



MAESTRO-LEVEL LEADERS COHORT EXPERIENCE

Gathering highly-developed executives who yearn to refine themselves to the highest level of leadership.

“It helps cast a vision for what’s possible, practical, and win-win for me, my successor, and the organization I’ve led and want to see thrive beyond me...”

Inherent Risk.

27 to 46%

of executive transitions are regarded as failures or disappointments two years later. (McKinsey & Company 2018)

Value Erosion.

15%

lower performance results from unsuccessful transitions. (CEB Global 2013)

Daunting Odds.

30% → 12% → 3%

The declining share of family businesses that last into a second, third, and fourth generation. (Family Business Institute)

Future Vitality.

90%

The likelihood that the team will meet 3-year goals if leadership transition is successful. (Corporate Executive Board)

At a Glance:

What is it?

A four-year peer-based leadership journey to explore, map, and implement what succession, sustained organizational success, and legacy look like in each leader’s unique life and organizational context.

Who is it for?

Organizational leaders/founders who know it’s time to not only think about but actually plan for succession, and who want to approach What’s Next with a broader lens—planning for a new season of growth, value, impact, and significance for themselves, their successor, and the organization as a whole. Leaders who believe that fostering the success of their successors and building (versus eroding) value are non-negotiables for their transition and leadership legacy.

What’s involved?

A cohort of 6-12 for profit/nonprofit leaders journey together and commit to:

- Convening virtually one morning each month to talk through opportunities and challenges
- Meeting 1-on-1 monthly with an Executive Advisor for action and accountability
- Gathering quarterly for a 1½-day retreat to learn, explore, map, and model.

Deliverables and Outcomes:

- ✓ An intentional plan for continued organizational growth and sustained value.
- ✓ A future balance sheet—optimally at least 5 years out.
- ✓ Key (and oftentimes new) success metrics and measures.
- ✓ A succession plan, tailored to the unique needs of the organization.
- ✓ A new job description for the leader—for both succession-planning phase and beyond.

Frequently Asked Questions:

Why the name Maestro-level Leaders?

Maestro reflects the conductor of an orchestra, whose primary role is vision for what can be, rather than administration of what is. This perspective and contribution becomes especially important for a leader in her/his Third Turn, planning for transition in context of the preceding leadership chapters:

- Turn One: Artisan--learning to lead oneself
- Turn Two: Artist--learning to lead others and an organization
- Turn Three: Maestro--learning to lead toward future, sustained organizational value and legacy

Is this experience only for organizational leaders who are contemplating their transition?

No. The experience would benefit any leader with P&L responsibility who wants to plan for transition and future value in that context; or for a leader who has already stepped away from the organization and wants to focus attention on developing their own post-succession Third Turn purpose and plan.

When is the ideal time for a leader to begin the succession planning process in earnest?

Bottomline, the most ideal time is prior to succession being an actual event--with time to incorporate critical elements like planning for future value, knowledge transfer, continuity and legacy, as well as identifying a successor.

Would our board and other stakeholders be involved or is this primarily for the leader/founder?

Ultimately, all key stakeholders are factored into the process, in keeping with the unique needs and dynamics of the organization. While succession strategy might start with the leader/founder, the board and the senior team become involved eventually. In some cases, succession planning might be initiated by the board or even by investors or potential investors.

What return on investment can a Maestro-level Leader participant expect?

What is the value of the business/organization now? What value is anticipated five or more years out? How much value might be lost if this is not managed well? The ROI is *reducing any loss in value and strategically planning for anticipated increases in value.*

Why a 4-year timeframe for the cohort?

Most leadership transition planning and implementation processes run anywhere from 3-5 years if well-constructed and implemented; some progress more slowly, some faster. The 4-year process provides a general mapping framework that includes:

- ✓ Developing a succession-planning job description for managing a Maestro-level plan
- ✓ Mapping the journey, steps and processes
- ✓ Modeling the changes
- ✓ Implementing and sustaining those changes.

What if our succession planning has begun already...or we're probably 5-10 years out from actual transition/succession?

Ultimately, this cohort experience is a highly personalized (versus prescriptive) journey because, quite honestly, each succession situation is inherently unique. If planning is already underway, it is a great time to start this program--to organize the effort and make sure nothing is being overlooked. For a founder, 10 years out may not seem too early. Someone who is working at this further in advance is in a great position to have a longer and more purposeful run as a Maestro-level leader.

Is there a timeframe for the next cohort?

Cohorts are starting on a continual basis, launching any time six or more people are ready to begin.

About the Facilitators:



Kristin Evenson

Facilitator

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Kristin is an executive coach and consultant trained in the neuroscience of change. Throughout her career she's partnered with clients across a variety of industries and sectors, helping leaders, teams, and organizations navigate critical junctures guided by a greater sense of significance that yields greater success.



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Mark's accumulated experience includes more than 35 years pioneering approaches to leadership and organizational capacity-building, entrepreneurship, interim executive leadership and professional development and credentialing. His own Third Turn passion and purpose is helping founders/leaders refine themselves to the highest level of leadership, with sights set on sustaining value and leadership legacy.