

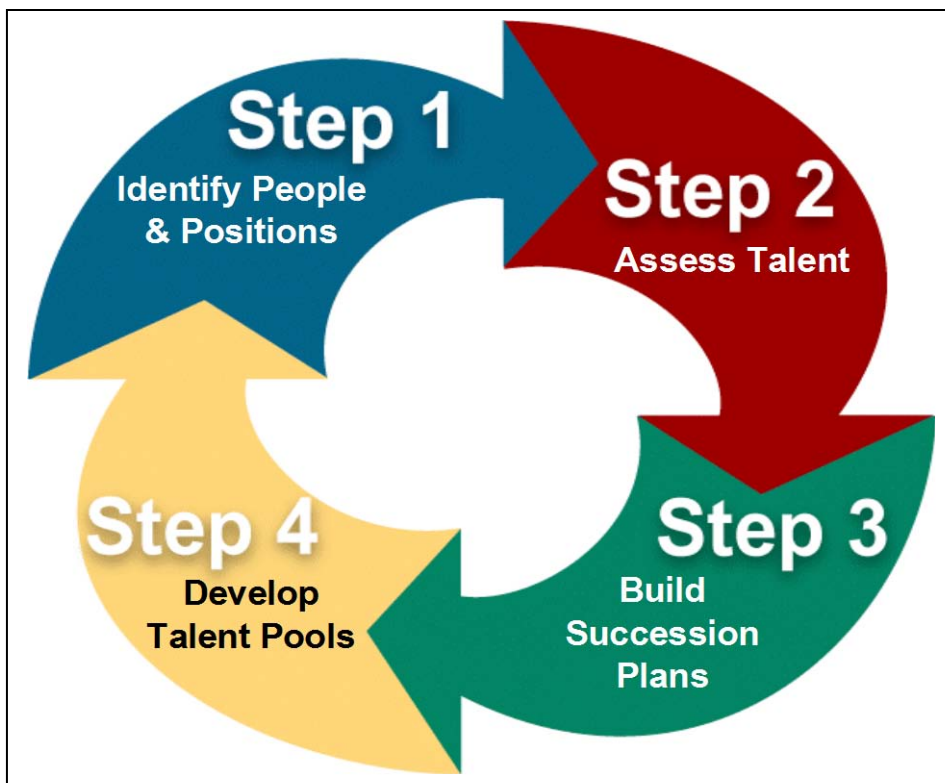


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Luxottica's Key Talent Process and Development

The purpose of this document is to provide an overview of Luxottica's Key Talent Process, development approach, and the final summary of results, learnings, and feedback about the developmental strategies used. A high-level overview is outlined below. Details are provided in the following pages.

Key Talent Process and Timelines



Step 1: Identify Key People in the organization by reviewing performance ratings, assessing potential, and reviewing profile. Critical positions are identified by Executive Leadership.
Timing: Q1

Step 2: Executive Talent Boards calibrate Talent across the organization
Timing: Q2

Step 3: Succession Plans are proposed and finalized
Timing: Q3

Step 4: Development strategy (Assess, Challenge, Feedback) is determined for identified Key Talent via recommendations from the Executive Talent Boards, Supervisor input, and Key Talent input. Customized Career Development plans are put in place.
Timing: Q3 – Q2 (the following year)

Developmental Strategy

Development focused on a combination of learning activities that combined personal development and action learning while achieving business results. The extent of the development activities depended on tenure and position. The objective was to accelerate Key Talent (Stars/Rising Star) development by providing challenging opportunities through an action learning approach—combining real business challenges with just-in-time learning. This year, our focus is on the engagement of the supervisor in the development process (see details in Appendix A and B).

Key Talent Process and Development Results

Below are key themes that emerged and/or a representative sample of supervisors' responses:

What worked well in this year's key talent program?

- Program structure—was great because it was consistent for all brands and all candidates; having the Leadership Development Team take the lead and help track results; process to move individual into a stretch assignment, documentation
- Leadership Development Specialist touch-bases—discussions between Leadership Development advisors and the participant worked well
- Group discussion calls/meetings—participants were exposed to and had informative personal discussions with top leaders within the organization ... these individuals related anecdotal stories and personal guiding principles that served as great examples for the candidates ... informal road maps to success not described in a text book
- Focus on development—Think Tanks, Group Projects, Speaker Series provided a chance to grow beyond current job ... very motivational; a focused Career Development Plan and focused development on key individuals made following up on and discussing developmental activities much more effective

What did not work well in this year's key talent program?

- Key Talent Process communication to VP level and below
- Executive's active commitment in delivering the "Executive Speaker Series" for Key Talent
- Not enough communication with the direct supervisor



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Appendix A

2009 Luxottica Retail Key Talent Development Program

This outlines the developmental activities and events planned for CSC¹ Key Talent and their Supervisors.

Purpose/Objectives

The purpose of the Key Talent Development Program is to ensure each Key Talent associate is equipped with critical success strategies and tools to accelerate their development, and ensure Luxottica Retail has a supply of leaders ready to execute current and emerging strategies. For newly promoted Key Talent, the goal is to accelerate their transition (i.e. get them up to speed faster and help them achieve more sooner). Success in accelerating transitions into new roles could represent a tremendous gain in performance and productivity for the organization.

Benefits to Luxottica Retail

- Enhancement of critical skills required to achieve company goals
- Leaders who are better prepared to meet continually evolving business needs
- Higher levels of engagement and enhanced retention of Key Talent associates
- More visibility into Key Talent associates by senior leadership

Summary of Events/Activities For Supervisors of CSC Key Talent

At Luxottica Retail we believe development is a partnership. While each associate owns their own development, it is our responsibility—as an organization—to provide them with the support they need, when they need it, to help them succeed. We also believe that central to the success of development is the active involvement of the participant's Supervisor.

With this in mind, outlined below are the expectations for Supervisors of Key Talent (expectations for Key Talent associates are outlined on the following page):

Timing	Activity/Event	Details/Notes
October	Development Kick-off/Orientation	Attend a 1-hour orientation session to review Key Talent Development Program details, expectations for Supervisors, answer questions, etc.
October/November	Key Talent Career Development Plan Completion	Collaborate with Key Talent direct report to assist them with Career Development Plan completion. Note: Career Development Plans should take into account results from 360° feedback, Performance Review, Executive Talent Board feedback, etc.
October/November	Coaching Plan	Review Key Talent direct report's Career Development Plan and create a plan outlining how you will support/facilitate their development objectives.
Ongoing (Monthly)	Developmental Touchbases	Meet with Key Talent associate monthly to discuss development progress, what's working/not working as they execute their plan, challenges, learnings, what additional support they need, etc. (the expectation is that each Key Talent associate will continually make consistent progress on their development plan).
Ongoing (Monthly)	Feedback/Coaching/Support	Provide ongoing coaching and feedback; help provide opportunities to be involved in special projects, remove barriers, etc.; champion/promote Key Talent direct report to other leaders; provide support in making it possible for Key Talent to participate in important developmental events and activities.

¹ Cincinnati Service Center (Luxottica Retail Home Office)

Appendix B

Summary of Developmental Events/Activities For CSC Key Talent Associates				
The purpose of the Key Talent Development Program is to ensure each Key Talent associate is equipped with critical success strategies & tools to help accelerate development & ensure Luxottica Retail has a supply of leaders ready to execute current and emerging strategies. For newly promoted Key Talent, the goal is to accelerate their transition into their new role (i.e. to get up to speed faster & achieve more sooner).				
Timing	Activity/Event	Newly Promoted Key Talent	In Current Role Key Talent	Details/Notes
September	360° Feedback Assessment(s)	●	●	Participation in 360° feedback will provide valuable insights about business and leadership capabilities; feedback tool (i.e. whether LPI, PDI, Belbin, etc.) will be based on audience/need.
October	Development Kick-off Meeting	●	●	1-day Kick-off Meeting (date and details to follow); agenda to include: delivery of assessment results, Career Development Plan training, executive Q&A session and networking opportunities.
October	Customized Career Development Plan	●	●	Post the kick-off meeting, partner with Supervisor to complete (plans should take into account results from 360° feedback, Performance Review, Executive Talent Board feedback, etc.).
Ongoing (Monthly)	Developmental Touchbases	●	●	Monthly developmental touch-bases to discuss progress, challenges, learnings, etc.
Ongoing (Monthly)	Supervisor Support	●	●	Supervisor to provide ongoing coaching and feedback; promote Key Talent direct reports to other leaders; help provide opportunities to be involved in special projects, remove barriers, etc. (as appropriate to individual's development need)
Dates TBD	Leadership Capability Seminars	●	●	Periodically, formal training seminars* will be scheduled to provide development in capabilities that the Executive Talent Board identified as relevant and essential to the company's success—at the end of each seminar, a Luxottica Retail senior leader will address the group about application and how the topic ties to our world. *These will be 1-2 day seminars (dependent on topic); held every few months.
Starting in November	Developmental Discussion Groups		●	The purpose of these groups is to provide the opportunity to network and provide mutual support, reinforcement, motivation and feedback and to share developmental resources; a Leadership Development Specialist will be assigned to support the group collectively and individually; groups will meet for 1½ hrs every 4-6 weeks.
Ongoing	Executive "Lunch & Learn"		●	Senior Leaders will invite individuals/small groups to lunch/breakfast, to spend time/travel with them, to attend Executive Council or VP meetings, etc., based on development needs and as appropriate.
Starting in December	Development Update		●	Every 4-6 weeks submit development update to Leadership Development Team on development progress/learnings/activities.
2010 (Dates TBD)	Business Simulation		●	Participation in a business simulation will be offered in 2010 to provide a macro view of how the organization works and to reinforce and further develop business acumen, strategic thinking, leadership, etc.
By Invitation	Attack Teams or Think Tanks		●	Periodically, opportunities to work on real business issues/initiatives will arise—in the form of Think Tanks or Attack Teams*—these will be by invitation and based on Key Talent's availability/interest as well as Supervisor's approval. *Attack Teams require a 15-25% time investment; Think Tanks typically involve a 2-3 hour time investment.