





 Objective	 Responsibility & Authority	 Current Reality
<p>Want to create a development program within the company that can support the coming scale with an effective bench. Need to know all my markets are rowing in the same direction.</p>	<p>Jeff M</p>	<p>Only a few high ‘favorites’ are being developed. Almost all development is informal instead of formal—development quality totally depends on the manager you get. Managers commonly operate as if on-the-job training <u>is</u> development.</p>
	<p>Jeff M with Janet’s approval</p>	

 Pain	 Cause	 ROI + Future	 Gap
<p>Company value and brand erosion. Lag behind in our growth potential. We value developing employees <u>and</u> we how it impacts our bottom line <u>and</u> we are currently poor at it, so there is a felt integrity gap. Delayed or undervalued exit for ownership.</p>	<p>A survival mentality has emerged during the pandemic that hasn’t been course-corrected effectively. Our senior people are beaten up, don’t feel like they have much to offer. Lack systems and skills to intentionally develop people within the culture. Management doesn’t have time or skills to execute and run the broader organization.</p>	<p>Money: Short term (\$3MM), 5 year+ (\$100MM+) Time: 20 Hours per exec/week</p> <hr/> <p>12-18 mos ahead: Expanding to new markets confidence in a consistent team. Legitimately catching up on sleep after losing so much of it. Customer feedback that we are consistently overdelivering. Turnover cut in half across the board. Management calendars reflecting strategic initiative focus instead of fire-fighting.</p>	<p>Bandwidth and skills. If we did it, it would be inefficient at best, lots of starts and stops. No clear structure or strategy to execute and move forward currently. Will likely require a restructure for training and development. Not a reasonable expectation for HR to take on.</p>