						Location										IIS	115 115	LIS	CH IA	TIK TIS	IIK	IIS IIK	Ind IIS	
Factor	Cluster	Enterprise Competency Name	Korn Ferry Description	FYI Chapter Link	Competecy Development Activities Link	Percipio Channel Link	Core Values	"Selected for" Core Compete ncies	Diversity & Inclusion Enabler	COVID-	.eadership Behavior Enabler	Co-Ownership (in addition to already identified)	HR Consulting	PDE & VPI	2021 Priority (2020 Data)	Learning Council Jenni Smith (GLD)	Jennifer Wolfe (GLD)	ine Wan	Yao Yu (GLD) Tamires Goncalves (GLD)	Fiona Watkins (HRFE) Shanell Clayton (FTO)	Rachel Jowett (Tech FE) Curation Team Members	Yolanda Johnson (D&I) Barry Williams (Leadership)	Doris Wang (CBS) TMD (Communication FE)	Comments
Results	Taking initiative	Action Oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.	Action Oriented_FYI	Action Oriented_CDA	Action_ Oriented_Percipio																		
People	Optimizes diverse talent	Attracts Top Talent	Attracting and selecting the best talent to meet current and future business needs.	Attracts Top Talent_FYI	Attracts Top Talent_CDA	Attracts Top Talent Percipio				Ma	Coaches and anages Talent r Success	HR > FE										x		
Thought	Making complex decisions	Balances Stakeholders	Anticipating and balancing the needs of multiple stakeholders.	Balances Stakeholders FYI	Balances Stakeholders CDA	Balances Stakeholders Percip io	2					HR > Change Management												
Self	Manages ambiguity	Being resilient	Rebounding from setbacks and adversity when facing difficult situations.	Being resilient_FYI	Being Resilient CDA	Being resilient Percipio				Yes														
People	Optimizes diverse talent	Builds effective teams	Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.	Builds effective teams FYI	Builds effective teams CDA	Builds effective teams Percipio	DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage		Yes	Ma	Coaches and anages Talent r Success	HR > FE			_							x x		
People	Building collaborative relationships	Builds networks	Effectively building formal and informal relationship networks inside and outside the organization.	Builds networks_FYI	Builds networks_CDA	Builds networks_Percipio																		
Thought	Understanding the business	Business Insight	Applying knowledge of business and the marketplace to advance the organization's goals.	Business Insight_FYI	Business Insight_CDA	Business Insight_Percipio																		
People	Building collaborative relationships	Collaborates	Building partnerships and working collaboratively with others to meet shared objectives.	Collaborates FYI	Collaborates_CDA	Collaborates Percip io	TEAMWORK - Collaborating across teams, functions, businesses and borders to deliver the best work	Yes							#10									
People	Influencing people	Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.	Communicates effectively FYI	Communicates effectively CDA	Communicates effectively Percipio	DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage		Yes		Fosters Open emmunication	Corproate Communication and Communation FE	Yes		#1	х	x x	x	x x	хх	x	хх	х	
Self	Being authentic	Courage	Stepping up to address difficult issues, saying what needs to be said.	Courage FYI	Courage CDA	Courage Percipio	INTEGRITY - Doing what you say you will do and doing what is right DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage		Yes													x		
Thought	Creating new and different		Creating new and better ways for the organization to be successful.	Cultivates innovation FYI	Cultivates innovation CDA	Cultivates innovation Percipio																		
Thought Thought	Understanding the business Making complex decisions	Customer Focus Decision Quality	Building strong customer relationships and delivering customer-centric solutions. Making good and timely decisions that keep the	Customer Focus_FYI Decision Quality_FYI	Customer Focus_CDA Decision Quality_CDA	Customer Focus Percipio						Customer Service/Success Quality FE	Yes						_					
Self	Being open	Demonstrates self-awareness	organization moving forward. Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.		Demonstrates self- awareness CDA	Quality_Percipio Demonstrates self- awareness_Percipio	DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage	Yes	Yes	?			Yes									x		
People	Optimizes diverse talent	Develops talent	Developing people to meet both their career goals and the organization's goals.	Develops talent_FYI	Develops talent CDA	<u>Develops</u> <u>talent_Percipio</u>	DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage		Yes	Ma	Coaches and anages Talent r Success	HR FE, Mentoring			#8							x x		
Results	Manages execution	Directs work	Providing direction, delegating, and removing obstacles to get work done.	Directs work_FYI	Directs work_CDA	<u>Directs</u> <u>work Percipio</u>				Ma	Coaches and anages Talent r Success											X		

People	Influencing people	Drives engagement	Creating a climate where people are motivated	Drives engagement_F\	YI Drives	Drives				1.	. Creates the										
			to do their best to help the organization		engagement_CDA	engagement_Percip	2				ight										
			achieve its objectives.			<u>io</u>					nvironment:										
			defileve its objectives.								nables People										
										to	Achieve Their ull Potential										
										1	uli Potelitiai										
																				х	
Results	Manages execution	Drives results	Consistently achieving results, even under	Drives results FYI	Drives results CDA	Drives				1.	. Creates the										
			tough circumstances.			results Percipio					ight										
											nvironment:										
											nables People Achieve Their										
											ull Potential										
										1	uli r oteritiai										
																				X	
People	Influencing people	Drives vision and purpose	Painting a compelling picture of the vision and	Drives vision and	Drives vision and	Drives vision and					. Creates the										
			strategy that motivates others to action.	purpose_FYI	purpose_CDA	purpose_Percipio					ight										
											nvironment:										
											nables People Achieve Their										
											ull Potential										
																				X	
Results	Manages execution	Ensures Accountability	Holding self and others accountable to meet	Ensures	Ensures	Ensures Description Description	EXCELLENCE - Always delivering	Yes			. Demonstrates		Yes	#4							
			commitments.	Accountability_FYI	Accountability CD	Accountability_Perc	superior results				ndividual and ollective										
					<u>A</u>	ipio					ccountability										
											,										
										ļ											
Thought	Understanding the business	Financial Acumen	Interpreting and applying understanding of key	Financial Acumen_FYI	Financial Acumen_CDA	Financial Acumen Percipio					F	Finance									
			financial indicators to make better business			Acumen_Percipio															
			decisions.																		
Thought	Creating new and different	Global perspective	Taking a broad view when approaching issues,	Global perspective_FY	<u>Global</u>	Global	DIVERSITY & INCLUSION -		Yes												
			using a global lens.		perspective_CDA	perspective_Percipi	Valuing and including our														
						<u>o</u>	differences in decision making														
							is our competitive advantage												v		
Self	Being authentic	Instills trust	Gaining the confidence and trust of others	Instills trust FYI	Instills trust CDA	Instills	INTEGRITY - Doing what you sa	Ves	Ves	3	. Is Authentic		Yes	#9					^		
Sell	being authentic	msums trust	=	mischis cruse_111	macina crase_con	trust Percipio	you will do and doing what is	y	163	ar	nd Builds Trust		163	5							
			through honesty, integrity, and authenticity.				right														
																			Х	X	
People	Building collaborative	Interpersonal savvy	Relating openly and comfortably with diverse	Interpersonal savvy_F\		Interpersonal	CARING - Demonstrating		Yes												
	relationships		groups of people.		savvy_CDA	savvy_Percipio	awareness and consideration														
							for the wellbeing of others														
							DIVERSITY & INCLUSION -														
							Valuing and including our														
							differences in decision making														
							is our competitive advantage														
																			Х		
Self	Manages ambiguity	Manages Ambiguity	Operating effectively, even when things are not	Manages	Manages					Yes				#6							
			certain or the way forward is not clear.	Ambiguity_FYI	Ambiguity_CDA	Manages															
						Ambiguity Percipio															
Thought	Making complex decisions	Manages complexity	Making sense of complex, high quantity, and	<u>Manages</u>	Manages	<u>Manages</u>							Yes	#3							
			sometimes contradictory information to	complexity FYI	complexity_CDA	complexity Percipio	2														
			effectively solve problems.																		
People	Building collaborative	Manages Conflict	Handling conflict situations effectively, with a	Manages Conflict_FYI	Manages Conflict_CDA	Manages	DIVERSITY & INCLUSION -		Yes	4.	. Engages in		Yes	#7							
	relationships		minimum of noise.			Conflict Percipio	Valuing and including our			Co	onstructive										
	,						differences in decision making			Co	onflict										
							is our competitive advantage														
				AU 11 1 1 -								01.0				-			Х	х	
Self	Manages ambiguity	Nimble learning	Actively learning through experimentation	Nimble learning_FYI	Nimble learning_CDA	Nimble Ioarning Porsinio		1			G	GLD						1 1			
	1		when tackling new problems, using both			learning_Percipio															
	1	1	successes and failures as learning fodder.																		
										<u> </u>											
Results	Manages execution	Optimizes work processes	Knowing the most effective and efficient	Optimizes work	Optimizes work	Optimizes work	EXCELLENCE - Always delivering	3		Yes	C	Quality FE		#5							
			processes to get things done, with a focus on	processes FYI	processes CDA	processes Percipio	superior results														k.megan.henry
			continuous improvement.																		
People	Influencing people	Organizational savvy	Maneuvering comfortably through complex	Organizational	Organizational	Organizational	DIVERSITY & INCLUSION -		Yes	1											
1 .	0	· · ·	policy, process, and people-related	savvy_FYI	savvy CDA	savvy Percipio	Valuing and including our	1										1 1			
	1	1	organizational dynamics.				differences in decision making														
1	1	1					is our competitive advantage												U.		
D I .	1.0		11.2	Dorsundos 51/	Dorgundos CDA	Dorsunder Para' '		1		 	Encuros		V	_	+	$\vdash \vdash$	++	++	Х	++	
People	Influencing people	Persuades	Using compelling arguments to gain the support	reisuades_FTI	Persuades_CDA	Persuades_Percipio					. Ensures lignment		res								
		1	and commitment of others.	1	ı	1					J							1			I.

Results	Manages execution	Plans and aligns	Planning and prioritizing work to meet commitments aligned with organizational goals.	Plans and aligns_FYI	Plans and aligns_CDA	Plans and aligns Percipio					5. Ensures Alignment			Yes			×	
Results	Taking initiative	Resourcefulness	Securing and deploying resources effectively and efficiently.	Resourcefulness_FYI	Resourcefulness_CDA	Resourcefulness Percipio				Yes								
Self	Being open	Self-development	Actively seeking new ways to grow and be challenged using both formal and informal development channels.	Self-development_FYI	Self-development CDA	Self- development Perci pio	DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage		Yes	Yes		GLD, TM FE (Swetal)		#2				2019 - Only Quality and CC03 have this on top 5.
Self	Manages ambiguity	Situational adaptability	Adapting approach and demeanor in real time to match the shifting demands of different situations.	Situational adaptability FYI	Situational adaptability CDA	Situational adaptability_Percipio				Yes			Yes					
Thought	Creating new and different	Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies.	Strategic mindset FYI	Strategic mindset CDA	Strategic mindset_Percipio					2. Thinks Strategically and Sets the Aim	Strategy?					×	
Thought	Understanding the business	Tech savvy	Anticipating and adopting innovations in business-building digital and technology applications.	Tech savvy FYI	Tech savvy CDA	Tech savvy Percipio												
People	Optimizes diverse talent	Values differences	Recognizing the value that different perspectives and cultures bring to an organization.	Values differences FYI	Values differences CDA	<u>Values</u> <u>differences Percipio</u>	DIVERSITY & INCLUSION - Valuing and including our differences in decision making is our competitive advantage	Yes	Yes			DE&I #1	Yes				x	

	US	& Canada	I Eu	rope	Latin	America	C	nina	l In
	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped
z	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively
용	ENT.Manages complexity	ENT.Optimizes work processes	ENT.Manages complexity	ENT.Optimizes work processes	ENT.Customer focus	ENT.Customer focus	ENT.Decision quality	ENT.Self-Development	ENT.Decision quality
Æ	ENT.Customer focus	ENT.Builds networks	ENT.Drives results	ENT.Develops talent	ENT.Collaborates	ENT.Manages complexity	ENT.Drives results	ENT.Manages complexity	ENT.Drives results
	ENT.Decision quality	ENT.Develops talent	ENT.Decision quality	ENT.Builds networks	ENT.Action oriented	ENT.Self-Development	ENT.Customer focus	ENT.Collaborates	ENT.Manages complexity
	ENT.Drives results	ENT.Manages complexity	ENT.Customer focus	ENT.Manages complexity	ENT.Ensures accountability	ENT.Optimizes work processes	ENT.Collaborates	ENT.Decision quality	ENT.Collaborates
	Con	nponents	О	ORP		DBU		CBS	P
	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped
ESS	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Customer focus	ENT.Optimizes work processes	ENT.Communicates effectively
S	ENT.Decision quality	ENT.Builds networks	ENT.Manages complexity	ENT.Manages complexity	ENT.Customer focus	ENT.Customer focus	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Decision quality
BÜ	ENT.Drives results	ENT.Manages complexity	ENT.Drives results	ENT.Collaborates	ENT.Ensures accountability	ENT.Manages conflict	ENT.Optimizes work processes	ENT.Customer focus	ENT.Drives results
	ENT.Manages complexity	ENT.Decision quality	ENT.Customer focus	ENT.Self-Development	ENT.Manages complexity	ENT.Ensures accountability	ENT.Demonstrates Self-Awarene	ENT.Decision quality	ENT.Manages complexity
	ENT.Collaborates	ENT.Self-Development	ENT.Decision quality	ENT.Optimizes work processes	ENT.Plans and aligns	ENT.Self-Development	ENT.Decision quality	ENT.Action oriented	ENT.Collaborates
		Office		hop		CC01		C02	(
	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped
2	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Self-Development	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively
PE,	ENT.Customer focus	ENT.Action oriented	ENT.Customer focus	ENT.Decision quality	ENT.Collaborates	ENT.Collaborates	ENT.Manages complexity	ENT.Manages complexity	ENT.Manages complexity
7	ENT.Action oriented	ENT.Customer focus	ENT.Action oriented	ENT.Action oriented	ENT.Drives results	ENT.Communicates effectively	ENT.Decision quality	ENT.Decision quality	ENT.Optimizes work processes
	ENT.Ensures accountability	ENT.Resourcefulness	ENT.Self-Development	ENT.Self-Development	ENT.Decision quality	ENT.Decision quality	ENT.Drives results	ENT.Ensures accountability	ENT.Decision quality
	ENT.Collaborates	ENT.Optimizes work processes	ENT.Collaborates	ENT.Organizational savvy	ENT.Self-Development	ENT.Customer focus	ENT.Customer focus	ENT.Manages conflict	ENT.Manages ambiguity
			_						
		echnical		FIN		MGT		HR	
=	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped
ō	ENT.Communicates effectively	ENT.Communicates effectively			ENT.Customer focus	ENT.Financial acumen		ENT.Optimizes work processes	ENT.Communicates effectively
Ş	ENT.Decision quality	ENT.Self-Development	a		ENT.Communicates effectively	ENT.Manages conflict	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Customer focus
Ę	ENT.Drives results	ENT.Builds networks	Did not participate in 202	20 Competency Assessment	ENT.Drives results	ENT.Communicates effectively	ENT.Decision quality	ENT.Action oriented	ENT.Optimizes work processes
_	ENT.Manages complexity	ENT.Manages complexity	<mark>-</mark>		ENT.Builds effective teams	ENT.Customer focus	ENT.Optimizes work processes	ENT.Decision quality	ENT.Balances stakeholders
	ENT.Builds networks	ENT.Decision quality	1		ENT.Manages conflict	ENT.Decision quality	ENT.Customer focus	ENT.Demonstrates Self-Awarene	ENT.Manages complexity
		A4/6		ALID.		2114		SCP	
		MKT		PUR		QUA T F C		1	T 544 1
7 7	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped
٥	ENT.Customer focus	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Ensures accountability	ENT.Persuades	ENT.Communicates effectively	ENT.Global perspective	ENT.Ensures accountability
Þ	ENT.Communicates effectively	ENT.Customer focus	ENT. Business insight	ENT.Manages conflict	ENT. Drives engagement	ENT.Manages conflict	ENT.Drives results	ENT.Ensures accountability	ENT. Plans and aligns
5	ENT.Business insight	ENT.Business insight	ENT.Action oriented	ENT.Balances stakeholders	ENT.Collaborates	ENT.Manages ambiguity	ENT. Manages complexity	ENT.Communicates effectively	ENT.Customer focus
	ENT.Manages complexity ENT.Plans and aligns	ENT.Manages conflict ENT.Manages complexity	ENT. Courses	ENT.Strategic mindset ENT.Collaborates	ENT.Persuades ENT.Action oriented	ENT. Develops talent	ENT.Global perspective ENT.Customer focus	ENT.Develops talent ENT.Customer focus	ENT.Instills trust ENT.Persuades
	ENT.Plans and aligns	ENT.Ivianages complexity	ENT.Courage	ENT.COllaborates	ENT. Action oriented	ENT.Develops talent	ENT. Customer rocus	ENT.Customer focus	ENT. Persuades

dia	NE/S	E Asia	Sout	h Pacific	Af	rica	Midd	lle East
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps						
ENT.Communicates effectively	ENT.Customer focus	ENT.Communicates effectively						
ENT.Self-Development	ENT.Customer focus	ENT.Customer focus	ENT.Customer focus	ENT.Manages conflict	ENT.Customer focus	ENT.Customer focus	ENT.Communicates effectively	ENT.Ensures accountability
ENT.Manages complexity	ENT.Ensures accountability	ENT.Manages conflict	ENT.Manages conflict	ENT.Develops talent	ENT.Plans and aligns	ENT.Manages conflict	ENT.Plans and aligns	ENT.Manages complexity
ENT.Decision quality	ENT.Plans and aligns	ENT.Self-Development	ENT.Manages complexity	ENT.Financial acumen	ENT.Ensures accountability	ENT.Ensures accountability	ENT.Ensures accountability	ENT.Builds effective teams
ENT.Collaborates	ENT.Manages complexity	ENT.Ensures accountability	ENT.Ensures accountability	ENT.Customer focus	ENT.Manages complexity	ENT.Self-Development	ENT.Manages complexity	ENT.Manages ambiguity

BU	E	BU	1	NPBU
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps
ENT.Communicates effectively				
ENT.Self-Development	ENT.Decision quality	ENT.Self-Development	ENT.Decision quality	ENT.Builds networks
ENT.Manages complexity	ENT.Drives results	ENT.Manages complexity	ENT.Manages complexity	ENT.Manages complexity
ENT.Builds networks	ENT.Manages complexity	ENT.Collaborates	ENT.Drives results	ENT.Decision quality
ENT.Collaborates	ENT.Collaborates	ENT.Decision quality	ENT.Builds networks	ENT.Optimizes work processes

03	C	04		CC05
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps
ENT.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Business insight	ENT.Manages conflict
ENT.Builds networks	ENT.Manages complexity	ENT.Develops talent	ENT.Communicates effectively	ENT.Communicates effectively
ENT.Optimizes work processes	ENT.Develops talent	ENT.Manages conflict	ENT.Drives vision and purpose	ENT.Drives vision and purpose
ENT.Manages ambiguity	ENT.Strategic mindset	ENT.Financial acumen	ENT.Builds effective teams	ENT.Demonstrates Self-Awareness
ENT.Manages complexity	ENT.Decision quality	ENT.Persuades	ENT.Customer focus	ENT.Financial acumen

т	L	GS		MFG
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps
ENT.Communicates effectively	ENT.Manages complexity	ENT.Manages complexity	ENT.Communicates effectively	ENT.Communicates effectively
ENT.Manages conflict	ENT.Customer focus	ENT.Optimizes work processes	ENT.Action oriented	ENT.Collaborates
ENT.Optimizes work processes	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Collaborates	ENT.Develops talent
ENT.Drives results	ENT.Builds effective teams	ENT.Builds effective teams	ENT.Drives results	ENT.Drives engagement
ENT.Balances stakeholders	ENT.Drives results	ENT.Directs work	ENT.Directs work	ENT.Action oriented

LS	S	VC
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps
ENT.Plans and aligns	ENT.Communicates effectively	ENT.Communicates effectively
ENT.Communicates effectively	ENT.Customer focus	ENT.Customer focus
ENT.Ensures accountability	ENT.Manages complexity	ENT.Manages conflict
ENT.Persuades	ENT.Self-Development	ENT.Self-Development
ENT.Instills trust	ENT.Develops talent	ENT.Ensures accountability

Deliverable > Architera > Task Task Complete 1/1 690 Complete 3/1 690 Com								Q1			Q2			Q3			Q4			Q1	
Month Propose Communication Pain Propose Propo	Deliverable > Activities > Tasks	Туре	Status	Start	End	Owner	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Development Resources available in Multiple Languages (Connected of Activity Complete 1/1 2/78 Jennifer x x											_			_							_
Doff Communication				- /									~			~				-	
Other TM or Fis Owner Review Task																					
Corp Comm Review																				-	
John Name Complete 1/13						,														-	
Request Translation Estimates																					
Request Translation Estimates	,					,															
Send Or Translation		Task		•		,															
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Post Banner				•																	
Enterprise Competencies & Percipio (Connect Ad)	,		-	•	•	, ,															
Dark Communication									х	х											
Complete Mor H8 Owner Review? Task	,			•	•																
Corp Comm Review									-												
Jenny Rao Review Task Complete 3/18 3/19 Jenny Rao				-																	
Request Translation Estimates Task Complete 3/10 3/15 JennyRao	'								-												
Request Translation Estimates Task Complete 3/15 3/22 Jennifer x x x x x x x x x x				•		,			-												
Send for Translation Task Complete 3/11 3/30 Jennifer Build page with content from job aid on GLD site Task Complete 4/12 4/15 Jennifer/Carey Post Banner Task Complete 4/12 4/15 Jennifer/Carey New CLE Home Page and Link to Percipio Communication (Gonect Ad Activity Task Complete 4/21 4/30 Immanuel Task Complete 7/1 7/8 B/1 Jennifer Task Complete 7/1 7/8 B/1 Jennifer Task Complete 7/1 7/8 Jennifer Task Complete 7/1 7/1 Jesephine & Maggie Jenny Rao Review Task Complete 7/12 7/13 Jenny Rao Legal Review Task Complete 7/13 7/20 Danielle Tucker HR OP EX Review (create separate communication for Shop aftic Task Complete 7/13 7/20 Danielle Tucker HR OP EX Review (create separate communication for Shop aftic Task Complete 8/1 8/30 Jennifer Carey Build page with content from job aid on GLD site Task Complete 8/1 8/30 Jennifer Carey Post Banner Task Complete 8/2 8/30 Jennifer Carey Post Banner Task Complete 8/1 A/13 Amy Post Banner Task Complete 8/1 A/13 Jennifer Carey Post Banner Task Complete 9/11 9/21 Jenny Rao Deliverable Complete Sequences ANALYZE Enterprise Competency Assessment Dashboard (From CN Task Complete 1/1 1/1 Josephine x Send the priorities to Camplete Carey Complete Sequences Seque						,			_												
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Post Banner Task Complete 4/21 4/30 Immanuel				•																$\overline{}$	$\overline{}$
New CLC Home Page and Link to Percipio Communication (Connect A Activity Draft Computer of Task Complete Task Comp	, ,			•		, ,														$\overline{}$	
Draft Communication Task Complete 7/1 7/8 Jennifer				,									Y	v	v	Y				$\overline{}$	$\overline{}$
Competency and Performance Mgmt review Task Complete 7/9 7/12 Josephine & Maggie Jenny Rao Review Task Complete 7/13 7/13 Jenny Rao Legal Review Task Complete 7/13 7/20 Danielle Tucker Separate communication for Shop after Task Complete 7/13 7/20 Danielle Tucker Separate communication for Shop after Task Complete 7/21 7/31 Mike Tinsley Separate Communication for Shop after Task Complete 8/24 8/30 Jennifer/Carey Separate Communication for Shop after Task Complete 8/24 8/30 Jennifer/Carey Separate Communication for Shop after Task Complete 8/24 8/30 Jennifer/Carey Separate Communication for Shop after Task Complete 8/24 8/30 Jennifer/Carey Separate Complete Separate Communication for Shop after Task Complete 8/24 8/30 Jennifer/Carey Separate Complete Separate				•																	
Jenny Rao Review Task Complete 7/12 7/13 Jenny Rao Legal Review Task Complete 7/13 7/10 Danielle Tucker Task Complete 7/13 7/20 Danielle Tucker Task Complete 7/13 7/31 Mike Tinsley Task Complete 7/13 7/31 Mike Tinsley Task Complete 8/4 8/30 Amy/Jimmanuel Build page with content from job aid on GLD site Task Complete 8/24 8/30 Jennifer/Carey Task Complete 9/21 9/24 Jenny Rao Post Banner Task Complete 9/28 10/1 Amy Task Complete 1/1 1/31 Jennifer x x x x x x x x x x x x x x x x x x x																				$\overline{}$	$\overline{}$
Legal Review HR OP EX Review (create separate communication for Shop after Task Complete 7/13 7/20 Danielle Tucker HR OP EX Review (create separate communication for Shop after Task Complete 7/21 7/31 Mike Tinsley Task Complete 8/4 8/30 Amy/Immanuel Ruid page with content from job aid on GLD site Task Complete 8/24 8/30 Jennifer/Carey Lorrie Review Task Complete 9/21 Jenny Rao Post Banner Task Complete 9/28 10/1 Amy Task Complete 1/1 1/15 Jennifer x x x x x x x x x x x x x x x x x x x	, ,				•															-	
HR OP EX Review (create separate communication for Shop afte Task				·																$\overline{}$	$\overline{}$
Corp Comm Review Build page with content from job aid on GLD site Task Complete 8/4 8/30 Build page with content from job aid on GLD site Task Complete 8/24 8/30 Jennifer/Carey Jenny Rao Jenny																					
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Post Banner Task Complete 9/28 10/1 Amy	,		•	•											x						
Update Enterprise Competency Resources Activity Analyze Enterprise Competency Gaps and Priorities Activity Activity Complete 1/1 1/31 Receive Enterprise Competency Assessment Dashboard (From CN Task Complete 1/1 1/31 Receive Enterprise Competency Assessment Dashboard (From CN Task Complete 1/1 1/31 Josephine X X X X X X X X X X X X X				-,												х					
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Prioritize the gaps using the C&E Prioritization Matrix (quantitativ Task				,	•	losenhine														\rightarrow	
Send the priorities to TMLT for approval (EC Steering Committee) Task Complete 1/21 1/28 Jennifer x	1 , , , , , , , , , , , , , , , , , , ,			•																\rightarrow	
ANALYZE Identify curation teams to curate development resource Activity Complete 1/1 1/31 Jennifer x	0.1																			-	
Consider who should be represented based upon the gaps Task Complete 1/21 1/28 Jenni /Jennifer/Hurbie x Jenni /Jennifer/Hurbie x Jenni /Jennifer/Hurbie x Jenni /Jennifer/Hurbie x Jennifer/Hurbie x Jennifer/Hurbi				,																$\overline{}$	
Launch the curation teams to curate development resources Task Complete 1/29 1/31 Jennifer X Service of Development Resources for High Touc Activity Complete 2/1 2/28 Curation Teams X Service of Development Resources for High Touc Activity Complete 2/1 2/28 Curation Teams X Service of Development Resources for High Touc Activity Complete Cyl Complete 2/1 2/14 Curation Teams X Service of Development Resources X Service of Development Resources Complete				,	•															\rightarrow	
ANALYZE Current State of Development Resources for High Touc Review the current CDA, Competency to GPP Mapping (who is the audience), Training Effectiveness Evaluation, CLC Courses by Competency, Competency Assessment results. Task Complete 2/1 2/28 Curation Teams x x x x x x x x x x x x x x x x x x x				•		· · · · · · · · · · · · · · · · · · ·														-	
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. Cleare a locus group of mayaniced and cours from a vallety of at lask in Contidered in 2/1 in 2/1 in the first in the course of the course o	Create a focus group of Advanced and Experts from a variety of a		Complete	3/1	3/7	Jennifer			Х											\dashv	

							Q1			Q2			Q3			Q4			Q1	
Deliverable > Activities > Tasks	Туре	Status	Start	End	Owner	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Reach out to business partners and identify and search internal a	Task	Complete	3/1	3/7	Curation Teams			Х												
What does good look like? Create a rubric. Use FYI guide? Few pr	Task	Complete	3/7	3/14	Curation Teams			Х												
Ask EC Curation Panel Questions. What helped them? What was/	Task	Complete	3/7	3/14	Curation Teams			Х												
Identify recommended resources.	Task	Complete	3/14	3/30	Curation Teams			Х												
<u>DEVELOP</u> Update High Priority Enterprise Competency Resources	Activity	Complete	4/1	5/15	Jennifer				Х	Х	Х	Х								
Update High Profile CDAs	Task	Complete	4/1	5/15	India Learning Team				Х	Х										
Provide the new and updated High Priority resources to employe	Task	In Progress	4/1	5/15	Jennifer				Х	Х										
CDA Deadline (High Profile)	Milestone	Complete	5/15	5/15	TM Team					Х										
Competency Assessment Window Opens	Milestone	Complete	7/1	7/1	TM Team							Х								
EVALUATE Enterprise Competency Curation Processes and Tools	Deliverable	Complete	8/1	8/30	Jennifer								Х							
Document Lessons Learned for Continuous Improvement	Task	Complete	8/1	8/30	Jennifer								Х							
<u>DESIGN & DEVELOP Low Priority</u> Enterprise Competency Resources	Activity	In Progress	6/1	12/15	Curation Teams						Х	Х	Х	Х	Х	Х	Х			
Curate Development Resources for Low Touch (Low Priority) Com	Task	Complete	6/1	6/30	Curation Teams						Х									
Review CDA resources and tools and confirm they are available to	Task	Complete	7/1	7/30	Curation Teams							Х								
Review available courses, e-books and audiobooks in Percipio and	Task	In Progress	8/1	11/1	Curation Teams								Х	Х	х	х				
Link CDA to training programs currently available to all employee	Task	In Progress	8/1	11/1	Curation Teams								Х	Х	Х	Х				
Updated CDAs available in the Competency Library	Task	Not Started	11/1	11/30	GLD Team'											Х				
IMPLEMENT Enterprise Competency Gaps and Priorities	Deliverable	In Progress	10/1	12/31	Jennifer							Х								
Provide the new and updated resources to employees (Low Touch)	Activity	In Progress	10/1	12/15	Jennifer										Х	Х	Х			
Update channels in Percipio, update categories and search by ma		In Progress	10/1	12/15	Jennifer										Х	Х	Х			
Update the CDA word documents with recommendations.	Task	Not Started	10/1	12/15	India Learning Team										Х	Х	Х			
	Task	In Progress	12/15	12/15	Jennifer												Х			
Communicate the availability of the new resources	Milestone	Not Started	1/1	1/1	Jennifer/Carey													х		
EVALUATE Enterprise Competency Process and Tools	Deliverable	Not Started	10/1	12/15	Jennifer										х	Х	х			
EVALUATE Enterprise Competency Governance Process (Analysis and	Task	Not Started	10/1	12/15	Jennifer										х	х	Х			
Document Lessons Learned for Continuous Improvement	Task	Not Started	10/1	12/15	Jennifer										х	х	х			

Roadmap assuming three teams

Curation Project

*Mid-May is the deadline for publish before competency assessment

Roadmap assumi		Curation Project		*M	id-May is the	deadline fo	or publish bef	ore compet	ency assessr	nent		
Korn Ferry Factor	Korn Ferry Cluster	Competency	Mar	Apr	May*	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Top 10	High Touch/High Priority										
1 People	Influencing people	Communicates Effectively	Х	Х	Publish							
2 Self	Being open	Self-development			х	Х	Publish					
Thought 3	Making complex decisions	Manages Complexity			x	х	Publish					
4 Results	Manages execution	Ensures Accountability			х	Х	Publish					
5 Results	Manages execution	Optimizes Work Processes					Х	Х	Publish			
6 Self	Manages ambiguity	Manages Ambiguity					Х	Х	Publish	İ		
People 7	Building collaborative relationships	Manages Conflict					х	х	Publish			
8 People	Optimizes diverse talent	Develops Talent							Х	х	Publish	
9 Self	Being authentic	Instills Trust			1				X	X	Publish	
People	Building collaborative	Collaborates										
10	relationships	Comagorates							х	х	Publish	1
	Alphabetized	Low Touch/Low Priority									1 0.011511	
Results	Taking initiative	Action Oriented										
People	Optimizes diverse talent	Attracts Top Talent										
Thought	Making complex decisions	Balances Stakeholders			1							
	and the second											1
Self	Manages ambiguity	Being Resilient	Х									
People	Optimizes diverse talent	Builds Effective Teams										
People	Building collaborative	Builds Networks										
	relationships											
Thought	Understanding the business	Business Insight										
Self	Being authentic	Courage										
Thought	Creating new and different	Cultivates Innovation										
Thought	Understanding the business	Customer Focus										
Thought	Making complex decisions	Decision Quality										
Self	Being open	Demonstrates Self-awareness										
Results	Manages execution	Directs Work										
People	Influencing people	Drives Engagement										
Results	Manages execution	Drives Results										
People	Influencing people	Drives Vision and Purpose										
Thought	Understanding the business	Financial Acumen										
Thought	Creating new and different	Global Perspective										
People	Building collaborative	Interpersonal Savvy										
	relationships				1						ļ	
Self	Manages ambiguity	Nimble Learning			1							ļ
People	Influencing people	Organizational Savvy			1							ļ
People	Influencing people	Persuades										1
Results	Manages execution	Plans and Aligns					I					1

Roadmap assuming three teams Curation Project *Mid-May is the deadline for publish before competency assessment

Korn Ferry Factor	Korn Ferry Cluster	Competency	Mar	Apr	May*	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	Top 10	High Touch/High Priority										
Results	Taking initiative	Resourcefulness										
Self	Manages ambiguity	Situational Adaptability										
Thought	Creating new and different	Strategic Mindset										
Thought	Understanding the business	Tech Savvy										
People	Optimizes diverse talent	Values Differences										

Target Communication Date	Objective of the Message	Campaign	Tactic	Creator	Approver(s)	Sender	Status	Target Audience	Measurement
-	30 minute meeting to Introduce Percipio campaign, include context and roll out plan with Q&A	Enterprise Competency- Learning	Meeting Deck	Jennifer	see above	Lorrie Meyer	Not started	All Employees	
	New CLC Home Page and Link to Percipio (will change as a result of integration at end of June)	Enterprise Competency Learning	Connect Banner	Jennifer	Lorrie, Jenny, Mike	Jennifer, Jenny	Complete	All Employees	
Mid-February 2021	Changing Language in Percipio	Enterprise Competency Learning	Connect Ad	Jennifer	Lorrie, Jenny, Mike W	Jennifer, Jenny	In Process	All Employees	
	Refresher on using CDAs for Enterprise Competency Development	Enterprise Competency Learning	Connect Ad	Jenni	see above	Jenni, Jenny	Not started	All Employees	
	Enterprise Competency Focus: Communicates Effectively (what's new?)	Enterprise Competency Learning	Connect Ad	Jenni	see above	Lorrie Meyer	Not started	All Employees	