



THE
HOLMAN
Way

2019 LEADERSHIP
PLAYBOOK

A NOTE FROM CARL

The Holman Way is a set of values and principles that guide our purpose to provide rewarding careers and better lives for our people as well as their families. As leaders in the organization, you play a critical role in preserving our amazing culture, living by our values, and making decisions that follow our principles.

I encourage each of you to read this guide, understand how The Holman Way relates to your part of the business, and talk about it with your team.



This is your reference guide to help you better understand The Holman Way and your role as a leader in making sure our employees understand it.

The Holman organization exists for one reason — to provide each employee with a rewarding career and a better life for us and our families.

The Holman Way is a set of values and principles that guide us toward delivering on that purpose.



OUR PURPOSE

Our purpose is the most important part of The Holman Way. Our values and principles allow us to achieve this purpose. The hope is that every employee will be able to easily recite this Purpose that will in turn help them to more easily connect with the organization.



VALUES

1

TOGETHER WE DO THE RIGHT THING.

2

TOGETHER WE TREAT OTHERS AS WE WOULD LIKE TO BE TREATED.

3

TOGETHER WE TRUST AND SUPPORT EACH OTHER.

4

TOGETHER WE ARE PASSIONATE ABOUT OUR WORK AND FIND NEW WAYS TO DO IT BETTER.

5

TOGETHER WE DO GOOD FOR THE COMMUNITY.

OUR VALUES

Our values are our DNA. They are the heart of how we conduct ourselves every day — in and out of work. They have guided us as a business since Steward Holman founded the company. They are an enormous part of who we are as a business, and they are the foundation of everything we do as an organization.



PRINCIPLES

1

STRENGTHEN THE CORE.

2

POSITION THE COMPANY FOR THE FUTURE.

3

PUT PEOPLE IN A POSITION TO WIN.

4

ENGAGE THE HEARTS AND MINDS OF
ALL EMPLOYEES.

5

CREATE RAVING FANS.

OUR PRINCIPLES

Our guiding principles are the actions we need to take to ensure our continued success. While they apply to our entire organization, each business unit will interpret the Principles differently according to their own structure and business goals. We've broken them out according to each unit and, with your help, will break them down further by individual department.



YOUR ROLES & EXPECTATIONS

As we introduce The Holman Way to all employees throughout 2019, the leadership team is going to play a pivotal role in making sure each and every employee understands it and how they contribute to it. This leadership guide explains each of the values and principles, and how they relate to the entire organization and each of our business units. It also provides you with some guidance on how to take the conversations a step further and relate them to your part of the business.

BELOW ARE A FEW THINGS THAT WE ASK YOU TO DO TO ENSURE EVERY EMPLOYEE UNDERSTANDS WHAT THE HOLMAN WAY IS AND HOW THEY CAN DIRECTLY EMBODY IT



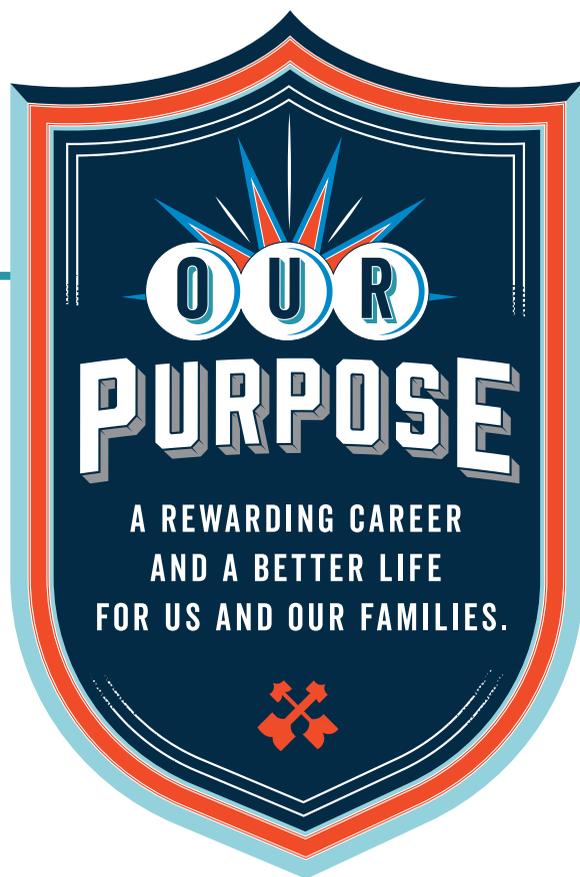
- * Complete the e Learning Leadership Training on The Holman Way. This will be assigned to you through Holman University.
- * Understand the Purpose, Values and Principles, and how they relate to your company and department. This will then help you to better talk about and answer questions from your employees as a way to reinforce this important message.
- * Complete the activities in this workbook to define/provide examples on the first two guiding principles related to your area. These will be used to help employees more easily connect the dots as to how they play a part in the company's strategy.
- * Attend and ensure your employees attend PIE meetings to receive The Holman Way updates throughout the campaign.
- * Direct employees to The Holman Way page in Pulse for updates.

2019

**FEBRUARY** | Purpose + Values**MARCH** | Principle 1
Strengthen the Core**APRIL** | Principle 2
Position the Company for the Future**MAY** | Principle 3
Put People in a Position to Win**JUNE** | Principle 4
Engage the Hearts & Minds of All Employees**JULY** | Principle 5
Create Raving Fans**AUGUST-SEPTEMBER**
Reinforcement & Interaction with Employees

THE ROLLOUT

We will roll out a different part of The Holman Way each month so that employees have an opportunity to learn and understand everything that The Holman Way entails. To accomplish this, there will be a dedicated page in Pulse, a series of videos, giveaways, PIE meetings, building signage, and more.



VALUES

TOGETHER we do the right thing.

TOGETHER we treat others as we would like to be treated.

TOGETHER we trust and support each other.

TOGETHER we are passionate about our work and find new ways to do it better.

TOGETHER we do good for the community.

YOUR ROLE THIS MONTH WILL BE DISCUSSING THE PURPOSE AND VALUES. AS LEADERS, WE WILL ALSO NEED TO HELP PREPARE FOR NEXT MONTH'S DISCUSSION AROUND THE FIRST GUIDING PRINCIPLE.

Executives will speak at PIE meetings to kick off The Holman Way and explain what's to come. All leadership is expected to attend PIE meetings to support these conversations. Complete the first guiding principle activity on page 16 in the workbook. PIE will reach out to points of contact to use this content in March PIE meetings.

PRINCIPLE 1

STRENGTHEN THE CORE

We need to take what we already do well and do it better. We will do this by attracting and retaining the best people, investing in world class facilities, and having the best technology.



YOUR ROLE THIS MONTH

All leadership is expected to attend PIE meetings to support conversations around Strengthen the Core as it relates to your business.

PIE will reach out to points of contact who will present their department/location-specific language as it relates to Strengthen the Core.

Complete the second guiding principle activity on page 18 in the workbook. PIE will reach out to points of contact to use in April PIE meetings.

BREAKDOWN BY COMPANY



- * ARI PartnerConnect as an example of leveraging technology
- * Customer experience technology investment
- * Billing system investment
- * Accelerated leadership program



- * Leadership development
- * Employee retention initiatives
- * Improving margins through pricing and labor efficiency efforts
- * Facility investments



- * Diversifications of OE Partners



- * Implementation of the Formal Retail Strategy process
- * Significant new and upgraded facility investments



- * We will continue to invest in our technology to increase our customer experience
- * Strengthen the overall Holman value proposition by introducing insurance conversations



- * Continue to build and develop the captive market through Holman Automotive

ACTIVITY

Provide a few bullet points on the next page on how each principle specifically relates to your department/ location based on your business-specific guiding principle language.

EXAMPLES
(MARKETING)

- Support HR in communicating information and deadlines as it relates to the leadership development program.
- Ensure our management team successfully completes the leadership development program.
- Work to creatively and effectively market programs and initiatives-both internally and externally.
- Work with content management systems to ensure we are as efficient as possible.

MARCH

PRINCIPLE 2

POSITION THE COMPANY FOR THE FUTURE

We must keep an eye on the future and the constant change around us. We are going to invest in emerging opportunities and technologies to ensure we are positioned for continued success.



YOUR ROLE THIS MONTH

All leadership is expected to attend PIE meetings to support conversations around Position the Company for the Future as it relates to your business.

PIE will reach out to points of contact who will present their department/location specific language as it relates to Position the Company for the Future.

BREAKDOWN BY COMPANY



- * Mobility solutions
- * Managing consumer fleets
- * Leveraging data analytics



- * Acquisition of Kargo Master (growing manufacturing business)



- * Formal strategy process to identify and leverage competencies



- * Holman Go - used vehicle focus
- * Maximizing digital marketing/e-commerce opportunities



- * Expanding our captive insurance capabilities



- * Transitioning competencies to serve as a captive finance company for our retail customer

ACTIVITY

Provide a few bullet points on the next page on how each principle specifically relates to your department/location based on your business-specific guiding principle language.

EXAMPLES
(MARKETING)

- Develop and redesign websites focusing on SEO, engaging content and converting leads
- Continue to invest in programs such as Marketo to predict a customer's wants and needs
- Analyze digital data and look for emerging trends

APRIL

PRINCIPLE 3

MAY

PUT PEOPLE IN A POSITION TO WIN

We will give you all of the tools you need to succeed. This includes training through Holman University, career development, mentoring, coaching, and continuing education.



This will be accomplished through Holman University, IDPs and MDPs.



YOUR ROLE THIS MONTH

All leadership is expected to attend PIE meetings to support conversations around Put People in a Position to Win as it relates to your business.

PRINCIPLE 4

JUNE

ENGAGE THE HEARTS & MINDS OF ALL EMPLOYEES

You are the priority. We are committed to providing positive work environments that recognize your achievements, promote teamwork, and foster mutual respect.



This will be accomplished by having our leaders, with the support of Partners In Excellence and our Chief Engagement Officer, listen to and share information with employees at all levels.



YOUR ROLE THIS MONTH

All leadership is expected to attend PIE meetings and Culture Day activities to support conversations around Engage the Hearts & Minds of all employees as it relates to your business.

PRINCIPLE 5

CREATE RAVING FANS

We will create a customer experience that's second to none. We will take pride in our work and resulting accomplishments, while encouraging each other to do our best on and off the job.



This will be accomplished through trust and empowerment, and a relentless focus on the customer experience.



YOUR ROLE THIS MONTH

All leadership is expected to attend PIE meetings to support conversations around Create Raving Fans as it relates to your business.

PROVIDE FEEDBACK

LET'S HEAR IT

From February to July, we will be collecting and compiling feedback from you and your teams. During the third and final phase of this campaign, we will be reinforcing what was introduced and shared through activities for employees to interact with the material. This will be accomplished through Pulse posts, videos, and PIE meetings.

