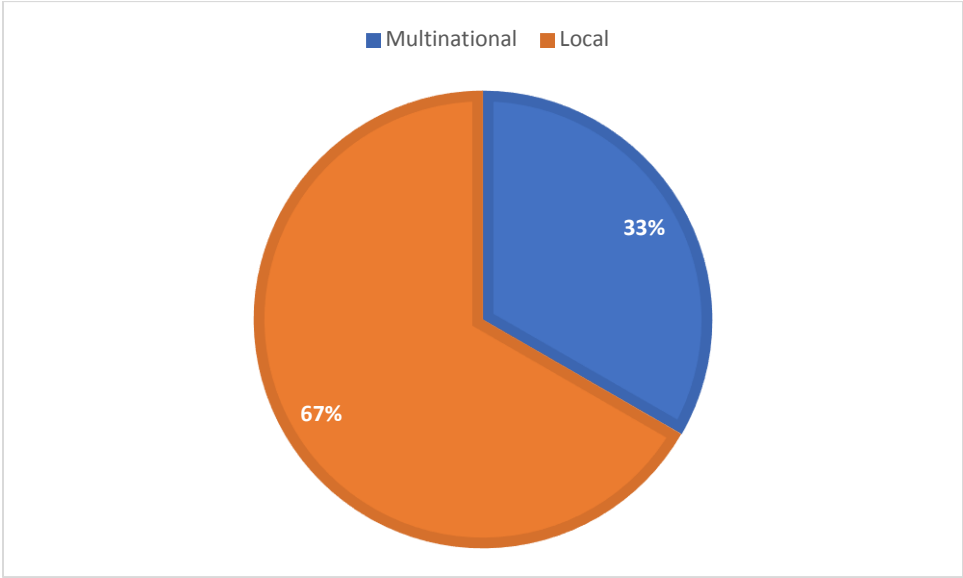


Pic 2.3. Types of position to which associates left in 2018.

When we have finished the analysis, we were surprised with its results. Because we saw that there was an amount of people (17%), who left the Company for lower positions that we had. For other results – they were obvious, majority of people (50%) left the company for career progression and 33% left the Company to similar roles that they had.

It was the first sign in understanding of key reasons for such big turnover. People, who left Company for Career progression did it because there were no possibilities for development inside the Company, also they were not satisfied with compensation package in Goodyear. As for people, who left to similar and lower position there were two reasons too.

First of them was salary and compensation package, because they moved to positions with similar tasks, but with bigger salary level. Second reason for movement to similar of lower positions were absence of team spirit in company, compared with absence of centralized management inside Ukrainian LLC. After it was decided to review in which company have these people left, because we are multinational company and we need to understand did they leave to the same type of companies or not.

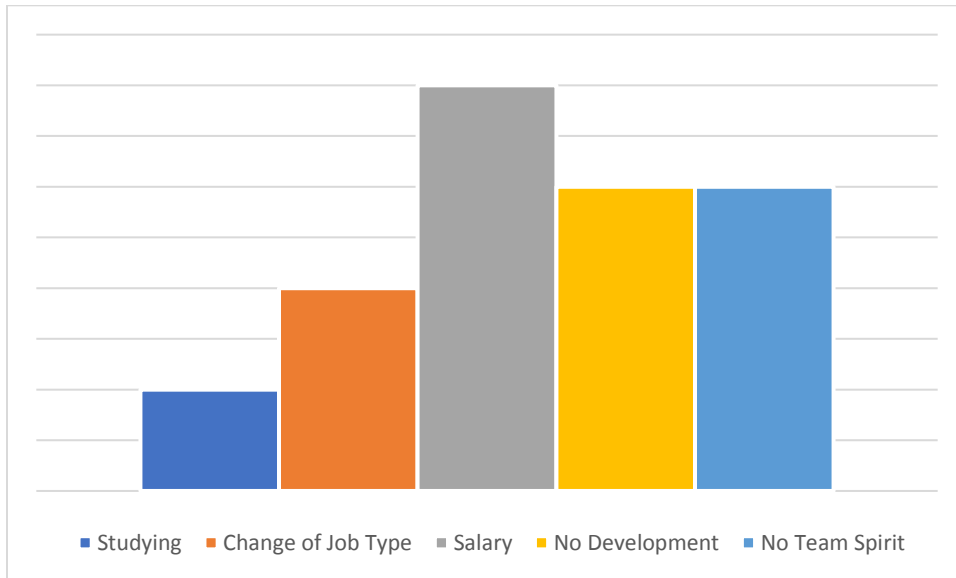


Pic. 2.4. Types of companies where associates left in 2018.

So, after receiving this information we saw that 67% of all associates that left the Company in 2018 switched to local companies and only 33% switched to same multinational companies (Pic.2.4). To find out why is it happening we reviewed market analysis from external company, which provides to us salary market data and market trends.

Analysis of market trends showed us, that it is a trend for 2018 to move from multinational companies to local, because local companies are more flexible in

salary and compensation aspects, than multinational companies. Also, local companies can provide bigger percentage of compensation for developmental increases, than multinational companies. And the last conclusion for review is that local companies do not have strict compensation policies than multinational companies and it affects to offers for future candidates.



Pic. 2.5. Main reasons for leave in 2018.

Also, in exit interviews was question about reason for leaving and we saw that for 33% of associates it was salary and compensation package, for 23% of associates it was absence of development possibilities, also, for 23% it was absence of team spirit in Company. For 15% of associates it was change of job type and for 8% it was studying. So, according to this information there are only 3 reasons to which we can influence: compensation, development and team spirit.

This situation forced us to review general situation in company, so there were 2 additional researches: Feedback survey and unformal discussions with associates. Feedback survey showed us these main aspects:

- Promotion possibilities are clear and discussed but not reachable inside UA LLC;
- Majority of people don't agree that they receive fair remuneration;
- Current benefits package is not enough;
- Targets and expectations are well communicated;
- Line communication and collaboration is well developed while cross team/office needs to be developed;
- Objectives and targets of Goodyear are clear and well known;
- Team is not fully confident if the UA company is well managed;
- New office is well perceived by associates;
- Open question: "What shall be included to benefit package" – meals, family and life insurance, educational and stress out activities, remuneration updates;
- Open question: "How to make Goodyear a better place to work" – salary and compensation package, team spirit increase, clear org structure;

Personal feedbacks showed next statements:

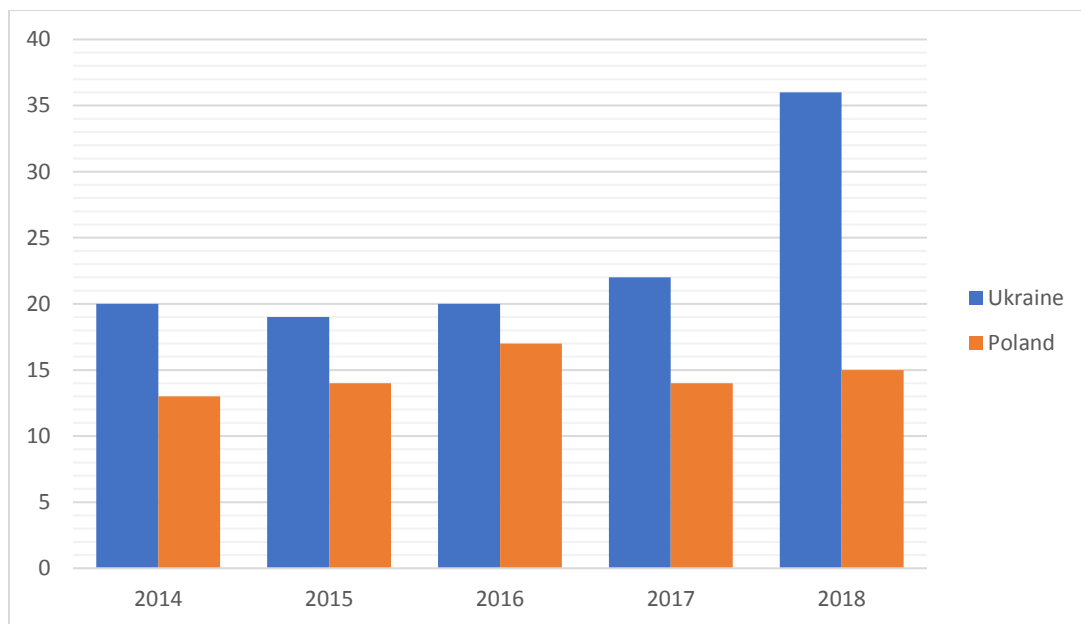
- Teams are not united, different team buildings needed;
- Structure and responsibilities are not visible, clarification needed;
- Work/life balance should be defined (promotion of "result oriented" approach in workflow).

After all these reviews, also after review of exit interviews of associates who left Company in 2018 we can make a conclusion that focus points for turnover decrease are following: Compensation package, development opportunities in company and team spirit between teams (Annex 3).

2.2 TURNOVER ANALYSIS IN MAIN ORGANIZATION OF EUROPE EAST-NORTH CLUSTER.

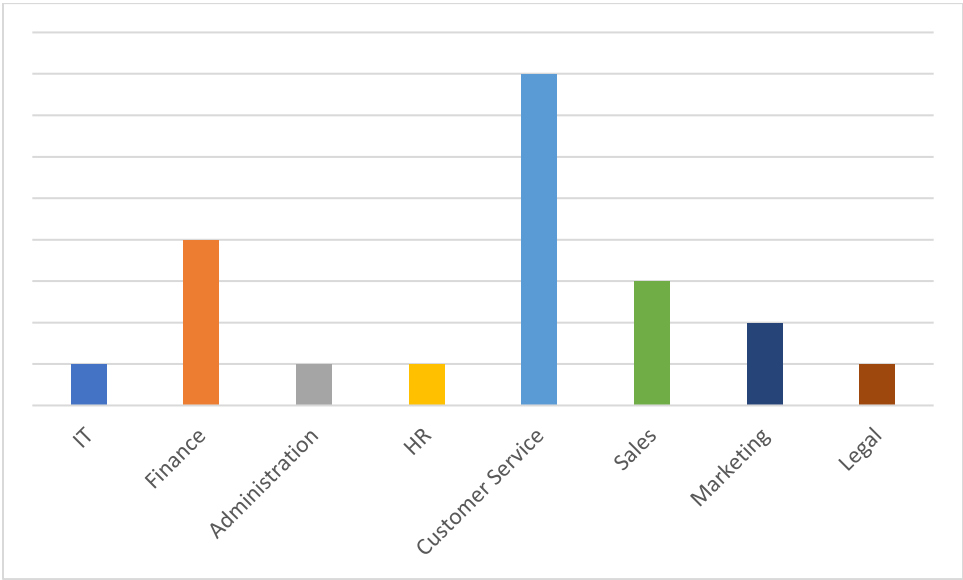
Europe East-North cluster was created on basis of former Central Europe cluster in 2018. Europe East-North cluster includes such countries as Poland, Ukraine, Czech Republic, Hungary and Slovakia. The biggest organization in this cluster is Poland also all countries are managed from Polish side. To understand level of crisis we decided to analyze situation with turnover and its main reasons in main organization of our cluster – Poland.

Population of Polish organization is much higher than Ukrainian on – 177 associates. But despite this fact, for Poland turnover rate in 2018 was not so high as in Ukraine. If we compare all the data about turnover in Ukraine and turnover in Poland we will see quite big difference. So, we decided to start from turnover rate dynamics from 2014 to 2018 (Pic.2.6).



Pic. 2.6. Turnover rate comparison between Poland and Ukraine in 2014-2018.

As we can see from the chart turnover rate in Poland is much higher than in Ukraine and we can see that it is more less on one level. But if we compare it with turnover rate in Ukraine we will see that in Ukraine it is higher in average for 9%. And in 2018 in Ukraine it was more than twice higher than in Poland. To find out why we have such difference between Poland and Ukraine we decided to make same analysis as for Ukraine. First, we decided to see in which directions turnover rate is the highest and compare it to Ukrainian (Pic.2.7).



Pic. 2.7. Analysis of directions for turnover rate for Poland in 2018.

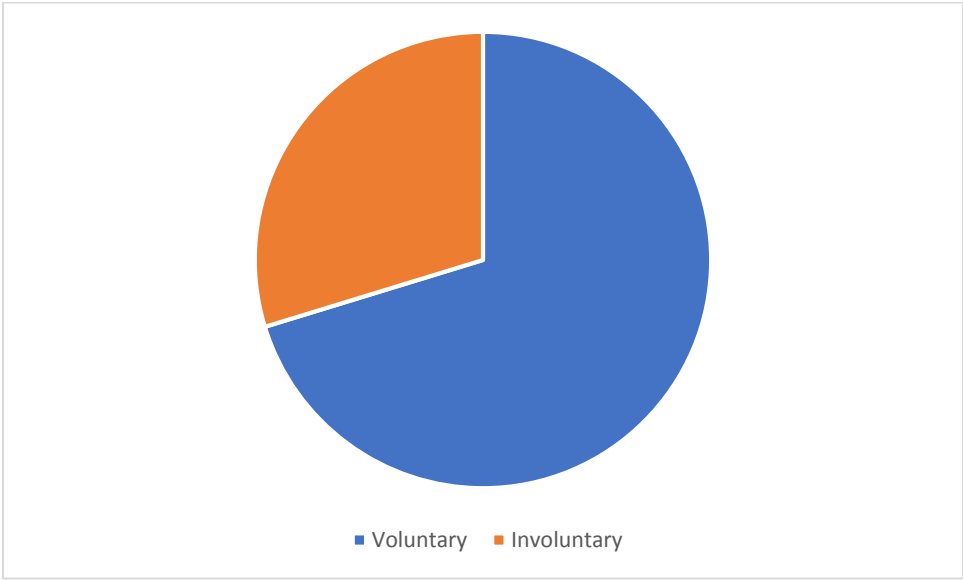
As we can see from the chart the highest level of turnover in Customer Service direction and it is on level of 38% from all people left in 2018. Next direction is Finance which is 19% from all people left in 2018 and third direction is Sales with 14% from all people left in 2018.

If we compare this data with Ukrainian situation we can make a conclusion that the biggest population of associates who left in 2018 was Sales when in Poland Sales only took third place. This situation happened because Sales teams in Poland has

more place to develop themselves and they can move to different positions (e.g. Key Account Manager, Senior Sales Representative, Pre-Sales Representative, etc.). For Ukraine such development is impossible due to business model on market and small number of clients. As a result, next level for development for Sales associates is external offers.

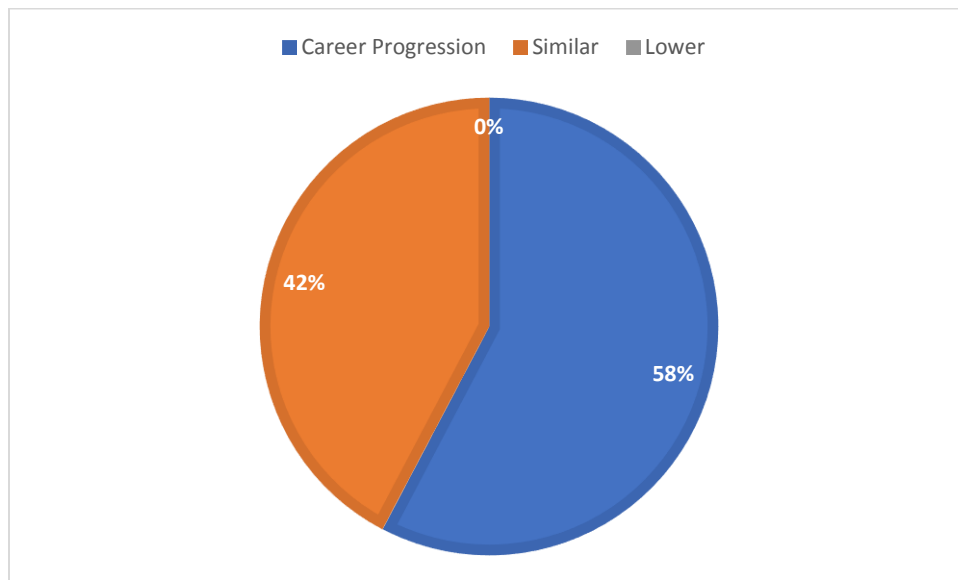
For Customer Service for both countries situation with retention drivers is the same. People are working in very stressful obstacles – clients and sales teams are pushing, there can be a lot of problems which are independent from them. So as a result, they are trying to switch to another team or to find other opportunity outside.

Good sign from Ukrainian side is that retention in Finance team is on zero-level, but in Poland it was second retention population for 2018. This situation occurred in Poland because of two main reasons. First reason for it is high pension retention level in Finance teams, and second is retention level because of reorganization of Finance structure.



Pic. 2.8. Voluntary of leave for Poland in 2018.

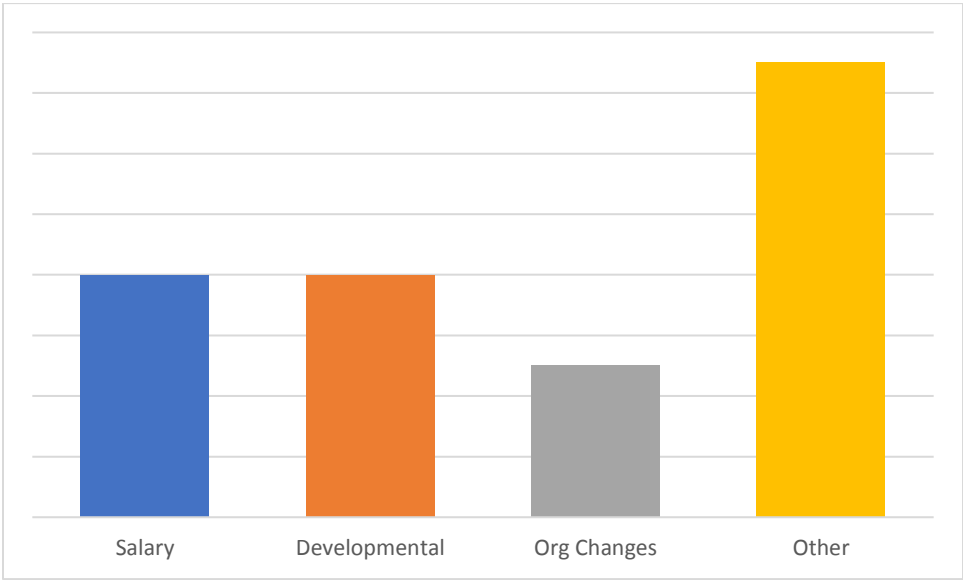
Due to this fact we should make an analysis about voluntary of leaves. According to picture 2.8 we can see that 70% of all people left Polish organization left it voluntary. Other 30% occurred due to different reorganizations, optimizations, etc. In comparison to Ukraine we can tell, that in Ukraine number of voluntary leaves is 100%. There were no involuntary leaves in Ukraine because of small and well-optimized organization. If in Poland, there was such high level of voluntary turnover – we should see was this turnover occurred by career progression or leave for similar positions.



Pic. 2.9. Types of positions to which associates left in Poland in 2018.

According to the picture 2.9. we can tell that in 2018 majority of people left for career progression (58%) and 42% of them left for similar positions. During comparison with Ukraine we found out 2 interesting facts about types of position to which associates left in 2018. First fact was that in Poland there were no change for lower positions, as it was in Ukraine, so it can tell us that positions in Poland are not underestimated.

Other fact is that percentage of career progression is higher for Poland than in Ukraine, but from this 58% 12% left for internal career progression and 46% is for external. For Ukrainian organization all 50% of associates left for an external career progression. It can bring us to the conclusion that in Polish organization developmental possibilities are more reachable than in Ukrainian. And it makes an impact to turnover rate in both countries. For the final comparison we decided to see what the reasons for turnover in Poland are.



Pic. 2.10. Main reasons for leave in 2018.

As we can see from the picture 2.10, in 2018 there were no one defined reason for leave in Poland. Major part of associates left the company because of different other reasons (e.g. pension, failing trial period, low performance, etc.). But next to this reason we have two others – salary and development. They are on one level of 22%.

If we compare these reasons with Ukrainian, we can see that percentage of associate’s left because of salary or development is higher than in Poland. It’s

happened because majority of Polish associates are satisfied with not big salary increases in the company, while in Ukrainian organization maximum level of increase is not enough to fulfil their expectations.

Talking about development we can say, that Polish organization is much bigger than Ukrainian is, so it has much bigger areas for development inside. For example if we take two major groups of associates left – Sales and Customer Service, for Poland they can be developed for Senior Positions or to other sub departments, but in Ukraine they have only one possible way – relocation to Poland. But this way works only for managerial positions and only in case of any local specific absence.

So, as conclusion we can tell, that in Polish organization turnover level is lower, than in Ukraine and associates are leaving company for different reasons that in Ukraine. It's occurred by level of organizations, for Poland associates have a lot of developmental possibilities, but for Ukraine – not.

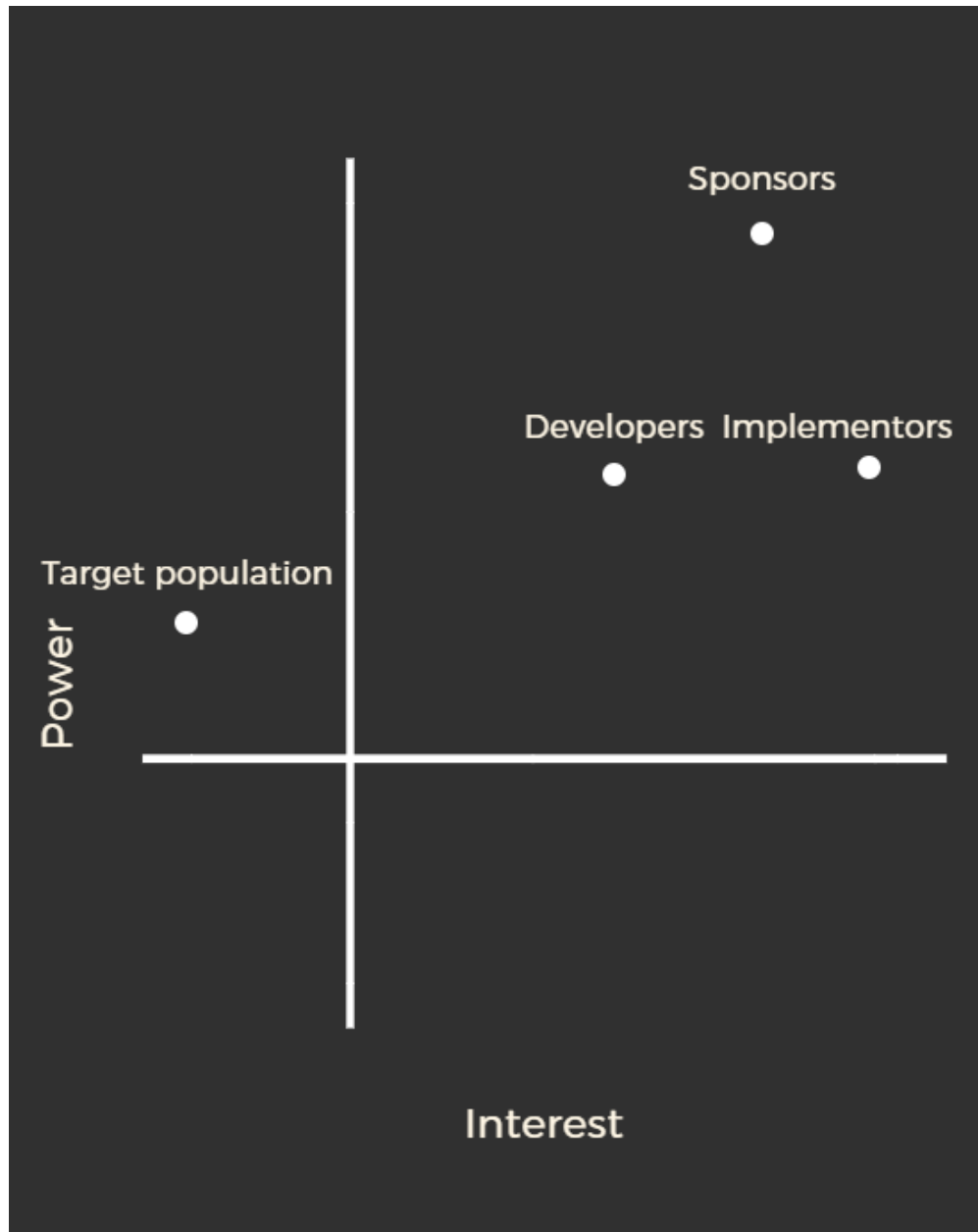
Also, we can tell that there are no problems with team spirit in Poland all teams are united and working well with purpose. But for Ukraine situation is different – people are competing and are not united, everybody cares only about own objectives. Salary for Polish associates is not so important as for Ukrainian ones, it is partially occurred by higher level of wealth of Polish associates and partially by not satisfied level of increases in Ukraine. After this analysis and founding out reasons for turnover we decided to develop and implement Turnover Reduce Plan with involvement of such teams as HR, Senior Leadership, L&D, Communications and C&B.

2.3 TURNOVER REDUCE PLAN AND ITS' IMPLEMENTATION PROCESS.

After deep analysis of reasons for such high turnover we decided to develop and implement a turnover reduce plan. Before implementation the plan we defined who needs to be involved and divided all participants to three categories which are following:

- **Sponsors:**
 - Senior Leadership team
- **Developers:**
 - Learning and Development team;
 - Compensation and Benefits team;
 - Communication team;
 - HR team;
- **Implementors:**
 - Local HR team;
 - Compensation and Benefits team;
 - Communication team;

In this turnover reduce plan, Sponsors were responsible for controlling and approving the plan. Also, through Sponsors we were promoting our plan across the Company associates. Developers were responsible for development components and actions of the turnover reduce plan. Implementors were responsible for local implementation of each part of the plan. Stakeholder Matrix for whole plan is represented on picture 2.11.



Pic. 2.11. Stakeholder matrix for turnover reduce plan.

The plan itself has been divided for three parts with responsible for each part team:

- Compensation – C&B team is responsible for implementation;
- Development – HR team is responsible for implementation;

- Team Spirit – Communication team is responsible for implementation.

Each part of the plan had its' main key actions. For **Compensation** there were following key actions with possible implementation dates:

- Review of Market data for establishing new rate ranges (Mid October 2018);
- Remuneration review (Q4 2018);
- Cafeteria reward system implementation (TBD);
- Compensation clearness:
 - Training from Comp&Ben about General market salary level and where we are (Q4 2018);
 - Tool for salary calculation for associates (TBD);

For **Development** they were following:

- Org&Talent Review for key positions (till the end of 2019);
- 5 main trainings connected to associates personal and career development to be delivered in Q1-Q2 2019:
 - GTMS Career Module training;
 - Goodyear Learning Center training;
 - Tips&Tricks for your personal development;
 - IDP: How to create and use it for personal development;
 - Training about feedback tools in Goodyear;
- PDP and IDP processes implementation for contractors (2019);
- Book-crossing initiative in Kyiv office (Q4 2018).

For **Team Spirit** part they were following:

- Activities after some workshops/meetings 1 per year (TBD);

- Year-summary meeting (Q4 2018);
- Healthy work approach promotion (work flexibility, healthy tips&tricks, office activities etc.) (starts Q3 2018);
- Office activities (Mafia tournaments, joint watching of sport events, joint free-time activities) (Q3 2018);

All activities which were no related to development were done till the end of 2018, but we didn't see any changes in associates' mood and engagement, so we decided to focus more on development area. For development area implementation were responsible local HR team and all processes had started implementation from Q3 2018.

But before we had developed as-is analysis table to understand where we were that time and where we wanted to be (Annex 4). As-is analysis was divided for 6 parts: Turnover rate, Individual development plans (IDP), Talent Review, Cross-functional career development, Career maps and Contractors. These actions were developed to decrease turnover rate with developmental reason in Company. Main criteria of success in this analysis are following:

- For turnover rate it is decreasing rate from 36% as it was in 2018 to 22% it is level od 2017. Main risk for this criterion is that not all associates are leaving company because of development. Majority are also leaved because of compensation. So, it can act as "restriction" for turnover decrease.
- Next criterion is for individual development plans, they should be strongly connected to career development. Talking about risks we can define that in case of gap between IDPs creation and execution as from company and associate side – it can influence to associates' motivation and as a result to turnover.

- Talent review criterion is its implementation for critical positions as a first step and for all company as next step. Talent Review will help to check and define future successors for critical roles and implement their development plans.
- Also, enabling cross-functional career development is one of the criteria for such kind of development. Cross-functional career development will allow associates to change function and continue work and bring value to business in other departments.
- Career mapping enabling will act as criterion for career development. Career maps will show how associate can be developed in case of execution of development and training plans, also in case of position availability. Just not to create expectations career maps should be presented only to managers.
- For Contractor main criteria are Performance Development Plans, Individual Development Plans and access to Goodyear Learning Center implementation. All contractors, who are bringing added value to business should be involved in PDP, IDP process and have access to Learning center to have a possibility for future development and headcount positions replacement.

PARAGRAPH 3. ORG&TALENT REVIEW AS PART OF TURNOVER REDUCE PLAN

3.1 PREPARATION FOR ORG&TALENT REVIEW AS BASIS FOR PERSONAL CAREER PLANNING PROGRAMS IMPLEMENTATION.

After deeper analysis we found out that main problem for turnover is development (because after improving other issues there were no effect). But in the Company, there are a lot of developmental instruments, which theoretically can help associates develop themselves in Company. The main problem with it that associates do not know about them and it is too complicated to reach out to all these methods and fill all the forms for development.

Also, all development processes are done only just for proforma, not implementing them in real life it causes disappointment between associates and as result – big turnover rate. So we need to create new system, which can help to solve this problem and this system is Org&Talent review.

The Org & Talent Review is the process is developed to discuss talent at Goodyear. The simple tools provide managers with a framework to choose appropriate development actions for direct reports and accurately succession plan for critical positions. The tools ensure rich conversations around performance and potential that lead to differentiated development plans. Having a consistent language and process also provides a reliable way to assess talent across our organization. This allows managers to match associates with assignments that are aligned to capabilities and aspirations, keeping associates engaged and enabling them to realize their full potential.

The Org & Talent Review provides two key components for Goodyear; a forum and process for managers to develop direct reports and a succession planning

program, which is critical to the long-term success of the organization. A key strategy to fulfill business objectives is the evaluation, development, and deployment of talent. To execute this strategy, you as a leader, have an important responsibility to identify, develop, and retain talent.

The Org & Talent Review provides the opportunity to think strategically about development. Through this process, associates will be exposed to the broader spectrum of development needs beyond their own area of the organization. By aligning these needs to the strategic priorities of the organization they will ensure that development plans not only support the growth of individuals, but also the growth of the business.

The focus of the succession planning process is the identification and development of strategic leaders. These are the critical individuals who will grow the business and lead the organization into the future. An effective process is about managers being able to “talk talent” openly and objectively. This process uses a research-based definition of talent, emphasizes the differentiation of talent for developmental purposes, and provides language and definitions to assist in distinguishing differences in talent. The Org & Talent Review is comprised of three components:

1. Preparation

Prior to an Org & Talent Review session, either an HR or talent responsible will meet with managers to discuss their team members. They will prepare the manager to discuss:

- Performance, Potential, Readiness, and Development of their Direct Reports
- Succession Plans for Critical Roles on their Team
- Development of the Successors to the Critical Roles

2. Group Session

The session facilitator will gather the preparation materials from HR and talent responsible after step one, compiling into a group session presentation. A facilitated Org & Talent Review Group Session is conducted to: a) review and validate managers' assessments of their Direct Reports (My Team); and b) validate Succession Plans for the critical roles on their teams (Succession Planning). Most importantly, both components should focus highly on development planning.

The Org & Talent Review Group Session components of "My Team" and "Succession Planning" can be conducted together or separately.

3. Development Check-In

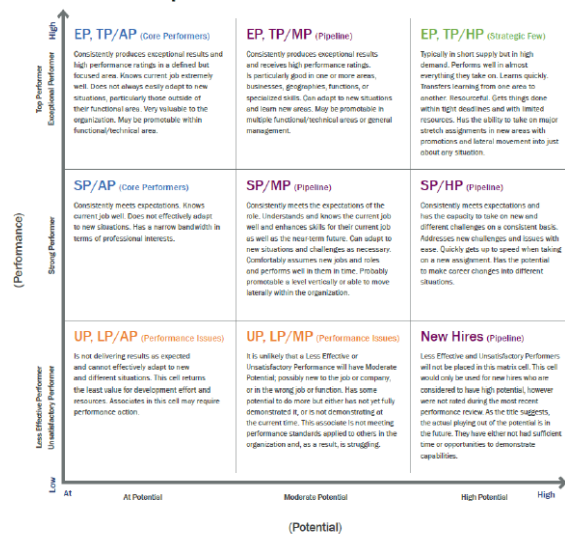
The Development Check-In is a time for associates and managers to have quality conversations – identify development objectives, create learning plans, and review/revise current development objectives. During the Check-Ins, managers will share feedback gathered from Group Session and inform the associate of any roles for which they are successors.

In preparation for the Org & Talent Review, the HRBP will meet with each manager to discuss the manager's direct reports and the succession plans for the manager's critical positions. While discussing direct reports, the manager focus will be on performance, potential, likeliness of movement, and differentiated development. Resources will be provided to the manager to help make accurate and actionable recommendations for the associate's development. Next, the manager will update the succession plans for critical roles that directly report to the manager's position. The manager will discuss readiness of successors and development needed to close the readiness gap.

In this phase of the Org & Talent Review, managers will work with either an HR or talent responsible to prepare for the Group Session. Steps for this process are following:

1. Review the placement of direct reports within the Talent Development Matrix (Pic 3.1). The initial placement is based on the previous year's performance and potential ratings. This is used as a starting point to determine development plans. After reading the descriptions, managers may feel that an associate is more accurately placed in a different cell.
2. Discuss the development plans for all direct reports based on matrix placement.
3. Discuss succession plans for all critical positions using the provided template (Pic 3.1 and more detailed in Annexes 5 and 6).
4. Discuss potential development actions for successors.

Talent Development Matrix



Succession Plan Template

	Name/Title	Performance/Potential
Ready Now (RN)	Name Title	Top Performer/High Potential
One Position Away (R1)	Name Title	Performance Rating/Potential Rating
Two Positions Away (R2)	Name Title	Performance Rating/Potential Rating
Emergency Candidates	Name Title	Performance Rating/Potential Rating

Pic. 3.1. Talent Development Matrix and Succession Plan Template

The facilitator of the Org & Talent Review (HR/talent responsible) arranges an interview with manager to discuss each of team members. During this conversation, they:

- Walk managers through the stages of the Org & Talent Review.
- Introduce/review with manager to the concepts of:
 - Performance, Potential, and Readiness.
 - The Talent Development Matrix
 - The Differentiated Development Plans Placemat
- Prepare managers to discuss each of their team members related to the concepts above.
- Create or update the succession plans for critical positions that directly report to manager.
- Answer any questions they might have about the process, what they can expect, their role, etc.

Next step of preparation process is performance – how effectively associates have performed including “what” they did (achieving business objectives) and “how” they did it (demonstrating core competencies). To define core competency and performance ratings managers should use table on picture 3.2.

When discussing performance, managers should focus on the ability to consistently deliver results over time, rather than one specific accomplishment. This holds especially true when discussing successors.

Discussing performance is critical to accurately identifying leaders. However, many times, an evaluator focuses on one or two specific events, which most likely do not accurately portray a person’s overall performance. The focus should be on sustained performance. Performance reasonably predicts success only in similar kinds of jobs, and then only if the person was primarily responsible for past success. When assessing their performance, manager should, therefore, determine specifically what their contribution was.

When evaluating Performance managers should consider:

- Significant accomplishments.
- Notable achievements.
- Approach taken to achieving results.
- Performance-related problems.

Performance Rating	Definition	Core Competency Rating	Definition
TP Top Performer	Consistently exceeded expectations and provided other significant contributions. Continued development and broaden role for development.	5 Exceeds Expectations	Consistently demonstrates competency behaviors in exceptionally difficult situations, and serves as a key resource and advises others.
EP Exceptional Performer	Exceeded most expectations. Stretch further with additional broader opportunities and exposure.	4 Somewhat Exceeds Expectations	Consistently demonstrates competency behaviors in considerably difficult situations, and generally requires little or no guidance.
SP Strong Performer	Achieved overall expectations. Continue developing to maintain and/or improve upon already solid performance.	3 Meets Expectations	Consistently demonstrates competency behaviors in difficult situations, and may require occasional guidance.
LP Less Effective Performer	Met some or many expectations. Improvement needed in areas to ensure sustained value to organization.	2 Meets Some Expectations	Demonstrates some of the competency behaviors but not others, and requires frequent guidance.
UP Unsatisfactory Performer	Did not achieve expectations. Sustained improvement required to remain in role.	1 Needs Improvement	Rarely demonstrates competency behaviors; requires significant development and extensive guidance.
NR No Rating	Associates hired October 1 or later.	NR No Rating	Associates hired October 1 or later.

Pic 3.2. Performance and Core Competency rating table

Prior to reviewing each subordinate managers should ask themselves the following questions:

- Who are the top performers? Has their performance been consistently high?
- How has their performance compared with expectations?
- How consistent has the quality and quantity of their output been?
- To what degree has their approach to their work measured up to expectations?
- Have the experiences been robust enough to equip them for the next career level?
- To what degree is the person recognized as a functional/technical expert?
- How difficult would it be to replace them?

- Has the successor’s level of performance been sustained over multiple years?

For the next step, potential definition we should define how much potential this associate has to be effective in a more challenging role (Pic.3.3).

Potential Ratings Implications for career trajectory, i.e., how many levels the associate likely can advance vertically from their current job level	Capability Demonstrated capabilities (core/functional competencies, learning agility, domain expertise, personal attributes, experience, and education) that enable someone to deliver on current commitments and provides foundational strength for delivering on future business needs.	Aspiration Seeks out roles that would increase their contribution to the organization. Demonstrates effort to engage in developmental experiences or roles that have high impact and challenge. Willingness to take risks. Solicits feedback & actively drives their development plans.	Commitment Willingness and ability to align professional objectives with Goodyear business needs, priorities and goals. Focuses all efforts on enterprise success over short term personal or group needs. Shows a pattern of going “above and beyond.”
High Potential <ul style="list-style-type: none"> • Up to 2 vertical levels - Up through level 10: Anticipated trajectory of two vertical levels - Level 11-13: Anticipated trajectory is one or more vertical levels 	-Meets or exceeds capabilities and behaviors -Consistently demonstrates high learning agility	-Consistently demonstrates at high level and willingly seeks out challenges	-Consistently demonstrates at high level
Moderate Potential <ul style="list-style-type: none"> • Up to 1 vertical level - Up through level 10: Anticipated trajectory of one vertical levels - Level 11-13: Can take on broader role at same level 	-Meets or exceeds capabilities and behaviors -Demonstrates learning agility in some situations, but not all	-Aspires to incremental levels of advancement	-Goes above and beyond but may have limitations
At Potential <ul style="list-style-type: none"> • No vertical levels - May include associates who have yet to demonstrate full capability and behaviors or are satisfied in current role, however are still be highly valued - Includes all associates demonstrating low performance 	-At current potential or satisfied at current level or has met overall aspiration (Could be “Pros in Position”) -Low performance in current position (those with Low Performer (LP) or Unsatisfactory Performer (UP) rating)		

Pic. 3.3. Potential Ratings definition table

Focus on how well their track record of experiences will help them to succeed. Managers should consider their aptitude to be effective in leadership and their motivation to take on greater challenges. Also, evaluate their ability to learn from their experiences and their awareness of their strengths and weaknesses.

Evaluating potential is critical to identifying future leaders for our succession bench.

When evaluating Potential managers should consider:

- Career progression so far;
- Career trajectory and aspirations;

- Associates' ability to apply logic and reasoning;
- Likelihood of their continuing to achieve and progress;
- How they deal with situations they have not faced before;

After potential definition we should define readiness of associate to move to new role and see how ready this associate is to be effective against the challenges of a specific type of future role (Pic.3.4).

Before increasing someone's level of responsibility, it's important to be confident they can handle the demands of the new role. This doesn't necessarily mean performing to the highest standard immediately—they'll likely need some lead-in time to bring them up to that level. However, they do need to be able to deal with the challenges they will face.

When evaluating Readiness managers should consider:

- Skills and behaviors.
- Interaction with others.
- Capacity to deal with change and the unknown.
- What is the challenge managers are considering their readiness for? (Readiness for what?)
- Successor to a new role?
- A challenge that will provide development in an area they need to grow?

Being clear on "Readiness for what?" will provide an important benchmark for succession conversations. During preparation managers should ask themselves the following questions:

- What aspects of the potential new roles have they already encountered in their existing role?

- What aptitude have they shown for dealing with challenges like those they will face?
- What skills that will be important in the potential roles have they already started to develop?
- What relationships have they already formed that will help them succeed in those roles?
- Which roles could they perform successfully now?
- Which roles could they perform successfully with development?

Readiness Levels:

RN	Ready now (ideally within 24 hours) for target role. Assessed as a viable successor with no additional roles required prior to being placed in target role.
R1	One position away from target role
R2	Two positions away from target role
Emergency Candidate	An emergency candidate is only needed in instances when the succession plan does <u>not</u> have a ready now successor; otherwise, this can be left blank. An emergency candidate is the interim leader who could be placed in the role while the ready now succession candidate is identified. The emergency candidate is not the long-term candidate for the role.

Pic. 3.4. Readiness levels matrix

For proper definition of potential successor managers should use Talent Development Matrix (Annex 5). The Talent Development Matrix is used to illustrate the relationship between performance and potential in the context of talent management. It is used to:

- Facilitate a more accurate evaluation of talent across Goodyear.
- Differentiate talent for developmental purposes.
- Evaluate an associate's short- and long-term value to the organization.
- Create pools of talent at similar levels, or in similar roles, across the organization.

- Identify developmental assignments and jobs.
- Select and nominate talent for specialized coaching or other development opportunities.
- Contribute to needs analysis for organization-wide developmental programs.

During the 1:1 interview with HR/talent responsible, managers should discuss the placement of their direct reports on the Talent Development Matrix. Again, placement is based on the previous year’s performance and potential ratings. The Talent Development Matrix consists of nine cells, each representing a different classification of talent. Proper placement ensures the ability to accurately differentiate development. The Talent Development Matrix (Annex 5), along with the Talent Development Matrix Expanded Guide should be used as a tool during the discussion with HR/talent responsible. The color scheme in the Talent Development Matrix represents four broad categories of talent (Pic.3.5).

Category	Description	Cells included
Strategic few	Future leaders of your business. People who will take the organization to new levels over the next five to fifteen years. Consistently demonstrate ability to adapt to new situations. Can move seamlessly throughout the organization and continue to perform above expectations.	EP, TP/HP
Pipeline	Likely to be future leaders of the organization. Effective in gaining cross-functional knowledge. Interested in continuing to enhance and develop their capabilities.	EP, TP/MP SP/HP SP/MP New Hires
Core performers	Play a critical role in the organization. Provide talent and expertise necessary to get the work done. Have deep knowledge in their fields. Can take the concepts/visions of hipos and turn them into reality.	EP, TP/AP SP/AP
Performance issues	Unwilling or unable to adapt to the changes confronting the organization and perform to an acceptable and competitive performance standard. Performance does not align with requirements of org objectives.	UP, LP/AP UP, LP/MP

Pic. 3.5. The color scheme in the Talent Development Matrix

On the back of the Talent Development Matrix, is the associated Differentiated Development Plans Placemat (Annex 5). Discussing the plans for managers' direct reports, while utilizing this placemat is key to success during the Org & Talent Review. In 1:1 interview with HR/talent responsible, managers should be sure to focus on this component. Depending on the size of the team being discussed in the group session, managers may be limited to only discussing associates placed in certain matrices. If this holds true for session, managers will want to ensure that development opportunities/plans are addressed with HR/talent responsible so that they can follow up during the associate's Development Check-In.

Final step for preparation is Succession Planning. Succession Planning is the primary organizational driver for Org & Talent Review and is critical to ensuring the future continuity of the business during times of transition. Prior to an Org & Talent Review session, managers will identify successors for the critical positions on their team. During the session, managers should present the succession plans and review the development needed to ensure identified successors are prepared to assume the stated role. They will gather feedback on the successor and consider additional individuals for the succession plan.

In preparation for the Org & Talent Review session, managers will complete the Succession Plan Template (Pic.3.6). The template identifies successors by level of "readiness" to assume the role. For each identified successor, managers will need to be prepared to explain their level of readiness and discuss what development is needed for the successor to move into a "Ready Now" position. For successors that have been identified as "Ready Now," managers will need to discuss the timing and plans related to the movement of the incumbent, development that may still be

needed to ensure a smooth transition, and what is being done to keep the successor engaged while the incumbent remains in role.

It is important that Goodyear's target is to maintain at least one "Ready Now" successor for each critical position. When a critical role lacks a "Ready Now" successor, a manager should be actively working on a sourcing strategy or accelerated development plan for successors in either "R1" or "R2" position. Best-in-class organizations target 1-2 successors at each level of readiness per critical position.

HR/talent responsible provides to managers existing succession plans from previous succession discussions. Managers should use these templates to chart the succession plan for each critical position listed in your Organization Chart. Two positions are included on each page. They should add or remove pages as needed.

With HR/talent responsible, managers should discuss development actions that will prepare successors to move into these critical roles. Managers should think about the position and the capabilities/skills needed to succeed. Then consider the successor how they may develop to reach those goals. Also, for proper definition succession planning needs managers had some provoking questions that they should be prepared to answer during a Succession Planning Group Session:

- How are they performing?
- Where are they going next?
- What do they need to be successful today and in the future?
- What needs to be done to keep them engaged?
- What do they need to be ready to succeed the incumbent?
- How can we accelerate their readiness?

- With this, managers will be prepared for future steps of Org&Talent review process. Because during next steps without any preparation the whole process can go to different direction or even fail.

Succession Plan Template

Instructions		
Incumbent	Name Title	Job Grade:
<p>1. Enter the first/last name, job title, and job grade of the incumbent.</p>		
<p>2. Review your list of likely successors and determine their readiness for the role:</p>		
Ready Now (RN)	Name/Title Name Title	Performance/Potential Top Performer/High Potential
One Position Away (R1)	Name/Title Name Title	Performance Rating/Potential Rating
Two Positions Away (R2)	Name/Title Name Title	Performance Rating/Potential Rating
Emergency Candidates	Name/Title Name Title	Performance Rating/Potential Rating
RN	Ready now (ideally within 24 hrs) for target role. Assessed as a viable successor with no additional roles required prior to placement in target role.	
R1	One position away from target role	
R2	Two positions away from target role	
Emergency Candidate	An emergency candidate is only needed in instances when the succession plan does <u>not</u> have a ready now successor; otherwise, this can be left blank. An emergency candidate is the interim leader who could be placed in the role while the ready now succession candidate is identified. The emergency candidate is not the long-term candidate for the role.	
Ready Now (RN)	Terry Smith Manager of Operations	
<p>3. Enter the full name and job title of each associate in the appropriate readiness tier.</p>		
<p>4. Next to each name, enter the previous year's performance and potential rating.</p>		
<p>5. If a Ready Now candidate is not available for immediate release, enter the timing required for transition (3, 6, or 9 months).</p>		
<p>If longer than 9 months is needed, the associate cannot be "Ready Now"</p>		
<p>Performance/Potential</p> <p>Top Performer/High Potential</p>		

Pic. 3.6. Succession Plan Template

3.2 GROUP SESSIONS IN PERSONAL CAREER PLANNING PROGRAMS IMPLEMENTATION.

Next big step for Org&Talent review are Group Sessions. A group of manager peers will come together with their executive sponsor to discuss their team members and succession plans for critical roles: My Team – Each manager discusses their direct reports, focusing on development actions. Succession Planning – Each manager presents succession plans for critical positions, focusing on development actions. Throughout My Team and Succession Planning, peers provide actionable feedback, ask questions, make suggestions for development opportunities, and possible successors to critical positions.

After managers have made initial evaluation of team members and created succession plans, the next stage is the discussion of managers' team and succession plans.

Managers should be invited to attend an Org & Talent Review session along with his/her peers. This is a facilitated, candid discussion aimed at ensuring the evaluations are fair, accurate, and consistent. Most importantly, they are focused on differentiated development for associates. All those attending the Org & Talent Review session will have used the same definitions of performance, potential, and readiness, which means managers should be able to clearly distinguish and contrast individuals.

The session is designed to provide a forum to openly discuss individuals, share views, ask questions and, where appropriate, openly discuss the development opportunities and assignments for the talent being discussed. If managers are

challenged on any their recommendations/opinions, it will be helpful for them to be able to support their beliefs with examples that substantiate their decision.

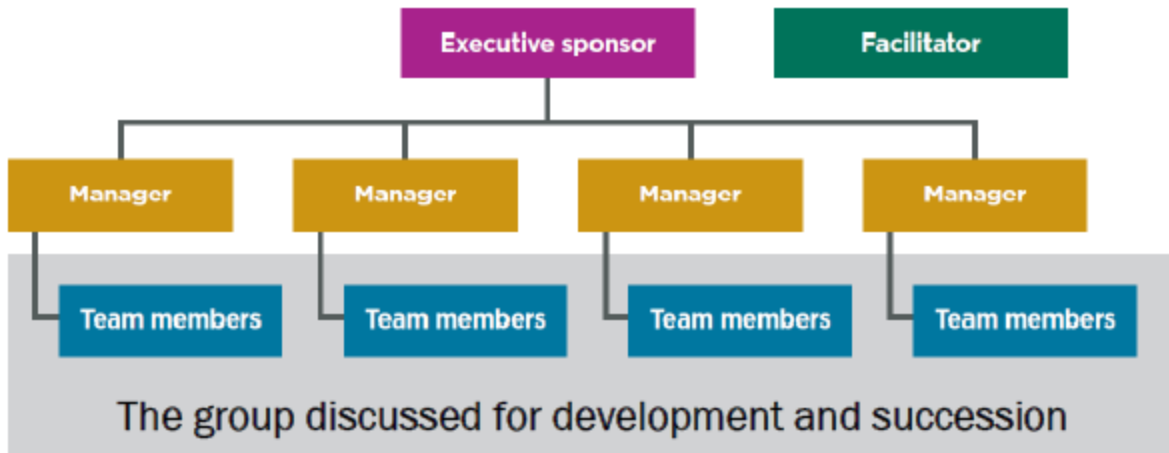
Managers should also be asked to provide feedback on their peer's direct reports and succession plans for their critical positions. Asking for more information and challenging, where appropriate, is important to ensure a thought-provoking and constructive conversation. During the session, managers should be prepared to:

- Clearly and succinctly articulate the development needed for each of his/her direct reports.
- Make suggestions as to how this development may be achieved, considering the 70:20:10.
- Ask for input from his/her peers where manager feel they can help.
- Make suggestions regarding the development of other leaders' team members.
- Challenge the thinking of his/her peers where manager feels it is necessary.

The Format of such discussion is following. The size of the group sessions and number of associates will vary based on the organizational structure. The facilitator can be a member of the executive sponsor's leadership team or the HR/talent responsible. This may or may not be the same person facilitating the preparation 1:1 (Pic.3.7).

The duration of the session should be determined in advance and also vary based on the size of the teams discussed. It is important to note that the "My Team" and "Succession Planning" portion can be held together or separately.

Both "My Team" and "Succession Planning" are focused on development. Succession planning is separated from the discussion of a manager's direct reports in order to ensure a more robust development discussion for both incumbents and successors.



Pic. 3.7. Structure of Group Sessions

Each Org & Talent Review session should be opened with an overview of the organization. This is an opportunity for the managers to align on the state of topics such as:

- Performance, potential, and readiness
- Average time in position, attrition, movement
- Diversity and inclusion
- Risk of departure and impact of departure
- Other important topics or challenges facing the team

The Org & Talent Review is an important component of Goodyear’s efforts to promote Diversity & Inclusion. The Org & Talent Review sessions are a prime opportunity for managers to ensure that women and minority associates are receiving the development and support that will keep them engaged and part of the pipeline for future leadership positions at Goodyear. Including these metrics during the “Overview of the Organization” in the Group Session will help to facilitate a more robust talent discussion.

The My Team component of the Group Session is an opportunity for managers and their peers to have a candid discussion about their direct reports and their development. The discussion takes place by displaying the associates on the populated Talent Development Matrix (Annex 5). They should review performance, potential, and likeliness of movement for each direct report.

For teams that are small enough in size, the direct reports of all managers should be combined onto one Talent Development Matrix for discussion. This helps to align managers and facilitates a stronger development discussion.

Less Effective Performers and Unsatisfactory Performers cannot be in the bottom right box. Associates who reside in this box will exclusively be new hires who were not rated in the previous performance review cycle. Additionally, there will be very limited cases where a Less Effective Performer or Unsatisfactory Performer is included in the bottom middle box (Pic.3.8).



Pic. 3.8. Possible movements for Talent Development Matrix.

For large group sessions, managers may not be able to discuss all direct reports. In cases where all direct reports cannot be discussed, development opportunities should be prepared during the preparation 1:1 with the HR/talent responsible.

The review of manager's team on the Talent Development Matrix is not intended to be a calibration of performance and potential. The associate's placement on the matrix is an automated process based on the previous year-end performance

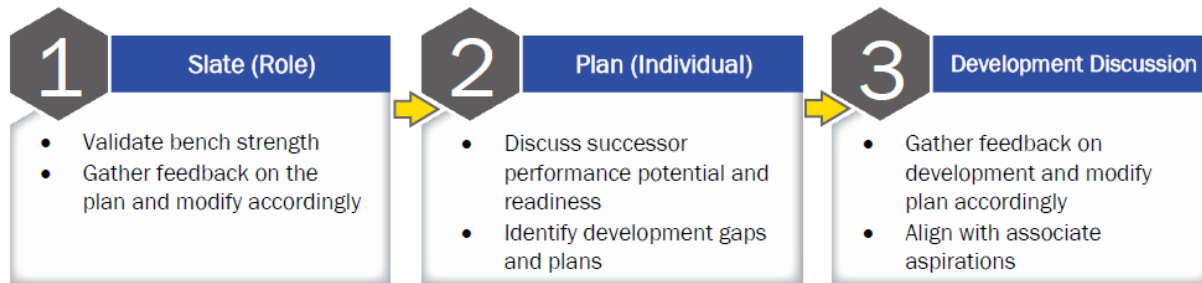
review. However, reviewing where associates have been placed does help to align on how we evaluate talent. Managers should note any discussions or disagreements and consider those possible points of feedback for performance or development discussions.

During the Succession Planning component of the Group Session managers should review succession plans for critical roles, gather potential development opportunities that should prepare successors for positions, and expand the talent pool from which to draw successors. Throughout the session, managers should take notes on their Succession Planning Development Capture Forms. The focus for this session is on the position and the successors; not the incumbent.

Succession Planning is an opportunity for each manager to review their succession plans for critical roles on their team and the development required to execute the plan.

Each session should begin with managers presenting their succession plans to the team – using the Succession Plan template. The participants should be allowed time to ask clarifying questions about the plans, debate the readiness of the successors, and provide additional associates to be considered.

While discussing plans, managers should consider what capabilities/skills are needed to perform the job and how to prepare the successor. Managers should be sure to ask their peers for feedback. Also, they should utilize the successor's performance and potential ratings to determine placement on the Talent Development Matrix and use the Differentiated Development Plans Placemat to discuss opportunities (Pic.3.9).



Pic.3.9. Brief description for Group Sessions for managers.

A facilitator should wrap up the session by communicating the next steps with the team. This could include any development actions, talent moves, or others talent management steps. There will likely be additional follow up from facilitator or HR/talent responsible after the session.

3.3 DEVELOPMENT CHECK-INS IN PERSONAL CAREER PLANNING PROGRAMS IMPLEMENTATION.

The most important part of the Org & Talent Review is the ongoing development. After a session, it is the manager's responsibility to ensure follow through on development actions or movement that is discussed. That could mean ensuring development actions are available or simply having a discussion with the associate. There are a variety of resources provided in the Org & Talent Review materials to guide managers in having discussions with their team members. However, it is important to remember that successful development happens when objectives are associate owned and manager-supported. When the associate is aware of the development opportunity and motivated to act, then achievement of the development objective will be more likely.

The Development Check-In is a regular part of the PDP (Performance and Development Process). While Check-Ins can take place at any time throughout the year, associates are encouraged to schedule during the months of April and September.

As a managers, they should utilize this time to discuss the development opportunities captured during the Org & Talent Review session. If the associate has been added to a succession plan, it's important to discuss his/her career goals to avoid gaps in critical role placement.

Development should be in line with the direction that the associate wants to take his/her career. Also, is it important to remember that associates own their development while managers are the supporters.

Each of Goodyear associates and people in general has an array of strengths, moderate capabilities, and weaker areas. In some situations, our abilities serve us well and, in other situations, they do not.

Development generally begins with awareness of a current or future need and the motivation to do something about it. This might come from feedback, a mistake, watching other associate’s reactions, a mentor, or not being up to a task.

When helping the associate plan for development, managers should identify activities for them and consider the impact their relative strengths and opportunities have on others. Managers should ask themselves the following questions stated in picture 3.10.

<p>Strengths of the Individual</p> <ul style="list-style-type: none"> • What are examples of how the strengths have been used? Can be leveraged? 	<p>Overused Strengths</p> <ul style="list-style-type: none"> • What are examples of strengths that may be overused?
<p>Areas that are Less Skilled</p> <ul style="list-style-type: none"> • What is and is not causing a problem? • Where are these areas having a negative impact? 	<p>Experience History</p> <ul style="list-style-type: none"> • What has the individual done in the past? • What are potential gaps? • What are some on-the-job opportunities to strengthen/develop competencies?

Pic. 3.10. Questions for managers to define future development.

For assistance in having an effective Development Check-In, managers should visit the PDP Playbook SharePoint Site where they can find tools and resources to assist their associates in setting and managing development objectives and having quality conversations.

As managers reviews his/her associates on the Talent Development Matrix, he/she should also identify development opportunities and assignments for his/her team using the Differentiated Development Plans Placemat. Managers should take notes on their My Team Development Capture Form.

The objective of development planning is to make specific recommendations and to receive feedback and suggestions from your peers. For example:

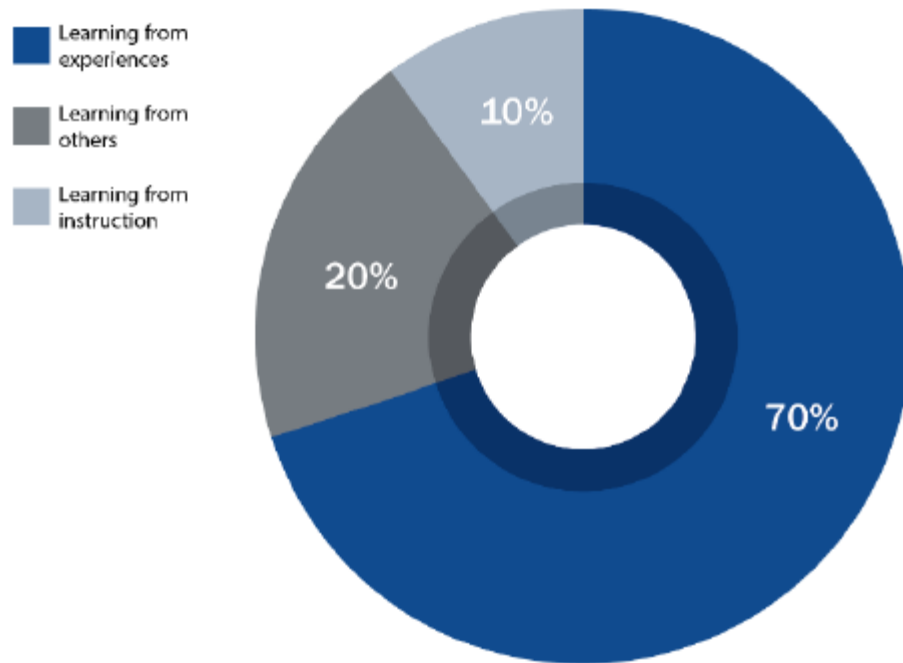
- Development that will overcome skills gaps.
- Permanent or temporary assignments that provide needed experiences.
- Ways to increase exposure to key leaders.

To help better build the development plan in Goodyear is used the 70:20:10 Ratio method of building development plans. In the thousands of experiences reported, there are six key sources of growth to bring about change:

1. A more challenging job
2. A development task while in current job
3. Role models, coaches, mentors
4. Feedback
5. Courses and readings
6. Personal learning

These six falls into three buckets (Pic.3.11):

- 70: Learning from experiences
- 20: Learning from others
- 10: Learning from instruction



Pic.3.11. 70-20-10 model visualization.

So, according to it Differentiated Development Plans are created for associates. The Differentiated Development Plans Placemat provides a menu of suggestions with varying emphases associated to where the individual has been placed on the Talent Development Matrix. All, or some, of the items should be included in the final development plan crafted for each associate (Pic.3.12).

A Differentiated Development Plan Considers the Following:	
How to retain them	What action needs to take place to manage retention?
How to engage them	What should they get involved in – networks, task forces, etc.?
How to assess them	What type of assessment (360, competency, potential) is needed?
Learning from experiences – 70%	
Which assignments to deploy them to	What development opportunities are the most appropriate?
Who to expose them to	Who does this person need to interact with?
Learning from others – 20%	
How to coach them	What type of coaching is appropriate (skills, leadership, peer, etc.)?
How to mentor them	Do they need a mentor or can they mentor someone?
Learning from instruction – 10%	
What education/training to provide	What course or programs will support their development?

Pic. 3.12. Differentiated Development Plans explanation

During the development process in Goodyear Job Assignments should be used as Development. The number one developer of skills is job assignments. However, research indicates that one-half or more of jobs aren't especially developmental. They provide continuity, promote stability, and make sure the organization runs. It may be that the current role of team member is in provides plenty of development opportunities for them. Alternatively, managers may need to consider assignments beyond their current role for them to achieve their development objectives.

Picture 3.13 includes factors should be taken into consideration when matching associates to assignments:

These factors should be taken into consideration when matching associates to assignments:

Assignment	Associate
<ul style="list-style-type: none"> Requirements (skills, competencies, experiences) Conditions of job or department 	<ul style="list-style-type: none"> Placement on the Talent Development Matrix Strengths/Development Needs Key experiences the candidate may/may not have

Pic.3.13. Factors for matching associates to assignments.

Once managers have identified the critical organizational role, experience, and/or competencies targeted for the associate, they will need to identify developmental job assignments. There are a variety of job types to consider, however the ones that are most relevant depend on the individual's position on the Talent Development Matrix. Refer to the Talent Development Matrix Expanded Guide for specific recommendations.

From budget perspective due to zero-based budgeting in our Company this plan had been developed only using Goodyear internal resources and really costs company no money.

And, as we can see from whole process descriptions, Org&Talent review can bring value for business in areas of associates' engagement, motivation and development areas. But financial impact of Org&Talent review we can predict by using Ukrainian case for 2018.

In 2018 the highest turnover rate, tires market situation, high prices for raw materials impacted Goodyear Dunlop Tires Ukraine LLC in way of decreasing EBIT for 14%. So as target for 2019 will be prevention of such loss for all teams across Ukrainian LLC. From HR team and after implementation of this plan situation can be following:

- Reducing cost for recruitment by replacing vacant positions internally;
- Yearly savings for contractors' development and transfer to HC;
- Also, savings by avoiding the gap in compensation package for external candidates.
- Due to turnover rate decrease, EBIT will be delivering according to plan. Because adaptation of new Sales and Customer Service associates will impact on

EBIT (e.g. there was a case when one associate from Sales team made a mistake and in affected for a company's loss 2.8% of EBIT).

By implementation developmental part of the turnover reduce plan will save for the company 5% from EBIT yearly. Even if we deduct from this amount costs for implementation the whole plan, we will receive impact to EBIT in amount of 2%. Main benefit from this Development plan is that it can bring added value to business in long-term perspective.

This plan is still under implementation and 100% of results we can see at the end of 2019. But at the end of Q1 2019 we made one more research to see if everything from the plan is working well and results are quite promising.

Review of the salary market showed us that we are in line with all market guidelines, also from Communication side there were different activities done which had influenced to the associates team spirit. But the biggest influence had Org&Talent review which is on stage between Group Sessions and Developmental check-ins.

We saw that after group discussions people were inspired and motivated, they got to know that they have a possibility to grow and they had discussed it with their managers. But still some people from Sales does not believe in this changes. As a general result if we see to turnover rate for Q1 2019 it is on level of 4%, when in Q1 2018 it was on level of 22%. So, for now we can say that this plan is successful.

CONCLUSION

Goodyear Dunlop Tires Ukraine LLC is presented on the market for more than 10 years, but in 2018 we faced with quite big problems which required from the HR team quick solution.

As a result, 3 teams were united for development Turnover Reduce Plan and implement it till the end of 2019. This plan now only in the middle of implementation process but giving very promising results – turnover rate for Q1 2019 is on level 4%, which is 18% lower than it was in Q1 2018.

Also, this plan can be implemented in different countries, for example since the beginning of 2019 in Poland turnover rate has started to rise dramatically, so Senior leadership team made a decision to implement the same plan in Poland since Q2, without waiting general results for Ukraine.

Major part of this plan took succession planning, because it was a quite big request for implementing it. We as HR team succeed to prove to Senior Leadership team that succession planning and development are critical to ensuring the future continuity of the business during times of transition. This talent planning activity is an important part of every manager's role at Goodyear. To prove it we used following arguments:

- Most companies must replace 50% of their top leadership team about every 10 years
- An external candidate can cost 65% more than an internal candidate
- Internal candidates are better for a company's sustained performance and for superior long-term shareholder value

Final results and effect to EBIT will be shown at the end of 2019, but for now we can honestly say that this plan worth its implementation and hours of work spent to it. And from the associates and senior leader we see the engagement, motivation and desire for implementation.

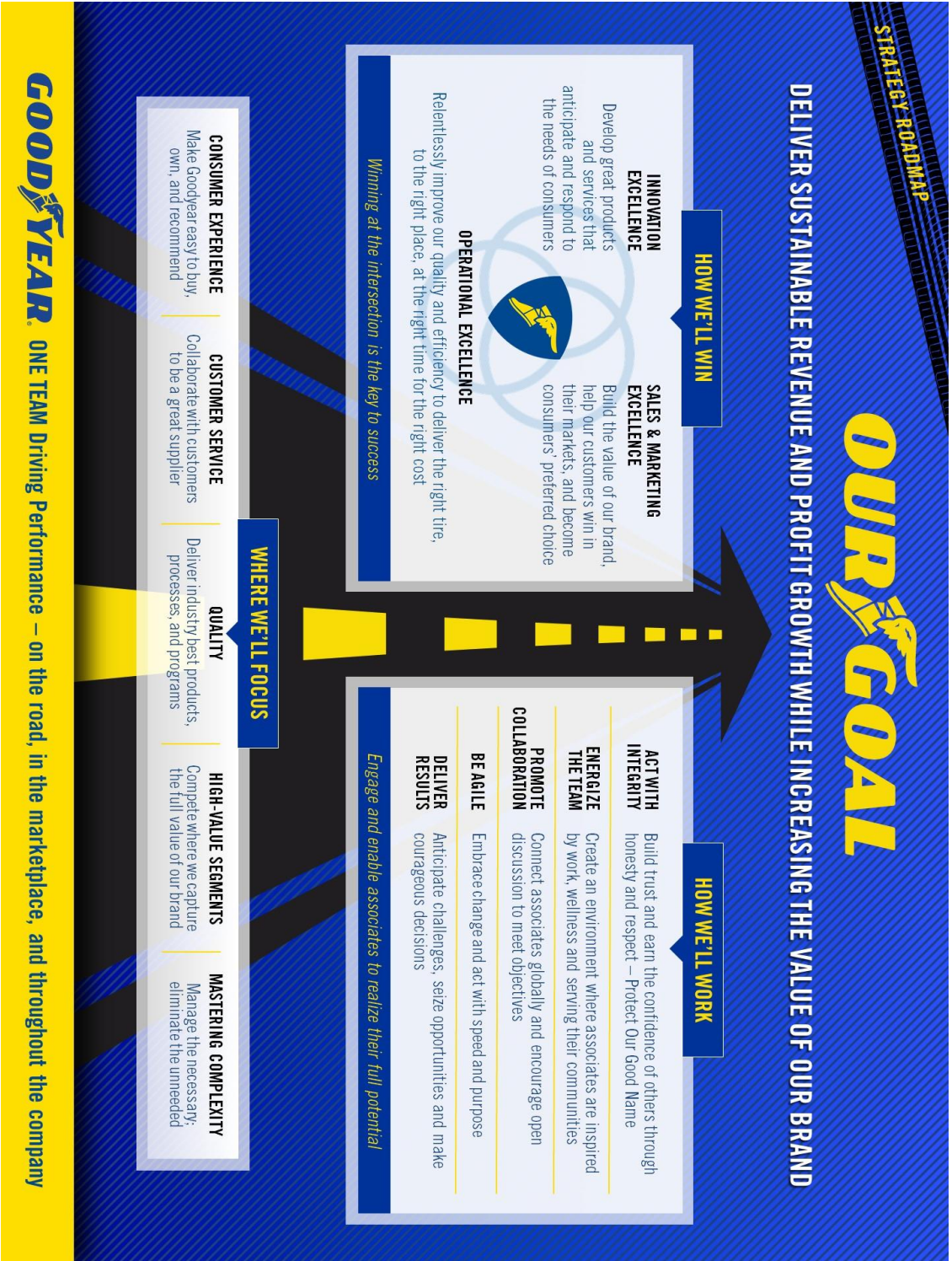
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ANNEXES

Annex 1. Goodyear Strategy Roadmap



Core Competencies



Core Competency	Leader of Self	Leader of Others	Leader of the Business
<p>Act with Integrity Build trust and earn the confidence of others through honesty and respect – Protect our Good Name.</p>	<ul style="list-style-type: none"> Is honest and straightforward. Honors agreements and commitments, even when working through competing priorities. Shows consistency between words and actions. Maintains integrity and demonstrates ethical behavior. 	<ul style="list-style-type: none"> Demonstrates consistency between words and actions, gaining others' trust. Models reliability and ensures that the team meets its commitments. Is genuine and honest and encourages others to do the same. Is trusted to represent or protect the interests of others and Goodyear fairly. 	<ul style="list-style-type: none"> Acts in the best interests of others and Goodyear, even when it conflicts with self-interests. Models dependability and holds others accountable. Shows consistency between words and actions, gaining people's trust and respect. Is truthful and transparent, promoting trust in Goodyear leadership.
<p>Promote Collaboration Connect associates globally and encourage open discussion to meet objectives.</p>	<ul style="list-style-type: none"> Shares information with others so there are no surprises. Involves others as appropriate to accomplish individual and group goals. Welcomes and acknowledges the diverse ideas and input of others. Encourages unity rather than "us vs. them" thinking. 	<ul style="list-style-type: none"> Credits others for their contributions and accomplishments. Creates an environment for people to express their views openly. Facilitates effective collaboration among coworkers and external partners. Involves others in inclusive decision making. 	<ul style="list-style-type: none"> Exemplifies collaborative leadership by inviting a wide variety of perspectives to the discussions. Creates a safe climate where people communicate openly. Builds a culture of collaboration and teamwork across Goodyear. Removes organizational barriers to collaboration.
<p>Be Agile Embrace change and act with speed and purpose.</p>	<ul style="list-style-type: none"> Accepts needed change despite the uncertainty it brings. Constructively deals with problems that don't have clear solutions or outcomes. Remains calm and productive during transitions or changing circumstances. Works to clarify situations where information, instructions, or objectives are ambiguous. 	<ul style="list-style-type: none"> Looks for opportunities inherent in the unknown and takes steps to capitalize on them. Coaches others in finding solutions and accomplishing goals despite incomplete information. During transitions or chaotic conditions, remains calm and guides the team forward. Embraces ambiguity and change, helping the workgroup adapt and remain productive. 	<ul style="list-style-type: none"> Leads change, able to make decisions and act without complete information. Conveys stability and provides direction in evolving or uncertain times. Finds opportunities inherent in the unknown and guides Goodyear to capitalize on them. Effectively manages the stress that accompanies transitions and change, and ensures that Goodyear helps others adapt productively.
<p>Energize the Team Create an environment where associates are inspired by their work, wellness and serving their communities.</p>	<ul style="list-style-type: none"> Celebrates others' successes. Helps others see why the work matters. Involves others and gives credit for their involvement. Draws a link between the work and own motivation. 	<ul style="list-style-type: none"> Empowers others to take ownership in making decisions that are critical to the business. Ensures that all team members are inspired to work toward common goals. Celebrates the team's successes along the way. Provides praise, recognition, and rewards for strong performance. 	<ul style="list-style-type: none"> Inspires others by appealing to deeply held values and goals. Creates a climate that makes work gratifying and enjoyable. Recognizes contributions to ensure people at Goodyear feel valued. Energizes the organization by clarifying the broader purpose and importance of the work.
<p>Deliver Results Anticipate challenges, seize opportunities and make courageous decisions.</p>	<ul style="list-style-type: none"> Motivated to achieve meaningful results. Brings tasks to successful completion and resolution. Shows determination in the face of obstacles and setbacks. Sets and maintains high standards for own performance. 	<ul style="list-style-type: none"> Supports and coaches others to achieve results. Leads others to persist despite setbacks or obstacles. Fosters a sense of urgency in the team for reaching goals and meeting deadlines. Accelerates team performance to enable overall success. 	<ul style="list-style-type: none"> Creates an organization that pushes forward in difficult circumstances. Eliminates obstacles that affect organizational performance. Gets results that have a clear, positive, and direct impact on business performance. Paints a clear picture of what is important and why, enabling Goodyear to achieve results.

ONE TEAM Driving Performance – on the road, in the marketplace, and throughout the company

Annex 3. 2018 Turnover Analysis

Name of position	Voluntary/Unvoluntary	Reason	To which company left	Position	Comments
Junior Marketing Specialist	Voluntary	Studying	-	-	Left company, because got an opportunity to study in Slovakia
Administration Specialist	Voluntary	Job Specific	Local	Career progression	Left company because got an offer from different company for development as translator
Junior Sales Analyst	Voluntary	Job Specific	Local	Career progression	Left company because realized that it is not exact type of work what he wants to do.
Commercial Support Specialist	Voluntary	Salary	Multinational	Career progression	Left company because other company made an offer with 2x salary increase.
Sales Representative Truck	Voluntary	Salary	Local	Similar	Left company because other company made an offer with big salary increase.
Customer Service Representative	Voluntary	Salary, no development	Local	Similar	Left company because other company made an offer with salary increase and because no development opportunities in GY.

Continuation of the Annex 3. 2018 Turnover Analysis

Customer Service Team Leader	Voluntary	Salary, no development, no team spirit	Multinational	Lower	Left company because other company made an offer with salary increase and because no development opportunities in GY. Also, team is not united and no one team spirit in company.
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Annex 4. As-is analysis for turnover reduce plan implementation.

Activity	As is	To be	Risks/Comments
Turnover rate	36%	22%	Not all associates are leaving company because of development; Majority are also leaved because of compensation. So, it can act as “restriction” for turnover decrease.
Individual development plans	Not connected with career development	Strongly connected to career development	In case of gap between IDPs creation and execution as from company and associate side – it can influence to associates’ motivation and as a result to turnover.
Talent Review	No Talent Review	Talent Review for critical positions (in future for all positions)	Talent Review will help to check and define future successors for critical roles and implement their development plans.

Continuation of the Annex 4. As-is analysis for turnover reduce plan implementation.

<p>Cross-functional career development</p>	<p>No cross-functional career development (only inside function)</p>	<p>Enabling cross-functional career development</p>	<p>Cross-functional career development will allow associates to change function and continue work and bring value to business in other departments.</p>
<p>Career maps</p>	<p>No career maps</p>	<p>Career maps implementation</p>	<p>Career maps will show how associate can be developed in case of execution of development and training plans, also in case of position availability. Just not to create expectations career maps should be presented only to managers.</p>
<p>Contractors</p>	<p>No PDP, IDP, no access to Learning center</p>	<p>PDP, IDP and Learning center implementation for contractors</p>	<p>All contractors, who are bringing added value to business should be involved in PDP, IDP process and have access to Learning center to have a possibility for future development and headcount positions replacement.</p>

Annex 5. Talent Development Matrix

TALENT DEVELOPMENT MATRIX



Instructions: Utilize Performance and Potential Ratings from the previous year's Performance Review to find the associate's placement on the matrix. This is used as a starting point to determine associate development plans. After reading the descriptions and discussing talent, you may find that an associate is more accurately placed in a different cell. Accurate placement of associates will assist with differentiating development (SIDE B) and better meeting development needs. Additional information on the right side of this placement will further guide this process.

		(Performance)		
		Low	High	
	At	Less Effective Performer Unsatisfactory Performer	Strong Performer	Top Performer Exceptional Performer
Low	At Potential	<p>UP, LP/AP (Performance Issues)</p> <p>Is not delivering results as expected and cannot effectively adapt to new and different situations. This cell returns the least value for development effort and resources. Associates in this cell may require performance action.</p>	<p>SP/AP (Core Performers)</p> <p>Consistently meets expectations. Knows current job well. Does not effectively adapt to new situations. Has a narrow bandwidth in terms of professional interests.</p>	<p>EP, TP/AP (Core Performers)</p> <p>Consistently produces exceptional results and receives high performance ratings in a defined but focused area. Knows current job extremely well. Does not always easily adapt to new situations, particularly those outside of their functional area. Very valuable to the organization. May be promotable within functional/technical area.</p>
Moderate Potential (Potential)	Moderate Potential	<p>UP, LP/MP (Performance Issues)</p> <p>It is unlikely that a less Effective or Unsatisfactory Performer will have Moderate Potential; possibly new to the job or company, or in the wrong job or function. Has some potential to do more but either has not yet fully demonstrated it, or is not demonstrating at the current time. This associate is not meeting performance standards applied to others in the organization and, as a result, is struggling.</p>	<p>SP/MP (Pipeline)</p> <p>Consistently meets the expectations of the role. Understands and knows the current job well and enhances skills for current job as well as the near-term future. Can adapt to new situations and challenges as necessary. Confidently assumes new jobs and roles and performs well in them in time. Probably promotable a level vertically or able to move laterally within the organization.</p>	<p>EP, TP/MP (Pipeline)</p> <p>Consistently produces exceptional results and receives high performance ratings. Is particularly good in one or more areas, businesses, geographies, functions, or specialized skills. Can adapt to new situations and learn new areas. May be promotable in multiple functional/technical areas or general management.</p>
High Potential	High Potential	<p>New Hires (Pipeline)</p> <p>Less Effective and Unsatisfactory Performers will not be placed in this matrix cell. This cell would only be used for new hires who are considered to have high potential, however were not rated during the most recent performance review. As the title suggests, the actual playing out of the potential is in the future. They have either not had sufficient time or opportunities to demonstrate capabilities.</p>	<p>SP/HP (Pipeline)</p> <p>Consistently meets expectations and has the capacity to take on new and different challenges on a consistent basis. Addresses new challenges and issues with ease. Quickly gets up to speed when taking on a new assignment. Has the potential to make career changes into different situations.</p>	<p>EP, TP/HP (Strategic Few)</p> <p>Typically in short supply but in high demand. Performs well in almost everything they take on. Learns quickly, transfers learning from one area to another, excels in one or more areas with high technical and well rounded resources. Has the ability to take on major special assignments in new areas with promotions and lateral movement that just about any situation.</p>
High	High			

Evaluating talent

Performance Ratings

How effectively the associate has performed, including "what they did and how they did it. Focus on their ability to consistently deliver results over time, rather than one specific accomplishment.

Top Performer	Consistently exceeds expectations and provides other significant contributions
Exceptional Performer	Exceeds most expectations
Strong Performer	Addresses overall expectations
Less Effective Performer	Meets some or many expectations
Unsatisfactory Performer	Does not address expectations

What +	How
<ul style="list-style-type: none"> Acting Individual Business Objectives 	<ul style="list-style-type: none"> Demonstrating Data-Driven Results Acting with Integrity Engaging the Team Promote Collaboration Be Agile Deliver Results

Potential Ratings

How much potential this associate has to be effective in a more challenging role. Specifically measured by how many levels the associate likely can advance vertically from their current job level.

Capability	Aspiration	Commitment
<p>Demonstrated capabilities (core/technical competencies, learning agility, experience, and education) that enable someone to deliver on current commitments and provides foundational strength for delivering on future business needs.</p>	<p>Seeks out roles that would increase their contribution to the organization. Demonstrates experience or role that have high impact and challenge. Willingness to take risks. Seeks feedback & actively enters their development plans.</p>	<p>Willingness and ability to align professional objectives with priorities and goals. Focuses all efforts on enterprise success over short term personal or group needs. Shows a pattern of going "above and beyond."</p>

<p>High Potential</p> <p>Up to 2 vertical levels</p> <ul style="list-style-type: none"> Level 1:1-2: Anticipated trajectory Level 1:1-3: Anticipated trajectory is one or more vertical levels 	<p>Meets or exceeds capabilities and behaviors</p> <p>Consistently demonstrates high learning agility</p>	<p>Consistently demonstrates at high level and strong/zeals out challenges</p>	<p>Consistently demonstrates at high level</p>
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<p>Moderate Potential</p> <p>Up to 1 vertical level</p> <ul style="list-style-type: none"> Level 1:1-2: Anticipated trajectory Level 1:1-3: Can take on broader role at same level 	<p>Meets or exceeds capabilities and behaviors</p> <p>Demonstrates learning agility in some situations, but not all</p>	<p>Agrees to incremental levels of advancement</p>	<p>Goes above and beyond but may have limitations</p>
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<p>At Potential</p> <p>No vertical levels</p> <ul style="list-style-type: none"> May include associates who have yet to demonstrate full capacity and behaviors or be highly valued 	<p>At potential or satisfied at current level or has met overall aspiration</p>		
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<p>Low performance in current position (more with Low Performer (LP) or Unsatisfactory Performer (UP) rating)</p>			
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Readiness for Succession

How ready this associate is to be effective against the challenges of a specific type of future role.

RM (Ready Now)	Ready now (ready within 24 hours) for target role, assessed as a viable successor with no additional needs required prior to being placed in target role.
R1 (Ready One Position)	One position away from target role.
R2 (Ready Two Positions)	Two positions away from target role.
Emergency Candidates	Only needed when there is no RM successor. This is not a long-term candidate for the role.