

MCCE

# Aspire Program

By McKinsey Center for CEO Excellence



# Your 6-month personalized learning journey awaits you!

With peer C-suite leaders to reflect on your learning journey and chart a transformational plan ahead  
**Location: TBC**

## Mentoring Sessions

3 comprehensive mentoring sessions with your CEO Mentor and MTP, who acts as your personal sounding board, assisting you in your journey to become a CEO

Closing Summit



**We are here!**



Opening summit

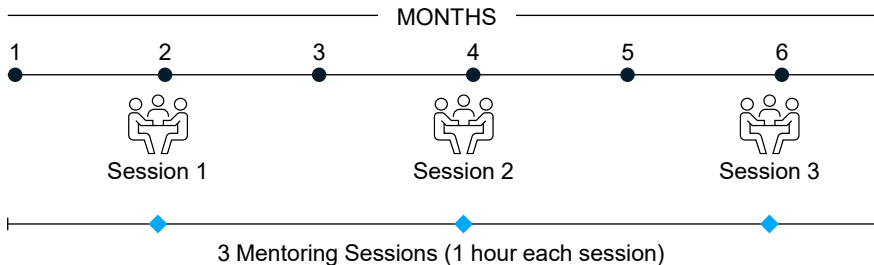


# What to expect from your Mentoring Sessions?

Illustrative

## What is a mentoring session?

A session with your advisors that serve as a personal sounding board for your ideas and to develop tailored recommendations that suit your unique needs and leadership style



## Guidelines to make the most out of your sessions:

1

### Reflect on your goals and challenges

Take some time to reflect on your current situation as a C-suite leader or top executive candidate. What are the business goals of your organization, and what challenges are you currently facing in achieving them?

2

### Consider potential solution

Upon reflection, you might think about potential solutions or strategies to discuss during the session. This could include ways to overcome specific challenges or ideas for achieving your goals more effectively

3

### Come with an open mind

It is important to approach the session with an open mind and a willingness to receive feedback. Your mentor will offer suggestions and insights that are intended to help you grow and develop as a leader

## MCCE's support:

- We will be coordinating with your office to schedule all 3 Mentoring Sessions; with the first session to be set up within ~6 weeks of the opening summit
- We will help facilitate preparation work ahead of sessions so, you can get the best out of each
- We will gather and share feedback from your mentors to maximize impact

# Topic 1:

## Strategy Placemat

### Objective

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- Ensure top executive candidate can clearly and compellingly communicate their vision, including to the Board as part of the selection process

### Placemat rationale

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Grounded in overall, 3–5-year **aspiration**

Ensures high level **themes** are supported by specific near term, tangible, measurable initiatives with an accountable leader

Sharpens candidate's focus on the short-list of **needle-moving decisions**

- Acknowledges you have to ruthlessly prioritize – helps guide **time allocation/meeting agendas**
- Clarifies efforts to deploy **next generation talent** against so they make the biggest difference & you get to know them
- Prompts reflection as to “**what stops**”/what not to do, as well as what needs to be done

### Application

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Pre-work completed during intro call with MTP

1. Review and update the placemat during the Action Planning session (Day 3)
2. Further refine the Strategy placemat during the mentoring call post the summit (optional)

# Topic 1:

## Strategy Placemat

Template for use

<p><b>Why do we exist?</b> (purpose)</p>	<p>...</p>								
<p><b>Where are we headed?</b> (vision)</p>	<p>...</p>								
<p><b>What will we deliver for our stakeholders?</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; width: 25%;">+</td> <td style="text-align: center; width: 25%;">=</td> <td style="text-align: center; width: 25%;">+</td> <td style="width: 25%;"></td> </tr> <tr> <td style="padding: 5px;"> <p><b>Our employees are</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul> </td> <td style="padding: 5px;"> <p><b>Our customers have</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul> </td> <td style="padding: 5px;"> <p><b>Our shareholders benefit from</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul> </td> <td style="padding: 5px;"> <p><b>We help society to</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul> </td> </tr> </table>	+	=	+		<p><b>Our employees are</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul>	<p><b>Our customers have</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul>	<p><b>Our shareholders benefit from</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul>	<p><b>We help society to</b></p> <ul style="list-style-type: none"> <li>• ...</li> </ul>
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# Topic 1:

## Strategy Placemat

### Sample output

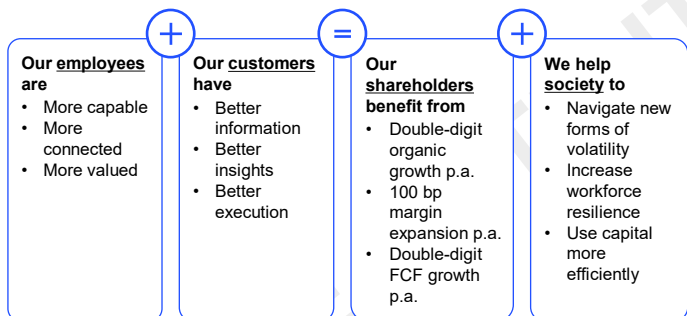
**Why do we exist?**  
(purpose)

To provide protection and growth to economies, businesses, and individuals amidst ever increasing volatility

**Where are we headed?**  
(vision)

Our aspiration is to transcend insurance and become one of the world's preeminent professional services firms known for uniquely harnessing the power of capital, insight, & data

**What will we deliver for our stakeholders?**



**How will we make it happen?**  
(bold strategic moves)

#1 **Increased differentiation:** Client needs-based bundling & new product development by organization-wide sales force effectiveness & pricing effort

#2 **Improved productivity:** Step change productivity improvement via organization-wide digitization and shared services transformation

#3 **M&A:** Large-scale portfolio reshaping to sell transactional and mature low-growth businesses, and invest heavily in data & analytics-led acquisitions

#4 **New venture innovation:** Expanding the total addressable market via a growth-stage innovation approach to a portfolio of big-bet moves (e.g., Crypto, China, Public Sector)

**Who will we be as colleagues?**

**Our organizational design is characterized by:**

- 4 regions integrating for clients
- 5 product lines delivering capability & expertise
- 6 functions optimizing for "one firm"
- Client segment-specific roles (large, small)
- Helix operating model

**Our culture & values can be summed up as:**

"100 percent-cubed" (100%)

**Which means ...**

- Bring 100% of the firm (collaboration, inclusiveness)
- To 100% of our customers (customer focus)
- 100% of the time (results focus, accountability)

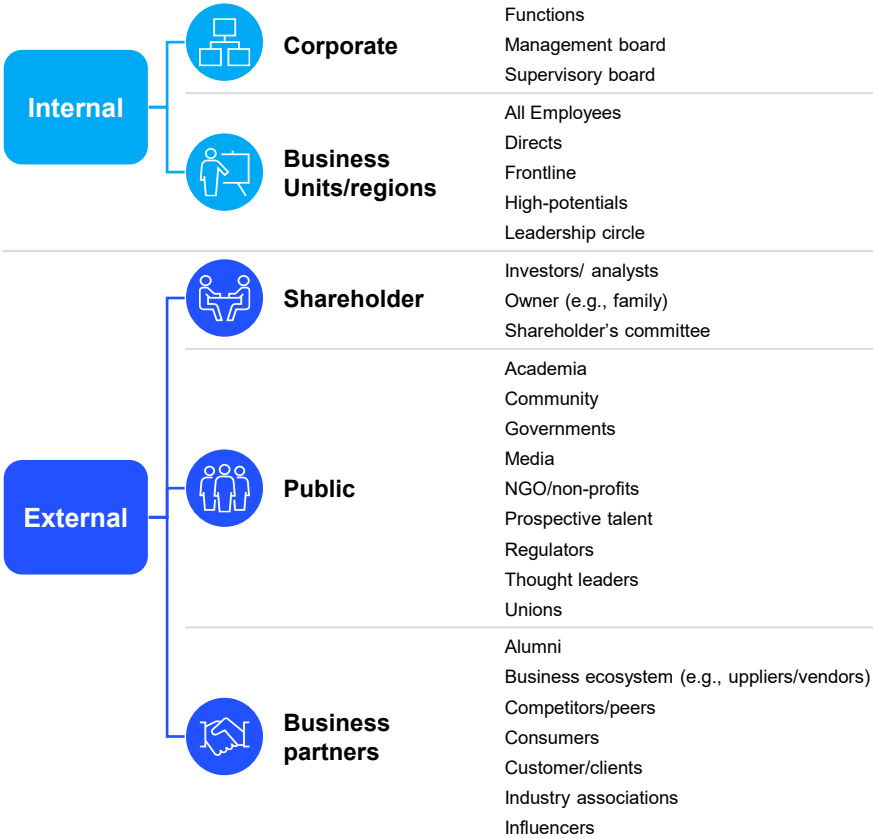
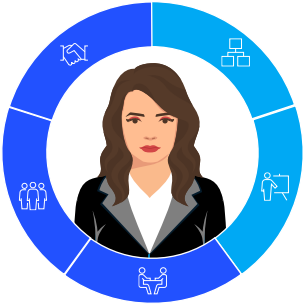
**The talent/capabilities we need to enhance are:**

- Account management
- Cross-firm knowledge ("Company IQ")
- Robust CRM platform and usage
- Leading data & analytics capability
- Elevated client service standards

# Topic 2: Strengthen stakeholder mgmt. and Top Executive narrative

Effective communication is especially vital for CEOs managing diverse stakeholders with varying, sometimes competing, agendas

New stakeholder demands require CEOs to increase visibility, transparency, and engage on a wider set of issues



# Topic 2: Strengthen stakeholder mgmt. and Top Executive narrative

Non-exhaustive



From  
(Pre-  
CEO)

Visibility

Private



Medium

Siloed



Amplification

'One and done'



Authenticity

Corporate speak



Impact

A position



## Step into the shoes of your top executive to prioritize stakeholders

Five unique dimensions enable CEOs to accelerate growth and develop an effective public platform

To (CEO)	Description	Ideal state
<b>Public</b>	In a fractured and polarizing media environment, every word is highly scrutinized and dissected, <b>breaking down the walls between private and public personas</b>	A <b>transparent, bold,</b> and deliberately visible external approach, <b>backed by a clear narrative</b> will foster <b>trust</b> and demonstrate a CEOs long-term commitment to <b>growth</b>
<b>Omni-channel</b>	CEOs are increasingly taking a 'campaign-like' approach in <b>articulating their narrative</b> , sharing stories across owned, earned, and paid channels	Identification of the <b>highest value channels, formats, and moments in time</b> to effectively communicate your message
<b>Programmatic</b>	There is no 'one' moment – CEOs <b>consistently create moments that matter</b> and communicate their growth story	<b>Programmatic and proactive communications</b> engine to meet your audiences where they are
<b>Authentic narrative</b>	<b>Vulnerability is a strength.</b> CEOs are leading and communicating with <b>empathy</b> , bringing their <b>full-self to the role</b> to engage stakeholders	<b>Clear, transparent, authentic interactions,</b> seamlessly blending the CEO and 'the person'
<b>A platform</b>	CEOs are focused on <b>creating long-term value</b> , using their <b>platform</b> to benefit <b>all stakeholders</b> and drive <b>holistic impact</b> at speed and scale	<b>Providing stability</b> for stakeholders while simultaneously <b>energizing them.</b> Serving as <b>integrator (and storyteller)-in-chief across audiences</b>

# Topic 2: Strengthen stakeholder mgmt. and Top Executive narrative

Template for use



From  
(Pre-CEO)

Visibility

Private



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Impact

A position



## Individual Reflection: Where are you now?

Communications serves as an essential enabler of business performance, with spikes at key moments of organizational transformation, transition, crisis, or growth

To (CEO)	Where are you now?	How will you get there?
<b>Public</b>	...	...
<b>Omni-channel</b>	...	...
<b>Program-matic</b>	...	...
<b>Authentic narrative</b>	...	...
<b>A platform</b>	...	...

# Topic 2: Craft your **narrative** to engage stakeholders

Template for use

<p><b>Who I am</b></p> <hr/>	<p>...</p>
<p><b>Why I am excited to be here</b></p> <hr/>	<p>...</p>
<p><b>Honor ... legacy and progress</b></p>	<p>...</p>

# Topic 2: Craft your **narrative** to engage stakeholders

Template for use

<p><b>Share your aspiration for the future<sup>1</sup></b></p> <hr/>	<p>...</p> <hr/>
<p><b>What this will look like in the near term <i>and</i> what success will look like</b></p> <hr/>	<p>...</p> <hr/>
<p><b>How teams can engage and co-create the journey</b></p>	<p>...</p>

1. This presents an opportunity to harness the full potential of the organization, and articulate your vision with elegant simplicity

# Topic 2: Craft your **narrative** to engage stakeholders

## Sample output

### Who I am

**Purpose-driven, authentic leader:** Grew up in <place>, learned the value of hard work, education and dreaming big. Growing up, I looked up to [X]. Today, I look to emulate h/her in all facets of my life – as a mother, wife, and humbly, as the CEO of [X].

**Lifelong learner:** My expertise lies in [X], but this role is so much bigger than that. I will bring in relevant insights and seek to learn from each of you in order to best serve our customers, employees, and shareholders.

**A deep ‘believer’:** Firmly believe in the power of [X] company. Its people, values, products, and services – we have all the ingredients to drive the next chapter of growth.

### Why I am excited to be here

**“One Team” culture:** We are one team, deeply committed to each other, our customers, and the communities we serve. We are a family.

**Long-term view, with customers at the core:** We are planning not only for what’s ‘now’, but also what’s next – to drive the future forward, with the customer at the center of everything we do

**Holistic growth:** This is a unique opportunity to be in a role where we can grow our business, our people, and our communities – all at once. There are no tradeoffs in our growth story. Serving one can serve all!

### Honor <company> legacy and progress

**Organizational outperformance:** We’ve made bold moves over the past ~3 years, and with thanks to [Fmr. CEO], our top team – we have an exciting roadmap ahead.

**Speed as a strategy:** We’ve fostered a strong culture of innovation and execution – and with that, we can move faster than our competitors to stay ahead of the pack.

# Topic 2: Craft your **narrative** to engage stakeholders

## Sample output

Share your aspiration for the future<sup>1</sup>

What this will look like in the near term and what success will look like

How teams can engage and co-create the journey

- I believe we have an opportunity to reinvent the [X] industry. It is ripe for disruption. And simply put, we aspire to be a [X] company that is **reimagining the future** of [X].

We have an incredible opportunity ahead of us. Let's focus our collective energy on three areas to holistically grow and drive impact. Together, we can:

- **Build on our customer centric approach:** Our investments in GenAI, strategic partnerships, and recent acquisitions have all positioned us to win the future and create game-changing customer solutions.
- **Embrace “the power of we.”** Let's lean into our shared purpose and long-term vision. We will continue to invest in our important asset – our talent, with opportunities to learn, grow, and create a diverse, equitable, and inclusive environment.
- **Execute with excellence:** Clear, strategic planning, combined with an ownership mindset will propel our company forward.

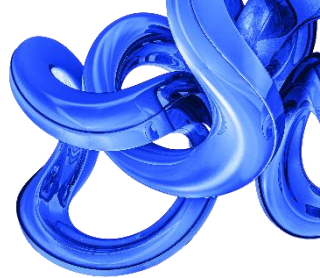
As I think about the future for this organization and the role we'll play, I would encourage us to:




- **Be bold.** Seek to not only improve upon, but reimagine how things can get done here.
- **Seek understanding:** Let's bring teams together to go further faster and harness the full power of the network.
- **Embrace innovation:** Continue to experiment, take thoughtful risks and bring the 'best of [X] to our stakeholders

1. This presents an opportunity to harness the full potential of the organization, and articulate your vision with elegant simplicity

# Topic 3: Navigate

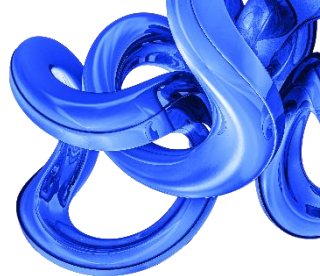
## Top Executive-elect phase






Best practice	Description	What this looks like in practice
<b>Proactively analyze and rebalance calendar</b>	Work with EA or Chief of Staff to assess if time allocation needs to be rebalanced	<p><i>“If I wasn’t spending time in the right places in any of these areas, a quick look at the annual calendar would make that abundantly clear. One of my Chief of Staff’s primary jobs was to make sure that the balance of meetings was correct”.</i></p> <p><b>Ajay Banga, Mastercard</b></p> 
<b>Build “white space” between meetings</b>	Build in 10-15 minutes between meetings to create the mental space to be fully present in next call	<p><i>“I needed to be the best I could be and bring my whole self to every single engagement. So, we would build in 10 or 15 minutes between things to create that mental space”.</i></p> <p><b>Gail Kelly, Westpac</b></p> 
<b>Be fully in the moment at work and home</b>	Avoid being preoccupied with thoughts of the past, future, or other events	<p><i>“You just have to take everything as it is and isolate, manage it; isolate, manage it. And I think, at the end of the day, the best CEOs will find themselves able to do that, while not forgetting anything, but simply not adding to the burden. People start seeing that you’re disciplined and focused—that when you’re there, you’re there in body and mind”.</i></p> <p><b>Richard Davis, US Bank</b></p> 

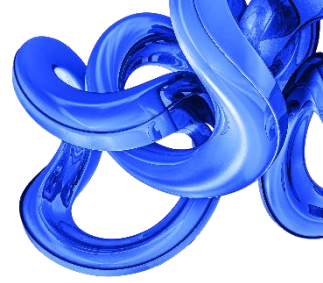
# Topic 3: Navigate

## Top Executive-elect phase



Best practice	Description	What this looks like in practice
<b>Schedule most important meetings during energy peaks</b>	Determine when energy during the day is at its highest and schedule most important tasks then	<p><i>"... you have to assess is what are your natural peaks and valleys, and what is your recovery time. I'm a morning person. My morning meetings are awesome. My late-afternoon meetings are not when you really want to get me. So I would schedule the most strategic, important meetings early in the day".</i></p> <p><b>Brad Smith, Intuit</b></p> 
<b>Set a daily ritual</b>	Keep a degree of separation between public and private life by setting a daily ritual between the two	<p><i>"I'd walk home after work. The reason for walking back wasn't the exercise, it was to detox from work and just leave my work behind, so when I walked into my house, I was done".</i></p> <p><b>Ajay Banga, Mastercard</b></p> 
<b>Build blocks of open time into schedule</b>	Set aside time for spontaneous interactions (e.g., same-day appointments, crisis responses, opportune conversations)	<p><i>"The job of a CEO is different every day. Stuff just drops in. If you don't have a framework, you're going to constantly be dealing with the crisis of the moment or with things that aren't that necessary, and you can't delegate because you don't have a good rhythm. However, if you get a message, 'We want you at the White House next week,' you've got to be agile enough to move things around".</i></p> <p><b>Marillyn Hewson, Lockheed Martin</b></p> 

# Topic 3: Personal operating model template



Template for use

MY PRIORITIES

MY ROLES

MY TIME

MY ENERGY

# Topic 4: Best practices for Board interviews (1/2)



## Grounded thinking

If a question knocks you off balance, come back to the **value proposition and/or the client/ employee-experience as the foundational thought** on which to respond – it's always safe ground



## Summarize the top-line

To the extent possible, **summarize the umbrella thought up front**, enumerate key points that support it, and only then dive into details



## Be memorable

Punctuate points with a **short memorable vignette** e.g., instead of *"I'm worried about talent retention"*, *"our risk is we lose the best and keep the rest"*



## Be confident, not arrogant

**Caveat opinions with openness** i.e., *"no doubt I'll get a deeper appreciation for the challenges with community groups as I understand them better, but my ingoing thinking is that... [followed by confident answer]"*



## Research the role

Have a **point of view on what the Board is looking for** in a candidate and ensure you hit on those points, e.g. a bias to inspire people through purpose, a commitment to a tangible progress on DE&I, relevant ESG-related experience

# Topic 4: Best practices for Board interviews (2/2)



## Foundational narrative

Be prepared for the question of “*why don’t you take a few minutes up front and **share more about you** - background, experience, mindsets, aspirations, etc.*” – this will **create a foundational narrative to return to**



## Be authentic

The Board won’t be just looking for what you say, but gauging **how they feel when you speak** – is it authentic, with conviction, and does it give them confidence you’ll be open with them throughout your tenure



## Stay honest

Be honest about **weak spots and what you’ll do to shore them up** (e.g., in how you configure your team, in where you’ll spend time, in what analogous experience you’ll draw on)



## Prepare questions

Good questions are **genuinely motivated by wanting to do best for the organization and its customers**; avoid making the panel feel like they’re incompetent or being seen as disingenuously pandering to people in the room



## Lasting impressions

Consider **how you’ll achieve a lasting impression** (e.g., did you fully listen to the questions with humility, share insightful/well informed points of view, clearly have an inspiring/big picture view of the organization and its potential)

# This program concludes at the closing summit but your journey with us continues...

As we reach here together,  
we will share with you about  
the closing summit details  
well in advance and  
coordinate with your office  
to ensure your presence!

Please reach out to us at  
[MCCE\\_Program@mckinsey.com](mailto:MCCE_Program@mckinsey.com),  
if you have any queries

Closing  
Summit



Opening summit

We are here!

