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REGION	US & Canada		Europe		Latin America		China		Inc
	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
	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
	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
	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
BUSINESS	Components		CORP		DBU		CBS		PS
	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
	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
	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
	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-Awareness	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
TYPE / CC	Office		Shop		CC01		CC02		CC
	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
	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
	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
	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
FUNCTION 1	Technical		FIN		GMGT		HR		T
	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
	ENT.Communicates effectively	ENT.Communicates effectively	Did not participate in 2020 Competency Assessment		ENT.Customer focus	ENT.Financial acumen	ENT.Demonstrates Self-Awareness	ENT.Optimizes work processes	ENT.Communicates effectively
	ENT.Decision quality	ENT.Self-Development			ENT.Communicates effectively	ENT.Manages conflict	ENT.Communicates effectively	ENT.Communicates effectively	ENT.Customer focus
	ENT.Drives results	ENT.Builds networks			ENT.Drives results	ENT.Communicates effectively	ENT.Decision quality	ENT.Action oriented	ENT.Optimizes work processes
	ENT.Manages complexity	ENT.Manages complexity			ENT.Builds effective teams	ENT.Customer focus	ENT.Optimizes work processes	ENT.Decision quality	ENT.Balances stakeholders
	ENT.Builds networks	ENT.Decision quality			ENT.Manages conflict	ENT.Decision quality	ENT.Customer focus	ENT.Demonstrates Self-Awareness	ENT.Manages complexity
FUNCTION 2	MKT		PUR		QUA		SCP		SL
	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
	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
	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
	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.Manages conflict	ENT.Balances stakeholders	ENT.Strategic mindset	ENT.Persuades	ENT.Drives engagement	ENT.Global perspective	ENT.Develops talent	ENT.Instills trust
	ENT.Plans and aligns	ENT.Manages complexity	ENT.Courage	ENT.Collaborates	ENT.Action oriented	ENT.Develops talent	ENT.Customer focus	ENT.Customer focus	ENT.Persuades

3a	NE/SE Asia		South Pacific		Africa		Middle East	
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	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.Communicates effectively	ENT.Communicates effectively	ENT.Communicates effectively	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	EBU		NPBU	
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.Communicates effectively	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	CC04		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

T	LGS		MFG	
Top 5 Gaps	Top 5 Mapped	Top 5 Gaps	Top 5 Mapped	Top 5 Gaps
ENT.Manages complexity	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

5	SVC	
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 > Activities > Tasks	Type	Status	Start	End	Owner	Q1			Q2			Q3			Q4			Q1		
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
IMPLEMENT Execute Percipio Communication Plan	Deliverable	Complete	3/1	6/30	Jennifer	x	x	x	x	x	x	x	x	x	x					
Development Resources available in Multiple Languages (Connect Ad)	Activity	Complete	1/1	2/28	Jennifer	x	x													
Draft Communication	Task	Complete	1/5	1/7	Jennifer	x														
Other TM or HR Owner Review?	Task	N/A	N/A	N/A	N/A	x														
Corp Comm Review	Task	Complete	1/7	1/7	Immanuel	x														
Jenny Rao Review	Task	Complete	1/19	1/19	Jenny Rao	x														
Lorrie Review	Task	Complete	1/20	2/5	Jenny Rao	x														
Request Translation Estimates	Task	Complete	1/15	1/22	Jennifer	x														
Send for Translation	Task	Complete	2/11	2/18	Jennifer		x													
Build page with content from job aid on GLD site	Task	Complete	2/11	2/18	Jennifer/Carey		x													
Post Banner	Task	Complete	2/20	2/28	Immanuel		x													
Enterprise Competencies & Percipio (Connect Ad)	Activity	Complete	3/1	4/30	Jenni /Jennifer			x	x											
Draft Communication	Task	Complete	3/1	3/5	Jennifer			x												
Other TM or HR Owner Review?	Task	Complete	3/5	3/7	TM Rep			x												
Corp Comm Review	Task	Complete	3/7	3/8	Immanuel			x												
Jenny Rao Review	Task	Complete	3/8	3/9	Jenny Rao			x												
Lorrie Review	Task	Complete	3/10	3/15	Jenny Rao			x												
Request Translation Estimates	Task	Complete	3/15	3/22	Jennifer			x												
Send for Translation	Task	Complete	3/11	3/30	Jennifer				x											
Build page with content from job aid on GLD site	Task	Complete	4/12	4/15	Jennifer/Carey				x											
Post Banner	Task	Complete	4/21	4/30	Immanuel				x											
New CLC Home Page and Link to Percipio Communication (Connect Ad)	Activity	Complete	7/1	8/1	Jennifer							x	x	x	x					
Draft Communication	Task	Complete	7/1	7/8	Jennifer							x								
Competency and Performance Mgmt review	Task	Complete	7/9	7/12	Josephine & Maggie							x								
Jenny Rao Review	Task	Complete	7/12	7/13	Jenny Rao							x								
Legal Review	Task	Complete	7/13	7/20	Danielle Tucker							x								
HR OP EX Review (create sepaarate communication for Shop after)	Task	Complete	7/21	7/31	Mike Tinsley							x								
Corp Comm Review	Task	Complete	8/4	8/30	Amy/Immanuel								x							
Build page with content from job aid on GLD site	Task	Complete	8/24	8/30	Jennifer/Carey								x							
Lorrie Review	Task	Complete	9/21	9/24	Jenny Rao									x						
Post Banner	Task	Complete	9/28	10/1	Amy										x					
Update Enterprise Competency Resources	Deliverable	Complete	1/1	12/15	Jennifer	x	x	x	x	x	x	x	x	x	x	x	x			
ANALYZE Enterprise Competency Gaps and Priorities	Activity	Complete	1/1	1/31		x														
Receive Enterprise Competency Assessment Dashboard (From C&E)	Task	Complete	1/1	1/7	Josephine	x														
Prioritize the gaps using the C&E Prioritization Matrix (quantitative)	Task	Complete	1/7	1/21	Jennifer	x														
Send the priorities to TMLT for approval (EC Steering Committee)	Task	Complete	1/21	1/28	Jennifer	x														
ANALYZE Identify curation teams to curate development resources	Activity	Complete	1/1	1/31	Jennifer	x														
Consider who should be represented based upon the gaps	Task	Complete	1/21	1/28	Jenni /Jennifer/Hurbie	x														
Launch the curation teams to curate development resources	Task	Complete	1/29	1/31	Jennifer	x														
ANALYZE Current State of Development Resources for High Touch	Activity	Complete	2/1	2/28	Curation Teams		x													
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	2/14	Curation Teams		x													
Identify the root cause for the gap (Interviews, focus groups, benchmarking, Learning Analysis, etc.).	Task	Complete	2/15	2/28	Curation Teams		x													
DESIGN High Priority Enterprise Competency Resources	Activity	Complete	3/1	3/30	Jennifer			x												
Identify the Ideal Future State of Development Resources for High Touch	Task	Complete	3/1	3/7	Curation Teams			x												
Create a focus group of Advanced and Experts from a variety of a	Task	Complete	3/1	3/7	Jennifer			x												

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

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

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Target Communication Date	Objective of the Message	Campaign	Tactic	Creator	Approver(s)	Sender	Status	Target Audience	Measurement
Meeting cancelled	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	
9/1/20	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	
Mid-March 2021	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	