



Chief Executive Institute™

Dynamic enterprise
leadership development for
new and emerging CEOs.



| Chief Executive Institute

Visualize a CEO standing at the intersection of two challenging pyramids. The downward pyramid is composed of customers, the board, stakeholders, and the media. The upward pyramid represents the organization: the executive team, sectors of the business, and people who make up the enterprise. New CEOs must quickly learn what it means to reside in this high-performance juncture between internal and external constituencies. Becoming the CEO is not a job change, it's a career change.

At a glance:

- Chief Executive Institute™ is an integrated approach to developing CEO successors. It provides your successor 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 18-month engagement, each CEO successor candidate works with their own team of four consultants, including a former CEO, to galvanize their leadership and prepare them for CEO leadership.
- The experience includes a threeday 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.



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Accelerate the readiness of CEO successors. Chief Executive Institute is a distinctive component of Korn Ferry's CEO Succession offering. It aims to develop CEO specific leadership skills by enhancing an executive's personal, interpersonal, and enterprise effectiveness—the keys to long-term success.

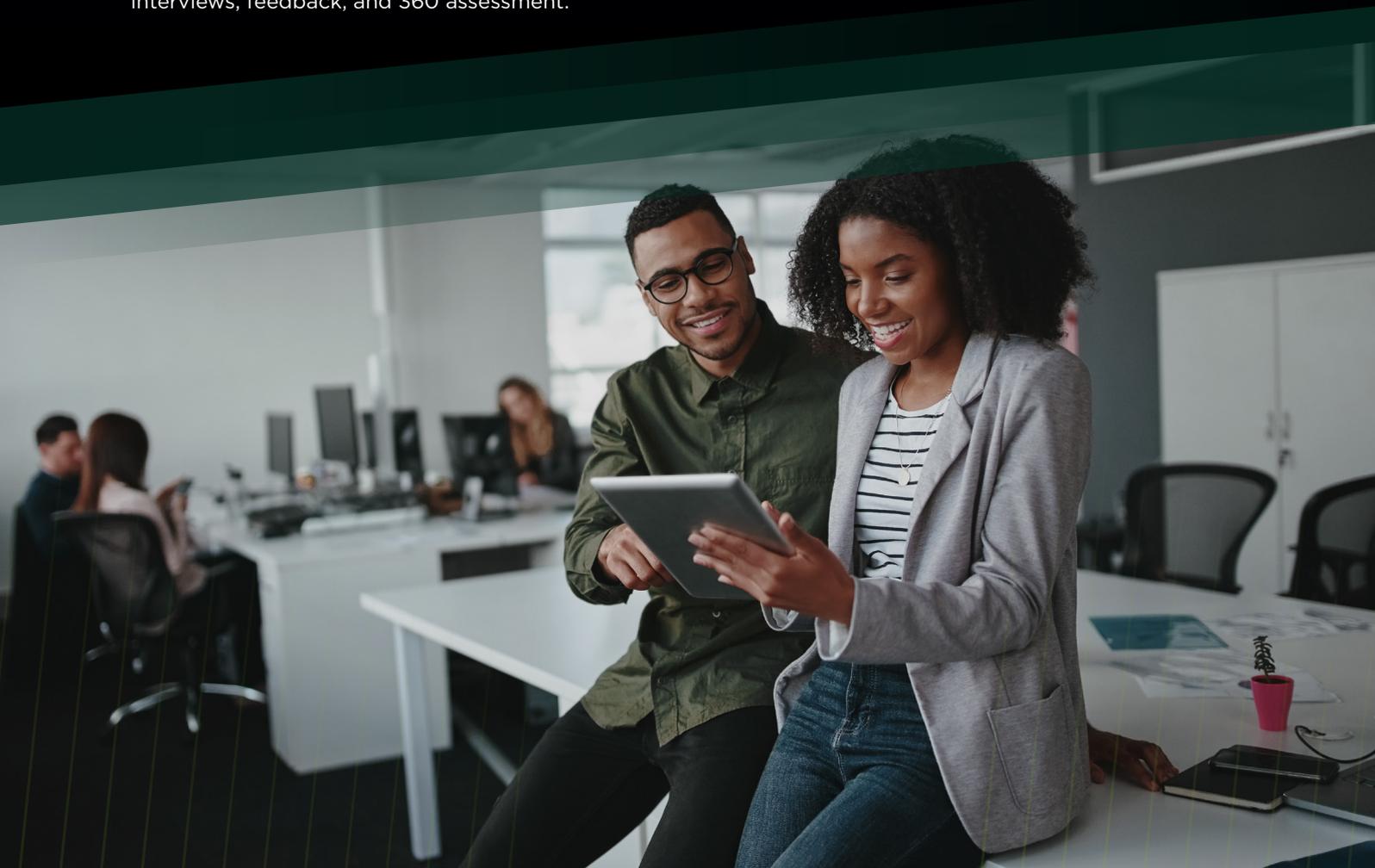
The program includes:

A team approach—four consultants, each focused on the distinct complexity of CEO development, work with the executive for 12 to 18 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, and 360 assessment.

The program will impact your organization by:

- Grooming CEO successor candidates 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.



Key elements of the program

Elevate critical enterprise leadership skills. No job experience can ever fully prepare a new or emerging CEO for this role. The Chief Executive Institute process uses assessment and exploration, feedback from key constituents, and hands-on work with a team 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.

Enterprise leadership:

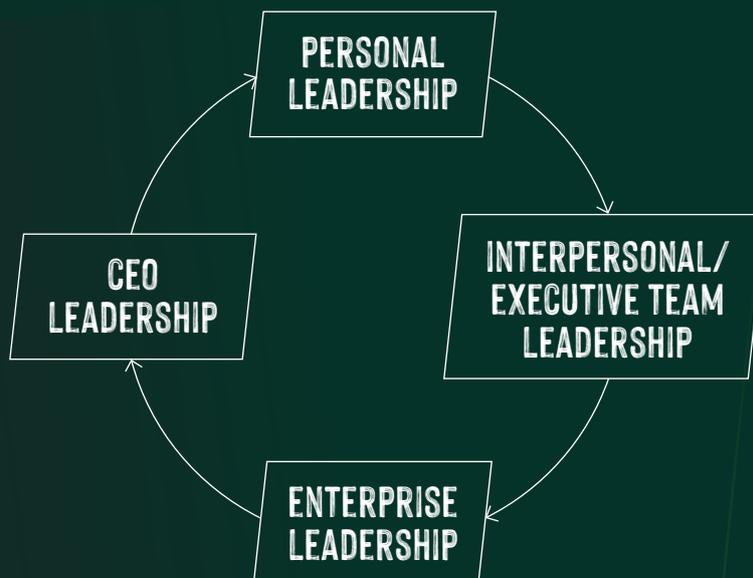
CEOs must learn to transcend divisional and functional points of view in order to effectively lead the entire enterprise with purpose, vision, and inspiration.

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.

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.



The structure of the program enhances the executive’s contribution to the company by helping each new or emerging CEO to establish a “leadership legacy,” by confirming the individual’s assumed readiness for the CEO role, and by mirroring a successful approach to leadership preparation for other senior executives.

Benefits of the program

The Chief Executive Institute development process has been refined for over 20 years. The approach incorporates time and field-tested best practices, offering new CEOs or CEO succession candidates a transformative experience that translates to superior preparedness and sustainable performance.

Scrutiny begins even before a new CEO takes the reins, and the need to ramp up quickly is critical. The program's participants gain personal, interpersonal, and enterprise leadership effectiveness within an accelerated time frame.

New CEOs or designated CEO succession candidates who participate in Korn Ferry's proprietary, program-specific coaching process 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.



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 separate 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, purposedriven, 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.



What to expect

The Chief Executive Institute program is a one-of-a-kind offering that uniquely equips a new or emerging CEO for success.

Phase one: Preparation for in-residence

MONTHS 1-2

Information

Client meets with lead consultant to:

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

Baseline

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

- Align objectives
- Review Chief Executive Institute process and roles
- Identity 360° feedback participants
- Review confidentiality

Orientation

Client meets with each Chief Executive Institute consultant to:

- Establish working relationship
- Gather background information in each leadership area
- Complete assessments
- Review details of process

AWARENESS

Phase two: 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/executive 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
- Identity key leadership priorities
- Prepare to finalise 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)

Chief Executive Institute debriefing

Client, consultant, and sponsor(s):

- Share Insights and targeted leadership priorities
- Connect to organisational objectives
- Identify organisational resources to support plan

COMMITMENT

PRACTICE

Phase three: Ongoing sessions

MONTHS 5-18

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
- Prepare for transition, as appropriate
- Set new baseline for next phase of leadership

ACCOUNTABILITY



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards.