

“Robert Hargrove is one of the world’s most trusted leadership advisors.”

-John Young, former Under Secretary of Defense

THE CEO CHALLENGE

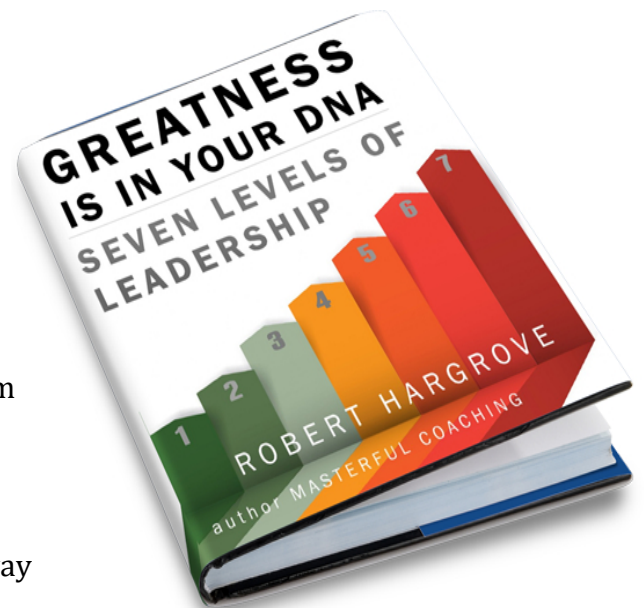
Part I. For Executives Seeking the NEXT LEVEL of Success

*Greatness always starts with the individual, never the organization
The CEO CHALLENGE empowers individuals to find their greatness
and manifest it in their current roles.*

The CEO CHALLENGE is for leaders who have been identified as having CEO or top executive potential (3-5 years out), but who are missing a clear development path.

Executives learn to start thinking and acting like a 10 X CEO today in their current job, setting the stage for them to rise to much higher levels of responsibility.

The power of the program is that it not only produces a CEO assessment, but also a powerful alteration in the way people actually show up in the organization.



“Robert told me that the fastest route to being a CEO is to start thinking and acting like one today. - Atul Gupta, Managing Director Europe, Tata Consulting Services

10X CEOs (executives) out perform their colleagues in almost every area

You don't have to wait until you're a CEO or top executive to think and act like one. You can start thinking and acting like a 10X CEO today, which will dramatically impact your performance and set the stage for a quantum leap in your career.

Start thinking and acting like a 10X CEO TODAY

- 1** Envision a *GREAT* vs. *GOOD* organization
- 2** Make sure everything you do is strategic
- 3** Make 2 or 3 game changing decisions (priorities) a year
- 4** Focus on what absolutely matters right now—RESULTS
- 5** The team with the best players usually wins
- 6** Create a HIGH performance vs. LOW performance culture
- 7** Be fanatical about innovation, quality, customers



“The 360 transformational coaching was the ultimate leadership development and growth experience.” - Tom Kaiser, Zurich Financial Services

“I want to become CEO and transform this company.” -Fortune 100 Executive

Benefits to the Individual

- ▶ Find your greatness and a role for yourself in your organization where you can play from it.
- ▶ Take your leadership and personal mastery to a whole new level while crushing it in your current job and setting the stage for your next big move.
- ▶ Deliver an impressive accomplishment in the next 6 to 12 months that increases your personal brand capital, visibility, and credibility.
- ▶ Decision support for major judgment calls where there is a lot at stake.

The CEO Challenge is a breakthrough in leadership effectiveness

The program challenges you with identifying an Impossible Future for yourself, as well as the specific leadership, business, and career challenges you need to meet to outperform in your current job and go to the next level.



“BRAIN RATTLING! You gave me a whole new dynamic mindset: If you want to be a Fortune 500 CEO, start thinking and acting like one today.”

-Bill Scott, VP Logistics, Georgia Pacific

Benefits to the Organization

- ▶ Confirms executives assumed readiness to take on leadership roles at the highest levels.
- ▶ Ramps up the executive’s ability to think strategically, make enterprise-wide decisions, and solve complex problems like Gordian knots.
- ▶ Directly impacts strategic alignment and execution, as well as economic performance.
- ▶ Masterful Coaching provides decision support for judgment calls where emotions are running strong and there is lot at stake.

Build a high performance organization

Great companies outperform the competition in almost all areas. They generally have one thing in common: they invest heavily in executive development and tie that directly to building a high performance organization. The CEO Challenge will help you to build a high performance organization.



THE MASTERFUL COACHING EXPERIENCE — THE CEO CHALLENGE I

The Structure of the CEO CHALLENGE

The CEO challenge can be initiated by a CEO or line executive, who wants to accelerate executive development or an individual executive who wants to go to the next level.

A. Get to Know You Conversation	We use LinkedIn as a way to meet people like yourself who have the capacity for greatness and see coaching can be a powerful catalyst in realizing it.
B. Executive Sponsorship Meeting	Meet with the CEO, executives, HR to see the strategies/goals and how executive development can help build a high performance organization with direct ROI.
C. Select Candidates	Masterful Coaching assists the executive team in selecting candidates for the CEO Challenge. We conduct 1 to 1 interviews with prospective candidates.
D. Intro Day	Meet with candidates to describe the programs, clarify expectations, Q&A, and provide the distinctions around the role of the CEO (or top execs)... <i>what only the CEO can do.</i>
E. CEO Challenge Assessment	We review each candidate's performance reviews, past 360s, resumes, and accomplishments. We also do 360 transformational coaching based on in depth interviews, providing feedback in a one day face to face meeting.
F. Leveraged Development Plan	We help you identify your ultimate aspiration (i.e., become CEO, Coo, CIO) and then help you think backward from that vision to the present. The goal is to stand in the future and take actions today that will help you realize your vision.
G. Group Coaching (Multiple Candidate Programs)	We suggest that the CEO or line executive meet with the group quarterly for 2-3 hours to provide mentoring. These group sessions are also an opportunity to collaborate better around accelerating strategic change.
H. One to One High Impact Coaching	Each candidate or group receives 24 + hours of 1 - 1 high impact coaching based on Masterful Coaching's 8 Catalytic Coaching Conversations (see next page)
I. Report Out	Meet regularly with executive sponsors to provide an evaluation of how each candidate has done with respect to their leadership challenges, business challenges and team challenges.

“The coaching conversations we had were conversations that I could not have had with anybody else.” -Dr. Edward Choi, Chairman CMOE, Korea

Catalytic Coaching Conversations

Coaching happens in conversations. You come away from each of these conversations feeling empowered.

- 1 Believing in yourself.** The beginning of all leadership is believing in yourself, that you can make a difference, that you can be successful, that you can have an impact.
- 2 It's ok to have big personal and organizational ambitions** It takes big personal and organizational ambitions to build a winning organization and make a difference in the world.
- 3 What only the CEO can do.** This conversation borrows from Peter Drucker on the unique work of the CEO and top executives. You learn how start thinking like a CEO today.
- 4 Making great decisions and judgments calls.** The ultimate marker of good leadership and bad leadership is judgments. Your coach acts as a thinking partner, providing detached judgment.
- 5 Accelerating strategic alignment and executive.** The goal of the program is to accelerate strategic change in the organization through individual and group coaching.
- 6 Mastering the Chess Game.** We conduct a special session on how to master the chess game in your organizations, with all its vagaries and shifting power bases.
- 7 Now is the time to crush it—outperform in your current job.** The goal is to increase your political capital, visibility and credibility. We are looking for you to identify an initiative to turn in stellar economic performance.
- 8 Leadership and Personal Mastery.** Everyone in the CEO Challenge is asked to master four areas: 1) Understanding yourself and your emotions, 2) Managing their line

Greg Goff, one of Robert's clients, was voted #1 Fortune 500 CEO of the Year in 2012, increasing the stock price 500%.

Meetings and Calls Between Coach and Coachee

▶ Get-to-Know-You Meeting With Coach and Coachee

- Establishing executive coaching relationship
- Talk about client's leadership history
- Establish Impossible Future for client
- Delivering on day job—short-term

▶ Face to Face Meetings (4 times per year)*

Meeting 1. Transformational 360 coaching

Meeting 2. What only the CEO can do

Meeting 3. Building a high performance organization

Meeting 4. Living in more than one world—work life balance

▶ Coaching Calls

Calls occur on a weekly basis so that the coach and coachee are on the same playing field.

**additional face to face meetings can be added*

Fees

Please contact us to ask about costs. Pricing depends on your position in the organization and scope of responsibility and control.

Scheduling

The two parties agree to speak on a regularly scheduled basis, such as Thursdays at a mutually convenient time. This time can be changed by mutual consent.

Standards of Conduct

Each party agrees to honor the relationship, act in a professional trustworthy and ethical manner, be in communication as such by responding to email or non-scheduled calls, to keep agreements once they are made, to complete broken agreements or potentially broken agreements at the earliest possible moment.

*“Thank you Robert for helping me to find my greatness.” -Stanley Chitekwe
Director, UNICEF Nigeria*

Robert Hargrove

Robert is founder of Masterful Coaching, former Director of the Harvard Leadership Research Project, and a bestselling author. He was awarded a medal from a USA Presidential Appointee for Distinguished Public Service.

Robert has groomed leaders to become Fortune 500 CEOs. He has been the trusted advisor to the Chairman of the New York Stock Exchange, the European CEO of the Year, the Assistant Secretary of Defense, and Executive Director UNICEF.

Robert is the author of 10 books, among them: “The CEO & The Consigliore,” “Your First 100 Days,” “Masterful Coaching,” and “Mastering the Art of Creative Collaboration.”



Program Fees

Please contact us for a proposal based on the number of people you would like to participate in the CEO Challenge. Fees vary based on number of participants, their positions in the organization, and the involvement of the company sponsors.

Contact

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