



TRAVERSE

THREE COMPANIES, ONE COHORT

*develop your next generation of enterprise leaders
alongside peers from two other companies*

Traverse prepares senior leaders for broader enterprise roles by giving them something that is difficult to create inside a single company: sustained exposure to how other organizations and senior leaders see, frame and solve complex business problems.

Over ten months, five leaders from each of three non-competing companies develop together as one fifteen-person cohort. They build enterprise leadership capability, apply it to real business work, and bring the perspective of three organizations back to their own company.

WHERE THEY ARE NOW

Leaders one level below the C-suite, or already operating at that scope. They run a major function, business unit, region or platform, are visible to the executive committee, and sit on the succession slate for a critical enterprise role. What they have had less exposure to is how senior leaders in other organizations approach the same kinds of enterprise decisions.

→
TEN MONTHS

WHERE THEY ARE AFTERWARDS

Leaders with wider range: able to integrate decisions across the enterprise, exercise judgment well outside their familiar operating context, and mobilize stakeholders across boundaries. They also leave with a trusted cross-company peer network they will still be drawing on in five years.



What the ten months contain

Traverse combines six elements across the ten months. Most months require six to eight hours from participants, with much of that time focused directly on real business priorities.

- Base Camp**
Two immersive days in New York to build the relationships, shared language and peer-consulting practices the cohort will use throughout the program.
- Learning Sprints**
Focused learning sessions, each involving a senior executive from one of the participating companies.
- Hosted Days**
One day hosted by each company, centered on a consequential unresolved decision brought by a senior leader from outside all three.

- Sponsored Strategic Project**
Each company's participants work a consequential strategic question sponsored by one of their senior executives, and present their recommendation at the close of the program.
- Standing Peer Groups**
A cross-company mastermind of five and a working trio of three, meeting throughout the ten months.
- Assessment and Coaching**
A comprehensive assessment battery at the outset, four one-on-one coaching sessions, and follow-up measurement in month eight.

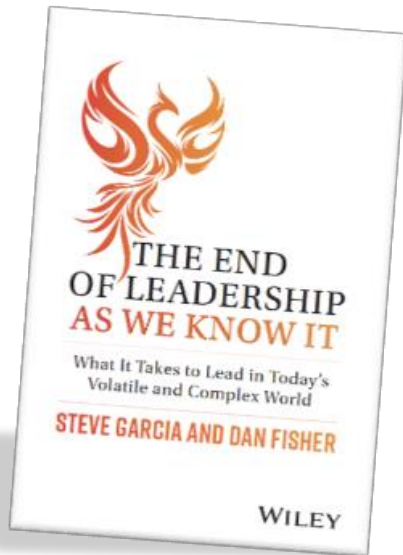
Across the ten months			
Base Camp, New York		2 days	
Learning Sprints		6	
Hosted days		3	
Mastermind sessions		5 x 2 hrs	
Trio sessions		2	
	Project team meetings		7
	One-on-one coaching		4 sessions
	Assessments and re-measure		month 1 and 8
	Capstone and graduation		month 10

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Being in community with leaders who were in my year-long EdgePoint cohort, both outside of my industry and existing networks, deeply challenged and supported me to grow in perspective and wisdom.

*Rose Else-Mitchell
President, Scholastic*

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My year-long cohort experience in EdgePoint provided me with a unique level of hive intelligence that accelerated my development as a senior leader.

*Rehana Farrell
CEO, 100 Women In Finance*



Built on the philosophy in **The End of Leadership As We Know It: What It Takes to Lead in Today's Volatile and Complex World**

Traditional approaches to leadership assumed that cause and effect could be traced, that plans would hold, and that execution could be coordinated through established structures. In a complex environment those assumptions are often insufficient. Senior leaders have to interpret the broader system, act without complete information, and mobilize people well beyond their own reporting lines.

That is the argument Steve Garcia and Dan Fisher make in their book, published by Wiley and developed through research at the **Institute for Contemporary Leadership**.

Every EdgePoint program is grounded in it. Traverse applies it to accomplished senior executives preparing for C-suite positions and other critical enterprise roles.

What enterprise leadership now requires

From fixed plans to adaptive strategy

A three-year plan assumes the environment holds still. Enterprise leaders now have to commit in smaller, faster, more reversible increments, and change method when the evidence changes.

From formal authority to enterprise influence

The work that matters most now crosses functions, geographies and companies, and almost none of it reports to the person accountable for it.

From having the answer to enabling judgment

At enterprise scale, leaders cannot be the source of every answer. Their role is increasingly to bring the right people together, frame the right questions, and enable sound decisions.

Eight capabilities for C-suite readiness

Traverse develops eight enterprise leadership capabilities through strategic work, cross-company problem solving, assessment, coaching and peer consultation. The capabilities are outlined on the next page.

Eight capabilities for C-suite readiness

These eight capabilities are drawn from research and practice at the Institute for Contemporary Leadership. Traverse develops them through applied work, cross-company problem solving, assessment, coaching and peer consultation.

CAPABILITY	WHAT IT LOOKS LIKE AT ENTERPRISE LEVEL	BUILT MAINLY THROUGH
Whole-System Perspective	Integrates perspectives across the enterprise and anticipates second-order effects, trade-offs and unintended consequences well beyond their own area of responsibility.	The sponsored project
Outside-In Strategy	Interprets market, regulatory, technological and competitive signal and integrates it with the organization's capabilities, culture and strategic choices.	The hosted days
Lateral Leadership	Mobilizes senior peers and stakeholders across boundaries without relying on formal authority, in structures designed to make that difficult.	The project team
Judgment Under Ambiguity	Exercises judgment under genuine ambiguity, distinguishing problems that yield to expertise and analysis from those that require experimentation and adaptation, and changing method accordingly.	The guest consultation
The Executive Voice	Communicates with the clarity, presence and evidence needed to carry C-suite colleagues, boards and other senior stakeholders.	The capstone
Bench Depth	Builds leadership depth well beyond the immediate team, and reads the capabilities the enterprise will need two horizons out.	Learning Sprints and mastermind
Change at Scale	Leads enterprise-scale change across complex stakeholder systems, including change they did not initiate and cannot fully control.	Across the full experience
Technology Judgment	Distinguishes the technology shifts that reshape an operating model from those that improve specific work, and judges where and how to apply them.	Learning Sprints and the project

Capabilities are developed through the work, not just taught in modules. Change at Scale, for example, is built across the full experience through sponsored strategic work and exposure to how other organizations navigate change.

Before the program begins, the eight capabilities are mapped to the leadership frameworks used by the three participating companies, so Traverse reinforces each organization's existing leadership language while making sure the full set is covered.

Why three companies and not one

Internal development has one inherent constraint: participants learn alongside colleagues shaped by many of the same systems, assumptions and experiences. Put fifteen of them together for ten months and you will strengthen the internal network, and you will usually end up with a more confident version of the thinking that was already in the building.

External programs provide broader exposure, but participants usually attend alone and have to translate the experience back into the organization themselves. Your leader returns with a wider view and no internal peer group to use it with.

Traverse combines the benefits of both. Five of your leaders develop together while working alongside ten peers from two other non-competing companies, applying what they learn to a consequential strategic question sponsored by one of your own senior executives.



Why the design works

Participants work in four different groups across the program, each serving a distinct purpose. The cross-company groups add outside perspective, candid feedback and comparison that are difficult to create within a single organization.



The full cohort

All fifteen leaders come together for Base Camp, six Learning Sprints, three hosted days and graduation. This is where the cohort builds shared language, relationships and core enterprise leadership skills.

A cross-company mastermind

Five leaders from across the three companies meet throughout the program to work real leadership challenges. Because the group sits outside your reporting lines and your career system, peers have no reason to be polite about drift.

Your own project team

Your five leaders work together on a consequential strategic question sponsored by a senior executive in your organization. In month ten they present their analysis and recommendation to the sponsor, who responds in the room.

A cross-company trio

One leader from each company meets in months five and seven to examine how they are leading the work, not just its technical content. A structured inquiry process, so peers test assumptions and choices before anyone moves to solutions.

Three hosted days, working together on a real challenge

Across the ten months the cohort meets once at each of the three participating companies. Each hosted day centers on a live, unresolved challenge brought by a senior leader from outside the cohort's familiar industries and operating contexts, chosen by EdgePoint with the host. The guest might be a health system chief operating officer, a university provost, or the head of an international relief organization confronting a sudden funding crisis. The fifteen leaders work the problem together, compare their approaches, and examine how their assumptions shape their judgment.

Why the challenge is unfamiliar

The challenge sits deliberately outside participants' areas of expertise. Put an experienced leader in front of a problem from their own industry and the answer arrives quickly, drawn from pattern recognition, and it is often right. Put the same leader in front of a relief organization deciding whether to close twelve country offices and the pattern does not fire. They have to slow down, ask better questions and test assumptions.

How the day works

The guest frames the decision. The cohort then works in three cross-company groups of five, each with the same information. The groups interview the guest, develop a recommendation, and compare their conclusions. The guest then says which recommendation they would act on and why.

What the host provides

A meeting space, a brief business overview and site visit, and two or three senior leaders who work the challenge alongside the cohort.



Three groups. One problem. The same information. Often, three different answers. The differences usually come less from the facts than from how each group frames the problem. Comparing those framings helps participants see how assumptions shape the questions they ask and the recommendations they make.

Each company hosts once

Each company hosts one of the three days and participates in the other two. Hosting involves providing the space, a brief view into the business, and two or three senior leaders to join the work. It also gives your executives a rare opportunity to work a complex issue alongside senior leaders from outside the organization, without the pressure of an immediate business decision.

Base Camp: launching the ten-month experience

The program begins with two immersive days in New York. Base Camp builds the trust, shared language and peer-consulting practices the cohort will use throughout the ten months. Participants also learn how to support and challenge one another as peers before those working relationships continue across the rest of the program.



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The immersive instruction coupled with the quality time spent with my EdgePoint cohort was invigorating. That experience impacted my leadership trajectory, which I am truly grateful for.

*Justin Hirsch
CEO, Jobplex*

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My year-long journey in EdgePoint's cohort experience opened up a new understanding of what leading in complexity can be and how I can support my people.

*Angela Dorn
Global Head of Ops and Legal, Teach For All*

Data-driven Development

Traverse begins with a set of validated assessments that help participants understand their leadership strengths, risks and development priorities. Those insights inform individual goals for the ten months and provide a baseline for measuring progress.



Evidence from EdgePoint's established cohort programs

These are not Traverse results.

Traverse builds on a cohort-development model EdgePoint has used in other settings. The results below are from Ascent, an EdgePoint cohort program delivered within a global organization.

- 100%** said they became a more effective leader
- 93%** apply the tools day to day
- 85%** of managers observed positive change
- 30** new working relationships each

Participant and manager surveys collected at program close.

Development assessments

- Participants complete a Hogan Assessment Battery, LVI 360-Feedback Assessment, Risk Type Compass, System-3 Leader Simulation and Team EVAL Survey before Base Camp. This establishes a baseline before development begins.

Debrief and goal setting

- Each participant debriefs their results one-on-one with an EdgePoint psychologist.
- The participant, coach and participant's manager then agree a development goal for the ten months, which anchors four individual coaching sessions.

Measuring progress

- The LVI 360 and Team EVAL are repeated in month eight to measure progress against the baseline.
- Participants review the results in coaching and identify any adjustments for the final months of the program.

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I found EdgePoint's year-long experience to be one of the most sophisticated and enriching leadership experiences I've had the opportunity to participate in.

Ben Fried
CIO, Google, 2008–2022

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My EdgePoint experience was singular. It connected me to amazing people who genuinely care about leading others while providing me with experiences and support to further burnish my leadership strengths.

Jill Jones
Managing Director, Citi

Traverse is designed for companies that:

- **Have five leaders one level below the C-suite**, or already operating at that scope. The test is the weight of the role rather than the title: accountability for a P&L, a major enterprise function or a platform, and a place on the succession slate for a critical enterprise role.
- **Can identify a consequential strategic question** for the participant team to work on, with sponsorship from a senior executive.
- **Can make a commitment comparable to** the other two participating companies, because an unequal commitment produces an unequal program.
- **Value the perspective and candor** that come from developing senior leaders alongside peers from other organizations.

What each company brings

5 participants

6 to 8 hours per month, plus 3 full days

1 internal project coach

Completes a 1-day EdgePoint certification and stays with your company afterward

2 senior executives

Participate in Learning Sprints, about 2 hours each

1 executive sponsor

Sets the strategic question and receives the final recommendation

1 hosted day

Meeting space, a site visit, and 2 to 3 senior leaders

Manager participation and a liaison

About 1 hour per month each

MATCHED SENIORITY

The value of the cohort depends on having peers at a comparable level. Before nominations begin, the 3 companies agree on the participant profile, and EdgePoint reviews nominations against it. No company is expected to contribute leaders who are more senior than those nominated by the other organizations.





A community of senior executives
gaining our leader edge



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