

# Corporate Affairs leadership impact that lasts

Introducing the by-invitation Corporate Affairs Leadership Institute from Korn Ferry



**Corporate conscience, purveyor of purpose and enterprise leader: expectations of Corporate Affairs and Corporate Communications Directors have never been higher. And the potential to make an impact has never been greater.**

The Corporate Affairs Leadership Institute programme (CALI) from the world leaders in leadership development, Korn Ferry, will set you up for success. It uses a unique blend of assessment, individual feedback, coaching and residential learning to develop you in two crucial areas: transformational leadership and commercial acumen.

## Why we created the programme

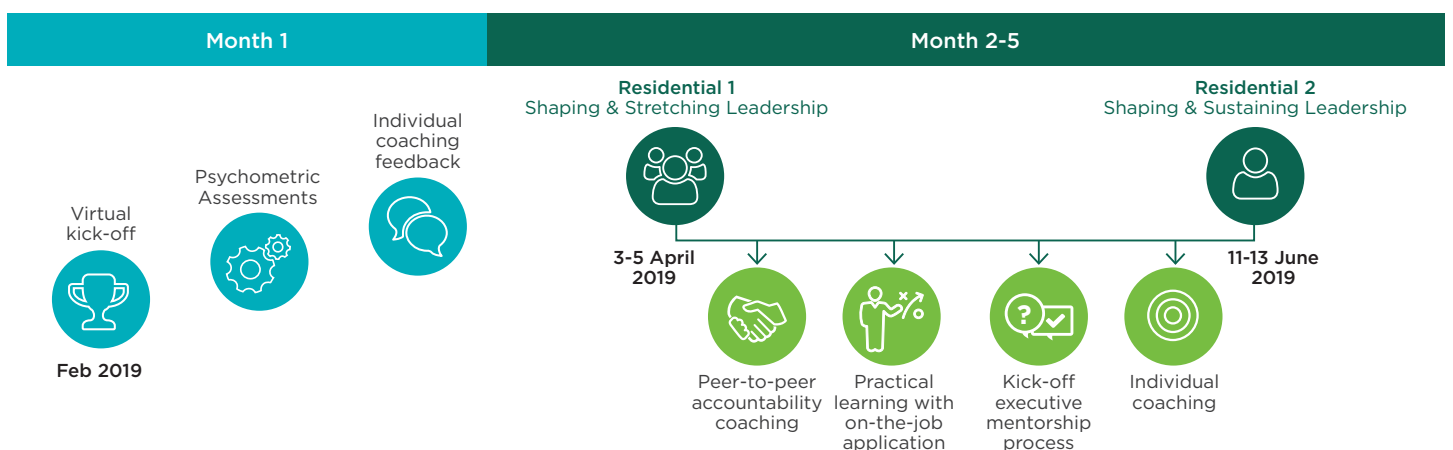
We wanted to define what success looks like in Corporate Affairs leadership. So over the last 18 months, we have carried out face-to-face interviews with Corporate Affairs and Corporate Communications Directors and C-suite leaders from across Europe, the Middle East and Asia. We have also consulted the European Association of Communication Directors (EACD), our own leadership development experts and our global assessment database.

Our research told us that in today's complex, unpredictable world, it's no longer enough to be a master of your own function. You also need to:

- Be an executive who leads with courage, confidence and purpose.
- Be agile in managing an ever-growing number of stakeholders, both in and outside of your organisation.
- Play a critical role in transforming your organisation and its culture.

In close partnership with the EACD and its Board, we've used those findings to design an exclusive leadership development programme. One that will help you focus on and further develop the specific skills and behaviours you need to succeed.

## What the programme looks like



## 4 ways the CALI programme is different

1. It blends practitioner knowledge from the EACD with leadership development and Corporate Affairs expertise from Korn Ferry. The result is a highly immersive, world-class programme that's 100% tailored to your needs.
2. It's practical, not theoretical. We have grounded every aspect of the programme in your everyday context – so you can apply it as soon as you get back to work.
3. It focuses on behavioural change as well as awareness. That means you will get insights into what you need to do. But you will also be able to practise it in context, receive and reflect on feedback and keep trying until you achieve the change.
4. You will be part of an exclusive network of senior Corporate Affairs executives from a broad range of industries. So you will learn from people facing the same challenges as you, as well as from the programme directors.

## What you will learn

The programme will stretch, challenge and develop you in two crucial areas:

### 1. Transformational leadership

Being a transformational leader is about using your mental and psychological agility to manage complexity in all its forms. It encompasses leading in a dynamic environment, where you need to analyse and reflect, and leading to bring about significant change. Both are vital to becoming an enterprise leader with purpose and influence.

We will use a series of frameworks to help you to improve your mastery of three dimensions of leadership:

- 1. The 'I':**  
how to behave in ways that are helpful to you, your colleagues and your business.
- 2. The 'You':**  
how to manage and influence a complex network of stakeholders wisely.
- 3. The 'It':**  
the skills you will need to make an impact as a leader in Corporate Affairs.

## You will focus on:

### Agile leadership

- Understanding the main elements of agile leadership.
- Managing transitions – making the most impactful transition to executive level.
- Paradox leadership – managing complexity at the enterprise level.
- Deepening self-awareness through leadership stories – leading from within.

### Leading with focus

- Purpose-driven leadership – maintaining focus through the inevitable challenges of leadership.
- Being the organisation's conscience – must-wins for the Corporate Affairs function.
- Which battles to fight.

### Secure-base leadership

- Defining and nurturing the people, places and things that energise you when you need it most.
- Getting things done through others – team leadership and influencing skills.
- The Pause Principle – becoming more intentional, focused and effective.

### Sustaining impact

- Leadership resilience – sustaining focus and energy.
- Executive presence – leading with personal impact.
- Your role as a mentor.

## 2. Commercial acumen

You can't be an enterprise leader without understanding your business and what drives performance. This requires business insight – you have to understand the CEO agenda, the business strategy and the factors that lead to commercial success. To exert influence, you also need to base your contributions on evidence, and demonstrate courage and judgement.

We will build upon your knowledge by giving you ways of organising and understanding complex issues.

### Who you will learn from

Your programme directors, coaches and peer group will encourage, stimulate and enable your learning throughout the process.

Your programme directors are:

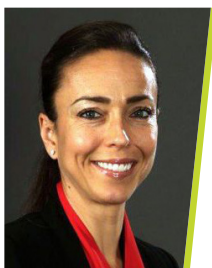


#### Michael Stanford

Senior Partner and Head of Transformational Leadership (EMEA), Korn Ferry

Michael has 25 years' experience of designing and delivering highly customised leadership development initiatives, along with a strong business school background. His work encompasses leadership in transition, leadership psychodynamics, culture building and change.

[www.kornferry.com/consultants/michaelstanford](http://www.kornferry.com/consultants/michaelstanford)



#### Dési Kimmins

Senior Partner and Head of Leadership Development (EMEA), Korn Ferry

Dési heads up Leadership Development for the EMEA region and oversees the strategy, portfolio and network of 200+ leadership development experts. She has in-depth expertise in leadership and organisational development, senior executive talent development, and strategic consulting.

[www.kornferry.com/consultants/desikimmins](http://www.kornferry.com/consultants/desikimmins)



#### John Tennent

Regional Director, Europe, Middle East & Africa, Corporate Edge

John is a Chartered Accountant, consultant and writer, known for his practical and engaging approach to commercial acumen. As well as consulting with a number of global organisations, he's written for The Economist for over 20 years and is now their most published author.

[corporateedge.co.uk/who-we-are](http://corporateedge.co.uk/who-we-are)

### You will focus on:

#### Strategy and commercial management

- Knowing what success looks like for your business and how its actions help to realise that success.
- Becoming a leader with a strategy.
- The 2025 landscape – demonstrating insight, having a clear strategy and setting the pace for the industry.
- Truly understanding customers – why they should be loyal and what creates reputational risks.
- Defining and articulating the value the organisation brings to each stakeholder.

#### Financial perspective

- The critical principles behind the numbers.
- Diagnosing strengths and weaknesses in your business performance.
- Communicating with investors.
- Keeping the analysts on your side.
- How your supply chain affects your corporate reputation.

## When and where the residential sessions take place

The course is spread over five months with the Residential sessions taking place on:

Wednesday 3 April - Friday 5 April 2019  
(United Kingdom)

Tuesday 11 June - Thursday 13 June 2019  
(The Netherlands)

## Who it's for

Corporate Affairs or Communications Directors in a leadership role within a multinational organisation – whether publicly listed, not-for-profit or privately owned.

Or:

Members of, or contributors to, the Executive Management Committee and leaders of the Global, Regional/Divisional functional team.

## What it costs

£13,900 per participant  
(excluding VAT, travel and accommodation).

### Already a member of the EACD?

The Association will waive your membership fee for the year in which you join the programme.

### Not yet a member?

The EACD will waive your first year's membership fee if you join when you register for the programme (<https://www.eacd-online.eu/membership/join-eacd>).

## How to register

Register online today at  
<https://infokf.kornferry.com/CALI.html>

If you have any questions, please email  
[CALI@kornferry.com](mailto:CALI@kornferry.com)

## Why we are partnering with the EACD

Korn Ferry and the European Association of Communication Directors (EACD) share a mission to support individuals in achieving their full potential. As a result, we are delighted to partner with the EACD in helping to grow and elevate Corporate Affairs leadership.



EUROPEAN ASSOCIATION OF  
COMMUNICATION DIRECTORS

## About the European Association of Communication Directors

Based in Brussels since its foundation in 2006 by over 100 in-house communicators from across 23 countries, the European Association of Communication Directors (EACD) is the network for communication professionals from all fields across Europe that convene yearly through the European Communication Summit—the largest of its kind in Europe—, as well as through an ongoing series of regional and national debates.

The EACD meets the needs of communication professionals working internationally, and provides them with support in facing the exciting new challenges they deal with in the global arena. The world of communications is constantly in flux as new technologies and changing global dynamics influence the way communicators work. With this in mind, the Association offers communication professionals a platform to connect, deepen their expertise, share best practice, establish and promote relevant standards. The EACD publishes leading content through its magazine, Communication Director.

[www.eacd-online.eu](http://www.eacd-online.eu)

### About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.

The 700 experts in our world-leading leadership development practice deliver programmes that incorporate real-world business challenges. So participants can apply their skills and insights straight away.

[www.kornferry.com](http://www.kornferry.com)