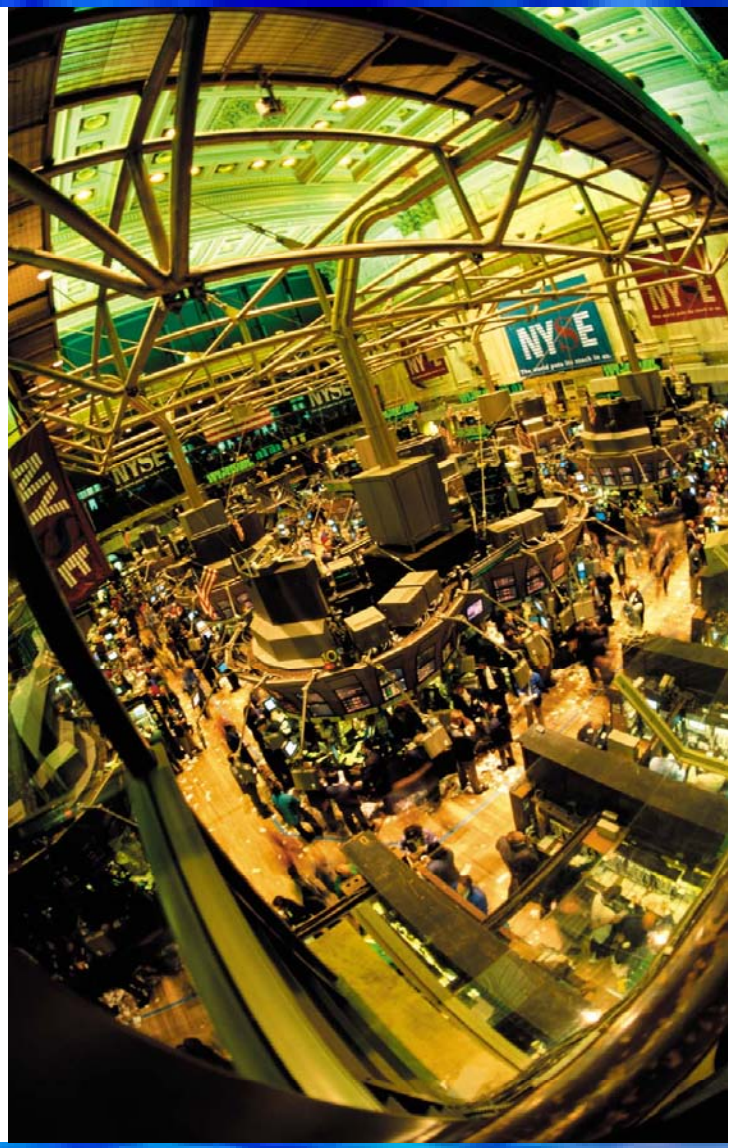
Partnering For Profit

- **Dayton Power & Light**
  Dan McCabe, Senior Vice President
  and Chief Administrative Officer
- **University of Dayton**
  Lisa Beutel, Director, UD Center for
  Leadership & Executive Development
- **International Leadership Associates**
  Steve Coats, Managing Partner

DPL Inc.: A Mid-Cap Electric Utility

- NYSE Listed as DPL
- Over **$3.25 Billion** Market Cap
- **$1.6 Billion** in Annual Revenue
- **$3.7 Billion** in Assets
- Investment Grade Debt
- $1.21 Dividend per Common Share



About DPL

- Service territory encompasses **24 counties** within **6,000 square miles** in West Central Ohio
- Portfolio totals **3,812 Megawatts** of generating capacity
- **14,000 miles** of transmission and distribution wire
- **Strong relationships** with the communities we serve to support economic growth and enhanced quality of life

Service Area and Generation Assets

DPL Inc.

- Population of **1.3 million**
- Over **500,000 retail customers**
- **Expanding military presence** at Wright Patterson Air Force Base
- Attractive local universities provide source of **well-educated employees**

Service Area and Generation Assets

DP&L Brand Campaign

The Business Imperative

The electric utility industry is facing the **greatest level of change in its history** (regulatory, economic, environmental, labor force). DPL must be prepared to respond to these challenges to remain competitive and to continue to deliver industry leading results.

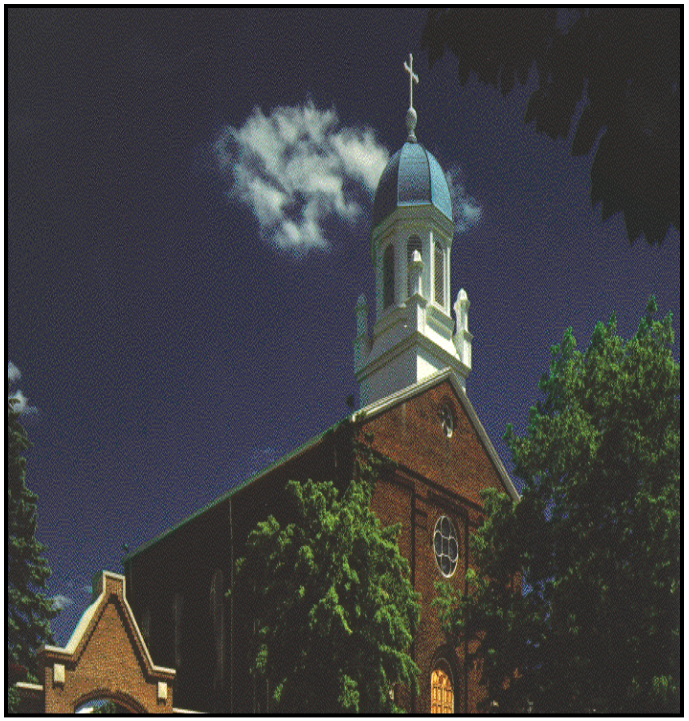
This would require:

A level of leadership unparalleled in our business and the development of the next generation of leaders.

DPL Results

- 104 high potential employees participated
- 17 critical business issues/projects addressed
- Over **$500,000** of benefits realized
- **98%** retention rate of participants
- **25% have been promoted** or moved into more significant roles
- Silos knocked down – cross-company relationships built
- Exposure of our top talent to our executive team

University of Dayton



Founded in 1850 by the Society of Mary

"Learn, Lead & Serve"

Top 10 Catholic university

Purpose

- A unique partnership between the business community and the nation's top thought leaders in executive development.
- Partners gain access to the best in customized executive education and by sharing costs across multiple organizations receive high value for their investment.

What We Do

- Executive Development
- Emerging Leader
- Successful Supervisor
- Consulting Services

DPL
WRIGHT PATTERSON
Air Force Base, Ohio
The Birthplace, Home and Future of Aerospace
UNIVERSITY of DAYTON
DAYTON
Dayton Area Chamber of Commerce
careSource
Management Group
Premier Health Partners
Minority Economic Development Council
United Way
United Way of the Greater Dayton Area
EMERSON
Climate Technologies
Community Blood Center
GOODRICH
MINSTER
THE MINSTER MACHINE COMPANY
McGOHAN BRABENDER
Employee Benefit Solutions
GOSIGER inc.
HENNY PENNY
Global Foodservice Solutions
Greene Memorial Hospital
Health Care at Your Fingertips
Kettering Health Network
NewPage
The Berry Company
DAYTON CHILDREN'S
The Children's Medical Center of Dayton
IAMS COMPANY
P&G
Center for Leadership & Executive Development
THE DAYTON FOUNDATION
CINTAS
THE SERVICE PROFESSIONALS
GDAHA
GREATER DAYTON AREA HOSPITAL ASSOCIATION
Standard Register
DELPHI
THE HILLMAN GROUP
BULLEN ULTRASONICS, INC.
Dayton Development Coalition
Geehan Group
MWV
N·C·C

International Leadership
Associates
Increasing the supply of leaders for over two decades

Center for
Leadership
& Executive
Development

PENNSTATE
1855

VE RI TAS
HARVARD

HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

be strong(er)

STANFORD
GRADUATE SCHOOL OF BUSINESS

VitalSmarts

The Ken Blanchard
COMPANIES

Wharton
University of Pennsylvania

IMD

MARSHALL
GOLDSMITH PARTNERS
LLC

KORN/FERRY INTERNATIONAL
powered by LOMINGER

UNIVERSITY of
DAYTON
School of Business
Administration

MICHIGAN
ROSS SCHOOL OF BUSINESS

LSE

Center for
Creative
Leadership
www.ccl.org

LUMAN
international

INSEAD

UNIVERSITY OF
TORONTO

1900
TUCK
AT DARTMOUTH

HOME
fierce.
any conversation can.

Duke
CORPORATE
EDUCATION

society for SoL
organizational learning

PDI Ninth House
GLOBAL LEADERSHIP SOLUTIONS

How it Happened

- “Learn, Lead & Serve”
- Partnership model
- UD CLED, DPL Inc & ILA
  - Relationships
  - Values alignment
- Perfect fit all around

The Process

- CEO supported
- Action Learning – critical component
- Return value to the organization
- Foster teamwork across functional areas, breakdown silos and improve communications
- CEO kickoff – charged the groups with finding resources to pay for the program

Key Steps

1. Cohorts meet at Miami University (Oxford, Ohio) for 2.5 day leadership development experience, including;
   - The Leadership Challenge® and LPI results
   - Evening programs with key business leaders and executive team
   - Action learning overview
   - Socializing and relationship building

Key Steps

2. Action Learning teams and projects introduced

- Executive sponsor and project coach meet with teams to discuss business challenge
- Teams kick off project phase of program - The Leadership Challenge® was perfectly aligned with DPL core values

Key Steps

3. Project teams meet over 4 month period
    - Mid project review with CEO and CAO

4. Final presentation to Executive Team, coaches and alumni
    - Present recommendations and learnings regarding the application of the leadership principles

Importance of The Leadership Challenge®

Partnership with DPL, UD and ILA brought the strengths of each to bear

- **DPL** – Business Knowledge and Focus
- **ILA** – Leadership Challenge Expertise
- **UD** – Program Logistics and Action Learning Framework

The Leadership Challenge® was **perfectly aligned with DPL core values**

LPI provided **valuable feedback** to participants

Importance of The Leadership Challenge®

Next steps:

- Participants to **retake LPI** to see progress and to reinforce areas for development
- **Extend The Leadership Challenge®** to all employees via “Leadership is Everyone’s Business” – create a common language
- **Continue with one cohort group per year** – the executives want to see this experience continue

Lessons Learned

- CEO email congratulating participants on their selection
- Explain to participants purpose of the program – several times
- Reduce the working session on first night to foster more socializing
- Use participants as ambassadors for participants of future programs

Lessons Learned

- Cut off the open bar at 8 p.m.
- Remind people that photos don’t lie

Q & A

What pearls of wisdom can we share with you?