



**To: GMLP Participants 2008**  
**From: Cox Enterprises Human Resources Development**

The purpose of this document is to welcome you to the GMLP program and answer some common questions.

### **What is the Cox Enterprises GMLP?**

This is Cox Enterprises' effort to accelerate the development of its corporate leaders. It was created to complement the lessons that you learn naturally from experience. Here are some common questions that are asked about the year-long program.

### ***Why was I selected?***

Key leaders who are valued for their current contribution, as well as potential, are given the opportunity to learn together. This is *not* a remedial program; it is an investment in the current and future leaders of Cox.

### ***Who else is in the program?***

You will be joining other Division Vice Presidents from Manheim, Cox Newspapers, Cox Television, Cox Radio, Cox Auto Trader, Cox Communications and Cox Enterprises, as well as a few Vice Presidents from our largest business operations. Much of the program's value comes from the insights and relationships gained from working with people from other Cox businesses.

### ***What commitment is expected of me?***

Leadership can't be taught, but it can be learned. The first commitment is to come with a willingness to learn. Experience tells us that leadership is learned primarily on the job, not in a classroom. You will be asked to participate in a process that will help you lead more effectively and learn while doing it, *on the job*. There's some time commitment away from the job, too: 11 work days, beginning this spring. You will receive an advance schedule so you can integrate those dates into your calendar. Finally, but most importantly, you are expected to find ways to improve the operation of your organization with the skills and knowledge you strengthen.

### ***What will I be doing?***

There are two parts: personal development activity and group activities.

**Personal Development.** You will work with an executive coach who will help you craft a development plan specifically for you. The plan will be based on your ideas, input from your boss, and feedback from the people you work with. Part of the plan involves selecting a "value creation initiative" that you and your team will achieve during the year around which your development can focus.

**Group Activities.** The group will meet three times, beginning with a Leadership Adventure in April, Leader Lab (Business Strategy Simulation) in June, and an Executive Session in December. These events will build your business skills, give you new methodologies for increasing your leadership effectiveness, and provide you with tactics that you can immediately apply to the challenges you face.

## **Accountabilities for Participants**

### **Accountability**

Actively participate in GMLP activities and be responsible for one's own development process and achieving agreed upon results.

### **Expected Outcomes**

Improved leadership skills and heightened self-awareness of strengths and opportunities for development, as well as a strategy to receive ongoing feedback for developmental purposes.

### **Action steps**

1. Agree with boss and coach about:
  - How communication will take place throughout the year.
  - How progress will be monitored.
  - Expectations you have of one another.
  - The desired outcomes.
2. Identify a Value Creation Initiative (VCI) that will provide a context for practicing skills, and results that can be measured at the end of the year.
3. Complete Birkman survey.
4. Communicate with 360 "Profilor" respondents about their feedback and thank them.
5. With your coach's assistance, establish a Feedback Council to provide you with ongoing feedback on your Development Plan.
6. Complete Development Plan by May 23.
7. Mentor someone.
8. Track development activities and talk with your coach at least monthly on progress.
9. Coordinate a facilitated activity with your coach in August/September.
10. Communicate with the boss quarterly on Development Plan, activities, and results.
11. Complete second 360 "Profilor" the following summer.

### **Measures**

1. Completed Development Plan.
2. Value Creation Initiative.
3. Progress in leadership development as measured by the second Profilor.