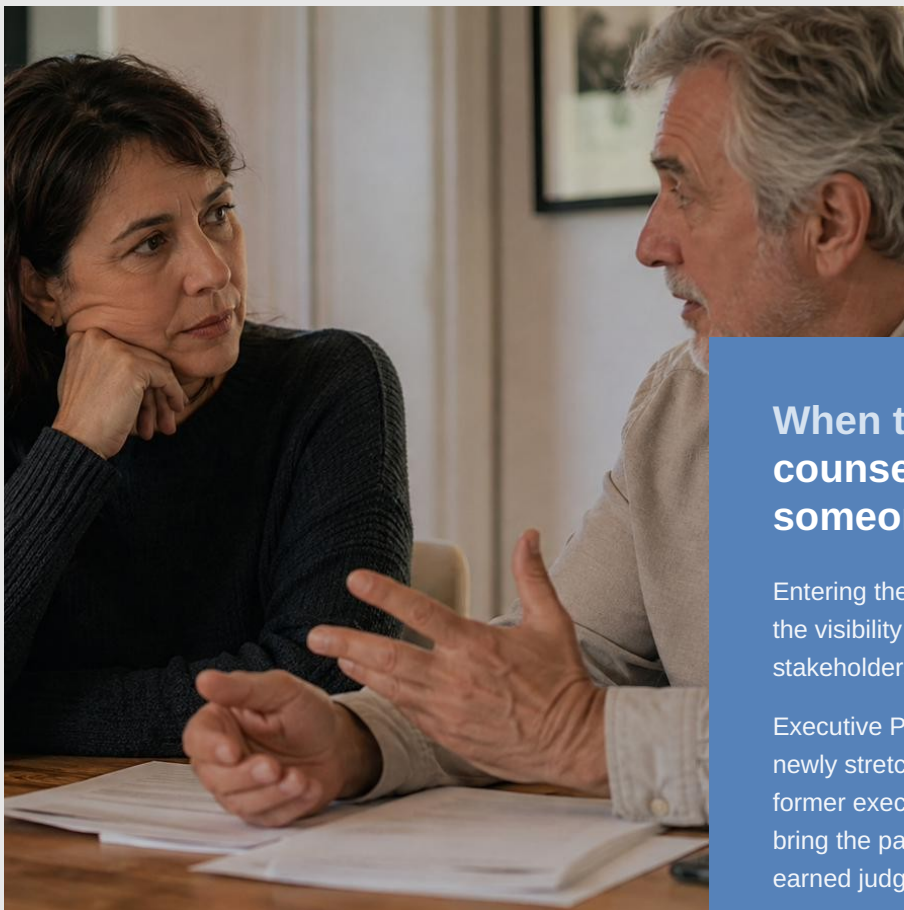




## EXECUTIVE PARTNERS

TRUSTED COUNSEL FROM THOSE  
WHO HAVE CARRIED THE ROLE

*a pairing of newly seated C-suite leaders with accomplished former  
executives who have already navigated the terrain*



## **When the role is new, the counsel should come from someone who has carried it**

Entering the C-suite changes the scale of decisions, the visibility of mistakes, and the number of stakeholders whose interests must be balanced.

Executive Partners connects newly appointed or newly stretched C-suite leaders with accomplished former executives, called Executive Fellows, who bring the pattern recognition, candor, and hard-earned judgment the role now requires.

**The counsel comes from someone who has held a seat like the one the leader now occupies.**

### **Not a coach, not a board member, not a mentor by convenience**

An Executive Fellow is a former executive whose credibility rests on having done the job. The relationship is built one match at a time, sustained across a full year, and organized around the decisions that matter most in the executive's cycle.

## The questions that surface in the role

Some questions cannot be answered by a framework alone, and cannot be asked freely of a boss, a board member, an investor, or a colleague inside the company. An Executive Fellow is where those questions belong.

- What pattern am I running into, and where has it led before?
- Which of the next three conversations actually matters?
- How do I hold my ground with the board without losing them?
- Where am I misreading the organization?
- What is this role asking of me that no one is saying out loud?
- How do I take second-order effects seriously without stalling the first move?



# Counsel that respects both experience and context

Executive Fellows do not prescribe from their own past or operate behind the scenes. They help leaders recognize patterns, anticipate consequences, prepare for the pivotal conversations, and develop judgment suited to the executive's own organization and leadership style.

| WHERE COUNSEL OFTEN COMES FROM        | WHAT AN EXECUTIVE FELLOW OFFERS          |
|---------------------------------------|------------------------------------------|
| A boss with a chain of command        | Perspective without reporting stakes     |
| A board member with fiduciary duties  | Judgment without governance obligations  |
| An investor with commercial interests | Counsel without commercial pressure      |
| A colleague inside the company        | Distance from internal politics          |
| A framework, a book, or a podcast     | Pattern recognition from the actual seat |
| A coach without operator experience   | Someone who has held a comparable role   |

**Every match is deliberate.** Role, industry, transition, temperament and developmental needs are considered carefully before an introduction is ever made. The pairing is the product.

”

The right counsel at the right moment does more for a leader than any framework. It is rarely available inside the company, and rarely from a coach.

*Dan Fisher, PhD*  
*Co-author, The End of Leadership As We Know It*

”

Being in community with leaders both outside of my industry and existing networks deeply challenged and supported me to grow in perspective and wisdom.

*Rose Else-Mitchell*  
*President, Scholastic*

## A year of trusted counsel

The relationship is structured to hold across the cycle of high-stakes moments in a new role.

### Careful match

Role, industry, transition, temperament and developmental needs inform the pairing. No introduction is made before the fit is right.

### Twelve-month arc

A sustained relationship provides continuity across the executive's cycle of high-stakes moments, not a series of one-off conversations.

### Regular counsel

Structured conversations are complemented by agreed in-the-moment access when a decision or a conversation cannot wait for the next meeting.

### A transition agenda

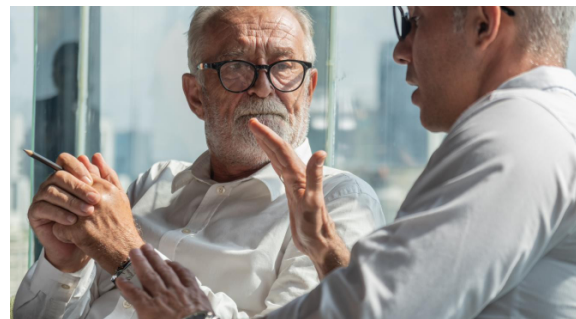
The executive and Fellow identify the relationships, decisions, organizational conditions and leadership shifts that matter most, and work them across the year.

### EdgePoint stewardship

EdgePoint provides assessment, experience stewardship, resources, and connection to the wider community, so the relationship holds its shape.

### Full EdgePoint membership

The executive receives the Annual Leadership Check-Up and access to the EdgePoint Network for the duration of the year.



### Executive Partners at a glance

- **Duration:** 12 months
- **Format:** Structured plus in-the-moment counsel
- **Match:** Deliberate, one at a time
- **Includes:** Full EdgePoint membership
- **Anchored by:** The Annual Leadership Check-Up

### INVESTMENT

### By invitation

A limited number of pairings open each cycle. Contact EdgePoint to discuss a match.

”

The most sophisticated and enriching leadership experience I've had the opportunity to participate in.

*Ben Fried  
CIO, Google, 2008–2022*

## The Executive Fellows

Former C-suite executives whose credibility rests on having done the job, not on having written about it.



### WHAT WE LOOK FOR

*Wisdom, curiosity, discretion, and generosity.*

## A distinguished network of former executives

EdgePoint's Executive Fellows are a small, distinguished network of former C-suite executives who serve as trusted advisors to senior leaders entering roles they have themselves carried.

Fellows uphold the standards of match and counsel that define the program, and work with a limited number of leaders each cycle. It is a role for those who find purpose in the success of the next generation.

### Significant C-suite experience

A track record in a comparable seat, with the pattern recognition that only the seat produces.

### Judgment, credibility and discretion

Fellows are chosen for the quality of their thinking and for the trust a senior executive can place in the confidentiality of the conversation.

### The ability to help without making the work about themselves

A Fellow's role is to develop the leader in front of them, not to relive their own tenure. The best Fellows are as interested in the executive's context as their own.

### A history of developing the next generation

Fellows typically have a reputation for high-integrity leadership and a track record of mentoring leaders who have gone on to carry their own seats.

## What the executive gains

A year with an Executive Fellow leaves a leader with something they cannot manufacture alone.

**A read on the role**, from someone who has held one like it and can tell the executive what to expect in the months ahead.

**A place to think out loud**, without political consequence, when the answer is not yet obvious.

**Pattern recognition**, so decisions do not need to be made from first principles each time a familiar situation appears.

**Preparation for the moves before they happen**, not the diagnosis after they have gone poorly.

**A steadier presence**, so team, board, and peers see a leader who is not reacting to every current.

**A relationship that will hold** across the next role, and the one after that.



### FROM AN EXECUTIVE FELLOW

*"The work is not to hand down my playbook. It is to help another leader develop their own, faster, with fewer of the mistakes I made."*

### Program leadership

Executive Partners is led by **Dan Fisher, PhD**, Managing Partner at Contemporary Leadership Advisors and co-author of *The End of Leadership As We Know It*, with **Christyl Murray**, Executive Director of EdgePoint. The stewardship team draws on the full faculty of EdgePoint and Contemporary Leadership Advisors.

## ***Executive Partners is right for the executive who:***

- Has recently entered a C-suite role, or is stretching into a materially larger one.
  - Wants perspective from someone who has held a comparable seat, not a framework from someone who has not.
  - Values judgment, discretion, and candor over reassurance.
  - Prefers structured counsel with in-the-moment access when it matters, over a network of on-call advisors.
  - Is willing to invest in a relationship that will pay off over months rather than weeks.
- 

### **Next steps**

Executive Partners is by invitation, with a limited number of pairings open each cycle. To discuss a match, contact **Christyl Murray**, Executive Director, EdgePoint.

*info@EdgePoint.community · 888.273.7415 · [EdgePoint.community/executive-partners](https://EdgePoint.community/executive-partners)*





A community of senior executives  
gaining our leader edge



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