



Chief Executive Institute®

Accelerating the Development of CEOs and CEO Successors



There is no other role like that of the CEO

Imagine a CEO standing at the intersection of two challenging pyramids. The upward pyramid is the outer organization of the board, customers, stakeholders, analysts and the media. The downward pyramid represents the inner organization: the executive team, sectors of the business, and people who make up the enterprise.

CEO Leadership requires mastery of what it means to reside in this high-performance juncture between these internal and external constituencies. CEO Leadership is not merely a career elevation, *in many ways it is a continuous career change.*

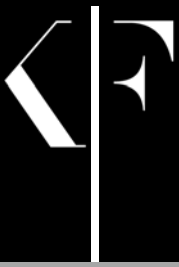


At a glance:

- ▶ Korn Ferry *Chief Executive Institute* is an integrated approach to developing CEOs and CEO Successors. It provides your candidates with an opportunity to take a step back and examine their leadership holistically, so that they can create a strategic leadership plan that will complement the organization's business strategy.
- ▶ Over the 12-month engagement, each CEO or CEO Successor candidate works with their own "Development Board" of four consultants, including a former CEO, to galvanize their leadership and enhance existing or potential CEO leadership.
- ▶ The experience includes a three-day in-residence, in-depth examination of four distinct areas of CEO leadership, and unlimited access to their team of consultants during the course of the engagement.

"After one year in the CEO role, it became clear that I needed sophisticated advisors to help me navigate to another level. Chief Executive Institute provided exactly the multi-dimensional support I needed to elevate as a CEO."

- CEO of a Global Materials Company

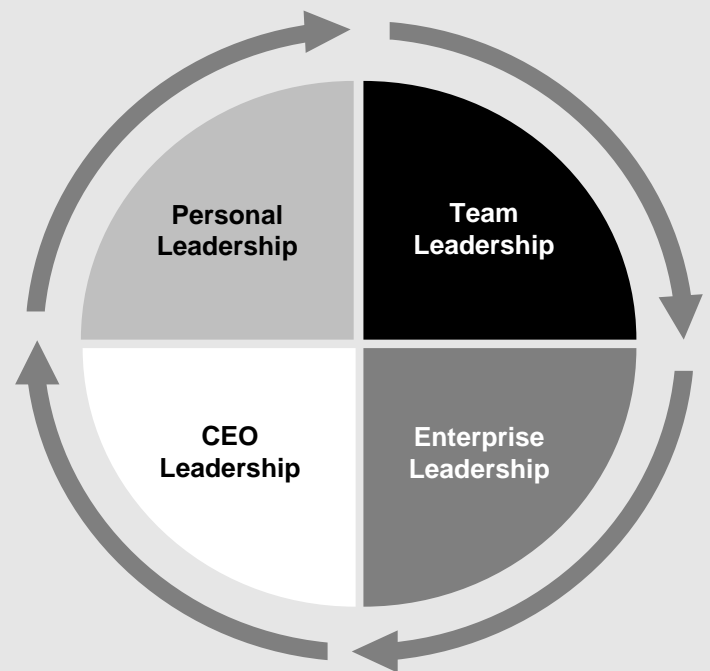


Chief Executive Institute®

Elevating critical enterprise leadership skills

No job experience can ever fully prepare an existing or potential CEO for the role. The Korn Ferry *Chief Executive Institute* uses assessment and exploration, feedback from key constituents, and hands-on work with a board of experienced executive consultants who are selected for their expertise in four critical areas:

- **Personal Leadership:** Self-awareness is crucial to CEO effectiveness because the character, values, and strengths of the CEO directly affect the performance of the entire enterprise.
- **Team / Interpersonal Leadership:** Senior teams, by their nature, are often the least effective teams. A CEO must be able to effectively lead a “team of leaders” so that organizational growth can be sustained.
- **Enterprise Leadership:** CEOs must learn to transcend divisional and functional points of view in order to effectively lead the entire enterprise with purpose, vision and inspiration.
- **CEO Leadership:** CEOs are scrutinized on all sides and must therefore master the critical influencing, business strategy, and communication skills required to successfully manage multiple constituencies. Every executive’s development program is designed specifically for his or her needs.



The structure of the program enhances the executive’s contribution to the company by helping each participant to establish a comprehensive plan to optimize CEO success and / or CEO readiness.

“Our organization used Chief Executive Institute for the top four CEO successors in our firm. While I was selected to be CEO, I am pleased to say all four of us continue as an engaged, high-performing team. Chief Executive Institute helped us to accelerate our growth as leaders and as a senior team. It is critical to re-frame a “horse-race” into an “enterprise race” to excellence.”

- CEO, Global Financial Services Firm



Chief Executive Institute®

Accelerating the development of CEOs and CEO successors.

Korn Ferry's *Chief Executive Institute* is a distinctive accelerator of CEO talent. It aims to develop CEO-specific leadership by enhancing an enterprise leader's personal, interpersonal, and enterprise effectiveness – the keys to long-term success.

The program provides:

- **A board for development** – four consultants, each focused on the distinct complexity of CEO development, work with the executive for 12 months. Each consultant brings expertise in one specific mastery area of leadership and the team always includes at least one highly successful former CEO – an important program component given how few people can relate to the realities a new CEO is experiencing.
- **A tailored, in-residence approach** – every executive's development program is designed specifically for his or her needs. Conducting the program in a specialized setting, away from everyday situations, allows for focused, in-depth work.
- **720° leadership development** – Korn Ferry *Chief Executive Institute* develops leaders from the “inside out” by clarifying values, strengths, development challenges, and purpose, and from the “outside in” through interviews, feedback, 360° assessment and marketplace and strategic realities.

The program will impact your organization by:

- ▶ Developing CEOs and CEO Successors via a proven method.
- ▶ Giving the opportunity for boards of directors to invest in internal talent, providing continuity in CEO leadership.
- ▶ Retaining enterprise leaders during the CEO succession process.
- ▶ Developing CEO leadership talent in the context of organization vision and strategy
- ▶ Providing a comprehensive approach to CEO leadership development that reflects outstanding attention to organizational governance.

“We have engaged Korn Ferry's Institutes for our very top talent for years. It gives our CEO-potential talent the comprehensive resources needed to accelerate their enterprise and CEO-readiness. It is light-years ahead of the typical assess and coach model. Use it for your very top people.

- Chairman, Fortune 50 Consumer / Products Company



Chief Executive Institute Experience

Korn Ferry's *Chief Executive Institute* is a one-of-a-kind offering that uniquely enhances CEO success:

Preparation for in-residence.

MONTHS 1-2

Information Meeting

Client meets with lead consultant to:

- Enhance understanding of the program.
- Provide information on personal background and current situation.
- Identify personal objectives for the program.

Baseline Meeting

Client, sponsor(s), and lead consultant meet to launch program and:

- Align objectives.
- Review *Chief Executive Institute* process and roles.
- Identify 360° feedback participants.
- Review confidentiality.

Orientation Day

Client meets with *Chief Executive Institute* consultants to:

- Establish working relationship.
- Gather background information in each leadership area.
- Review details of process.
- Complete assessments and reflective CEI Guide after Orientation Day.

In-Residence.

MONTHS 3-4

Day one and two exploration

Client meets with consultants and CEO advisor in individual leadership sessions to:

- Explore themes in each leadership area: personal, interpersonal team, enterprise, and CEO role.
- Review assessment results for insight.

Day three integration and leadership planning

Client and team of consultants meet to:

- Develop integrated understanding from all areas of leadership.
- Identify key leadership priorities.
- Prepare to finalize Strategic Leadership Plan.

Strategic Leadership Plan Review

Client and consultant:

- Review and refine Strategic Leadership Plan.
- Discuss preliminary plans for *Chief Executive Institute* debrief with sponsor(s).

Ongoing Sessions.

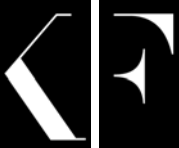
MONTHS 5-12

Plan implementation and capstone.

Ongoing sessions provide structure, support, and practice to advance development and the achievement of leadership priorities.

Chief Executive Institute team meets with client regularly to:

- Make progress against Strategic Leadership Plan.
- Engage outside experts as needed to accelerate readiness in specific areas such as investor relations, board relations, analyst presentations, and large scale public speaking.
- Review the *Chief Executive Institute* experience.
- Celebrate successes, consolidate gains.
- Set new baseline for next phase of leadership.



Benefits of the Chief Executive Institute

The Korn Ferry *Chief Executive Institute* development process has been refined for over 20 years. The approach incorporates field-tested best practices, offering global candidates a transformative experience that translates to superior preparedness and sustainable performance.

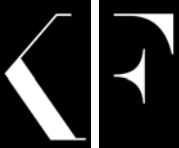
Existing CEOs or designated CEO succession candidates who participate in Korn Ferry's distinctive development experience will:

- Develop the self-awareness and the skills necessary to manage the personal accountability that accompanies serving as the CEO.
- Create a personal legacy of leadership that helps to ensure the enterprise's long-term viability.
- Deliver enterprise-wide leadership that will move the entire organization toward common goals.
- Learn how to manage the expectations of external constituencies, such as market analysts, shareholders, institutional investors, the media, the board, and customers, within the context of the organization's objectives.



“As a CEO of a fast growing global media company, I have used Chief Executive Institute for myself and my CEO successors over the years. It has been invaluable to equip myself, and our key talent, for the dynamic rigors of growth and eventual transition. The depth of the development plans and the clarity of purpose is extremely unique.”

- CEO, Global Media Company



The Korn Ferry Advantage

- **Whole-person approach:** Korn Ferry's Four Dimensions of Leadership: competencies, experiences, traits, and drivers provide a complete picture of the individual qualities that drive purpose-driven enterprise leadership. This framework builds leaders from the inside-out and outside-in. Our CEO assessment database is the largest in the world.
- **Best-in-class consultants and advisors:** Top leadership development thinkers, and seasoned CEO advisors with cross-industry expertise heighten self-awareness and relevance to optimal strategic impact.
- **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. We touch the lives of 100,000+ professionals monthly.
- **Data-driven insight:** We take a big data approach to leadership development – drawing on nearly 50 years of analytics and over 7 million professional assessments – recognizing what separates success from derailment for leaders in any role, function, industry, region, or organizational culture.
- **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 people.
- **Meaningful learning:** Imbedding service learning into development fosters a sustainable and socially conscious mindset across the enterprise, increasing engagement, and elevating purpose-driven impact.
- **Lifelong Learning:** We are committed to supporting the development and fulfillment of our clients at every stage of leadership aspiration.



Korn Ferry is the preeminent authority on CEO and Executive Development. For nearly half a century, clients have trusted us to recruit world-class leaders. Today, we are their global partner in providing highly impactful development experience at all stages of CEO and Executive Development.

For more information, visit www.kornferry.com.

Who to Contact

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