Korn Ferry Executive Development Program

Leading the enterprise.
How do you move to an enterprise perspective among key leaders?

Given the complexity and uncertainty of today’s business environment, many organizations are finding that their traditional approaches to developing enterprise leaders are too limited. They need leaders in these roles who are more agile and innovative while also steadfast and balanced, and they need new ways of developing their skills and perspectives.

The transition from senior management to enterprise-level leader is more than just a promotion. It requires a step-change across all aspects of leadership, from how executives manage themselves to how they interact with others, and ultimately how they engage the broader organization. Korn Ferry helps the executives at this juncture develop capabilities across all areas of leadership through deep exploration of their true leadership potential and a specific course of action that leverages the best of what they can bring to the company.

A unique mix of individualized attention, content from thought leaders, external perspective, and opportunities for immediate application and practice—all infused with the organization’s strategy—give executives the insights and tools they need to lead strategically.

At a glance:

Leveraging research-based content, thought leadership, and decades of experience developing leaders, this program is designed for enterprise leaders responsible for cross-functional business groups that need to:

▶ Remain agile in the face of industry disruption.
▶ Execute on strategic and change initiatives.
▶ Develop the next generation of executives within their organizations.

Unlike “off-the-shelf” or open-enrollment programs, and critical to this program’s success, the CEO and other executive leaders are given the opportunity to play an important role. Not only do participants benefit, but also the organization benefits from strengthening cross-functional networks and the outcomes of participant projects that are directly tied to the organization’s strategic challenges.
Across industries, executive leaders are facing a unique set of challenges as they guide their organizations. They’re required to translate and communicate the organization’s strategy, align functions, balance competing priorities, and make tough decisions while at the same time engaging, inspiring, and developing talent. Korn Ferry brings the framework, tools, and expert design and facilitation experience to develop leaders to meet these leadership challenges.

The Korn Ferry Executive Development Program is based on decades of unparalleled work with thousands of senior executives across the world. The comprehensive curriculum combines residential programs, executive coaching, self-assessment, experiential learning, and ample networking opportunities to meet the specific needs of these leaders and organizations. Tailored to each participant’s specific leadership needs, it’s all focused on preparing leaders for the challenges of tomorrow, while delivering on the organizational needs of today.

This program will impact your organization by developing leaders who:

- Lead with an enterprise perspective and manage the trade-offs to deliver on the organization’s strategy.
- Effectively execute in a complex, matrixed, and dynamic environment.
- Develop a deeper understanding of the state of the industry and the external environment.
- Engage their teams to activate the organization’s strategy and achieve the best out of their people.
A comprehensive experience.

The program is delivered in two residential programs held over an 8-12 week period, with one-on-one executive coaching before, during, and between the residential programs. Participants can expect:

- Individualized attention and focus from an executive coach to translate the learnings from the program content, tools, and assessments into a personalized action plan.

- Two, three-day, off-site residential programs, in an intimate setting with up to 24 peers from across the organization.

- The opportunity to launch an individual growth project to immediately apply and practice new concepts and tools.

- Dynamic presentations from thought leaders and expert speakers focused on the participants’ industry.

- Inclusion and involvement of the organization’s top leaders as teachers.

- Executive level facilitation that fosters an environment for senior leaders to dialogue, practice, and apply learned concepts.
Key elements of the program.

This program uses expert speakers, internal executives as teachers, individual assessments, and tailored coaching as the framework to help leaders gain awareness of strengths, weaknesses, and opportunities, as well as identify priorities and ensure that they have a comprehensive plan to address all key areas. Core elements include:

**The future of the industry:** A futurist—with vast experience and fresh perspective in trend spotting and strategic thinking—is invited to share input and advice. This helps participants identify and address blind spots, and serves as a source of support for leaders who want to drastically change the way they do business to prepare for current challenges and opportunities, as well as those on the horizon.

**Leaders as teachers:** Successful executive level leadership programs must include a robust dialogue around strategic initiatives. With support and guidance from Korn Ferry, executive sponsors are prepared to lead and teach this portion of the program, increasing the relevance of the experience for participants.

**Customer panel:** As leaders rise in the organization, often they have less direct access to their current and future or potential customers. A panel is included to immerse participants in their customer environment. This part of the program is tailored to the unique needs of each organization and industry.

**Thought leadership:** Participants explore and apply the latest research and tools that are particularly relevant for leaders at their level, such as: managing in a matrix environment, creating a leadership brand, influencing, decision making, and developing an enterprise mindset and an external focus, among other leadership themes.

**Individual executive coaching and peer coaching:** The program design is augmented by a series of high-impact individual meetings with a dedicated executive coach for each participant. Executive coaching supports applied learning and constructive behavior change. In addition, participants give and receive coaching with their peers in the program.

**Korn Ferry assessments:** Participants will receive individual assessments and multi-rater, 360 feedback in order to increase self-awareness of their leadership style, preferences, and potential, as well as their impact on others.
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 Korn Ferry Executive Development program is delivered in two residential programs held over an 8-12 week period, with one-on-one executive coaching before, during, and between the residential sessions.

### Prework.
- Attend a virtual seminar to kick-off the learning journey—outlining outcomes, expectations, and your role.
- First meeting with your Individual Executive Coach to set the stage for a high-impact experience.
- Stimulating and relevant exercises, activities, and pre-reading to prime leaders thinking about leadership development.
- Complete online assessments.

### Session one: Enterprise leadership in a complex, changing environment.

#### Day one: What the future demands of leaders.
- Our strategic response to the future—dialogue with internal executive leaders.
- Our leadership challenge.
- Customer panel.
- Learning agility & Individual assessments (KFA, Pivot Portrait, KF 360).
- Individual executive coaching sessions.
- Evening activity.

#### Day two: Leading change in a complex environment.
- Individual executive coaching sessions.
- Synthesis and reflection.
- Leading change simulation.
- Change and leadership implications.
- Executive leadership panel: Fireside chat.
- Evening reception, dinner, and culture change exercise.

#### Day three: Executing strategically.
- Your role as a leader in culture change.
- Purpose.
- Leading through paradox.
- Prep for time with CEO.
- A conversation with the CEO.
- Individual growth projects and action planning.
- The journey continues: Launch intersession activities/prep for session II.

### Intersession.
- Individual executive coaching sessions continue to push leaders to apply new learnings and encourage productive behavior change.
- Participants engage in an individual growth project.
- Curated readings, activities, and exercises that provide additional learning opportunities between sessions.

### Session two: Leading Yourself and Others for Business Results.

#### Day one: Influencing for results.
- Welcome and reconnect.
- Internal executive kick-off.
- Peer coaching.
- Mastering the matrix.
- Influencing for business results.
- Stakeholder management.
- Individual growth projects report outs.
- Individual executive coaching sessions.
- Informal networking reception.

#### Day two: Developing the next generation of talent.
- Individual executive coaching sessions.
- Synthesis and reflection.
- Talent development: Leaders teaching leaders.
- Next generation panel: Expectations of leadership and organization culture.
- Challenging conversations.
- Conversation practice sessions.
- Evening event.

#### Day three: Your leadership brand.
- Individual executive coaching sessions.
- Synthesis and reflection.
- Personal leadership challenge: Fast-cycle consulting.
- Your leadership brand.
- Individual action planning peer review.
- Final commitments and session close.

### Follow-up.
- Virtual application sessions and action planning coaching.
- Measurement to showcase ROI and impact on the leader and the organization.
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.

For more information, visit www.kornferry.com