

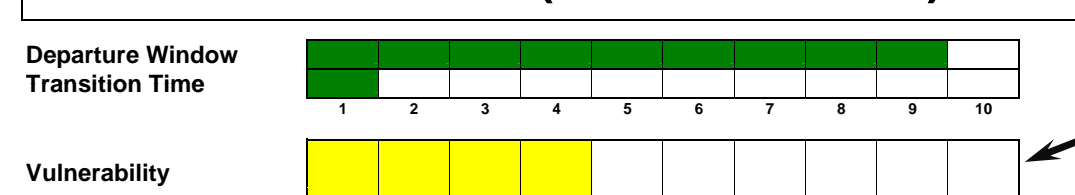
The Talent on Demand (ToD) Succession Planning Roadmap for ABC Organization

Average Vulnerability for ABC Organization

Overall Vulnerability Medium

Vulnerability Scale
 1 - 2 = Low
 3 - 5 = Medium
 6 - 7 = High
 8 - 10 = Acute

Position: CEO (Richard Parker)



Interim Successor for "Emergency"

Long Term Succession Candidate # 2

Long Term Succession Candidate # 4

Canadate Pool

| | | | | | |
|-----------|----------------|----------|------------|--------|---------|
| Name | Adam Lundstrom | Title | CFO | Tenure | 9 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | B | N | Permanence | | |

| | | | | | |
|-----------|------------|----------|------------|--------|---------|
| Name | Stan Jones | Title | COO | Tenure | 8 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | B | N | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Tim Helbert | Title | VP Admin | Tenure | 4 Years |
| Dev Time | 5 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | Bob Gresswell | Title | Assoc Adm | Tenure | 5 Years |
| Dev Time | 7 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

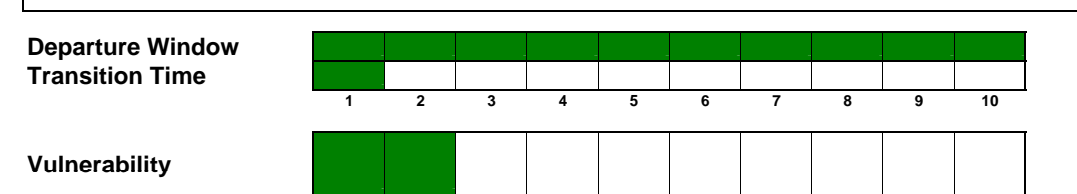
| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | NA | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Long Term Succession Candidate # 3

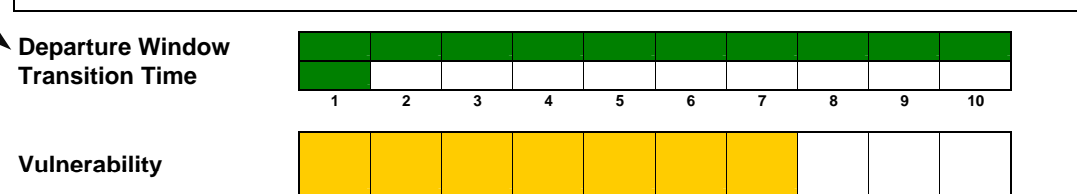
Long Term Succession Candidate # 5

Succession and Transition Timeline

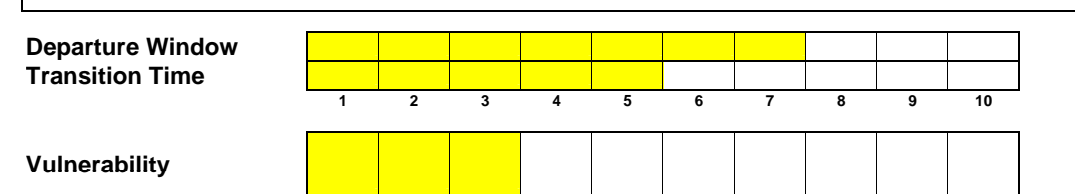
Position: CFO (Jim Fretwell)



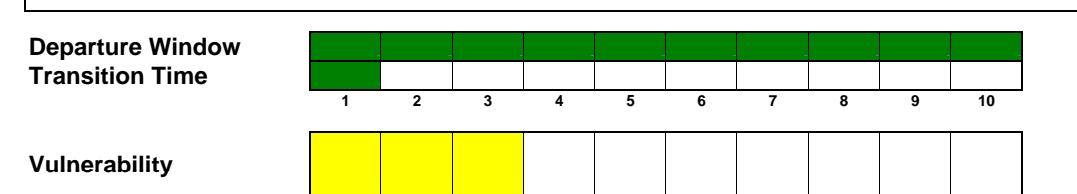
Position: COO (Steve Anderson)



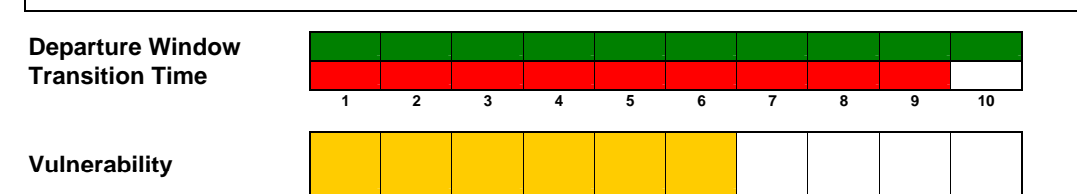
Position: CHRO (Scott Hepple)



Position: CMO (William Guffey)



Position: CIO (Bob Braun)



Canadate Pool

| | | | | | |
|-----------|--------------|----------|------------|--------|---------|
| Name | Spence Flagg | Title | VP Finance | Tenure | 7 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-----------------|----------|------------|--------|---------|
| Name | James Armistead | Title | Dir of Fin | Tenure | 8 Years |
| Dev Time | 5 Years | 15 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|------------|----------|------------|--------|---------|
| Name | Gil Draper | Title | Manager | Tenure | 3 Years |
| Dev Time | 6 Years | 15 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | Scott Aniston | Title | Manager | Tenure | 4 Years |
| Dev Time | 10 Years | 15 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|-----------------|----------|------------|--------|----------|
| Name | Walker Ferguson | Title | VP Clinic | Tenure | 25 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|-----------------|---------|------------|--------|-------|
| Name | Donald Thompson | Title | Manager | Tenure | Years |
| Dev Time | 5 Years | 5 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|-----------|----------|------------|--------|----------|
| Name | Anne Ives | Title | Director | Tenure | 17 Years |
| Dev Time | 5 Years | 10 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Fred Zitzer | Title | Staff | Tenure | 3 Years |
| Dev Time | 3 Years | 10 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|----------------|----------|------------|--------|---------|
| Name | Robert Galiger | Title | Manager | Tenure | 4 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|--------------|----------|--------------|--------|---------|
| Name | Robert Falls | Title | Finance Dir. | Tenure | 6 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Tom Clemons | Title | Director | Tenure | 1 Years |
| Dev Time | 10 Years | 25 Years | Dep Window | | |
| Potential | C | Y | Permanence | | |

| | | | | | |
|-----------|--------------|----------|------------|--------|---------|
| Name | Joe Driskell | Title | Acct Mgr. | Tenure | 6 Years |
| Dev Time | 2 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

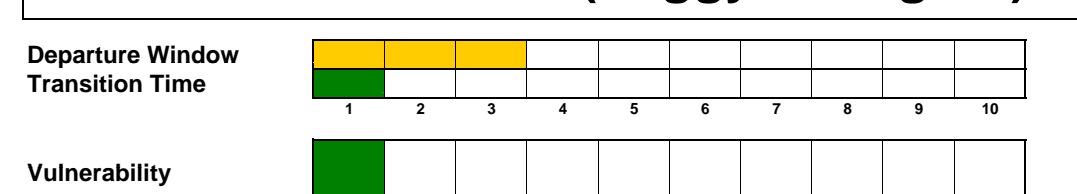
| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | Charles Thate | Title | Manager | Tenure | 6 Years |
| Dev Time | 9 Years | 13 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|------------|----------|--------------|--------|----------|
| Name | Henry Rate | Title | Finance Dir. | Tenure | 15 Years |
| Dev Time | 2 Years | 10 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

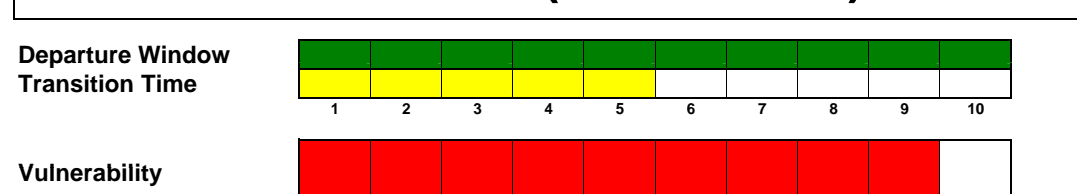
| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

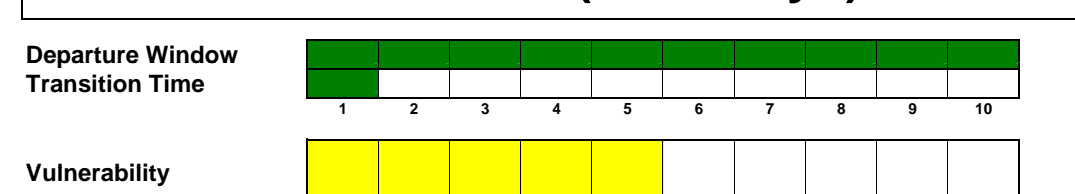
Position: Admin VP (Peggy Gallagher)



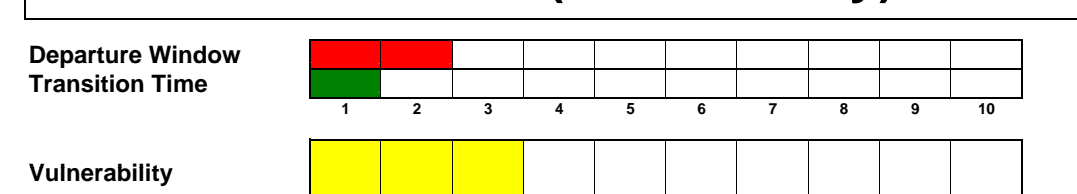
Position: VP (Rick Wolfer)



Position: VP (Karen Tye)



Position: VP (Clete Oakley)



Canadate Pool

| | | | | | |
|-----------|-----------|----------|------------|--------|---------|
| Name | Ron Burke | Title | Directors | Tenure | 4 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Sean Cahill | Title | Asst. CEO | Tenure | 2 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|------------|---------|--------------|--------|---------|
| Name | Jim Fowler | Title | Asst VP Fin. | Tenure | 5 Years |
| Dev Time | 1 Years | 5 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|---------|------------|--------|---------|
| Name | Sharon Engles | Title | Director | Tenure | 8 Years |
| Dev Time | 1 Years | 8 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Bruce Beall | Title | CFO | Tenure | 8 Years |
| Dev Time | 2 Years | 15 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|---------------|---------|------------|--------|----------|
| Name | Harry Yeomans | Title | Dir. IS | Tenure | 30 Years |
| Dev Time | 5 Years | 5 Years | Dep Window | | |
| Potential | B | N | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|--------------|----------|------------|--------|---------|
| Name | Ted Terlecky | Title | Director | Tenure | 6 Years |
| Dev Time | 1 Years | 12 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|------------|----------|------------|--------|---------|
| Name | Jerry Shaw | Title | Director | Tenure | 8 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | C | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

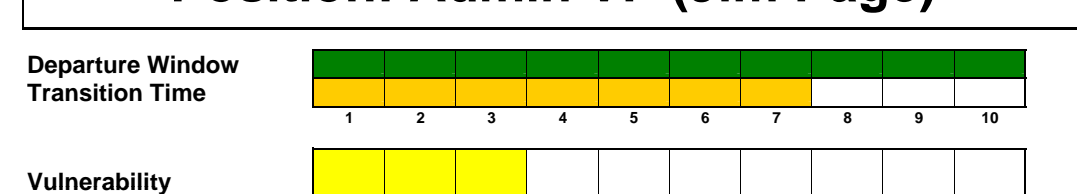
| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | Donald McCloy | Title | Director | Tenure | 7 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | Felipe Acosta | Title | Director | Tenure | 6 Years |
| Dev Time | 4 Years | 12 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

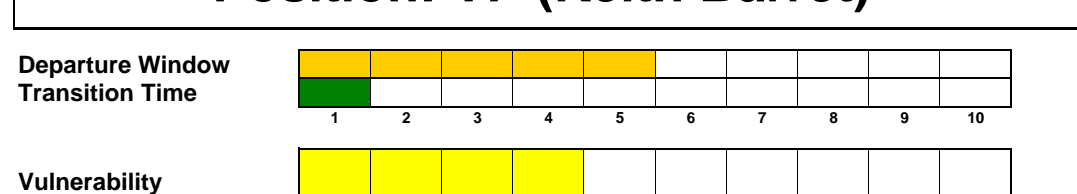
| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | George Makris | Title | Director | Tenure | 8 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | C | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

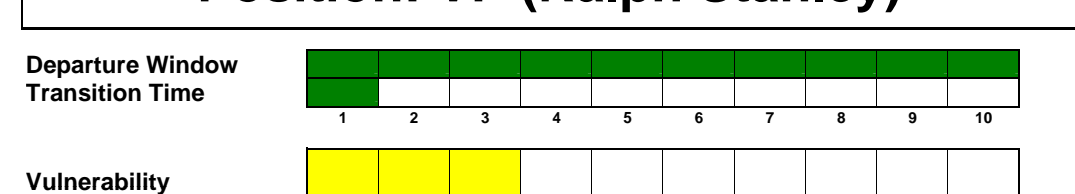
Position: Admin VP (Jim Page)



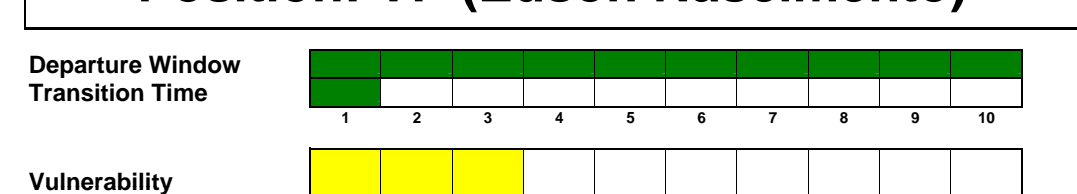
Position: VP (Keith Barret)



Position: VP (Ralph Stanley)



Position: VP (Edson Nascimento)



Canadate Pool

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Mike Gordon | Title | Directors | Tenure | 4 Years |
| Dev Time | 7 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|--------------|----------|------------|--------|-------|
| Name | John Fishman | Title | Asst. CEO | Tenure | Years |
| Dev Time | 5 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|--------------|---------|--------------|--------|---------|
| Name | Robert Plant | Title | Asst VP Fin. | Tenure | 5 Years |
| Dev Time | 3 Years | 5 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-----------------|---------|------------|--------|---------|
| Name | Paige McConnell | Title | Director | Tenure | 8 Years |
| Dev Time | 4 Years | 8 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|----------------|----------|------------|--------|---------|
| Name | Trey Anastasio | Title | CFO | Tenure | 8 Years |
| Dev Time | 2 Years | 15 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|----------------|----------|------------|--------|----------|
| Name | Nicholas Mason | Title | Dir. IS | Tenure | 30 Years |
| Dev Time | 1 Years | 10 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|----------------|---------|--------------|--------|---------|
| Name | Richard Wright | Title | Asst VP Fin. | Tenure | 5 Years |
| Dev Time | 1 Years | 5 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|---------|------------|--------|---------|
| Name | David Gilmore | Title | Director | Tenure | 8 Years |
| Dev Time | 1 Years | 8 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|--------------|----------|------------|--------|---------|
| Name | Roger Waters | Title | Director | Tenure | 6 Years |
| Dev Time | 1 Years | 12 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|----------|----------|------------|--------|---------|
| Name | Sam Bush | Title | Director | Tenure | 9 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|------------|----------|------------|--------|---------|
| Name | Beta Fleck | Title | Director | Tenure | 8 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | David Grisman | Title | Director | Tenure | 1 Years |
| Dev Time | 2 Years | 25 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|----------|
| Name | Drew Emmert | Title | Director | Tenure | 10 Years |
| Dev Time | 10 Years | 25 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-------------|----------|------------|--------|---------|
| Name | Peter Rowan | Title | Manager | Tenure | 4 Years |
| Dev Time | 1 Years | 15 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

Canadate Pool

| | | | | | |
|-----------|----------------|----------|------------|--------|---------|
| Name | Diego Maradona | Title | Director | Tenure | 7 Years |
| Dev Time | 1 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|---------------|----------|------------|--------|---------|
| Name | David Beckham | Title | Director | Tenure | 6 Years |
| Dev Time | 1 Years | 12 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|-----------------|----------|------------|--------|---------|
| Name | Zinedine Zidane | Title | Director | Tenure | 4 Years |
| Dev Time | 2 Years | 20 Years | Dep Window | | |
| Potential | A | Y | Permanence | | |

| | | | | | |
|-----------|----------|----------|------------|--------|---------|
| Name | Mia Hamm | Title | Director | Tenure | 4 Years |
| Dev Time | 5 Years | 20 Years | Dep Window | | |
| Potential | B | Y | Permanence | | |

| | | | | | |
|-----------|-------|-------|------------|--------|-------|
| Name | TBD | Title | NA | Tenure | Years |
| Dev Time | Years | Years | Dep Window | | |
| Potential | NA | NA | Permanence | | |

Terms Defined

Departure Window - Estimated length of time the present leader has in their current position

Transition Time - The time an organization needs in order to substitute between two different people within the organization

Development Time - How long it will take a potential successor to develop the skills, knowledge, and abilities to successfully lead a particular role in an organization

Potential - The likelihood that a particular leader has the talent and skills to fulfill a specific position in an organization long term

Vulnerability - The degree to which a particular role is susceptible to having a leadership void in a specific position (elements taken into consideration when calculating vulnerability are the departure window, development time, and potential)

Tenure - How long the individual has worked in the organization.

Permanence - This is a Yes or No category based on the interview process. Does the person who will serve in the interim position have the ability to lead in that role permanently?

1. What it is ... The Talent on Demand (ToD) Succession Planning Roadmap illustrates leadership potential information in an easy to understand graphical format. It displays how and where specific leadership roles are possibly vulnerable due to current leadership responsibilities, tenure, retirement plans, professional development timelines and potential "bench strength."

2. How it is used... With this highly visual reporting format, your organization can:
 > View, observe and determine interim candidates to fill vital roles in case of emergency.
 > Incorporate a system that creates an objective, timely and structured approach to succession planning.
 > Connect this process to a talent management and organizational development plan for more effective professional development and leadership appointment practices.

3. The compelling value... This Talent on Demand (TOD) process is:
 > Easy to create, very affordable, flexible in its design and easy to modify/update.
 > Satisfies the Board of Directors need for a "Game Plan" both short and long term.
 > Reveals "Hot Spots" to build bench strength and allows senior leadership to examine "what if's" with the lateral movement of talent to turn around challenging functions.

4. What Executives say...
Larry Boyles(CHRO) - "The succession planning roadmap allowed us to view the leadership of our organization at a glance and it