



# Chief Executive Institute™

Dynamic enterprise leadership development for new and emerging CEOs.



# There is no other role like that of the CEO.

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 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.

# Chief Executive Institute.

## 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.
- **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.



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.

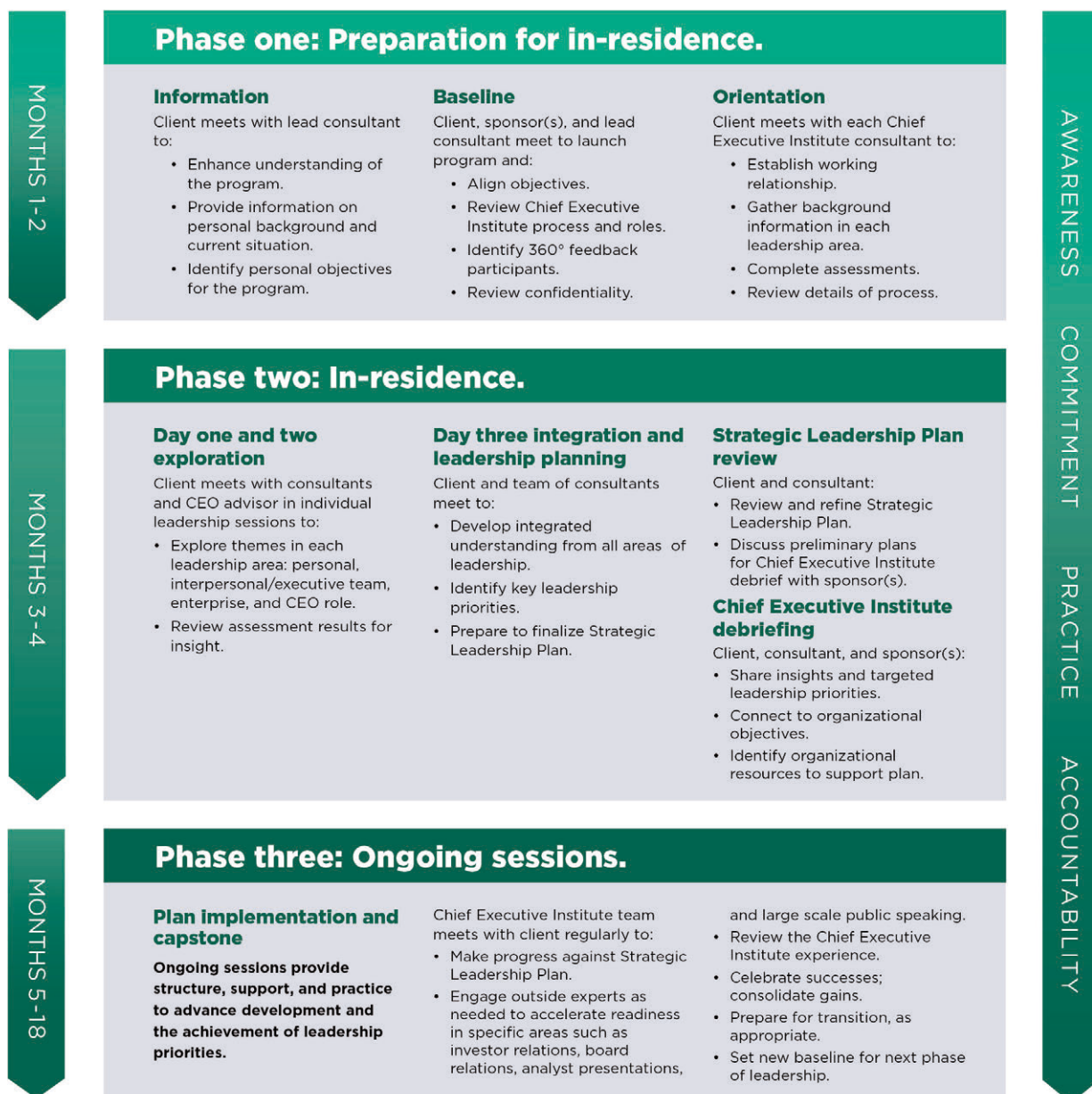


# The Korn Ferry advantage.

- **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 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.

# 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.



## About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions. Visit **[kornferry.com](http://kornferry.com)** for more information.



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