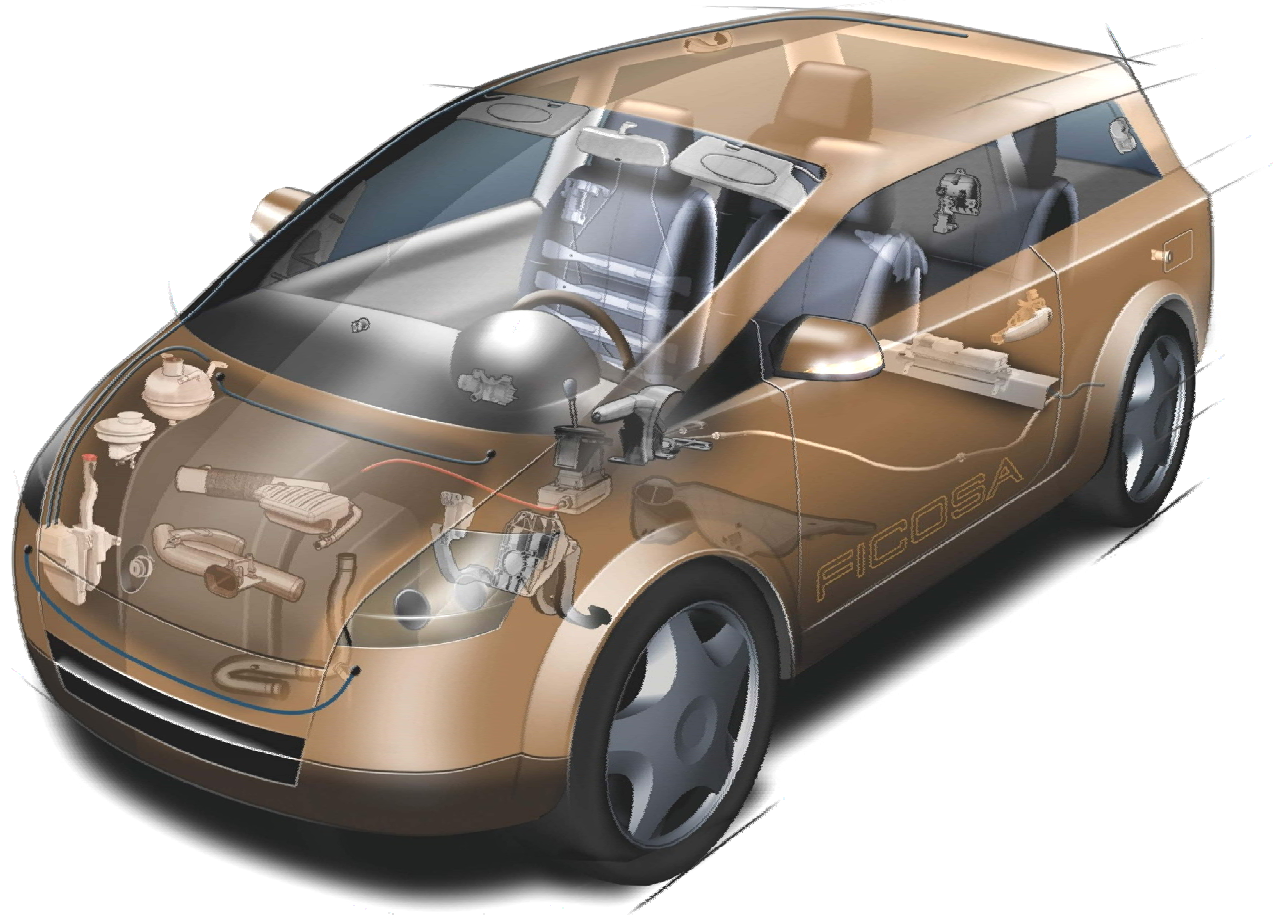




Moving forward with the automobile

Our business world

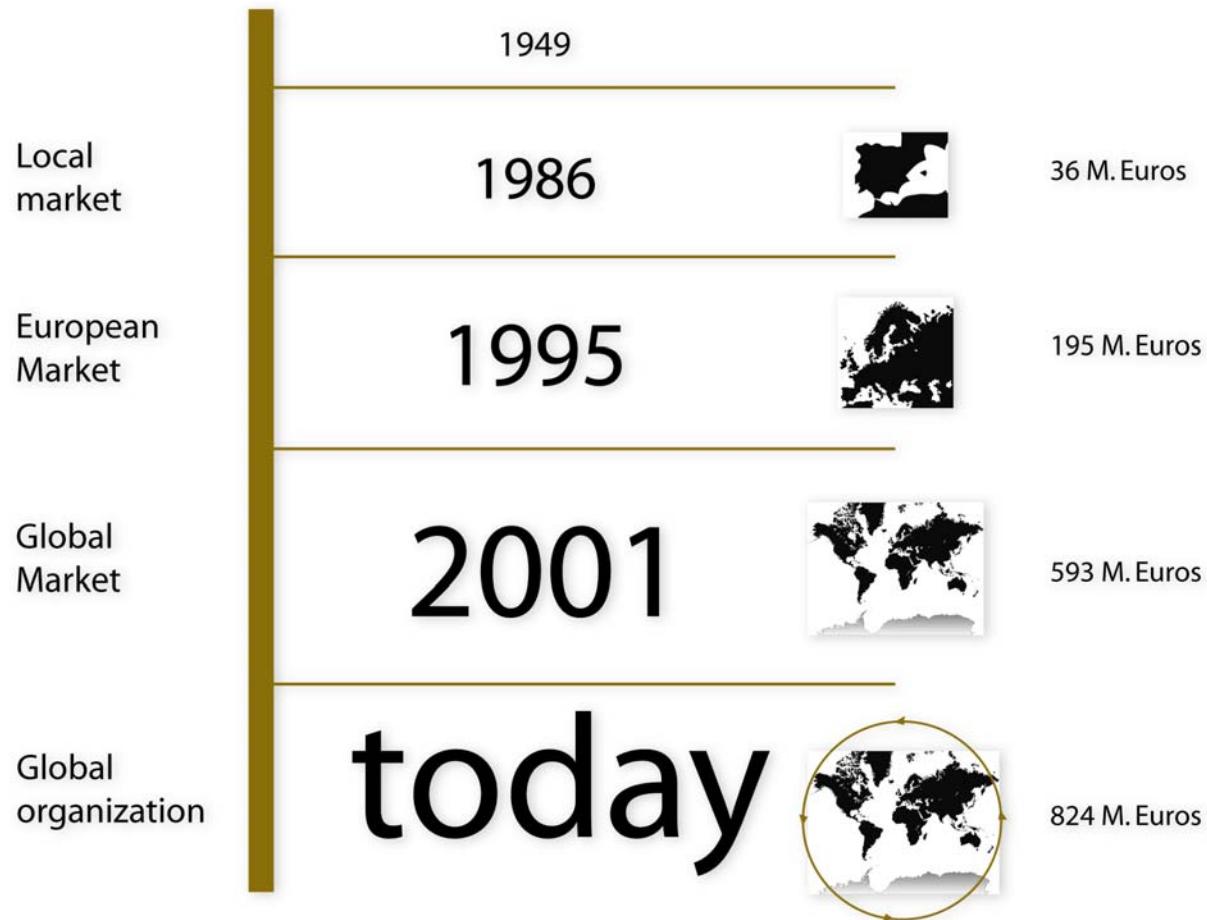


Group profile

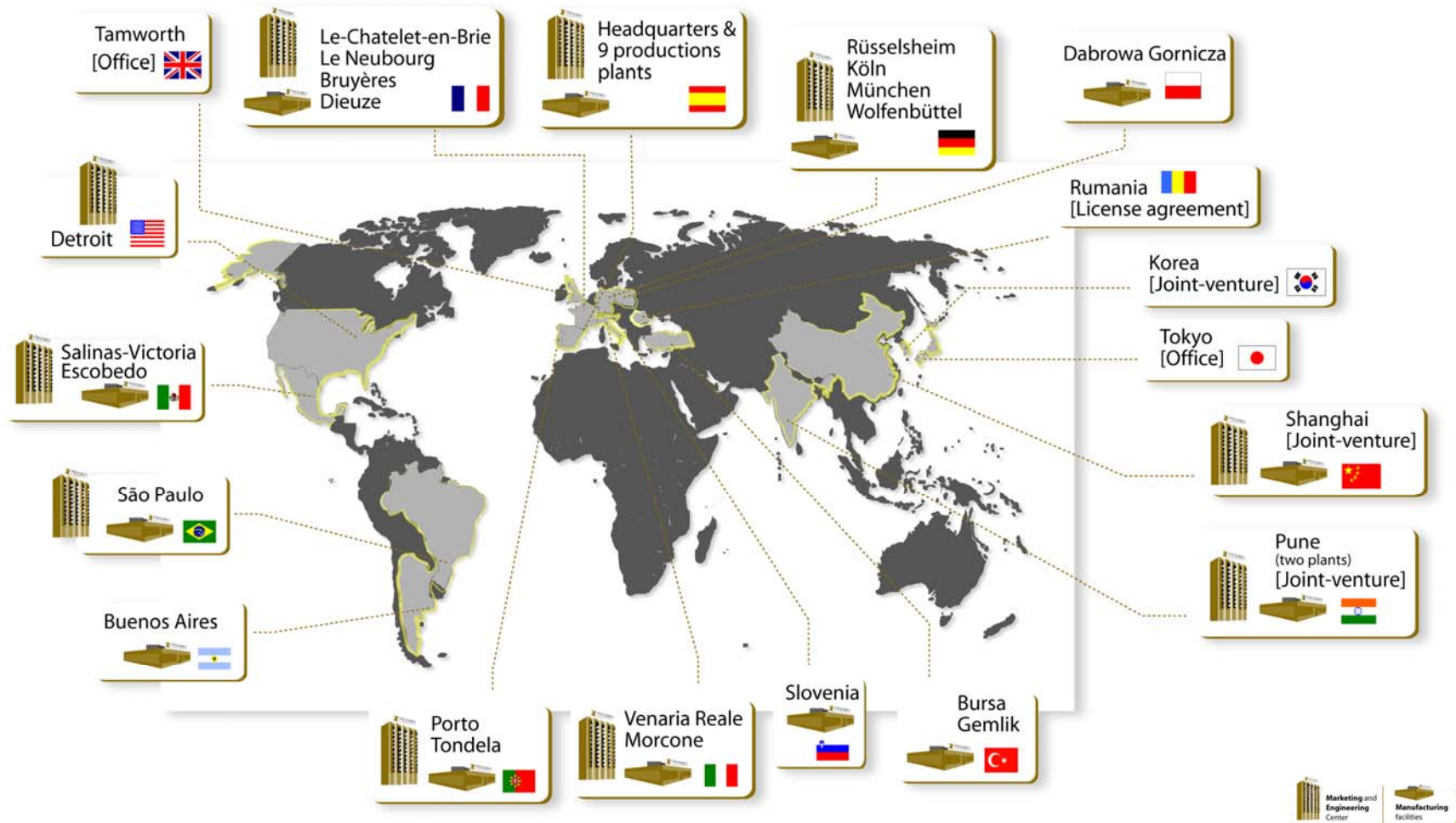
- Company founded in 1949 (Barcelona)
- 2005 Turnover: **824 M euros**
- 2005 Employees: **6,500 people worldwide**
- We are present in **18 different countries** and in 3 continents
- Our **R & D** investments represent the **4%** of our total Group's sales.



Almost 60 years of history



World presence



Ficosa business units



Rear-view
Systems



Command
& Control
Systems



Plastics
& Electrical
Systems



Advanced
Antennas
Systems



Commercial
Vehicles Sys.
& Comp.



Security
& Locks
Systems (JV)



Research & development centers



Investments in R & D
represents the 4%
of entire Group's sales



Industrial Ownership
Group FICOSA: 728 patents

TECHNOLOGICAL CENTER
R&D & Operational Headquarters
Mollet del Vallès
(Barcelona - Spain)

TECHNICAL CENTER
Wolfenbuttel (Germany)

TECHNICAL CENTER
Dieuze (France)

TECHNICAL CENTER
Detroit (USA)

TECHNICAL CENTER
Monterrey (México)



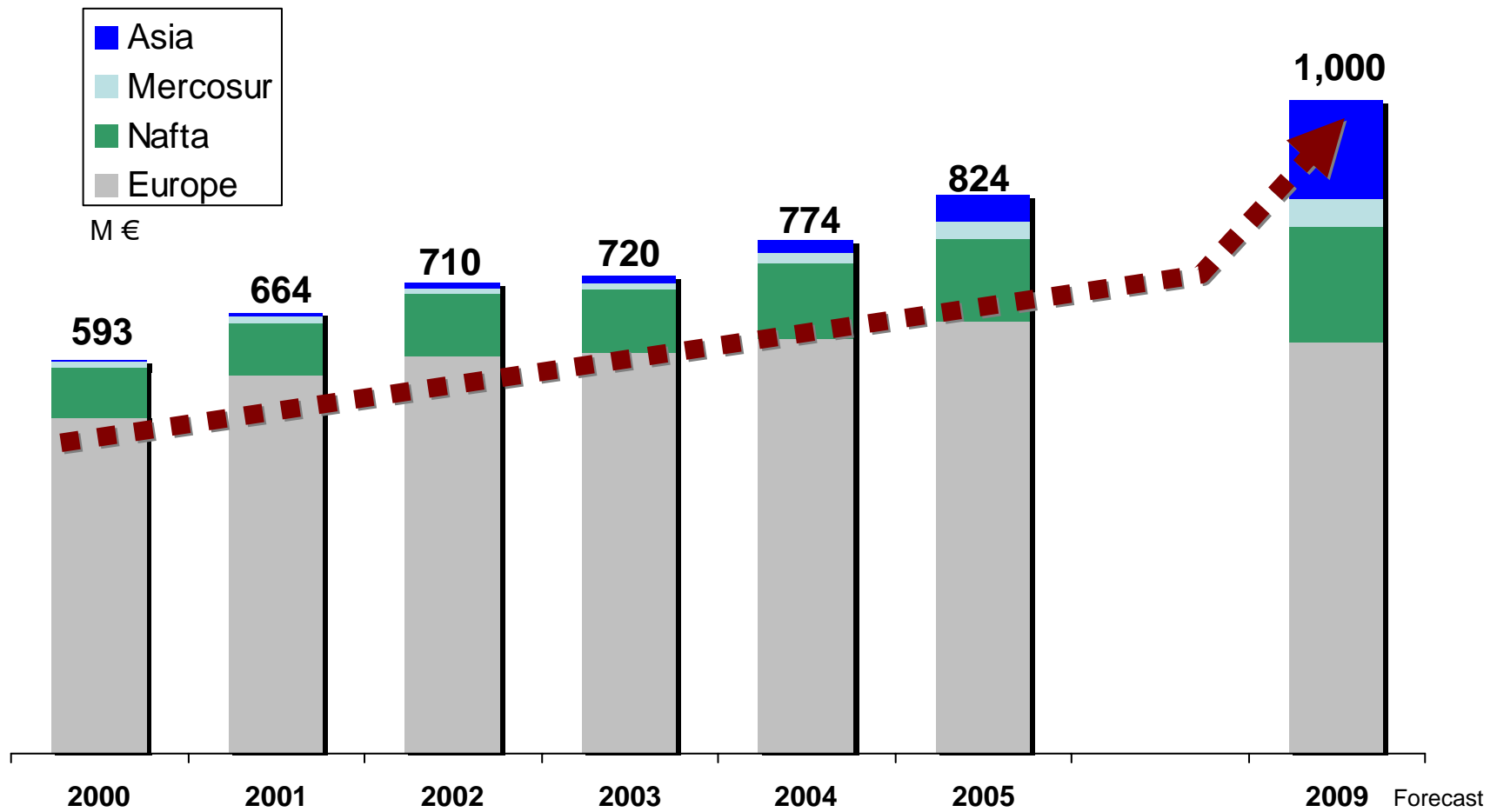
TECHNICAL CENTER
Venaria (Italy)

TECHNICAL CENTER
Porto (Portugal)

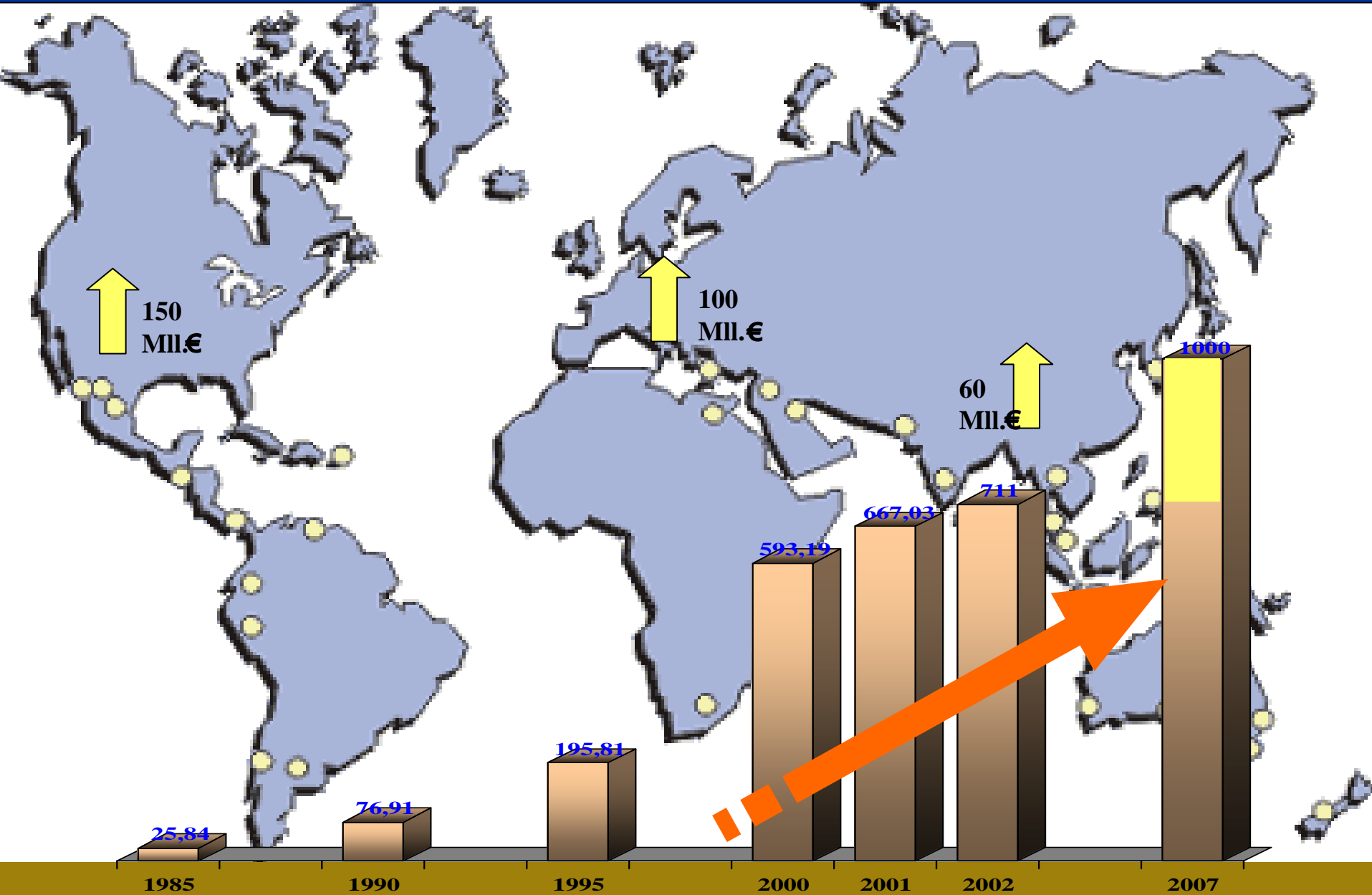
TECHNICAL CENTER
Sao Paulo (Brasil)

TECHNICAL CENTER
Pune (India)

Turnover



Sales/Geographic Dispersion/Culture



WHY A PROGRAM.... ?

FICOSA is growing...

**...Human Capital becomes
key & not enough**

**Excessive External
Selection for new Key Positions
in recent years**

**Excessive Turnover in
“Potential” people**

Corporative FICOSA Macro strategies & Goals

FUTURE PROGRAM OVERVIEW

1. Succession Matrix Process

2. FICOSA Management Development

3. Mentor

Results & Next Steps



Corporate Objectives

Desarrollar La Excelencia Organizativa

1.3 Conseguir planes de Sucesión para 75% de puestos ejecutivos.

Identificar substitutos para el 100% de los 1º ejecutivos de la compañía

Mejora Continua de Los Empleados

2.2 Implantar sistemas efectivos de incorporación de Personas

/identificación del talento

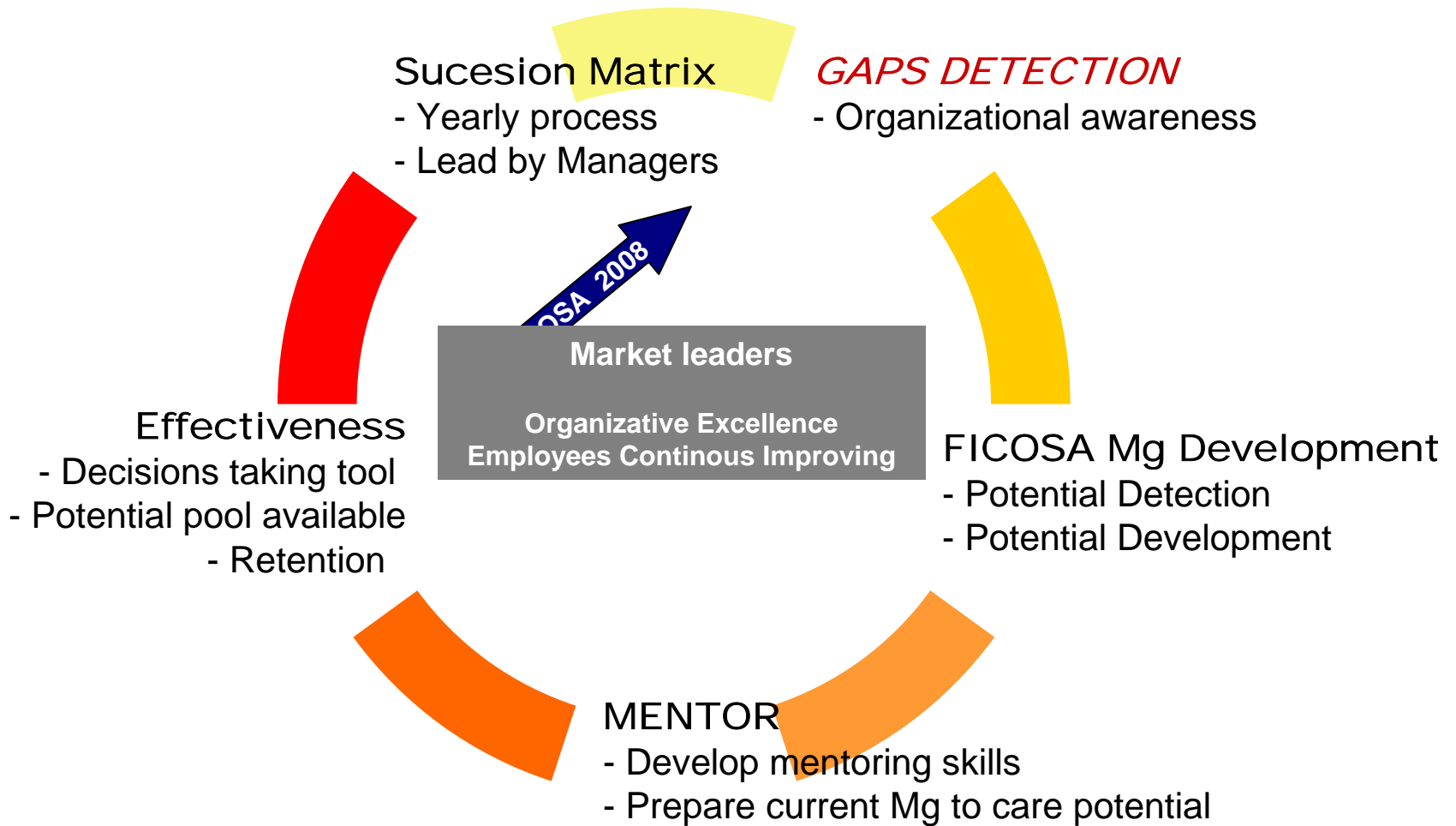
2.4 Desarrollo de las capacidades de liderazgo y aprendizaje

A decorative graphic consisting of a solid olive-green square with a smaller, slightly offset square cut out of its top-left corner.

Future Program Objectives

- Planificar mejor la Sucesión para roles claves dentro de FICOSA
- Identificar los empleados con mayor potencial de la organización
- Acelerar el desarrollo del colectivo “alto-potencial” a través de actividades formativas y Planes de Carrera/Desarrollo individuales
- Retener el talento de la organización
- Hacer una mejor Gestión de nuestro capital intelectual

Program Overview



1

Succession Matrix

- As a pre-work to Succession matrix workshop all the Directors must to fill in a Employee file for all the people that they consider could be a potential successor to Divisional Com.
- It is expect that they Scand his/her functional area including N-1, N-2....that means that is necessary to involve also Managers & HR from his directs reports structures
- The files will be send to HR contact a week before the workshop

- Short Employee professional curriculum presentation. Share information from the file. Reasons to the proposal.
- Managers open discussion to share complementary information
- Consensus about Matrix proposals
- Check by Div. Director to send it to Executive Com.

- Short Employee professional curriculum presentation. Share information from the file. Reasons to the proposal by Div. Dir
- Managers open discussion to share complementary information
- Consensus about Matrix proposals
- Closing & approval FICOSA Succ. Matrix

PREPARACIÓN SUCCESION MATRIX

Nombre		Puesto		Resultado	Obj %:	Eval Final:
Posibles puestos/proyectos futuros	-			Quando	-	
Preferencias de Empleado	-			Riesgo rotación no deseado	Si/No/ No se	
Experiencia & contribuciones más significativos	-					
Educación						
Puntos fuertes				Áreas más importantes de Desarrollo		
				-		
Objetivos de Desarrollo				Como (Puesto, proyecto, actividad, formación)		
				-		

Matriz de Sucesión – Comité de División (2003)

Position	Current Job Holder/s	Ready today	1-2 years	3 - 5 years	> 5 years
Div. Operations Director					
Div Technical Director					
Div. Quality Director					
Business Unit Director					

Succession Planning Matrix RVS BU '06

Instructions:

Inform in Column B all key positions in your work center / functional area (see section "3. Scope" in the FICOSA Succession Planning.doc). Include as many rows (key positions) as you may need or delete those that do not apply in your organization.

Inform in Column C current Job Holder/s. If job position has no current holder, inform "Open" in the corresponding cell.

As a team work, agree on key positions and complete the succession matrix with those potential successors that could occupy them today, in the short, middle and long term. **Empty squares are accepted!!** If you think there is no potential successor for a position in matrix, please do not "force" selection of someone.

Critical level*:

50%

Field to be informed. The critical level is the percentage from which the back up of a key position starts to begin in "danger" and actions should be taken (e.g. if we consider > = 50% this danger percentage, we have 5 back-ups for a key position with 10 employees).

RVS BU Committee

		Readiness to Promote			
Job Position	Current Job Holder/s	Ready today	1 year	2 years	> 2 years
Sales Director					
Sales Director					
Sales Director					
Projects Director					
Technical Manager					

Global Vulnerability Rate	Ready Today Vulnerability Rate	Vulnerability Rate in 1 year	Vulnerability Rate in 2 years	Vulnerability Rate in > 2 years
---------------------------	--------------------------------	------------------------------	-------------------------------	---------------------------------

Succession Planning Matrix

Instructions:

Inform in Column B all key positions in your work center / functional area (see section "3. Scope" in the FICOSA Succession Planning.doc). Include as many rows (key positions) you may need or delete those that do not apply in your organization.

Inform in Column C current Job Holder/s. If job position has no current holder, inform "Open" in the corresponding cell.

As a team work, agree on key positions and complete the succession matrix with those potential successors that could occupy them today, in the short, middle and long term. **Empty squares are accepted!!** If you think there is no potential successor for a position in matrix, please do not "force" selection of someone.

PLANT EXAMPLE!!!

		Readiness to Promote			
Job Position	Current Job Holder/s	Ready today	1 year	2 years	> 2 years
Plant Manager					
Production Manager					
Logistics Manager					
Quality Manager					
Process Manager					
Project Manager					
Engineering Manager					
Team Leader					

Technical Centre D&SS PL

		Readiness to Promote			
Position	Current Job Holder/s	Ready today	In 1 year	In 2 years	More than 2 years
CAD Manger					
Lab Manager					
Prototypes Manger					
Product Engineer Manager					
Quality Assurance					

Global Vulnerability Rate	Ready Today Vulnerability Rate	Vulnerability Rate in 1 year	Vulnerability Rate in 2 years	Vulnerability Rate in > 2 years
89%	80%	80%	80%	40%

1

Succession Matrix Process

Successful implementation process ww

Scope: Plants, Technical centers, BU Com. & Country Com.

Time table: June

Clear Process definition already in FICOSA culture:

Targets consensual as optimum

Different ponderation by years....

How we use the information:

Open a Management hiring include in process previous
SM review

Open hiring in areas with vulnerability 50% take in account

Staff positions (M. Eng, PP Mg)

External Executive training provide

Follow up developments plans & career plan

2

Management Development

- **Facilitate Development and Promote Retention of Key Employees**
 - Increase their self-insight
 - Heighten their motivation
 - Identify skills to focus on
 - Promote ways people can practise skills
 - Accountability (self and Ficoso's)

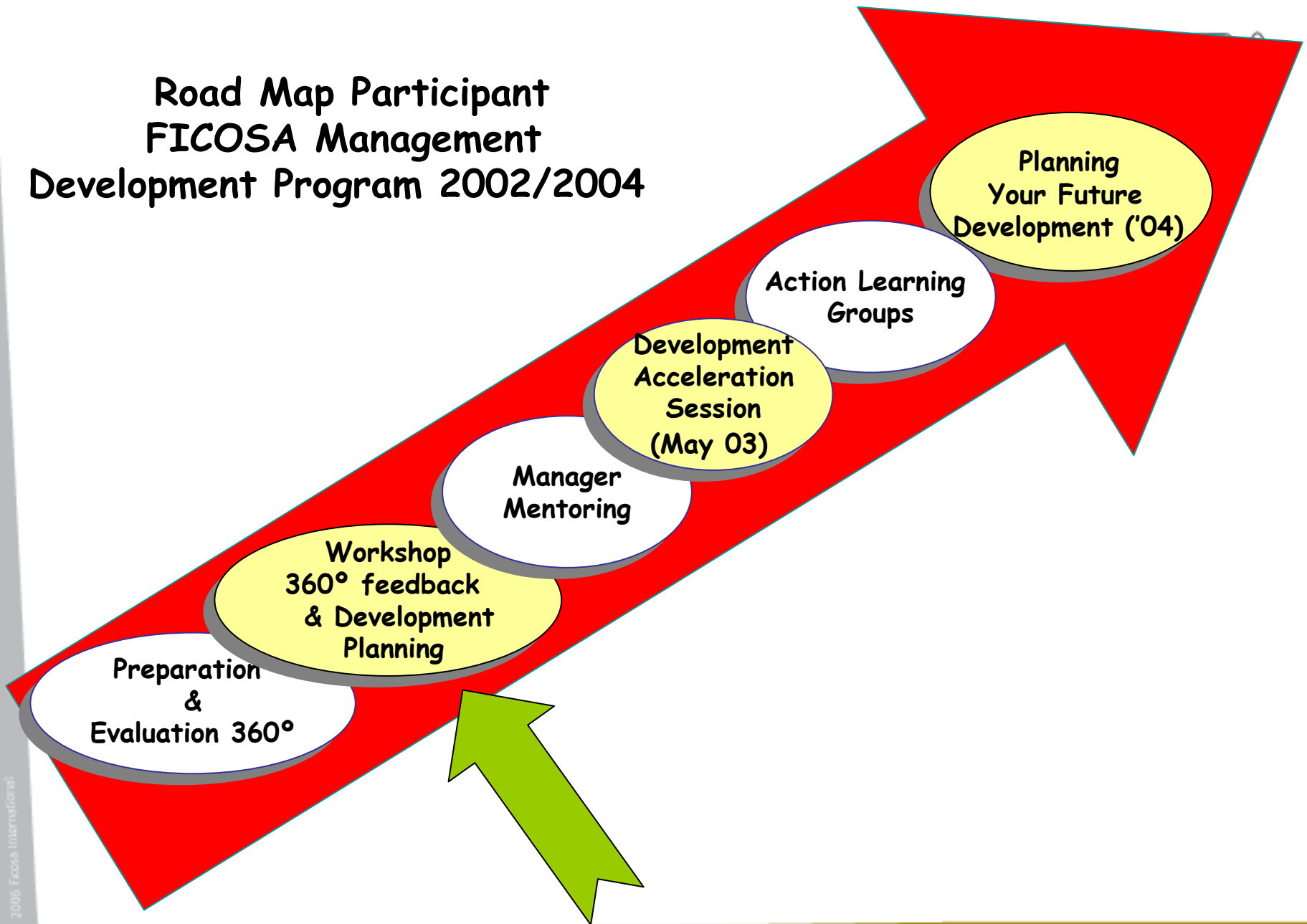
2

Management Development

Selection criteria:

- High performance. Exceed his/her current rol
- Live FICOSA values
- Able to assume more responsibility assignments in the organization (0-3 years) (*)
- Employee motivation to more responsibility job
- At least one year in FICOSA
- English
- Geographically Mobile
- *(*)Important! : Be participant in FICOSA Management development is not at all linked with a future promotion.*

Road Map Participant FICOSA Management Development Program 2002/2004



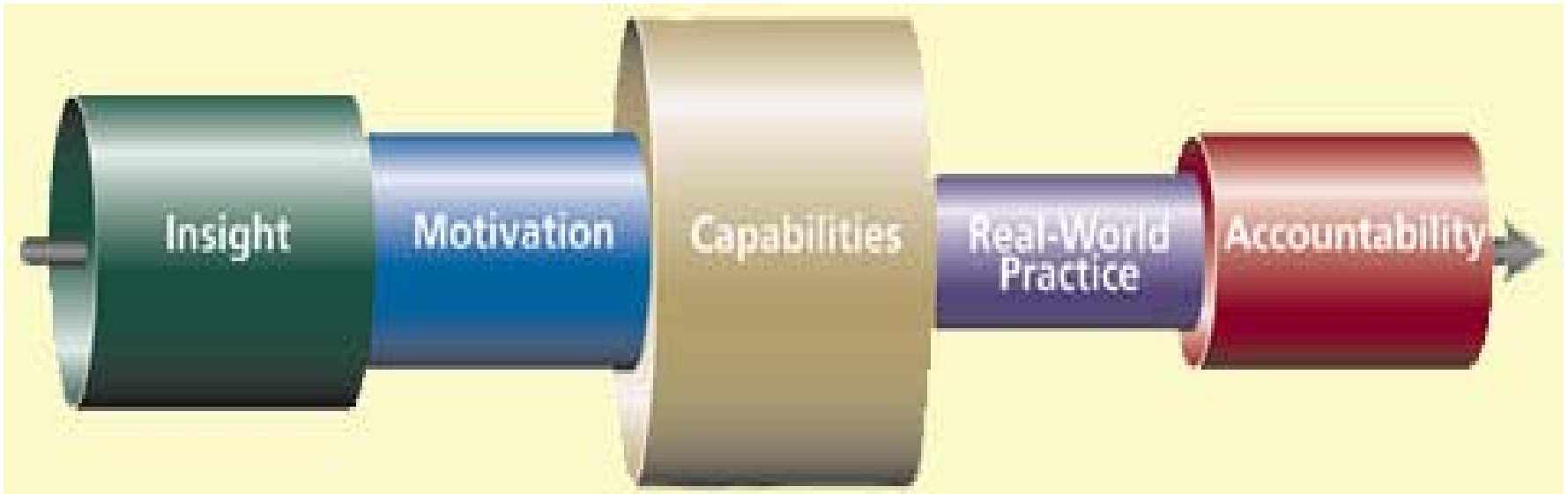
Programme Content

- Job-based 360-degree feedback tool
- Personality inventories
- Group discussions
- One-on-one work
- Practical tools to make development happen (Pipeline; GAPS; FIRST)
- Sessions facilitated by Ficoso role models

Outcomes

- Common language and Common understanding around what counts
- Personal insight and skill-level feedback
- Actionable Development Plan
- Group Feedback Reports

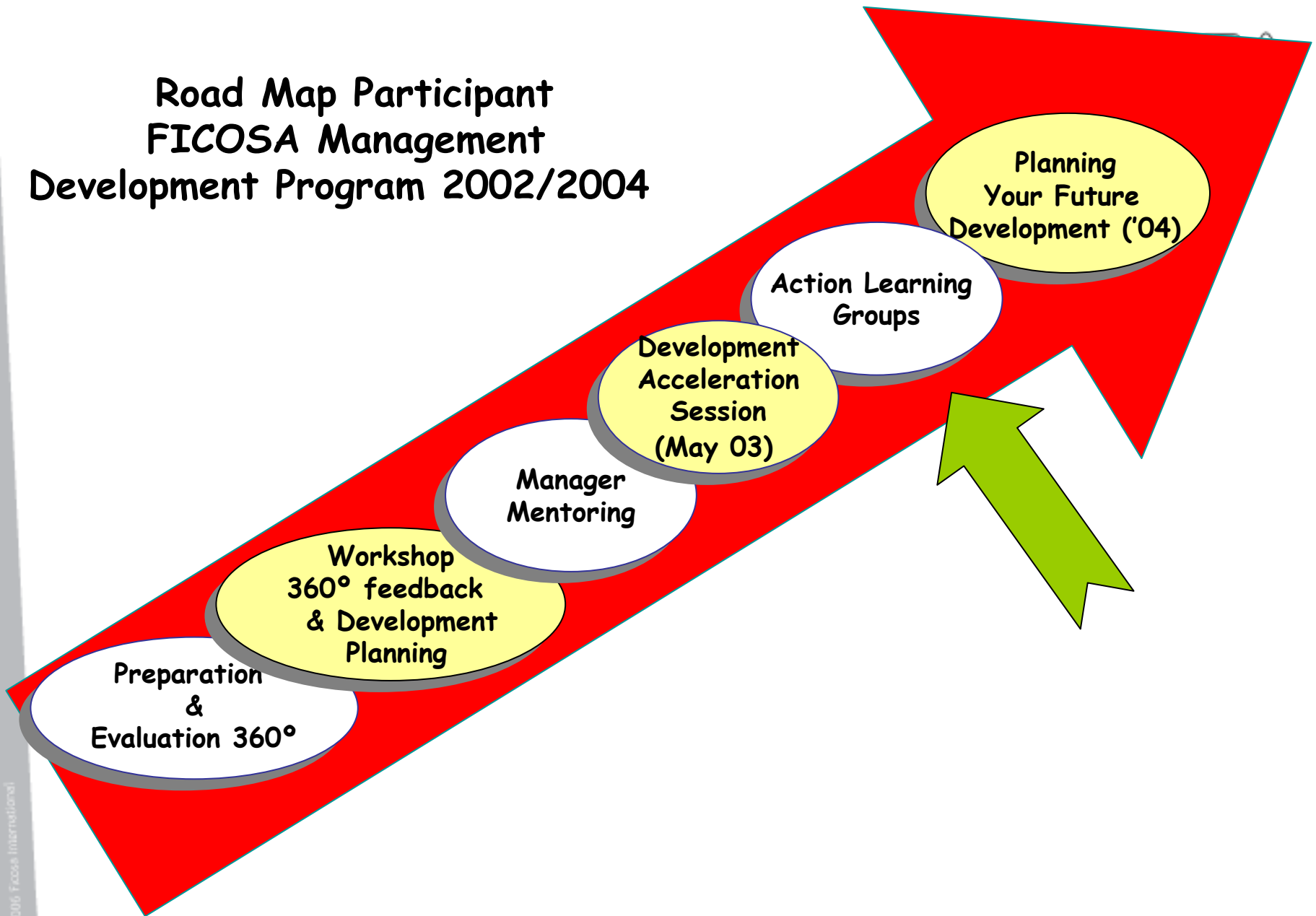
DEVELOPMENT PIPELINE
Conditions required for Development



How does Ficosa's organisational culture and climate facilitate or impede personal development?

Where are the constraints in the pipeline?

Road Map Participant FICOSA Management Development Program 2002/2004

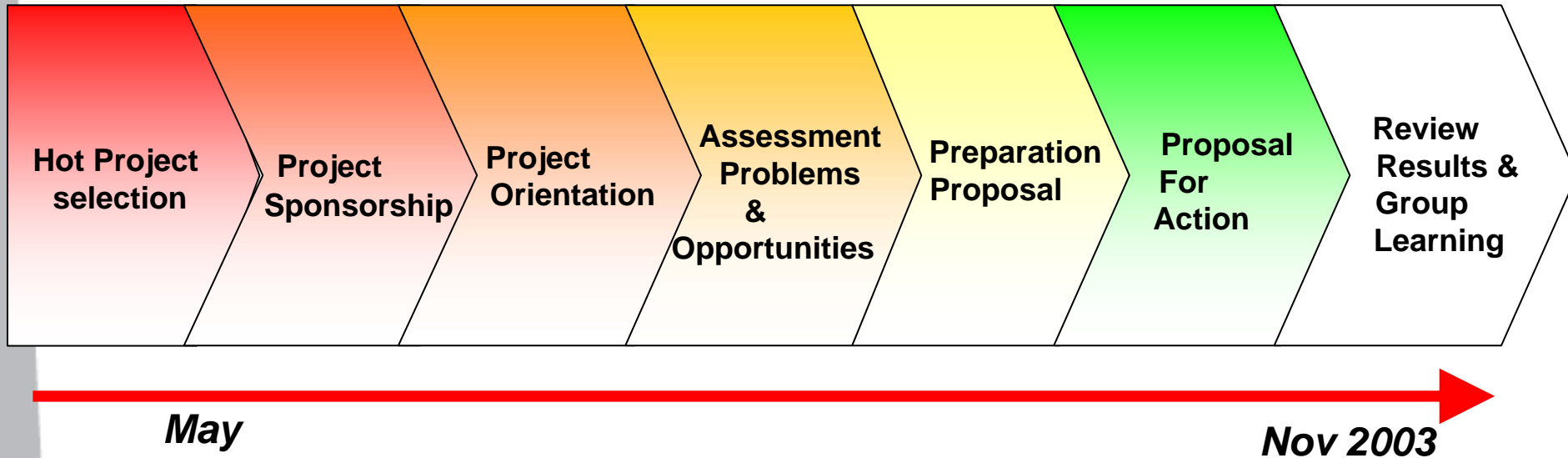


OBJECTIVES – ACTION LEARNING

Development of team participants in technical, leadership, and management capabilities:

- * Cross – functional & cross business knowledge
- * Team building skills
- * Global management skills
- * Change agency/core processes of leading change:
Analytical thinking, problem solving, project
planning, implementation & evaluation

PHASES ACTION LEARNING GROUPS



(* The implementation of action plan will normally depend on “buy-in” of interested parties, although some proposal may be implemented on a small scale by project teams to test initiative during process ej. In Phase 4).

“FICOSA HOT PROJECT” SELECTION CRITERIA

- ☑ Offer the opportunity for real business results and positive financial impact (revenue growth or cost reduction)
- ☑ Cut across businesses and impact total performance
- ☑ Support a FICOSA Corporate Long term objective
- ☑ Should be able to measure opportunities objectively
- ☑ Could be a solution to reduce bureaucracy, and remove inefficiencies from system
- ☑ Cover complex issues with many possible solutions
- ☑ Provide opportunities for leadership and management skills development
- ☑ Require cross-functional expertise to solve

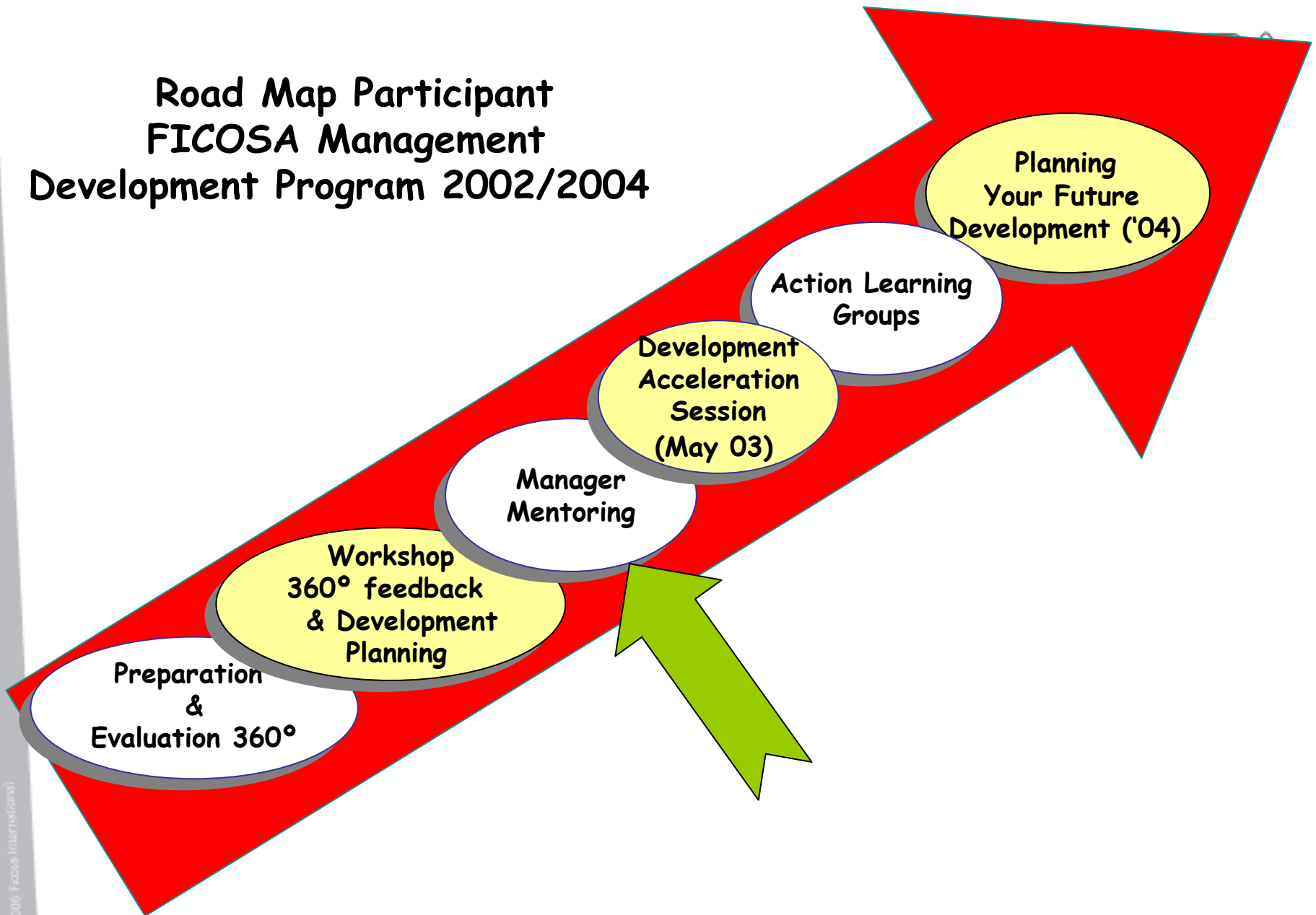
But....

- ☒ Project must not conflict with/duplicate any FICOSA department objective
- ☒ Team members can not propose issues to work on directly related to their own roles.
- ☒ Topic should be of strategic interest but should not take over day job! Project should not imply more than a 2 hour meeting and a couple of hours preparation each month.
- ☒ Project development should not require work time of other employees outside the project team

PROJECT TEAM GUIDELINES

- ➔ Must have a mix of people from different functional areas & divisions
- ➔ Teams 4-5 people
- ➔ Each team will be offered the support from a member of the Comité Ejecutivo during the process
- ➔ Team should have contact virtually or in person once a week
- ➔ Team should document & evaluate process

Road Map Participant FICOSA Management Development Program 2002/2004



3

MENTOR

MENTOR

**SUPERVISION
WORKSHOPS**

TRAINING

COACHING

3

COACHING TO THE MENTOR

Una vez realizada la formación grupal se trabajarían sesiones individualizada en coaching para ayudarles a desarrollar con mas eficacia su rol.

El proceso de mentorizar afecta al estilo de liderazgo y al modo como nos relacionamos con los demás. Compartimos la afirmación de que la primera responsabilidad de un directivo es gestionarse a si mismo.

Sesiones de coaching individual separadas unas cuatro semanas entre ellas, para ayudar a posicionarse con mas mayor eficacia como mentores

3

MENTOR

Sesión de Supervisión:

Consiste en un reunión, coordinada por un consultor externo, donde los asistentes presentan sus casos reales que son trabajados por el resto del equipo, quien elabora hipótesis y busca causas al tema planteado, dando, si así lo solicita la persona que lo ha expuesto, sugerencias de acción.

Además de aportar una mirada diferente al problema planteado, el grupo se “adueña” de la metodología para utilizarla en un futuro autónomamente. Es altamente recomendable. La combinación del mentoring con la supervisión aumenta el aprendizaje de manera muy significativa.

4

What we learn....

33% deja la compañía, en muchos casos se registra en la entrevista de salida falta de promoción, no respuesta a las expectativas... (capacidades, compromiso, aspiraciones...)

Falta de comunicación suficientemente potente a Directores implicados que garantice participación activa...

Criterios de selección debiles, encontramos casos de bad performance en ese colectivo, se incluyeron criterios de % por Divisiones que desvirtúa la selección...Managers promocionados a Directores y con exito no contemplados en el programa...

Scope demasiado amplio, tanto sucesión, como potencial para escalar siguiente nivel...hay una intersección pero aqui teniamos limites borrosos.....

Capacitar a todos los Directores/Mg en mentoring...demasiado amplio falta de motivación, seguimiento...de algunos

Mucho colectivo 36, imposible de seguir por equipo corporativo

Falta de descentralización de los programas de Desarrollo Directivo y Mentor

4

Next steps....

1. **FOCUS** absolutely **SUCCESSION** just ready today & one year (No more that 15) & for Directors (short/middle term focus)
2. Selection criteria objective by **external assessment**, no numerous clauses from business or countries “meritocracia”
(lack of big budgeted make maybe choose use it in development actions better that assessment)
3. Lot more as a **Frontload** to the program. Need to share with the organization what doesn't mean to have an employee in this kind of actions, be prepared to move them ww as a development need...staffing positions (consider them as overmanpower..)
4. Define **internal or external mentors** for participants **based in mentor & participants skills & needs** (“not the boss”) also with previous assessment.
5. Develop a **independent program, to be decentralized**, about **potential** for the next level development... Regions empowerment (using External Business School training/ Dev. that we take out of performance Evaluation System that was to ambitious again)