



EXHIBIT III: PERSONAL ASSESSMENT PORTFOLIO (PAP)

Company XYZ – AFRICAN AMERICAN TALENT INVESTMENT (AATI)

“... The [African American Talent Investment] AATI Development Experience is a new experience that American Express is piloting in 2011 ...

The AATI is designed to create and maintain an inclusive culture at American Express which enables us to increase our representation and retention of our senior African American talent at Band 45 plus levels. The focus of AATI is to create sustainable solutions that attract talent, develop and promote talent to Band 45 plus positions, and increase our retention at this level. Our AATI solutions focus on Band 40-60.

... We are looking to create systemic cultural change and each of you play an integral role in ensuring the continuity and sustainability of this change at American Express.”

Jane Doe
Chief Diversity Officer & VP, Executive Recruitment

AATI RESULTS: MARCH 2011 TO AUGUST 2011

The AATI is designed to deliver ...

- Increased network of multi-level, powerful sponsors
- ***Increased promotions, crucible roles, rotational assignments***
- Enhanced engagement experience
- ***Commitment: stay, thrive, expand/elevate business impact***
- Empowered leaders (Participants, Participant Leaders, Relationship Leaders)
- Comfortably build key relationships
- ***Increased “E” – Exposure***
- Cultivate/Enhance Executive Panache

During the first 5-months of the AATI, significant strides have been made in achieving the goals of the initiative. Participants have had increased exposure and direct interaction with Company XYZ Senior Executives; several have stated that participation has increased their commitment with Company XYZ, as well as empowered them to “take charge” of their careers and seek opportunities to expand/enhance their performance to “elevate business impact”.

AATI Performance	
Promotions	
Crucible Roles	
Rotational Assignments	
Commitment to Stay (Retention)	



EXHIBIT III: PERSONAL ASSESSMENT PORTFOLIO (PAP) - CONT'D.

AATI KEY FINDINGS

Interviews: Participant Leaders and Relationship Leaders	• PLs are invested in the career success of their AA Directors • PLs are committed to do what is needed • PLs believe they need more insight on the nuance factors impacting AA Directors' success • Relationships between the AA Directors and RLS are underdeveloped and limited in scope • Some PLs and RLs agree that the AA Directors are strong contributors, making sustainable contributions to the organization. However, these contributions are not perceived as meriting promotions to the VP ranks.
Relationship Calibration Process (RCP)	• Facilitated Pair Consultations are generating critical conversations between AA Directors and their PLs, on topics that have often not been discussed • Some Facilitated Pair Consultations are requiring follow-up with the RL, to address career status issues and behaviors expressed during the consultation • Overwhelmingly, the majority of relationships between the AA Director and PL are positive, but room exists for more in-depth exploration of the nuances of these relationships • RLs are underutilized as a source of feedback, career planning and advocacy • AA Directors view themselves as strong contributors, making "sustainable" contributions to the organization • AA Directors love their assignments and the career growth afforded by Company XYZ • AA Directors are invested in a long-term career with Company XYZ. However, they are prepared to leave the organization if promotions are not forthcoming within a reasonable period of time.
Cultural Archetypes	• Performance/Work/Career (59.5%); Image (57.0%); Personal/Family Relationships (50.0%) are the 3 Archetypes recognized as being strongest, within the Work Environment
P.I.E.	• AA Directors experience huge gaps in "Exposure" opportunities and relationship building above the Band 50 level • Limited "Straight-Talk" and clear feedback on "Image" and "Exposure" issues are deterrents, to some AA Directors "Executive Panache" development
P.I.E. Enhancers & Deraillers	• Some AA Directors have utilized a set of survival behaviors, which are derailing to their VP career aspirations • Ability to get collaboration and support from diverse groups, is universally viewed by AA Directors as being their strongest Enhancer
Kolbe Workstyles	• AA Directors representation across 4 Kolbe Modes ○ Fact Finder: Instinct to Probe = 83% ○ Follow Thru: Instinct to Pattern = 50% ○ Quick Start: Instinct to Innovate = 7% ○ Implementer: Instinct to Demonstrate = 0%