



Elite LEAP-WorkOut Objectives

- Senior (more than six years old) outstanding supervisors under the Executive Coach, directly involved in the work of highly relevant issues, become an important program of Advantech's talents.
- Through the customized IDP (Individual Development Program), accelerate the cultivation and extraction of talents, and practice promote from within, to accelerate Advantech's future growth.
- Through Elite LEAP WorkOut, we aim to upgrade the high potential supervisors and accelerate to take on more important positions.

Elite LEAP Workout Process



Assist high-potential supervisors to complete customized innovation projects and accelerate their role in next advanced scope



- Proposal Presenter
當責主角
- Executives
高階指導
- Investigator
專案幕僚
- Host
主持人
- Workout Member
同期學員
- Core Team
專案團隊

Highlights

Principle: The issue of important changes in the medium and long term requires inter-departmental coordination. After the Executive Team Coaching, the candidate is mainly A-Talent. Through this issue, Empowerment is given.

- limited Talent per season
- Topic driven
- Selected by the people
- Parallel discussion

- Selected topics, core teams join until the case is closed
- Unify Presentation Format: Agenda Consensus, Focus, and Key Strategy & Expected Results
- Parallel discussion in the form of Pre-discussion + Workshop

- Report Out does not pass the modification to completion; if the responsible supervisor does not really assist the PP to guide, it will not continue after evaluation.

Talent \ Topic

Pre-discussion

Parallel discussion

Decision Proposal

Final Presentation

- **OKR spirit**
- **Focus of the topic**
- **Action oriented**
- **Decision-oriented**

- The latter part of BP&A is responsible for following up with Biz to facilitate cross-sectoral reform
- Decision-making is key, BP&A is connected in series, needs to operate, and the horizontal string is connected smoothly.

- In the future, Owner will be responsible for VP and KC will participate once (decision-making)

Elite LEAP WorkOut Role & Responsibility



Executives

- As a Consultant
- Start with Why, fully communicate the teamwork background & Deliverable expectations to the team
- Recommended material (book/article) & external resources

BP&A/Investigator

- Support Coach & Core team member identify
- Support Org process change
- Meeting minutes

Proposal Presenter

- Confirm theme and work schedule
- Leading core direction and setting goals and execution directions
- Leading team members to innovate
- Communicate fully and proactively integrate the workout and update the progress/content to Coach/KC

Host

- Meeting facilitator
- Inform meeting attendees
- Host Parallel Discussion workshop
- Agenda & time management

Core Team Members

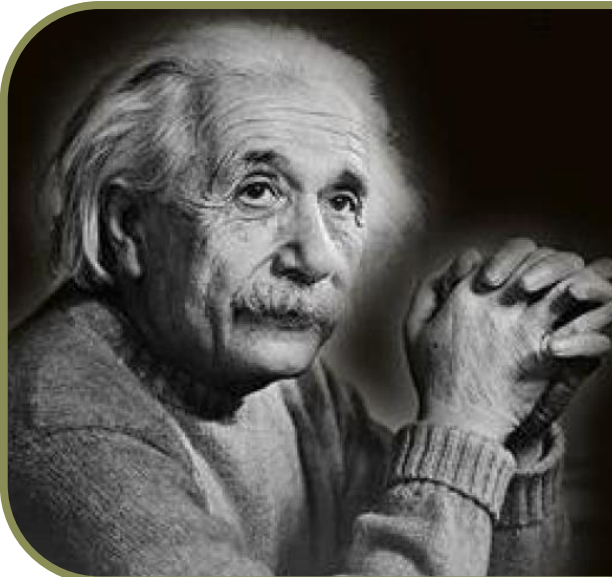
- Fully support
- Solid execution



Why Parallel discussion ?

- **Key issues defined by the pre-discussion, through the perspective of LEAP WorkOut Members' diversification and outside in questions, revalidate key issues and assumptions, and further propose possible solutions.**
- **Enhance cross-departmental understanding and collaboration through LEAP WorkOut Members' parallel discussion interactions, moving toward EXO's organizational operations.**

Parallel discussion to identify key questions



If you give me an hour to solve a problem that will affect my life, I will spend 55 minutes to decide the key question.

Because when I know the key problem, I can solve the problem in 5 minutes.

Albert Einstein

Parallel discussion Workshop Agenda Flow

Time	Topic	Content	Key Person
5''	Opening-Introduction to Today's Process & Ground Rule & (Confidence without NB, punctuality, right thing, open minded)		Host
10''	Proposal presenter share topic with slides	<ul style="list-style-type: none"> • WorkOut Topic • Theme background description • The key issue 	Proposal Presenter
30''	The first round of multi-angle questions	<ul style="list-style-type: none"> • Clarify the problem • Confirmation hypothesis • Continue to ask deeply 	WorkOut Members
5''	Group self-assessment confirms consensus	<ul style="list-style-type: none"> • Self-evaluation for consensus • Confirm the key issues of PP 	Host
15''	The second round deep dive	<ul style="list-style-type: none"> • Targeted key issues • Crossing continues to ask 	WorkOut Members
10''	Proposal presenter asks everyone questions	<ul style="list-style-type: none"> • Everyone has a streamlined answer 	Proposal presenter
10''	Action Plan & Suggestion collection	<ul style="list-style-type: none"> • Proposal presenter writes down key action plans • Everyone gives advice & can be supported by specific actions 	WorkOut Members
5'	Host shares the observed advantages and improvements		Host

Parallel Discussion Host

- Participants : up to 8 members to join
(including 2 topic guest expert)
- Duration : Each session 60-90 mins
- Location : meeting room
- Voice sharing for external executives to listen
- Slide share: TEAMS meeting
- Miscellaneous: Snacks · record sheet



Business Benefits – Performance Improvement

#	Location	SBG	LEAP Workout Program Topic	Performance Improvement that brings good impact to business	Promotion
1	ACN	ISG	Three-Year Performance Doubling Plan for Anhui Region	Lead the team to meet/over the quota and MP target in 2023	To E2 Sr. Manager
2	ACN	IAG	IIoT-IA SAE Team Establishment and Empowerment Phase I/II Product Development, and Consideration of Organizational Adjustment and Resource Allocation to Utilize Industry Knowhow to Enhance Technical Development Cooperation in Customer Vertical Fields	Acting as a BP Leader and lead the in 2023	
3	ACN	IAG	How to Quickly Regain Growth in Phase II Opportunities to Support the Development Model of Vertical Fields in the Northeast Region and Replicate and Expand This Vertical Field Nationwide	Integrate the core vision of high level management team and his own thoughts to drive his team to grow.	
4	ACN	EIoT	How to Strengthen RISC Products and Standardize Design-in Services to Improve Customer Satisfaction and Achieve Business Growth?	Enlarge his management scope year by year and acting for more business development.	To E1 Manager
5	ACN	CIOT	ENPD(CN) Sector	Enlarge his management scope year by year and acting for more business development.	
6	ACN	AKTC	IRS Deepening Global POS Market Operations and Breakthrough Strategy Based on the Chinese Market	Integrate the core vision of high level management team and his own thoughts to drive his team to grow.	To E2 Sr. Manager
7	ACN	AKTC	Under Sector Driven Approach, Focus on Industry, Accumulate R&D Technological Energy, and Empower Digital and Intelligent Upgrades	Integrate the core vision of high level management team and his own thoughts to drive his team to grow.	To E2 Sr. Manager
8	ACN	AKTC	Focus on the Smart Cockpit Industry, Develop >\$10M Key Accounts through Hardware and Software Solutions	Lead the team to meet/over the quota and MP target in 2023	To E2 Sr. Manager

Business Benefits – Performance Improvement (cont.)

#	Location	SBG	LEAP Workout Program Topic	Performance Improvement that brings good impact to business	Promotion
9	ACN	WISE-IOT	Market Model and Application of AI Industrial Inspection in iAutomation	Integrate the core vision of high level management team and his own thoughts to drive his team to grow.	
10	ACN	WISE-IOT	WISE-iFactory Product Development Planning and Operations	Acting as a BP Leader and lead the in 2023	To D2 Supervisor
11	ACN	WISE-IOT	Unattended Station Product Planning and Application Analysis	Integrate the core vision of high level management team and his own thoughts to drive his team to grow.	
12	ACL	Marketing	Become Top 3 Global Taiwan Brand in 2030		
13	ACL	ICVG	Principles of Operational Excellence in Software Development	Enlarge his management scope, job scope, and lead software team.	
14	ACL	IIoT	Partnering with Industry Peers to Become the Leading DAQ Solution Provider in the Chinese EV Component Measurement Equipment Market	Lead the team to meet/over the quota and MP target in 2023	
15	ACL	IIoT	DCG Active Component (IC) Management	Integrate the core vision of high level management team and his own thoughts to drive his team to grow.	To Director
16	ACL	IIoT	Integrate R&D Resources and Utilize Effective Training Tools to Construct an Engineering Service Team Training Program, Enhancing Overall Professional Skills	Acting as a BP Leader and lead the team in 2023	To Director