

Korn Ferry LeaderSuccessionSM

Accelerate succession readiness and key talent development.



How do you ensure a slate of ready-now leaders for mission critical roles?

For over 15 years, LeaderSuccessionSM has helped organizational leaders build executive bench by accelerating the succession readiness and targeted development of their most promising high potentials for mission critical roles. Even organizations with the most robust talent systems can find it challenging to ensure a full slate of 'ready now' leaders for critical executive roles when needed most.

LeaderSuccession is a high-impact, intensive leader-led development experience that generates a deeply personalized and informed talent perspective unlike any other for precise, focused succession and development of key executive talent.

Leveraging assessment, coaching and deep reflection applied to real leadership challenges - with the sponsors' involvement throughout, this is a uniquely personal and transformative experience for sponsors and participants alike. Key talent retention, commitment and enterprise leadership are elevated immediately and sustainably.

At a glance:

LeaderSuccession is a unique, high-impact leader-led solution to:

- ▶ Ensure a robust slate of ready-now leaders for senior executive succession planning.
- ▶ Focus development of key senior talent to optimize their runway for success in senior enterprise roles.
- ▶ Help promote key people from within so critical talent is retained and business disruption reduced.

LeaderSuccession

LeaderSuccession arose out of organizations' need to ensure a robust, ready-now slate for enterprise roles. It weaves together the 'processes of' talent review, development assignments and executive development to ensure the 'outcomes' of ready-now leaders are met.

This powerful leader-led experience combines pre-offsite assessment, mentoring/coaching, deep reflection and purpose driven leadership applied to actual leadership challenges over a 9 month period. It is conducted in small, intimate cohorts of key talent who support and help each other to develop as enterprise leaders. Offsites are held in picturesque, retreat settings to optimize the opportunity for connection, reflection and informal interaction, while participants and sponsors grapple with leadership dilemmas together.

Participants are nominated to take part in this because they are seen to be future senior or executive committee members. Their well-rounded development is critical to the continuity of leadership bench and the successful execution of organizational strategy. Resulting assignments and experiences for next generation leaders are precise and meaningful, ensuring well-pace, fully prepared executives.

Participants gain -transfer to benefits page?:

- Intensive experience and leadership perspective firsthand from active involvement of executive sponsors throughout.
- Ability to develop, articulate, and apply purpose to critical leadership challenges.
- Strengthens commitment to 'pay-it-forward' by in turn investing in key talent and elevating enterprise leadership.

Sponsors gain-transfer to benefits page?:

- An interactive and insightful executive experience.
- Highly rewarding opportunity to step back and coach senior executive talent on their business and leadership challenges.

Key elements of the program.

- **Pre-work** assessment, feedback and LeaderPlanSM reflective exercises deepen awareness and focus learning objectives so participants arrive invested in, and well prepared for, intensive off-site experience
- **Picturesque retreat setting** selected to ensure atmosphere conducive to deep reflection and genuine connection, while grappling with leadership dilemmas and challenges
- Participants present real **leadership challenges** followed by discussion and coaching from sponsors and peers to explore underlying dynamics for transformative insights. Participants discover the impact of **purpose-driven leadership** on the challenges they face as a leader.
- Targeted **1:1 coaching at offsite** with Executive sponsor (business), HRBP (development) and Korn Ferry faculty (purpose driven leadership)
- **Sponsor contributes reflections** on their own leadership challenges, experiences, and insights throughout so participants hear firsthand the **perspective** of an enterprise leader.
- **Experiential learning/group activities** selected by sponsor to optimize setting and facilitate informal interaction with participants.
- Offsite culminates in **participant presentations** summarizing their purpose-driven leadership and development commitment takeaways.
- LeaderPlanSM updated to capture learning and support **three follow up coaching sessions** on purpose and commitments.
- Post offsite **debrief** with executive sponsor and HR clarifies and **updates talent review** outcomes relative to organizational success criteria for key roles. Optimal moves, critical experiences, and development or organizational resources to support each participant are explored.

Benefits of the program.

Organization Benefits:

Progression along the leadership pipeline is rarely a smooth, continuous process but rather a series of steps and turns. Particularly as roles become broader and more complex, development assignments and experiences for next generation leaders need to be ever more precise and meaningful to ensure well-rounded and fully prepared executives.

LeaderSuccession is a powerful leader-led development experience that simultaneously brings assessment, mentoring/coaching, deep reflection and purpose driven leadership to bear on actual leadership challenges in small, intimate cohort of key talent. Transcends competency development to get to the heart of preparing leaders to grapple with enterprise dilemmas and tradeoffs with a compass grounded in personal and organizational values and mission. Goes beyond traditional talent review for targeted succession development plans.

Participant Benefits:

The pace of daily business challenges often precludes investing the requisite time to cultivate executive talent for key enterprise roles. Developing critical competencies and experiences are the purview of organizational talent initiatives, yet ensuring organizational values are integral to how strategy is formed and dilemmas resolved is best accomplished in venues which permit deeper exploration and discussion.

The active involvement of executive sponsors throughout the process engages key talent in resolving key leadership challenges together and deepens the commitment of valued executives. High potential talent value the guidance and sponsorship of their leaders, which can be the strongest retention tool and organization possesses. This commitment, in turn, produces ambassadors for the organization and exemplars of enterprise leadership.

Sponsor Benefits:

Executive sponsors are invigorated by this highly rewarding opportunity to step back and coach top talent - often delighting in the discovery of the talents these diverse executives bring. Sponsors own views and perspectives are widened and enhanced as they learn from up and coming leaders in their organization. Also, the opportunity to convey key organizational values and shape senior leaders' approaches to resolving the challenging dilemmas that confront enterprise leaders ensures the sustainability of the sponsor's efforts and continuity of their legacy in the organization.

Getting to know key talent better, sponsors gain confidence and clarity that they have the right people in the right roles and that business continuity is assured as new executive appointments are made. On-boarding key talent to executive roles becomes an extension of groundwork already laid and development plans already in place.

The Korn Ferry advantage.

- **Contextual and immersive development:** Context-based, applied, and experiential learning create engaging, highly collaborative, and business relevant development journeys that drive sustainable outcomes and measurable ROI.
- **Whole-person approach:** Korn Ferry's Four Dimensions of Leadership and Talent—skills, experiences, traits, and drivers—provide a complete picture of the individual qualities that drive performance, engagement, and leadership effectiveness. This framework builds leaders from the inside-out and the outside-in.
- **Best-in-class consultants, advisors, coaches, and faculty:** Top leadership development thinkers, engaging facilitators, and seasoned coaches with cross-industry expertise add rigor to development experiences, and heighten self-awareness and leadership impact for participants.
- **Global presence:** Our global experience and understanding of industries, markets, and cultures elevates the relevance of development programs and services for leaders, teams, and organizations.
- **Data-driven insight:** We take a big data approach to leadership development—drawing on nearly 50 years of analytics and over 2.5 million professional assessments—recognizing what separates success from derailment for leaders in any role, function, industry, region, or organizational culture.
- **Shared responsibility:** This approach involves and aligns internal stakeholders, managers, and mentors as proactive supporters and coaches in the development of program participants to help them successfully identify and tackle potential obstacles to their fullest performance and potential.
- **Inclusive leadership:** We facilitate strategic and operational shifts in leadership and talent management processes to create cultures of development that unleash the potential of the workforce. Our programs address issues such as unconscious bias and conscious inclusion in both talent identification and development.
- **Service learning:** Imbedding service learning into development fosters a sustainable, purpose-driven, and socially conscious mindset across the workforce, increasing engagement, and elevating organizational performance and impact.
- **Measurable results:** We drive for results aligned to each organization's business strategy through our award-winning programs for the C-suite, senior executives, high potentials, and first-level leaders.

About Korn Ferry

Korn Ferry is the preeminent authority on leadership and talent. For nearly half a century, clients have trusted us to recruit world-class leaders. Today, we are their partner in designing organizational strategy and developing their people to achieve unimaginable success.

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