

# NCEO

## The Next Chief Executive Officer Program

A Practical and Transformative Program Developed with CEOs to  
Prepare the Next CEO for Success



Because very few make it to the top and survive without the right preparation and support



CHIEF EXECUTIVES  
GUILD

*Sanctuary*      *Mastery*      *Legacy*

Dear Next CEO:

When you step into the CEO role you'll find yourself at the intersection of two massively powerful forces:

1. The expectations and demands of external stakeholders—customers, the board, the media and stockholders, investors or owners, etc.
2. The expectations and demands of the entire internal organization— the executive team, functional groups, front line employees etc.— all those who make up the workforce.

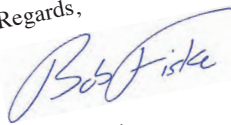
As a seasoned executive, you have proven financial skills, strategic skills, operational skills and leadership skills. Yet, when you first find yourself between these two massively powerful forces, simple decisions will too often become staggeringly complex.

Compounding these challenges, you will be alone at the helm—with no peers—and the information pipeline you relied on will have stopped flowing. According to most CEOs, this unexpected isolation along with greatly increased demands and accountability are the realities you will face in the top job.

So how do you prepare for this transition? How do you avoid the typical missteps and get up to speed swiftly? The NCEO Program will provide you with the knowledge and tools you need, and more importantly, the peer support and coaching that will ensure your success. The NCEO Program will give you what you need to avoid transition pitfalls, quickly ramp your performance and deliver the results that all the stakeholders will demand.

I invite you to further explore how we can help you successfully prepare for and move into the CEO role.

Regards,



Robert Fiske  
President & CEO

P.S. Thinking, acting and inspiring like a CEO is often the missing puzzle piece between merit and success. No one attains and succeeds in the top job without others sensing that you are in charge or should be.



"Nobody outside the CEO role gets the complexities of what we deal with – everyone in the Chief Executives Guild gets it and thanks to the members of my MasterMind board and coach I'm able to tackle the bigger challenges quicker and more effectively."

"I was resistant at first, I didn't think I had the time and felt I was doing a great job on my own. I was wrong—participation in the Chief Executives Guild has proven to be an exceptionally valuable use of my time."

## The minute you become CEO, every relationship changes, even the longest ones

Everybody will be looking for something from you. Everyone will want to know what you think before they say anything.

## As CEO you'll discover you have to make agonizingly difficult decisions on your own

During your darkest hour, you'll question your own competence. Even when you're doing a good job, you'll question if it's good enough.

## As CEO you will be subjected to an amazing amount of scrutiny and harsh criticism

You will be watched all the time and every word will be weighed, examined and sometimes cause unexpected impact.

### Only Eight Qualified C-Suite Executives Will Participate in the NCEO Program

- 1 CEO Leadership Mastery Coaching** – 90-minute session each month
  - Receive the same formal executive leadership assessments as Fortune 500 CEOs
  - Get clear on your strengths, gaps and blind spots
  - Learn to think, act & inspire like an experienced CEO before moving into top job
  - Develop a “First 100 Days” plan for when you move into the CEO role
- 2 NCEO Mastermind Board** – 1/2-day facilitated meeting each month
  - Receive the support of a trusted circle of peers from other companies and industries
  - Generate solutions to the strategic challenges each member's company is facing
  - Gain what you need to increase the impact you have in your organization today
  - Develop and hone the crucial CEO skills you will need when you step into the top job
- 3 Portland CEO Breakfast Club** – 2.5-hour/month with Presidents & CEOs
  - Join a group of seasoned mid-market CEOs (who meet 8-10 times a year)
  - Learn from an intimate briefing by a nationally acclaimed leadership expert
  - Participate in a deep-dive discussion with CEOs about the issues they are facing
  - Develop mentor relationships with experienced CEOs



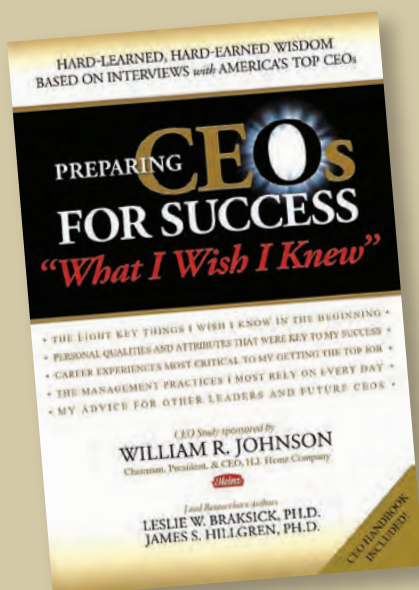
#### Program Leader: Jeannie Coyle

CEO Leadership Mastery Coach, MasterMind Board Chair, Leadership Development Consultant, former SVP of HR at American Express and Head of Leadership Development at Bank of America.

Jeannie has coached over 500 executives, including those at the highest levels in both the private and public sectors. Jeannie is known for helping top executives discover the fresh perspective and deeper self insights needed to target and develop the new ways they must think and act to become better leaders and get the business results they desire.

Ms. Coyle's nationally acclaimed book “Make Talent Your Business” provides a proven road map to develop leaders through experience.

The only true experts on the realities of the CEO role are those who have been successful in the top job



Prepare yourself for success with the NCEO Program – key learnings come from the hard-earned wisdom of our CEO members, their coaches, and the insights and recommendations of over twenty other highly successful chief executives who were candid about the realities of their job and what they wish they had known before they stepped into the top position.

*“I was surprised by the high degree of fear and mistrust even though I had worked here for years. I was also surprised by how long it took to bring old and new members of my leadership team together.”*

*“As COO, I dealt with the tangible and measurable issues. As CEO I quickly learned that I must act dispassionately and objectively in my relationships with people and that I must make decisions about people and about business units that sometimes conflict with my old loyalties.”*

*“When I assumed the role of CEO I was surprised that the members of my team, my former peers, were weaker than I had assumed. Consequently, it took me two years to assess and realign the team, delaying the implementation of significant changes important to our future success.”*

The NCEO Program reference book is “Preparing CEOs for Success: What I wish I Knew” based on a research study sponsored by William R. Johnson, former Chairman, President, and CEO of H.J. Heinz Company

## Blindspots

### **You Already Have a Coach or Mentor**

A good executive coach can help you maximize your performance, but few have the experience needed to take you to the top. Our CEO Leadership Mastery Coach and NCEO MasterMind Board Chair has that specific experience and expertise.

### **You Already Have a Good Peer Advisory Group or Network**

Long-term, trusted peer-support relationships can be invaluable, but will they take you to the next level? Joining the NCEO MasterMind Board brings you a curated group of peers that are on the same journey as you. And participation in the CEO Breakfast Club connects you with seasoned CEOs who want to help you succeed.

### **You Feel That Your Company's Board Already Knows and Trusts You**

Presenting to and strategizing with a board is great experience. Effectively managing the board that is managing you is a completely different skill set, one that you must learn to excel in the CEO role.

### **Your CEO Is Resistant to Naming his/her Successor**

Succession planning is the most avoided of all CEO responsibilities. Yet it is critically important to the future of the company. In addition to preparing you for the CEO role, the NCEO Program will increase the contribution you make in your current role and strengthen your relationship with your CEO – building everyone's perception of you as the best next CEO.

### **Investing Time and Money in This Program Is Not a Priority or in the Budget**

All stake holders want to increase the effectiveness of the leadership team to spur growth and profitability. ROI of participation in the NCEO Program is significant; you become an even more effective leader now and better prepared to take the reins when needed, assuring the company's ongoing success.



## Reality

*"I am new in the CEO position, so I really appreciate how the CEO Guild has helped me build my competence and confidence in so many areas of leadership. Between the monthly CEO Breakfast Club's excellent speakers and follow up discussions, my Mastermind Group of peer mentors, and my personal coach, I feel that I have received exceptional value for the time and money invested. Participation in the Guild keeps me focused on the big picture and I know I always have somewhere to go for experienced advice when tackling tough issues that CEOs face."*

– Roger Lord, President, Mason, Bruce & Girard

*"My CEO MasterMind Board is a brain trust of CEO advisors who are totally dedicated to each other's success. Together we've untangled some pretty knotty problems, and it makes such a difference to have a group of people you trust, like and respect looking out for you."*

– Rakesh Sridharan, President, LED Lenser

*"I have been attending the CEO Breakfast Club meetings and participating in a Mastermind Board for over a year and find both to be extremely valuable. The opportunity to have candid dialogue with other CEOs has provided me great insights to tackle the tough issues I face as a CEO of a growing professional services company."*

— Larry Fox, President, OBEC Consulting Engineers

*"The monthly CEO Breakfast Club meetings are consistently excellent; the speakers keep me up to date with the latest CEO-level leadership thinking and the peer discussions generate practical ways to use what we just learned."*

— Roger Hinshaw, Market President, Bank of America

## Chief Executives Guild

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