

**STRATEGIC LEADERSHIP DEVELOPMENT FRAMEWORK
FOR
Global Customer Care Service (Optical)**

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1-1: Functional Leaders

Level	EXPERIENCE					BEHAVIORS	OUTCOMES
	People	Organization	Products	Markets	Business		
ELT	<ul style="list-style-type: none"> • Experience in people leadership for cross-functional organization • Ability to communicate complex ideas and challenges in quantifiable terms to a diverse audience; can market the value of key initiatives to the customer and the organization • Capability to learn from both positive and negative situations 	<ul style="list-style-type: none"> • Has a network within business unit (GCCS) and outside GCCS • Cross-organization (NN) experience (design, service, operations, marketing, sales, etc.) • Broad knowledge of Nortel's business processes and contacts for those processes (from sales and marketing to order management to operations to customer service to professional services) 	<ul style="list-style-type: none"> • Broad knowledge of Nortel products (Switching, Wireless, Enterprise, Optical, Data) services, and SCM processes (NPI, IS, Pre-IS) 	<ul style="list-style-type: none"> • Broad market knowledge of 3 markets (Americas, Europe, A/P); overseas experience 	<ul style="list-style-type: none"> • High level of business experience or training; understanding of impact of organizational activities on big picture or bottom-line • Direct contact with multiple customers • Understanding of Nortel's core competencies, strengths, and gaps across a variety of markets • Strategic business development and planning based on market changes • Understands and can articulate Nortel's "value" to customer, corporation, and organization • Budget management for a cross-functional organization or business unit 	<p>An ELT exhibits all the behaviors of a JCI 6, plus the following:</p> <p>Visioning (4)-engages organization in drafting a compelling vision; anticipates organizational needs and solutions; translates GCCS/Nortel vision into compelling story relevant to the organization that motivates and leads the function</p> <p>Business acumen (4)-excellent understanding of business from a sales, market, profitability, and competition perspective; develops and leads strategic programs with full understanding of business implications, altering program appropriate to changes in business environment</p> <p>Customer Orientation (4)-becomes intimately involve in the customer's decision-making process; acts as a trusted advisor to the customer</p> <p>Decisiveness (4)-makes decisions in complex, ambiguous or highly risky situations that have serious implication for the business</p>	<ul style="list-style-type: none"> • Decisions directly impact strategic planning and direction of an organization and business unit. Poor decisions have impact on medium- to long-term business goals and results for business unit or organization. • Receives strategic direction for long-range goals in the form of broad business objectives and autonomously defines long-range business plans and strategies to support the organization's goals. • Solves complex organizational and business unit problems through analysis of internal and external factors gathered across large segments of the organization or business unit and removes obstacles • Originates new ways to do business never tried before in the organization or the industry, resulting in an unexpected success/failure • Leads and fosters an effective environment for an organization. • Plans and assigns broad objectives across multiple functions and ensures implementation through other leaders. • Actively leads through vision, providing leadership for a function through direct application of expertise, through consultation or through leadership team • Manages through multiple managers. • Applies a high-level of expertise across large segments of the organization and business unit • Provides on-going coaching and mentoring to at least 2-3 people outside direct reporting relationship; opinion sought out by others outside immediate organization and across all levels • Extracts learnings from a challenging situation and applies them to a new situation • Creates an environment that tolerates risk

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Level	EXPERIENCE					BEHAVIORS	OUTCOMES
	People	Organization	Products	Markets	Business		
6	<ul style="list-style-type: none"> • Experience in people leadership for functional organization • Ability to effectively communicate complex business directions to a diverse audience and market the value of key initiatives to the customer and the organization. • Capability to learn from both positive and negative situations • Strategic implementation 	<ul style="list-style-type: none"> • Multiple roles within GCCS organization, <u>preferably with roles outside GCCS</u> • Strong practical knowledge of Nortel business processes (from sales and marketing to order management to operations to customer service to professional services) and a network of related contacts. • Organizational, budget and resource mgmt for a functional organization 	<ul style="list-style-type: none"> • Knowledge of Nortel product portfolios (Switching, Wireless, Enterprise, Optical, Data) and services with good understanding of Optical Solutions • Knowledge of SCM processes (NPI, IS, Pre-IS) 	<ul style="list-style-type: none"> • Multiple market exposure (Americas, Europe, A/P); preferably at least one non-NA market) 	<ul style="list-style-type: none"> • High level of business experience or training; understanding of impact of functional activities on bottom-line impact • Understands and can articulate Nortel's "value" to customer, and organization • Direct contact with multiple customers • In-depth understanding of global competition for Optical products and services • Ability to develop strategic plans based on market needs and changes. • Functional Budget management with a systemic understanding of P&L impact. 	<p>A JCI 6 exhibits all the behaviors of a JCI 5, plus the following:</p> <p>Visioning (3+)-develops initiatives in line with NN/GCCS vision; anticipates functional needs and solutions; translates GCCS/Nortel vision into compelling vision story relevant to function, using this to motivate and lead function.</p> <p>Business acumen (3+)- good understanding of business from a cost control, profit, market, and competitive perspective; develops and leads strategic programs with full understanding of business implications, altering program appropriate to changes in business environment.</p> <p>Influencing (4)- builds behind the scenes support for ideas to influence others through open communication with stakeholders</p> <p>Applied Creativity (4)-recognizes and rewards others for fostering a creative environment and a learning culture</p> <p>Customer Orientation (3)-acts to make things better for the customer in the long term</p>	<ul style="list-style-type: none"> • Decisions directly impact strategic planning and direction of a project/function, having an impact on medium- to long-term business goals and financial results for a project/ function • Receives strategic direction for long-range goals in the form of broad business objectives and autonomously defines long-range business plans for a function, collaboratively linking business plans systemically within Nortel and with Nortel customers • Solves complex functional problems through analysis of internal and external factors gathered across large segments of the organization or function • Promotes an effective project/functional environment. • Plans and assigns broad objectives across multiple projects/functions and ensures implementation through other leaders. • Actively leads through vision, providing leadership for project/function through direct application of expertise, through consultation or through leadership team • Manages a function through one or more managers. • Applies a high-level of expertise across large segments of the business/function. • Provides on-going coaching and mentoring to 2-3 people, building future leadership • Works on 1-3 strategic initiatives having a global impact on the organization and/or the business unit • Extracts learnings from a challenging situation and applies them to a new situation • Supports an environment that tolerates risk

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	People	Organization	Products	Markets	Business		
5	<ul style="list-style-type: none"> • Experience in people leadership for project/team • Experience in encouraging a cohesive organization • Resource mgmt for a <u>functional team</u>; resource development • Capability to learn from both positive and negative situations 	<ul style="list-style-type: none"> • Multiple roles within a function specialty; experience in that function or the ability to aggressively understand function • Fundamental knowledge of end-to-end supply chain for NN and in-depth knowledge of Optical customer service supply chain processes 	<ul style="list-style-type: none"> • Broad knowledge of Optical products and services 	<ul style="list-style-type: none"> • Fundamental knowledge of at least one market (Americas, Europe, A/P) plus exposure to at least one international market 	<ul style="list-style-type: none"> • Exhibits skills required to interface with external customer • Basic business experience or training; understanding of impact of team activities on bottom-line impact; P&L management • Understands business elements • General understanding of global competition for Optical products and services • Budget management for a project/ team/ sub-function 	<p>A JCI 5 exhibits all the behaviors of a JCI 4, plus the following</p> <p>Systems Thinking-Guides the sub-function/project team to resolve their problems and to make decisions in the context of the functional group's needs and resolves problems/makes decisions when the team is at an impasse</p> <p>Customer Orientation (2)-understands customer's business and underlying needs and applies appropriate solutions</p> <p>Risk taking-not afraid of failure; supportive of failures and uses learnings to advantage for the individual and organizational benefit</p> <p>Adaptability/Responsiveness-recognizes need for change and responds at "web speed" to effect breakthrough change while ensuring scalability to the outcome</p>	<ul style="list-style-type: none"> • Decisions influence strategic planning and direction of a project/function. All decisions have an impact on medium- to long-term business goals and financial results for a project/ function • Seeks out and receives consultative direction from, peers and business leaders • Help solve complex project/team problems through analysis of internal and external factors gathered across segments of the project/ function/team • Promotes an effective project/functional environment through effective use of mentoring, coaching and development skills. • Plans and assigns work within context of project/functions • Manages a team/sub-function through one or more managers. • Has depth and breadth of expertise across major projects/ functions. Recognized as having experience in a functional area or the ability to aggressively understand a function. • Provides on-going coaching and/or mentoring to at least 1-2 people • Works on at least 1-2 strategic initiatives having an impact on the organization (GCCS-Optical)

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	People	Organization	Products	Markets	Business		
4	<ul style="list-style-type: none"> • Experience in first line leadership of engineer/ Sr. Engineer level individuals • People development ability; led teams and individuals in functional and personal development • Capability to learn from both positive and negative situations 	<ul style="list-style-type: none"> • Through understanding of function (SME); Good understanding of other functions within GCCS • High level knowledge of supply chain (from Sales and Marketing to order management to operations to customer service to professional services) 	<ul style="list-style-type: none"> • Basic knowledge of one product; Basic knowledge of more than one product (Carrier, Wireless, Enterprise, Optical) and how they fit together in network 	<ul style="list-style-type: none"> • In-depth knowledge of at least one market (Americas, Europe, AP) 	<ul style="list-style-type: none"> • Mid-level understanding of business; Basic understanding of budgets and impact of team's activities on business • Lead interface with external customers • Basic understanding of competition and the impact on Nortel Networks • Ability to translate Sr. management strategies and objectives into working level plans for unit and direct reports 	<p>A JCI 4 exhibits all the behaviors of a JCI 4 (IC), plus the following</p> <p>Visioning (2+)-develops practical activities for the team aligned to Nortel vision and values which help team achieve objectives</p> <p>Business acumen (2+)-basic understanding of business in terms of costs and meeting budgetary targets. Understands how team impacts the company</p> <p>Applied Creativity (3)-contribute to continuous improvement model; "out-of-box" thinking; supports learning from failures</p> <p>Developing Others (3)-identify team members strengths and needs in an effort to provide meaningful assignments and encouragement</p> <p>Org Work/Project mgmt (3) - develops medium term plan/engages others/tracks to completion</p> <p>Directing Work Through Others (3) – identifies and develops on-the-job development assignments for individuals and fosters learning among project team/sub-function</p>	<ul style="list-style-type: none"> • Decisions may influence strategic planning and direction of a team or function. Poor decisions have impact on medium- to long-term business goals and results for a team or function. • Receives consultative direction from direct manager and translates to team initiatives. • Mentors teams/individuals in the resolution of functional problems through analysis of internal and external factors gathered from project members or functional group • Leads and fosters an effective environment for a given project team or functional group. • Plans work assignments within context of team or group in conjunction with functional strategies and objectives • Leads a direct team or functional group. • Applies a high-level of expertise within functional group. Recognized as SME on certain subjects • Provides developmental coaching and/or mentoring to another member of functional group and direct reports • Develops tactics with team to address strategic initiatives • Supports teams and individuals by removing obstacles/barriers and paving the way for cross-functional opportunities

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1-2: Individual Contributors

Level	EXPERIENCE					BEHAVIORS	OUTCOMES
	People	Organization	Products	Markets	Business		
4	<ul style="list-style-type: none"> • Experience in project/team leadership for project/team • People leadership potential; ability to lead teams and/or others • Capability to learn from both positive and negative situations 	<ul style="list-style-type: none"> • Thorough understanding of function (SME); Good understanding of other functions within GCCS • High level knowledge of supply chain (from sales and marketing to order management to operations to customer service to professional services) 	<ul style="list-style-type: none"> • In-depth knowledge of one product; Basic knowledge of more than one product (Carrier, Wireless, Enterprise, Optical) and how they fit together in network 	<ul style="list-style-type: none"> • Basic knowledge of at least one market (Americas, Europe, A/P) 	<ul style="list-style-type: none"> • Basic understanding of business; Understanding of impact of activities on team and organization • Lead interface with external customers • Understand how actions affect financial targets • Basic understanding of competition and the impact on Nortel Networks. 	<p>Visioning (2)-develops practical activities for the team aligned to Nortel vision and values which help team achieve objectives</p> <p>Business acumen (2)-basic understanding of business in terms of costs and meeting budgetary targets. Understands how team impacts the company</p> <p>Influencing (3)-use multiple ideas/actions to influence others</p> <p>Relationship Building (3)-builds relationship with individuals within GCCS; Foster cross-functional collaboration</p> <p>Applied Creativity (2)-contributes to continuous improvement by promoting techniques for "out-of-box" thinking and avoiding premature critical analysis</p> <p>Working with Others (3)-encourages and empowers others, credits others, promotes good morale</p> <p>Customer Orientation (1)-corrects customer problems promptly</p> <p>Developing Others (2)-identify team members strengths and needs in an effort to provide meaningful assignments and encouragement</p> <p>Decisiveness (2+)-makes timely decisions even though some may involve risk to the team or business</p> <p>Org Work/Project mgmt (2+) - develops medium term plan/engages others/tracks to completion</p> <p>Adaptability/Responsiveness-responds to change at "we speed" by championing and motivating others to change rapidly</p>	<ul style="list-style-type: none"> • Decisions may influence strategic planning and direction of a team or function. Poor decisions have impact on medium- to long-term business goals and results for a team or function. • Receives consultative direction from direct manager or more experience peer within organization. • Solves routine team and functional problems through analysis of internal and external factors gathered from project members or functional group • Leads and fosters an effective environment for a given project team or functional group. • Plans work assignments within context of team or group through direction of direct manager • Leads a direct team or functional group. • Applies a high-level of expertise within functional group. Recognized as SME on certain subjects • Provides coaching and/or mentoring to another member of functional group • Develops tactics with team to address strategic initiatives

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Level	EXPERIENCE					BEHAVIORS	OUTCOMES
	People	Organization	Products	Markets	Business		
3	<ul style="list-style-type: none"> • Experience in project leadership & some experience in team leadership • Demonstrate initiative and drive (peer leadership) – set a standard of excellence that goes beyond that set by management • Capability to learn from both positive and negative situations • Ability to stand in for manager • People leadership potential 	<ul style="list-style-type: none"> • Through understanding of individual function and good appreciation of other functions within GCCS • High level knowledge of Nortel's GCCS centered supply chain – how GCCS interacts with other parts of the business • Ability to lead cross-team initiatives 	<ul style="list-style-type: none"> • Good technical knowledge of one or more product (value proposition the product delivers) – general knowledge of all products in Nortel's Optical portfolio • Awareness of multiple product areas (Carrier, Wireless, Enterprise, Optical) and how they fit together in network 	<ul style="list-style-type: none"> • Fundamental to good knowledge (significant characteristics) of most active markets for GCCS – Optical (SPS/ESP, Major Accounts, Brazil, Canada) 	<ul style="list-style-type: none"> • General understanding of business – understanding of teams operating and strategic plans • Exemplary customer interaction • Basic understanding of competition and the impact on Nortel Networks • Good understanding of how groups/ functions deliverables track to customer requirements • Ability to perform/develop working level plans with minimal direction • Identifies activities that will have a financial impact 	<p>Relationship Building (2+) Builds Partnerships. Develops and maintains effective relationships with people in other functions across GCCS</p> <p>Customer Orientation (2) Understands customer's business and underlying needs and applies appropriate solutions</p> <p>Working with Others (2) Values and solicits others for their input, ideas and expertise using their contributions to make decisions/ plans and/or applies these learnings later. Invites all members of a group to contribute to a process. Brings conflict within the team into the open.</p> <p>Initiative (2+) Encourages individuals to take action. Acts without the need for prompting. Recognizes and acts upon present opportunities, or addresses present problems quickly and decisively</p> <p>Analysis (2+) Goes beyond immediately presented information, probing deeper to get at the root of a problem. Notices trends, patterns or missing parts of a problem or situation and identifies possible solutions.</p> <p>Org work/Project Mgmt (2) Develops short term plan/engages others/tracks to completion</p> <p>Business Acumen (1+) Demonstrates a limited understanding of general business principles. Has little or no directly relevant business experience.</p> <p>Developing Others (2) Identifies team members' strengths and development needs. Provides ongoing feedback and reinforcement. Reassures and encourages others after a setback.</p> <p>Applied Creativity (2) Constructively contributes to continuous improvement by understanding and promoting techniques and lateral thinking which avoid premature critical analysis. Is not overtly influenced by current thinking or methodologies.</p>	<ul style="list-style-type: none"> • Decisions influence routine operating activities and on occasion strategic planning and direction of a team or function. Poor decisions have impact on short term- to medium business goals and results for a team or function. • Receives consultative direction from direct manager or experienced peer and translates to personal and team initiatives • Solves (or directs the team to solve) routine functional problems through analysis of internal and external factors gathered from project members or functional group • Effectively works within a given project team or functional group • Priorities work assignments within context of team or group in conjunction with functional strategies and objectives • Applies expertise within functional group. Recognized as SME on certain subjects • Provides developmental coaching and/or mentoring to another member of functional group • Develops tactics with team to address strategic initiatives

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	People	Organization	Products	Markets	Business		
2	<ul style="list-style-type: none"> Exemplary initiative and drive – Consistently meets deadlines and achieves agreed objectives Capability to learn from both positive and negative situation Experience in coordinating personal technical activities with minimal supervision 	<ul style="list-style-type: none"> Good understanding of individual function and basic appreciation of other functions within GCCS High level understanding of departmental roles within GCCS Participates in cross-team initiatives High level knowledge of Nortel's supply chain – how various parts of the business interacts with one another 	<ul style="list-style-type: none"> General knowledge of all products in Nortel's Optical portfolio 	<ul style="list-style-type: none"> Fundamental knowledge of markets for GCCS – Optical 	<ul style="list-style-type: none"> Limited understanding of business – basic understanding of the impact of team's activities on business Good customer interaction Good understanding of quality customer service and its impact on Nortel Networks and our customers Some understanding of how organization deliverables track to customer requirements Checks with manager for all financial decisions 	<p>Relationship Building (2) Builds formal and informal relationships beyond immediate contacts</p> <p>Customer Orientation (1+) Takes personal responsibility for correcting customer service problems. Corrects problems promptly. Demonstrates responsiveness.</p> <p>Working with Others (1) Keeps people informed and up-to-date about the group process. Shares all relevant or useful information.</p> <p>Initiative (2) Acts without the need for prompting. Recognizes and acts upon present opportunities, or addresses present problems quickly and decisively</p> <p>Analysis (1+) Gathers information from immediately available resources, recognizing when a current situation is very similar to a past situation.</p> <p>Org Work/Proj Mgmt (1+) Plans and controls own routine work on a day-to-day basis to achieve objectives. Uses resources and efforts productively</p> <p>Tech/Prof Expertise (1+) Demonstrates a basic knowledge of all important aspects of specialization or profession.</p> <p>Developing Others (1) Gives detailed instructions, advice and on-the-job demonstrations. Verifies that others have understood explanations and directions. Provides necessary tools and resources.</p> <p>Applied Creativity (1) Creates or introduces ideas, methods or processes that are new to the job or work unit. Applies ideas and models from outside own frame of reference.</p>	<ul style="list-style-type: none"> Decisions influence routine operating activities. Poor decisions have impact on short-term business goals and results for a team or function. Receives consultative direction from direct manager or experienced peer and translates to personal and team initiatives Adapts to changes in work system to contribute to organizational effectiveness. Provides input to change work system. Solves routine team and functional problems through analysis of internal factors gathered from project team or functional group. Plans work assignments within context of team or group through direction of direct manager Applies expertise within functional group. Recognized as having expertise on certain specific subjects Develops tactics with team to address strategic initiatives

2-1: Development Suggestion

ELT	<ul style="list-style-type: none"> • Assume responsibility for a troubled organizational/business unit project and propose a turn-around solution • Assume responsibility for a profit center • Communicate NN vision and lead strategy setting session for organization • Rotate roles, projects, assignments within GCCS organizations every 3-6 months to broaden awareness and knowledge and to increase overall contribution (rotation does NOT imply a change in jobs) • Be mentored/coached by an executive from another GCCS organization to gain knowledge of best practices • Advocate/lead a major cultural change (i.e., knowledge mgmt, web speed, right angle turn, process-focused organization, speed to proficiency) • Identify respected individuals to provide advice on career direction and pursue the relationship • Identify an area that is perceived as failing and lead the initiative that turns the failure into success (i.e., turns an undesirable place to work into a workplace of choice) • Participate in leadership development sessions with leading edge organizations such as Center for Creative Leadership, Wharton Business School, Fuqua Business School (Duke)
6	<ul style="list-style-type: none"> • Rotate roles across functions of the organization • Rotate roles outside of Optical CS (design, sales, professional services, marketing) • Rotate roles in another market. • Lead a strategic function/project • Present at business unit OPS meetings (for GCCS or Optical) • Develop and present a proposal addressing conflicting needs of multiple audiences • Review functional budget and identify cost-effective and not-cost effective expenditures • Lead function in planning goals and initiatives aligned with organizational goals • Participate/lead cross-functional team and cross-organizational team • Develop and implement a plan for reducing risks for a functional project; analyze the results of the implementation and the impact on the business (cost, resources, etc.) • Develop and gain approval on full business case/justification for major strategic initiative, including financial, operational, and strategic benefits, risks, and expected outcomes. • Develop compelling "vision story" linking function to overall GCCS and Nortel vision. Utilize "vision story" to motivate and energize function toward success. • Be mentored/coached by someone from another GCCS organization to gain strategic experience. • Identify respected individuals to provide advise on career direction and pursue the relationship
5	<ul style="list-style-type: none"> • Rotate through functional roles within Optical CS • Lead a strategic project team (i.e., to develop influencing skills) • Present at organizational OPs meetings for GCCS-Optical (at least Director level) • Assume responsibility for managing a project budget • Work with project team or sub-functional group to develop mission/goal/strategies/projects to support NN vision • Invite other key people outside team to participate in decision making meetings • Develop and implement a plan for reducing risks for a project; analyze the results of the implementation and the impact on the business (cost, resources, etc.) • Assume responsibility for importation and exportation of qualified resources
4	<ul style="list-style-type: none"> • Rotate roles within direct managers functional organization. • Present at organizational GIS meetings and provide input into GCCS-Optical OP's reviews. • Under leadership of Sr. manager, assume responsibility of developing an AOP and budget in conjunction with functional business objectives. • Lead a cross-functional project team in support of a GCCS-Optical strategic initiative to enhance influencing skills • Develop and lead a project plan in support of organizational objectives or initiatives • Identify and mentor via OJT development opportunities with project and people leadership candidates • Participate in strategic business reviews, translate strategic direction to team level objectives, and present to team • Establish an informal technical network with other members of GCCS and interfacing functions • Assume Sr. management responsibilities in a delegation role

2-2: Development Suggestion (IC)

4	<ul style="list-style-type: none"> • Rotate roles within direct managers functional organization. • Present at organizational GIS meetings and provide input into GCCS-Optical OP's reviews. • Assume responsibility for managing a project budget. • Lead a cross-functional project team in support of a GCCS-Optical strategic initiative to enhance influencing skills • Develop and implement a project plan in support of organizational objectives or initiatives • Mentor less experienced peer in functional group; assist in design of junior level development map • Develop and implement a plan for reducing risks for a project; analyze the results and the impact on the business (cost, resources, etc.) • Establish an informal technical network with other members of GCCS and interfacing functions • Participate in initiatives that involve individuals and teams in other regions and/or customer or product groups
3	<ul style="list-style-type: none"> • Rotate roles within direct managers functional organization. • Provide input into GCCS-Optical OP's reviews. • Lead a project team in support of a initiative within direct organization • Develop and implement a project plan in support of organizational objectives or initiatives • Mentor less experienced peer in functional group; assist in design of junior level development map • Develop and implement a plan for reducing risks for a project; analyze the results and the impact on the business (cost, resources, etc.) • Establish an informal technical network with other members of GCCS and interfacing functions • Participate in initiatives that involve individuals and teams in other regions and/or customer or product groups • Work on a project involving a new product (an unknown, no one to depend on). • Assume Manager responsibilities in a delegation role.
2	<ul style="list-style-type: none"> • Rotate roles within direct managers functional organization. • Provide input into GCCS-Optical OP's reviews • Participate in a cross-functional project team in support of a GCCS-Optical strategic initiative to enhance influencing skills. • Assist in development and implementation of a project plan in support of organizational objectives or initiatives. • Mentor less experienced peer in functional group; assist in design of junior level development map. • Participate in development and implementation of a plan for reducing risks for a project; analyze the results and the impact on the business (cost, resources, etc.) • Establish an informal technical network with other members of GCCS and interfacing functions. • Participate in initiatives that involve individuals and teams in other regions and/or customer product groups. • Coursework to develop soft skills (Negotiating to Yes, Foundation Skills, Situational Leadership, etc.)
1	TBD

Strategic Leadership Development Framework: Change Control Process

Storage Location

The Strategic Leadership Development Framework document and any customized versions will be stored on Info Stop in the following location:

_____ (TBD).

Review of Generic Development Framework Document

Two reviews of the generic document will be held with the VP of GCCS (Optical) and his leadership team (direct reports) at mid-year and end-of-the-year. The latest version of the framework will be signed by the VP of GCCS (Optical) and placed on Info Stop. Suggested changes during the interim period can be forwarded to the Leadership Development Prime for GCCS (Optical) for review during one of the designated review periods. A special meeting for any critical changes can be requested by anyone and a special session organized for reviewing the requested updates.

Development/Review of Functional Development Framework Document

Any director wanting to develop a customized version of the Strategic Leadership Development Framework for a functional organization can organize a separate group for developing and reviewing the functional framework. The customized framework must be signed and dated by the functional director.

Suggested changes during the interim period will be forwarded to the designated prime of that functional group for review during the designated review periods. A special meeting for any critical changes can be requested by anyone and a special session organized for reviewing the requested updates.

Version Change Information

Version Change Date	Description of Change	New Version Number	Who Made Changes?