

## Targeted Development

### Developing the Leadership Pipeline

This chart lists some of the kind of development experiences that talent pool members could be experiencing to ensure that we are developing them to be able to progress through the leadership pipeline.

The overall development route may be upwards but in their early career it is more likely to be side-wards and may even be, temporarily downwards to ensure they get the breadth of experience in different functions and cultures.

Providing employees with development experiences early in their careers by exposing them to cultural sensitivity, geographic locations, time in various functions, encouraging them to build their network and in addition encouraging cross organisation sharing of talent delivers a more rounded, engaged and ambitious talent pool.

As employees progress through the leadership pipeline, development experiences become more focused and customised.

#### Early Career Talent Pool

- High input on personal skills training and commercial awareness
- Facilitated networking across businesses, cultures and geographic locations
- Exposure to senior leadership
- Networking
- Mentor

#### Function/Project Team Leader level 4 talent pool

- Cross functional exposure
- Cross cultural experience
- Project Management experience
- Insight into personal strengths and weaknesses
- Networking
- Mentor

#### Business Specialist Leader level 3 talent pool

- Cross business/culture exposure
- Cross functional experience
- Managing effectively through others
- Managing multiple teams
- Business strategy, finance
- Mentor

#### Global Leader level 2 talent pool

- Cross-geographical experience
- Managing business change
- Managing global/cross functional teams
- Customised leadership development
- Coach

