Preparing for Talent Review: Updating iMAP Succession
**FY12 Timeline for Succession / Talent Calibration**

**Objective:**
- **Identify** successors and high potential employees in the organization by using a consistent, objective criteria.
- **Assess** individual employees’ strengths and weakness compared to the organization’s needs.
- **Develop** the right abilities and foster engagement in the organization.
- **Monitor** to ensure the succession process is focused on building leaders over time.

**Outcome:**
- **Ensures readiness of talent for critical roles** - employee development and learning is focused on the preparation of future leaders.
- ** Increases the investment in building the internal pipeline of talent** - development of talent pools minimize the risk of key positions being left unfilled.
- **Creates more movement, rotation and development opportunities for key talent** – ensures high performers and high potentials are retained and engaged.

<table>
<thead>
<tr>
<th>Dates for Action to be Completed</th>
<th>Action Requested</th>
<th>Participates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 17 – Nov 4</td>
<td>Review and Update your Successor Pool in iMAP Succession</td>
<td>VPs and above</td>
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<td></td>
<td>Including Plotting Direct Reports onto iMAP Succession Nine-box</td>
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<td>Nov 7 – Dec 2</td>
<td>Present Your Successor Pool</td>
<td>SVPs with Direct Reports (VPs)</td>
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<td><em>Option 1: individual meeting</em></td>
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<td><em>Option 2: hosted Talent Review</em></td>
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<tr>
<td>Dec 5 – Dec 16</td>
<td>Present Your Successor Pool</td>
<td>EVPs with Direct Reports (SVPs/VPs)</td>
</tr>
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<td><em>Option 1: individual meeting</em></td>
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<td><em>Option 2: hosted Talent Review</em></td>
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<tr>
<td>Jan 4 – Jan 13</td>
<td>Executive Team Review of Succession Pools</td>
<td>and Executive Staff</td>
</tr>
<tr>
<td>Jan 26</td>
<td>Board of Director Successor Presentation</td>
<td>Board of Directors</td>
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Confidential - FY12 Succession Management Process
Succession / Talent Calibration Actions Prior to the Talent Review Discussions

**Step 1: Review/Update Successors and Finalize Successor Pool**

1. **Successor 1**
   - Readiness: Ready Now
   - Potential: (9) HPO or Future Leader
   - Nominator: EVP / Org 1
   - Date: 11/24/2009

2. **Successor 2**
   - Readiness: Ready Near Term
   - Potential: (9) HPO or Future Leader
   - PM Rating: (4) Most Suitable Position
   - Flight Risk: Medium
   - Nominator: EVP / Org 1
   - Date: 11/24/2009

3. **Successor 3**
   - Readiness: Ready Now
   - Potential: (9) HPO or Future Leader
   - Nominator: EVP / Org 1
   - Date: 12/18/2010

**Optional Step 1: Plot Direct Reports on the Nine-box utilizing current definitions**

**Optional Step 2: Determine Retention Risk on Talent Assessment for each Direct Report**

**Step 2: Review Org Chart**

Confidential - FY12 Succession Management Process
Step 1: Review/Update Successors and Finalize Successor Pool

The Successor Pool is a list of successors for your position. This list will identify the readiness of talent and allows reporting across the organization, and document actions to close readiness and/or potential gap(s).

Readiness: Identifies the readiness of the successor to assume the responsibilities of the position.

Potential: Identifies the overall potential of the successor.

PM Rating: Show the most recent performance rating of the successor. Note: This is visible only if the successor is a direct/indirect employee of the incumbent.

Flight Risk: Identifies the retention risk of the successor. This is defined by the successor’s manager. If no flight risk, work with successor’s manager to determine (see Optional Step 2).

Comments: Allows for additional comments to be added about the successor.

Use the Add options to identify and/or locate other possible candidates.

Note: If you have an external successor candidate, send the information to [redacted] and/or [redacted] to have it added to your list.
Step 2: Review Org Chart

The Org Chart displays all your direct reports and their successor pools. The chart will report the readiness and potential of your direct reports’ successors, and identifies the bench strength of each position.

Color coding indicates bench strength by position enabling at-a-glance identification of position status. Use the **Options** at the top to customize the display.

**HRBP Coaching Points – Questions to ask your executives based on the completion of their Successor Pools (Internal / External):**

- Do you have at least 2 successors who are “Ready Now” or “Ready Near Term”?
- What can be done to grow those in the successor pool who are not “Ready Now”?
- What is the risk of your current direct reports leaving? If it is “High”, do you have a plan?
- Does your successor pool contain candidates outside your organization?
- Does your successor pool contain candidates outside of ?
- Have you assessed future work requirements (based upon strategic planning) in your assessment? Do you anticipate a new organizational structure in the next 2 to 3 years? New job competencies?
- Have you anticipated changes in work requirements which might occur over the next year and incorporated them into development actions?
Optional Step 1: Plot Direct Reports within Nine-box

The Nine-box allows you to plot your direct report by assessing their potential and contribution. This action will help to identify Successors and High Potential employees in the organization.

Use section “Unrated Employees” to drag and drop employees onto the Nine-box.

HRBP Coaching Points – Questions to ask your executives based on direct report’s placement on the Nine-box:

- Do you have direct reports who should be nominated for development considerations?
- Do you have performance challenges?
- Do you have blockers who need to be moved?
- Are you retaining High Potentials (boxes 6, 8, 9)?
- Are you providing them with enough challenge?
- What can you do to develop each individual on your team?
- Do you have the right person in the right job?
- Has anyone “retired in place”? If so, what can you do to get them more engaged?
Optional Step 2: Determine Retention Risk on Talent Assessment for each Direct Report

The Talent Assessment enables you to evaluate your direct reports on several aspects.

Access the Talent Assessment from the Nine-box. Complete the Retention Risk section.

Note: The other sections for Potential, Assessment, and Action Plan are optional.
Summary of Succession/Talent Calibration Process

Succession Action Required of VP and above:

- **Review and update successor pools** with consideration of those direct reports identified as High Potentials (box 9)
  - **Optional Step:** Plot direct reports on the Nine-box using provided definitions and **assess retention risk** within Talent Assessment
- **Present successor pools** to manager (either individually or in a hosted meeting)
- **Update successor pools,** revise direct report Nine-box position and update development actions within the Talent Assessment based on feedback
- **Monitor development actions** identified for successor pool and actively partner with management to align resources to develop, engage and retain those identified as High Potentials Meeting

Time Commitment:

- VP and above will require about 30 – 45 minutes to update their successor pools and document development actions
- VP and above will require about 5-10 minutes per direct report to determine position within Nine-box and assess retention risk
- SVP and above will require 1-2 hours to discuss successor pools and High Potentials with their direct reports (individually or in a hosted meetings)
Reports for Succession Management
Reports: Successor Pool Report

This report identifies the **quantity** of successors, at a glance. It shows successors by position within a manager's organization, helps to identify positions with no successors and/or positions with successors in need of additional actions to close readiness and/or potential gap(s).
Reports: HIPo Report

This report includes a list of all direct report of Directors and above and their position on the Nine-box. It shows the Nine-box placement of each employee within a manager’s organization. The report can identify an employee’s retention risk and reason if entered by the employee’s manager.

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<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
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<td>High</td>
<td>Personal Reasons</td>
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<td>Personal Reasons</td>
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<td>Assistant V</td>
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<td>Lack of Opportunity</td>
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<td>VP2</td>
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Additional Information
**Succession Maturity Model – This is a journey…**

**Figure 1: **

**Maturity Model Definitions**

**Level 1: Replacement Planning** – Organizations at Level 1 Maturity focus on senior-level positions. A “list” of high potentials is created, but there is no formal development process in place. Our research shows that approximately 15 percent of organizations today function at Level 1.

**Level 2: Traditional Succession Planning** – Organizations that implement succession planning target critical senior-level positions. Talent reviews are conducted and development plans are put in place. Our research shows that 52 percent of organizations operate at this level today.

**Level 3: Integrated Succession Management** – Level 3 companies target all critical positions at all levels. Companywide succession is tightly aligned with the business strategy and integrated with other talent management processes. Our research indicates that fewer than 12 percent of companies have achieved this Level of Maturity.

**Level 4: Transparent Talent Mobility** – Level 4 is the “next practice” of succession management. As far as we know, there are no companies that have achieved this Level of Maturity. At Level 4, companies completely understand the capabilities and potential of their workforces; talent decisions are made naturally, based on what is best for the business as a whole.
Succession/Talent Calibration Process

Objective:

- **Identify** successors and high potential employees in the organization by using a consistent, objective criteria.
- **Assess** individual employees’ strengths and weakness compared to the organization’s needs.
- **Develop** the right abilities and foster engagement in the organization.
- **Monitor** to ensure the succession process is focused on building leaders over time.

Outcome:

- **Ensures readiness of talent for critical roles** - employee development and learning is focused on the preparation of future leaders.
- **Increases the investment in building the internal pipeline of talent** - development of talent pools minimize the risk of key positions being left unfilled.
- **Creates more movement, rotation and development opportunities for key talent** – ensures high performers and high potentials are retained and engaged.
What Makes a HIPO Employee

A high-potential employee is someone with the ability, engagement and aspiration to rise to and succeed in more senior, critical positions.

**High Potential**

**Aspiration**
The extent to which an employee wants or desires:
- **Prestige** and recognition
- **Advancement** and influence
- **Financial rewards**
- **Overall job enjoyment**

**Ability**
The combination of the innate characteristics and learned skills that an employee uses to carry out their day-to-day work.

- **Knowledge and skills to:**
  - Manage People includes cross-functional leadership
  - Manage Execution (Processes)
  - Manage Strategy
  - Manage Self
  - Technical/Functional Skill includes technical difficulty

**Engagement**
Engagement consists of four elements:
- **Emotional Commitment** – the extent to which employees value, enjoy and believe in Seagate.
- **Rational Commitment** – the extent to which employees believe that staying with Seagate is in their self-interest.
- **Discretionary Effort** – Employee willingness to go “above and beyond the call of duty”.
- **Intent to Stay** – Employee desire to stay with Seagate.

Employees value the following:
- Networks and relationships
- Specific knowledge
- Alignment to goals and culture
- Opportunities to advance career path, succession

**Potential** is an individual’s ability, aspiration, and engagement (see HIPO definitions) to further advance in the organization.

**Contribution** is an individual’s performance and business impact over time (0-24 months period) and the relative value of that performance and business impact.

<table>
<thead>
<tr>
<th>(Low)</th>
<th>Potential</th>
<th>(High)</th>
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</thead>
</table>
| (7) Pro in Position | • Exceeds most business goals (especially those of high priority), clearly contributes business results, consistently performs at the highest level and develops and leads others to achieve results.  
• Has one of the three characteristics of a high potential – Aspiration, Ability and Engagement | (8) Growth Employee (less than 5%) | • Exceeds most business goals (especially those of high priority), clearly contributes business results, consistently performs at the highest level and develops and leads others to achieve results.  
• Has two of the three characteristics of a high potential – Aspiration, Ability and Engagement | (9) HiPo or Future Leader (less than 5%) | • Exceeds most business goals (especially those of high priority), clearly contributes business results, consistently performs at the highest level and develops and leads others to achieve results. Has potential to move to higher level within the next 5 years.  
• Has all three characteristics of a high potential – Aspiration, Ability and Engagement |
| (4) Most Suitable Position | • Achieves all goals, at a minimum, and may even exceed some, contributes results to outperform competition, takes extra projects without defaulting on basic objectives and responsibilities and manages others to achieve results.  
• Has one of the three characteristics of a high potential – Aspiration, Ability and Engagement | (5) Core Employee | • Achieves all goals, at a minimum, and may even exceed some, contributes results to outperform competition, takes extra projects without defaulting on basic objectives and responsibilities and manages others to achieve results.  
• Has two of the three characteristics of a high potential – Aspiration, Ability and Engagement | (6) High Impact Performer (less than 5%) | • Achieves all goals, at a minimum, and may even exceed some, contributes results to outperform competition, takes extra projects without defaulting on basic objectives and responsibilities and manages others to achieve results. Could move to higher level over next 5 years with focus on “contribution”.  
• Has all three characteristics of a high potential – Aspiration, Ability and Engagement |
| (1) Manage Performance | • Does not achieve high-priority goals or does not achieve over half of total goals, does not achieve expected results, consistently ignores or conflicts with one or more competencies and does not focus on developing others.  
• Has one of the three characteristics of a high potential – Aspiration, Ability and Engagement | (2) Manage Performance | • Does not achieve high-priority goals or does not achieve over half of total goals, does not achieve expected results, consistently ignores or conflicts with one or more competencies and does not focus on developing others.  
• Has two of the three characteristics of a high potential – Aspiration, Ability and Engagement | (3) Manage Performance | • Does not achieve high-priority goals or does not achieve over half of total goals, does not achieve expected results, consistently ignores or conflicts with one or more competencies and does not focus on developing others.  
• Has all three characteristics of a high potential – Aspiration, Ability and Engagement |

**Note:** Potential is not static and a High Performer is not always a High Potential.
High Potential Criteria Checklist

Checklist to Help Identify and Plot HIPOs

Use these characteristics to identify HIPOs.

<table>
<thead>
<tr>
<th>Criteria to Distinguish HIPO Employees</th>
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<tbody>
<tr>
<td><strong>ABILITY</strong></td>
</tr>
<tr>
<td>- Greater capability to inspire others</td>
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<tr>
<td>- Competent at reading others and responding appropriately</td>
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<tr>
<td>- Strategic thinker</td>
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<td>- Superior skills to work with unclear, contradictory, and inconsistent information</td>
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<tr>
<td>- Greater proficiency at articulating and defending ideas</td>
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<tr>
<td>- Greater facility to manage difficult employees</td>
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<tr>
<td><strong>ENGAGEMENT</strong></td>
</tr>
<tr>
<td>- Speaks highly of the organization</td>
</tr>
<tr>
<td>- Organization means a great deal to the employee</td>
</tr>
<tr>
<td>- Proud to work for the organization</td>
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<tr>
<td>- Thinks organization is the best place to develop skills</td>
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<tr>
<td>- Thinks organization to be the best for career</td>
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<td>- Helps coworkers with heavy workloads and volunteers for additional duties</td>
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<td>- Does not think staying with the organization is a matter of necessity</td>
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<tr>
<td><strong>ASPIRATION</strong></td>
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<tr>
<td>- Desires to rise to a senior position</td>
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<td>- Cares less about recognition outside organization</td>
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<td>- Desires to be recognized as a great manager and an expert</td>
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<tr>
<td>- Shows that he/she is ready to handle an increase in responsibilities</td>
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</tbody>
</table>

Criteria applicable to junior employees:
- Capable of distilling complex materials
- Takes burden off managers

Criteria applicable to junior employees:
- Desires to interact with important clients
- Desires to have influence on key decisions
- Desires to stick to core competencies

Corporate Leadership Council

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Successor Pools and High Potential Pools
How are they similar? How are they different?

Succession Process Identifies Successor Pools
✓ List of successor candidates for specific positions (VP and above) – determined by incumbent of position
✓ Identifies readiness of successor as “ready now” “ready near-term” or “ready future” candidates for the position - determined by incumbent of position
☐ Identifies retention risk and mitigation plan - determined by direct manager of employee
☐ Establishes agreed upon development actions to close successor potential and/or readiness gaps – determined by input from incumbent, manager, HRBP and/or management team
☐ List of employees to consider when senior or critical positions become vacant

Talent Calibration Process Identifies High Potentials (HIPOs) Pools
☐ List of employees with a significant amount of ability, engagement, and aspiration to rise to and succeed in more senior, more critical positions – determined by manager
☐ Identifies retention risk of the High Potential employees – determined by manager
☐ Identifies development opportunities of the High Potential employees – determined by input from manager, management team and/or HRBPs
☐ List of employees to consider for key/strategic projects, new positions, promotions, stock, development investments (Degree Assistance, Invitational Leadership and Development programs, job rotations, etc)
Succession Planning Incorporating High Potentials

Analytics & Reporting

- Self Assessment
- Performance Evaluation
- Ongoing Feedback

Succession Planning
- Nine-box Analysis
  (Plot direct reports based on Potential and Contribution. Focus on direct reports in boxes 6, 8, and 9 as possible successors or High Potentials)
- Talent Assessment
  (Retention Risk, SWOT and development actions)
- Team Comparison
  (Compare direct reports’ experience, goals, prior performance and which other successor pools they are apart of)

Successor Pools
- Yes
- No
- Is Employee in box 9, box 8 or box 6 and ready to be successor?
- High Potential Pool – boxes 6, 8, 9
- Identified gap

Learning & Development Plans

Competencies
Job Profiles (currently not part of iMAP)
Talent Profiles
Employee Records

Succession Planning Foundation
Inputs
Outputs

Nine-box Definitions:
Box 9—HiPO or Future Leader
Box 8—High Impact Performer
Box 6—Growth Employee