

TABLE 4-2

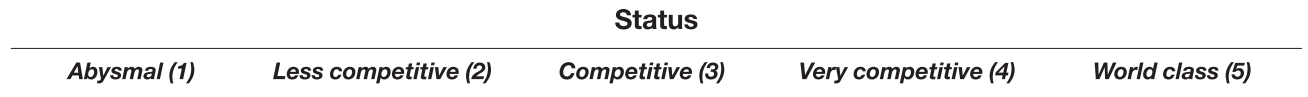
FridgeCo strategic human capital plan

Business leader recap
Line of business: Retail appliance division

Strategic talent HCP
Position scorecard

Strategic capabilities:

- Executive leadership
- Manufacturing excellence
- Sales/marketing
- R&D/new product development



Strategic positions:

	<i>Number</i>	<i>Top talent</i>	<i>Emerging talent</i>	<i>Career level</i>	<i>Move</i>	<i>Action plans</i>
• Executive leadership						
– VP marketing	1		1			Develop more talent from sales and marketing. Consider early replacement of VP manufacturing.
– VP manufacturing	1			2		
– CFO	1	1				
• Manufacturing						
– Plant managers	16	4	2	7	2	Exit moves and “careerists.” Hire developing talent. Hire and move “top talent” into the 38 career level/move positions.
– Area supervisors	48	7	3	33	5	
• Sales/marketing						
– Marketing directors	6	2	1	1	2	Exit moves and initiate campus recruiting and career development plans to strengthen marketing talent at all levels.
– Brand managers	5	1	1	3	0	
– Consumer insight specialists	7	2	4	0	1	
– Merchandising managers	6	1	0	5	0	
• R&D/new product development						
– Design engineers	11	3	0	8	0	Initiate external hiring program for “top talent” at all levels. Begin to exit careerists – we have 14 of 20 in this category.
– Cooling specialists	4	1	1	2	0	
– Laundry specialists	5	1	0	4	0	
	111		$\Sigma = 37$	64		
			Mentors needed			