Testimonials from Michael’s past and current participants who have attended his training courses:

“This is one of the best practical courses I have taken with a very diversified participation.”
– First Gulf Bank (UAE)

“Great presentation skills, clear delivery, good illustrations and case studies!”
– Nigerian Communications Commission (Nigeria)

“Michael’s course improved my working efficiency and provided me chances to participate in open discussions. Great sharing and learning!”
– Mary Kay (China)

Key benefits:

- IDENTIFY developmental needs and PLAN effectively and proactively
- BUILD a leadership pipeline and DEVELOP strategic talent for critical roles
- ATTRACT high-potential employees for your organization
- RETAIN and MOTIVATE superior employees
- ADDRESS talent gaps through effective development programs
- INCREASE organizational and leadership effectiveness
- ACQUIRE and MAINTAIN competitive business advantage

Productivity and Innovation Credit (PIC) Scheme

- All business in Singapore can enjoy up to 400% tax deduction for external training* provided by UNI Strategic Pte Ltd for up to $400,000 for year of assessment 2013. You can enjoy up to 68% of tax savings from attending our trainings which means you only need to pay 1/3 of the course fees
- Alternatively, businesses can opt for a non-taxable cash payout option of 60% of up to $100,000 for year of assessment 2013 meaning up to a maximum of $60,000
  * This includes both trainings in Singapore and overseas
  * Both local and foreign employees are eligible
  * Course fees only

PIC Bonus (as announced in Budget 2013)

On top of the existing 400% tax deductions/allowances and/or 60% cash payout ("PIC cash payout") under the PIC scheme, the PIC Bonus gives businesses a dollar-for-dollar matching cash bonus for YAs 2013 to 2015, subject to an overall cap of $15,000 for all 3 YAs combined. Businesses must incur at least $5,000 in PIC-qualifying expenditure during the basis period for the YA in which a PIC Bonus is claimed. The PIC Bonus is taxable.

Please refer to https://www.iras.gov.sg/irasHome/page04.aspx?id=14566 for more info

Benchmark on Michael’s Seven Step Model to help you create an effective Talent Development Program!

Kuala Lumpur, Malaysia • 18th - 19th November 2013

Effective Succession Planning:
Ensuring Leadership Continuity and Building Talent from Within

Practical tools to prepare you for a leadership transition

Free takeaway:
Each participant will receive a set of interactive Excel worksheets for multi-variant assessment and evaluation of talent within their organizations!

UNI training courses are thoroughly researched and carefully structured to provide practical and exclusive training applicable to your organisation.
Benefits include:
- Thorough and customised programmes to address current market concerns
- Illustrations of real life case studies
- Comprehensive course documentation
- Strictly limited numbers

Proudly Organised by:

Please refer to https://www.iras.gov.sg/irasHome/page04.aspx?id=14566 for more info
Workshop Overview

In Day One of the workshop, participants will explore options for incorporating effective succession planning in a program of continuous talent development. The first step will be assessing their organization's current situation and then drafting a high level succession plan. Participants will learn approaches for creating a criteria checklist for determining key positions that aligns with their organization's desired future. The last area of focus for Day One will be on developing a strategy for identifying competencies for key positions.

The second day of the workshop starts with participants becoming familiar with a variety of tools for identifying and assessing candidates in the succession planning pool. Techniques for creating high impact development that maximize employee potential are explored followed by a session that describes approaches for insuring development plans are effectively executed. Day Two closes with a session focusing on creating a framework for reviewing and continuously improving succession planning and talent development programs.

WHY YOU CANNOT MISS THIS EVENT:

Succession planning is a critical function for any business, and handling it strategically is an important element of success in today’s highly competitive environment. Through succession planning process, your business is ensured to proceed smoothly and continuously at all times; you will retain superior employees because they appreciate the time, attention, and development that you are investing in them; employees are motivated and engaged when they can see their continued growth and career paths in the organization.

To effectively carry out succession planning, you must identify the organizational goals both in short-term and long-term. You need to understand the developmental needs of your employees. You must ensure that all key employees understand their career paths and the roles they are being developed to fill. You need to focus resources on key employee retention and be aware of employment trends in your industry. This two day training will lead you through the seven essential steps, equip you with good succession planning techniques and toolkits, and help you to effectively compete for talent both in Southeast Asia and globally.

WHO SHOULD ATTEND:

CEOs, MDs, VPs, Division Heads, Senior Managers of:

- Human Resources
- Succession Planning
- Talent Management
- Leadership Development
- Employee Relations
- Employee Retention
- Organization Development
- Learning & Development

DAY 1 | 18th November 2013

SESSION 1: INCORPORATING EFFECTIVE SUCCESSION PLANNING INTO YOUR ORGANIZATION TO CONTINUALLY DEVELOP TALENT IN THE NEW ARENA

- Addressing and valuing succession planning – let’s get it started
- Familiarizing the building blocks and the Seven Step Model of succession planning
- Identifying current succession planning practices for future improvement
- Building organizational commitment and achieving top-management buy-in

Case Study: General Electric - Creating a world-class succession plan approach and developing a global talent pipeline

SESSION 2: ASSESSING YOUR ORGANIZATION’S CURRENT SITUATION AND READINESS TO DESIGN AN EFFECTIVE PROGRAM AND ITS IMPLEMENTATION PLAN

- Establishing goals and objectives of succession planning and aligning them with your organizational needs
- Conducting an internal and external organizational audit
- Assessing the business including current state, strategy, vision, mission and values
- Evaluating organizational readiness to deal with talents and succession planning as a corporate resource but not a functional resource

Group Exercise: Discussion on global and cross-cultural dimensions that impact succession planning and approaches for effectively integrating them into a talent development program

SESSION 3: DETERMINE KEY POSITIONS THROUGH CRITERIA CHECKLIST THAT SUITS YOUR BUSINESS FEATURE AND GOALS

- Developing criteria for selecting key positions
- Building the business case for key positions and understanding their impacts on your organization
- Identify key positions and acquire the short-term and long-term organizational needs

Case Study: Coca-Cola and PepsiCo - Identifying key positions at a global, regional and country level

SESSION 4: IDENTIFY COMPETENCIES FOR KEY POSITIONS THROUGH CONDUCTING IN-DEPTH POSITION ANALYSIS

- Determine success factors and performance indicators for key positions, including knowledge, skills and abilities and developing role profiles
- Aligning key competencies with business strategy and succession planning goals
- Defining talents assessment expectations
- Planning an organizational approach to gain supports and ensure you achieve the expectations

Group Exercise: Demonstrating tools and techniques for successfully identifying and aligning competencies in key positions

Case Study: Baxter and The Society of Actuaries - Creating global leadership competency models

Q & A SESSION
SESSION 5: IDENTIFY AND ASSESSING CANDIDATES THROUGH UTILIZING VARIOUS PRACTICAL TOOLS

- Assessing current employees against competencies and role profiles to determine talent pool with particular focus on high potential
- Identifying talent gaps, pipeline and bench strength of current employees using the Nine Box Model
- Exploring the power of 360° assessment and other psychometric tools
- Creating a placement chart and talent pool membership
- Strategizing for short-term and long-term movement while considering factors of risk, potential and readiness
- Managing planned versus unplanned turnover and assessing the pool of both internal and external employee candidates

Group Exercise: Demonstrating the application of the Nine Box Model

SESSION 6: CREATING DEVELOPMENT PLANS TO MAXIMIZE EMPLOYEE POTENTIALS

- Assessing employee gaps, cracks, breaks and blockages
- Developing and motivating your high-potentials through attractive programs
- Identifying feedback and evaluation of criteria, expectations and metrics
- Retaining high-potential performers though developing their career paths in the organization

Case Study: Accenture - Aligning performance management systems with succession planning

SESSION 7: EFFECTIVELY MEASURE, MONITOR, REPORT AND REVISE THE PLAN EXECUTION

- Assessing talent pool and succession planning goals
- Balancing high potentials and availability of key positions
- Tracking and refining high-potential development plans
- Evaluating and reporting employee progress
- Calibrating succession planning with organizational change

Case Study: Pfizer - Developing a succession plan and talent management framework for top 500 global leaders

SESSION 8: REVIEWING THE GAINS OF THE COURSE AND TAKING ACTIONS FOR FUTURE IMPROVEMENTS

- Enhancing the building blocks of succession planning
- Identifying the next steps for communicating and implementing succession planning in your organization

Group Exercise: Creating an initial action plan for implementing succession planning within each participant’s organization

Q & A SESSION

Program Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:30</td>
<td>Registration</td>
</tr>
<tr>
<td>09:00</td>
<td>Morning Session Begins</td>
</tr>
<tr>
<td>10:40</td>
<td>Refreshments &amp; Networking Break</td>
</tr>
<tr>
<td>12:45</td>
<td>Luncheon</td>
</tr>
<tr>
<td>14:00</td>
<td>Afternoon Session begins</td>
</tr>
<tr>
<td>15:30</td>
<td>Refreshments &amp; Networking Break</td>
</tr>
<tr>
<td>17:00</td>
<td>Course Ends</td>
</tr>
</tbody>
</table>

ABOUT YOUR COURSE FACILITATOR

Michael Monar has over 30 years of experience in succession planning, change management, facilitation, organization development / redesign, leadership development and strategic planning. He is an expert in talent management, individual / team / organization assessment (including 360°) and executive coaching.

Since 1991, Michael has been the president of Monar Consulting Inc. in Chicago. In the eight years prior to that he was the Director of HR for Accenture’s Global Training Centre and then the Director of Professional Development for McGladrey in Chicago. In those roles he had full responsibility for all succession planning and talent management activities including compensation, staffing, promotion and leadership development.

Michael has extensive cross cultural experience working with engineers, accountants, scientists, physicians, IT professionals and other deeply skilled, highly technical professionals that are in need of communication and relationship skill-based expertise. He has travelled across the globe to provide consultation and training, most recently in Shanghai and Dubai.

Adaptive and innovative, Michael has developed a multifaceted portfolio with a wide variety of skills to pull from when serving global clients such as:

- BP
- General Electric
- Coca-Cola
- Motorola
- Morgan Stanley
- KPMG
- Unocal
- Deloitte
- Xerox
- ExxonMobil
- Pfizer
- PepsiCo
- Capital One
- IBM
- GlaxoSmithKline
- Jacobs Engineering
- Merck

Michael has B.S, M.S and Ed.S. degrees all from Indiana University with major emphasis in organizational development, instructional design, adult education, business, psychology and world history.

Michael has been a Board Member for the International Board of Standards for Training, Performance and Instruction as well as a member of the International Society for Performance and Instruction, Society of Human Resource Management and American Society for Training and Development.

In-House Training

Cost effective In-house courses, tailored specifically to your organisation’s needs, can be arranged at your preferred location and time. If you would like to discuss further, please contact our In-house division at iht@unistrategic.com.

PRE-COURSE QUESTIONNAIRE

To ensure that you gain maximum value from this course, a detailed questionnaire will be forwarded to you upon registration to establish your exact training needs and issues of concern. Your completed questionnaire will be analysed by the course trainer prior to the event and addressed during the event. You will receive a comprehensive set of course documentation to enable you to digest the subject matter in your own time.