

EXECUTIVE ADVISORS



WHO CAN THE CEO, CEO-SUCCESSOR, CHAIRMAN, OR BOARD TURN TO?

PRESSURE ON THE CEO in leading a global organization, or on the Chairman in leading a Board of Directors—particularly during this extraordinary season of our world's history—presents challenges beyond what most in these roles have had to navigate in their past. Indeed CEOs/Chairmen, and Board members are facing a range of issues not previously encountered—and the stakes are big. These leaders would benefit immensely from the independent, practical, experience-based counsel of a confidential advisor—a trusted friend, a been-there/done-that colleague who has seen the movie and who can offer insights and wisdom so that costly missteps can be avoided.

So, who does the CEO, CEO-Successor, Chairman, Lead Director, or Board confidentially consult when they need help the most?

CEOs often turn to their Board Chairman, Lead Director, or other Board member for advice, counsel, and a different/trusted point of view. However, the Board's role is evolving as the business environment in which we operate becomes increasingly complex. Regulation and activism are on the rise. Governance and disclosure requirements for Boards continue to shift. And, Board members are expected to be highly objective and evaluative, always monitoring and collecting data on the CEO's performance. These factors and others create dynamics that can make it difficult for Board members to play the same advisory role for the CEO as they might have in the past.

For the Chairman, turning to his/her CEO or Board members can sometimes raise similar challenges due to structural, cultural, or relationship dynamics, or some combination thereof.

So, to whom can the CEO, CEO-Successor, Chairman, or Board turn for independent, confidential, and experienced help? **CLG Executive Advisors.**

WITH CLG EXECUTIVE ADVISORS, EXPERIENCE IS THE DIFFERENCE

Each CLG Executive Advisor possesses unique qualities that come only from having successfully navigated complex roles at the top of global organizations. Each CLG Advisor has:

- Led in a company that matches the size and complexity of the organization he/she is advising
- Been battle tested by the full range of issues inherent to leaving a global organization
- Leveraged his/her experiences and learnings through developing successors and senior-level talent
- Demonstrated success using Applied Behavioral Science to effectively lead organizations and manage individuals and change

Words that have been used to describe CLG Executive Advisors include:

- Committed
- Astute
- Holistic
- Sensible
- Wise
- Confident
- Insightful
- Sage
- Experienced
- Battle tested
- Creating statesmen and stateswomen
- Believers in the power of continuous learning
- Personalized
- Specialized
- Empathetic
- Fit-for-purpose

SOME AREAS WHERE CLG EXECUTIVE ADVISORS HAVE ASSISTED

Specific areas that CLG Executive Advisors have been asked to consult on include:

- Advising on (the new) role as Chief Executive and/or Chairman of the Board, including:
 - Clarifying the business's mission-vision-values, and ingraining them into the organization
 - Transitioning from previous CEO/Chairman and building on legacy predecessors
 - Leading the team (or Board)
 - Working effectively with the Board of Directors
 - Being CEO to the "outside world"
 - Combating the loneliness of the job
 - Managing the work-life imbalance
 - Preparing for his/her own succession (organizationally and personally)
- Advising the Board on CEO succession and practices employed by other similarly sized organizations
- Leading through strategic and disruptive change, like M&A or cultural transformation
- Advising on the Board composition and culture in light of strategic risk and opportunities
- Building superior strategy execution capability as a long-term competitive advantage
- Ensuring the routines, structures, and culture that feed strong governance
- Preparing the CEO-Successor for his/her new role
- Analyzing and clarifying the strategic approach to business challenges
- Examining whether current reward systems are aligned with strategic intent
- Providing single-subject topical advice, such as Enterprise Risk Management, Regulatory Relations, Public Relations, etc.
- Bringing an external perspective on enterprise risk and disruptive change

MEET SOME OF CLG'S EXECUTIVE ADVISORS



William R. K. Innes, EngD—Four decades of executive experience with a Fortune 10 energy company in global business/technology management, multibillion capital project management, M&A, organizational transformation, intellectual property, operations, and leading specialized research centers. Mentored/advised colleagues on strategic change in billion-dollar units.



Mark L. Kutner—Over four decades of experience leading change in global organizations during post-merger integrations and cultural transformations; led multibillion telecommunications enterprise. Expert in enhancing leadership and executive performance in turnaround and transitional CEO assignments, helping leaders develop senior leadership teams and improve results.



David L. Murphy—Over four decades of international executive experience in the USA, Europe, and Australia in Human Resources with exposure to all major business functions in automotive and publishing and information services. Expert in all aspects of Human Resources with particular emphasis on performance management, leadership development, succession planning, and transformational change initiatives.

ABOUT CLG—COACHING AND ADVISING

Founded in 1993, CLG is headquartered in Pittsburgh, Pennsylvania, and fields 160 consultants worldwide, helping “transform strategy into actions that produce measurable results.” This is CLG’s mission.

Our behavior-change competency is at the heart of our ability to achieve measurable performance improvements and create workplace cultures that bring out the best in people. Our track record is why our clients continue to work with CLG and refer us to their vendors, customers, and friends. Indeed, 70% of CLG’s business comes from word-of-mouth referrals.

All CLG Executive Advisors are recently retired corporate C-suite executives from some of the world’s largest and most successful companies. They are dedicating this season of their lives to helping other leaders lead more effectively. They work solely with C-suite executives, Boards, and succession candidates. The focus of their work encompasses issues such as leadership, strategy execution, succession, new leader transition, change implementation, and teamwork among senior teams. Their work spans industries that include petrochemicals, finance, insurance, manufacturing, engineering, healthcare, pharmaceuticals, utilities, petroleum, telecommunications, and consumer packaged goods.

For more information, please visit www.clg.com/executiveadvisors or contact Erica Petrucci at 412.269.7240 ext.1064 epetrucci@clg.com

For more information on the book *Preparing CEOs for Success*, visit www.preparingceos.com

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