

You are invited to the

Executive Transitions Master Class

How to have the greatest impact as you take on a new role

What?

The forum is targeted at senior executives (CEO-1 and CEO-2) who are in the midst of a transition/promotion into a new role, preparing to make a transition soon, or several months down the path and want a chance to re-group and assess their next step. It is an opportunity to spend two days having in-depth conversations about where to take your business, how to shift the culture of your organizations, how to build a high performing top team, and how to maximize your own individual leadership. You will walk away with an integrated plan (across business, culture, team and personal leadership topics) to get your organization working at full productivity in the desired direction as quickly as possible, including tools, approaches and counter-intuitive insights to:

Have more impact

- Find “hidden” value creation opportunities that previous leaders may have missed
- Gain clarity as to where and how you should spend your time to make the biggest difference across multiple priorities that need to be managed simultaneously

Implement faster

- Get the right team members in place and build them into a high-performing, high-trust team
- Create buy-in and energy for execution broadly as a result of the co-creative process employed to set direction

Make change sustainable

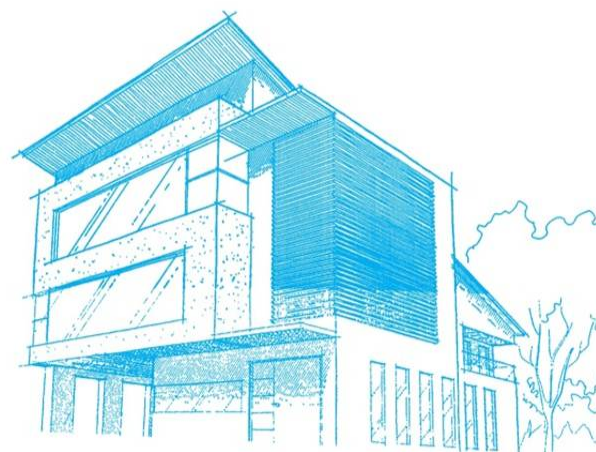
- Quickly and methodically understand the organizational culture and prioritize needed mindset and behavior shifts
- Influence these shifts in the course of driving performance improvement - an essential part of making change happen at scale without overloading the organization with initiatives

You will also have the chance to hear lessons learned and get any open questions answered by senior executive guest speakers who have a track record of successful transitions. Last but not least, you will leave with an expanded network of peer relationships with other executives and McKinsey partners who can act as an independent sounding board for you as your transition unfolds.

Why?

While a transition typically reflects a leader's track record of previous success, research shows that only 40 percent of newly hired or promoted senior executives are considered successful after their first 18 months. What's more, this statistic has been true for the last 15 years, suggesting that prevalent management advice hasn't helped.

We have recently concluded a multi-year research effort aimed at “cracking the code” on how transitioning executives can beat the odds. While most executives can appreciate what needs to be done, they often misstep when it comes to *how*, *when*, and with *whom* they choose to act. The purpose of the session is to share the most helpful and non-obvious insights from this research in a highly interactive format.



Who?

Participation is suited best for senior executives who either are transitioning soon, or have transitioned in the past 12 months and want an opportunity to step back on their transition period. You should be moving into roles at the CEO-1 or CEO-2 levels, e.g., BU head, country CEO, or functional roles such as CFO, Chief Risk Officer, Chief Information Officer, Chief Human Resources Officer, etc.

You will be joined in the session by senior executives from other large companies facing similar challenges. The forum will provide an opportunity for network building, experience sharing, and learning. In order to ensure the time together is discussion-oriented and focused on topics of direct relevance to participants, the number of spaces will be limited to 20. Participation is by invitation only.

You will be joined by a McKinsey & Company partner with whom you have a close relationship. In attending this session with your partner and with similar pairs from other leading organizations, you will have access to advice and experience from a broad range of consulting and industry experience and the opportunity to create a unified vision for “what we can apply on Monday” with your closest advisor, accelerating your ability to achieve impact.

How?

We have designed this forum for experiential learning. It will be a true working session, offering thought-provoking exercises and discussions that enable you to learn from your peers in the room, as well as from the collective experience and research of McKinsey & Company colleagues. We have constructed the format to ensure the learning

you gain is directly relevant to the challenges and opportunities you face in your business today and into the future.

When and where?

EMEA:

2019, March 13-14	Paris
2019, July 3-4	Paris
2019, Nov. 20-21	Paris

North America

2019, TBD – Spring	San Francisco
2019, Oct. 2-3	New York

Costs

McKinsey & Company covers accommodation and conference expenses. Participants are responsible for their own travel, transfers, and incidentals. If your ethics provisions require you to remit payment, we are happy to provide a breakdown of the costs or work with your ethics officer.

Contact

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“‘Fantastic event. One of the most helpful programs I have done! It is a comprehensive general management program. It helped me clarify my priorities.” (Head of Group Strategy, Electric Power/Natural Gas)

“I couldn’t imagine a better support. It was very unique, very professional, so well structured, the perfect mix of lecture and interactions. It gives me clarity, simplicity, insights. It’s really another level.” (Country CEO, Consumer goods)

“The program is well done, very intense, refreshing, I am impressed by the real commitment. It was deep, sincere. That’s not common.” (BU Head, Chemicals)