COMMERCIAL EXCELLENCE
CONSORTIUM™

THE 12-MONTH EXECUTIVE ENGAGEMENT

## Fellowship & Executive Council

# Is your organization transforming fast enough?

*If it isn't, and you're the leader accountable for changing that, this was built for you.*

Accelerate your transformation and build the proof case that makes your mandate a success.

> **By invitation only**
> Extended to fewer than 5% of Consortium members — senior leaders inside billion-dollar enterprises.

BY
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Commercial Excellence Consortium™

FORMAT
Program Overview

WHO THIS IS FOR

# Built for operators accountable for growth.

If you're leading Commercial Excellence, Strategy, or Transformation in a $1B+ business, you're expected to produce CFO-validated impact. Typically, you're in one of two situations.

### Situation 1 · New to the role

**You've just stepped into the role** — maybe inheriting a half-finished plan, cleaning up the mess a predecessor left behind, or starting from a blank slate. Either way, you have to chart the path forward.

**And your commercial leaders are already change-fatigued.** You can hear them thinking:

> *"Here we go again. Another one of these."*

**You're on the clock** to prove this round is different — and that it will stick.

### Situation 2 · In motion

**You've got programs in motion** — initiatives launched and momentum building. But adoption is uneven, and the pace isn't yet what it should be.

**Now the goal is speed.** Accelerate by removing resistance and igniting the intrinsic motivation that makes change stick.

> *"How much faster could we move if my people adapted to change more easily?"*

**That's the opportunity** — change that sticks because people want it.

EITHER WAY, WHAT YOU NEED IS THE SAME

**You're accountable for commercial impact the CFO and board can see. The Fellowship™ doesn't add another program — it helps you accelerate the transformation by removing resistance, igniting intrinsic motivation, and proving the impact you're accountable for.**

## If that's not your situation, the Fellowship isn't built for you.

THE REAL CHALLENGE

You lead Commercial Excellence, Strategy, or Transformation at a billion-dollar business. You already know how to win.

**The question isn't whether you can. It's how fast your people can adapt.**

Strategy sets the direction — your people close the gap. How quickly they adopt the change is what decides the pace.

Most programs keep them busy; few make change easier to take on.

> *Initiatives launch — adoption lags behind.*
> *Teams stay busy — the change doesn't stick.*
> *Effort runs high — the pace of impact doesn't.*

**The problem isn't defiance — it's passive resistance: the hidden drag that slows change and limits growth.**

WHAT DECIDES THE PACE

## It isn't ability. *It's how fast people adapt.*

You're accountable for the outcome — but you lead through influence, not direct authority.

The work is making change easier to adopt: **removing resistance, igniting intrinsic motivation, and turning effort into measurable impact.**

Do that, and transformation accelerates — **and the impact shows up sooner.**

ACCOUNTABLE FOR THE NUMBER — LEADING THROUGH INFLUENCE, NOT AUTHORITY

CHALLENGES & DESIRED OUTCOMES

# Rapidly convert challenges into successful outcomes.

CORE CHALLENGES

## What may be slowing you down.

- Change-fatigued teams — **"here we go again"** — worn down by rollouts that asked a lot and changed little.
- **Passive resistance** — people nod in the room, then revert the moment the meeting ends.
- Inherited programs that **stall in the field** — polished on paper, ignored in practice.
- Accountable, but leading through **influence, not authority** — you own the number without owning the teams.
- You're winning — but **not fast enough** — and the clock the board is watching keeps running.
- **Proving impact and ROI in ComEx** — you drive growth across the business units you support, but can't take direct credit for it.

DESIRED OUTCOMES

## What the Fellowship helps you deliver.

- ✓ Transformation that moves at pace — and **sticks** long after the program ends.
- ✓ **Adaptive capacity measured** — and raised, so you can show the mindset shift, not just activity.
- ✓ **Board credibility** and an expanded mandate — the standing to lead the next initiative.
- ✓ Faster, **measurable time-to-impact** — results that show up in quarters, not years.
- ✓ The **career capital** of the leader who made it stick — known as the one who delivered.
- ✓ A **competitive advantage in mental toughness**, resilience, and grit across the commercial organization.

**Consistent execution depends on three things: intrinsic motivation, adaptability, and resilience.**

OUR POSITION

# The real lever is your people's adaptive capacity.

Closing the gap isn't a planning problem. **Plans, systems, and information don't produce results. People do.** Knowing what to do is the easy part; doing it consistently, under adversity, at scale is the part that breaks.

NEARLY

**8 in 10**

**people admit they're not very adaptable or resilient — yet organizations keep pushing change into them, without equipping them to handle it.**

That capacity has a name and a measure: **adaptive capacity — Adversity Quotient (AQ®) and GRIT™.** It improves with coaching, and **it's the first thing the Fellowship measures.**

**6.2x**

higher innovation and engagement when support, psychological safety, resilience, and adaptability converge.

**16%**

of employers invest in adaptability at all — the capacity that decides the race is the one almost nobody builds.

Source: McKinsey Health Institute survey of 30,000 employees across 30 countries; McKinsey Quarterly, December 2024.

## Adaptability can be measured — and it can be rapidly improved.

THE PROOF CASE

THE OPERATOR WHO BUILT THIS

## Roy van Griensven

**Operator-Coach-In-Residence**

Roy ran the Commercial Excellence portfolio at a €7B global specialty-chemicals company — promoted to Head of Business Transformation on the back of this proof case. Today he coaches Fellowship members on the build, operator to operator.

Under real financial pressure, he inherited a fully built upskilling program from a top-tier strategy firm — academically correct, beautifully designed.

**He scrapped it within two months.**

Risky — and it paid off. He rebuilt the Commercial Excellence Academy™ around three things:

- **Intrinsic motivation** that clears passive resistance
- Real commercial **challenges and opportunities**
- **90-day Growth Projects™**, coached by industry veterans — not consultants

THE RESULT

| Mid-8-figure | 18 mo | CFO |
|---|---|---|
| EBITDA IMPACT | TO RESULTS | VALIDATED |

**He was promoted.**

**His mandate expanded.**

It became the internal standard for how change is done — even in complex, matrixed organizations where alignment is slow and politics are real.

| 7 | ~300 | 52 |
|---|---|---|
| COHORTS + ONGOING | COMMERCIAL LEADERS | GROWTH PROJECTS™ |

THE SCIENCE OF SUCCESS

# What predicts performance when the pressure is on.

The behavioral science under our method was developed by Dr. Paul Stoltz over four decades. Two measures — AQ® and GRIT™ — consistently out-predict IQ and EQ for sustained performance under adversity.

## Adversity Quotient (AQ®)

**Your hardwired pattern of response to adversity.**

AQ® measures how you interpret and respond to setbacks — the single most reliable predictor of who adapts, persists, and performs when conditions get hard.

High-AQ people treat adversity as fuel; low-AQ people treat it as a reason to stop. The pattern is measurable, trainable, and visible inside 90 days.

*3,500+ peer-reviewed studies · 110 universities · 137 countries*

## GRIT™

**Your capacity to dig deep for what matters most.**

GRIT measures growth, resilience, instinct, and tenacity — the capacity to do whatever it takes, in the right ways, to achieve what matters.

People with high GRIT set more challenging goals — and achieve a higher percentage of them.

*Mental toughness, adaptability, and resilience when the pressure is on.*

THE SOURCE

**Dr. Paul G. Stoltz** is the originator of both AQ® and GRIT™ and the world's leading authority on human adaptability, resilience, and performance under adversity.

**ADOPTED IN EXEC EDUCATION AT**
Harvard · MIT · INSEAD · Carnegie Mellon

**MASTER COACH TO**
The U.S. Olympic Team

**TEAMS COACHED**
Apple · Amazon · FedEx · Marriott · AT&T · Deloitte

Trusted across **elite athletics**, the **top business schools**, and the **Fortune 500**.

THE OPERATING MODEL

# You don’t just get a plan. You learn to run TransformationOS™.

A behavioral operating system that builds the **mindset to absorb change before the skillset to execute it and the toolset to sustain it.**

**Tool-Set**
Playbooks & frameworks, pulled on demand

**Skill-Set**
90-day Growth Projects™ on live P&L problems

**Mind-Set**
**Adaptive capacity — AQ® & GRIT™**
*Skip it and the skills and tools that follow get rejected.*

HOW IT INSTALLS · AIRAS

Run inside your organization, cohort by cohort — a five-stage rhythm that builds intrinsic commitment at every step.

| A | I | R | A | S |
|---|---|---|---|---|
| **Align** | **Inspire** | **Reflect** | **Apply** | **Scale** |
| Get clear on priorities | Show what ‘good’ looks like | Generate real intrinsic motivation | Solve issues & build skills | Expand across the enterprise |

**Compliance needs someone watching.**
**Commitment sustains itself.**

THE ENGAGEMENT

# The Fellowship™ is a 12-month executive advisory engagement.

We get to work immediately to help you solve your top challenge. In the first 60 days, four stages take you from diagnosis to a board-ready plan.

STAGE 1

## Diagnosis

- Your needs, gaps, and priorities
- Work already in motion, mapped
- The outcomes you need to deliver

STAGE 2

## Peer Briefing

- Honest counsel from real peers
- Leaders who have already done it
- What works — and what to avoid

STAGE 3

## Blueprint

- A Blueprint built for the board
- The operating model and its metrics
- Built for your business reality

STAGE 4

## Execution

- Advisory through the rollout
- Coaching your team to deliver
- Capability that stays in-house

## You leave with a board-ready Blueprint™ — and the support to execute it.

WHAT THE FELLOWSHIP GIVES YOU

# A 12-month engagement — and what each part is for.

Six integrated components, each mapped to a specific job.

### Commercial Excellence Acceleration Blueprint™

The flagship deliverable — clarify the mandate, align initiatives, shape the operating model, and define the metrics leaders can take to the board.

### Academy™ & Growth Accelerator™ Materials

The program architecture, workshop kits, Growth Project™ templates, and coaching frameworks behind a scalable internal transformation capability.

### Executive Council

An invitation-only peer group of global heads of Commercial Excellence, Strategy, and Transformation — benchmarking and a trusted sounding board through Executive Roundtables and 1:1s.

### Growth Platform

1,000+ playbooks, tools, diagnostics, and masterclasses — proven resources that give you speed on alignment, key-account growth, pricing, and program design.

### Human Performance Science: AQ® and GRIT™

The science of AQ® and GRIT™ — and the measurement shift that lets Commercial Excellence own the leading indicators of transformation.

### Unlimited Executive Advisory

Unlimited private advisory on the real work — politics, stakeholder alignment, board prep, and pressure-testing the Blueprint. Not generic coaching.

WHY JOIN THE FELLOWSHIP™

# Eliminate resistance. Amplify impact.

### Transformation, accelerated

Mindset and behavior, the culture, shifting at a pace the old programs rarely reached, and lasting long after the engagement ends.

### Adaptive capacity, measured

Two lines of evidence a CFO can validate — the leading indicator that moves first, and the pipeline growth it produces. Tracked from day one.

### A CFO-validated proof case

The credibility that gets you backed, your mandate expanded, and your results recognized at the top — proof the board can stand behind.

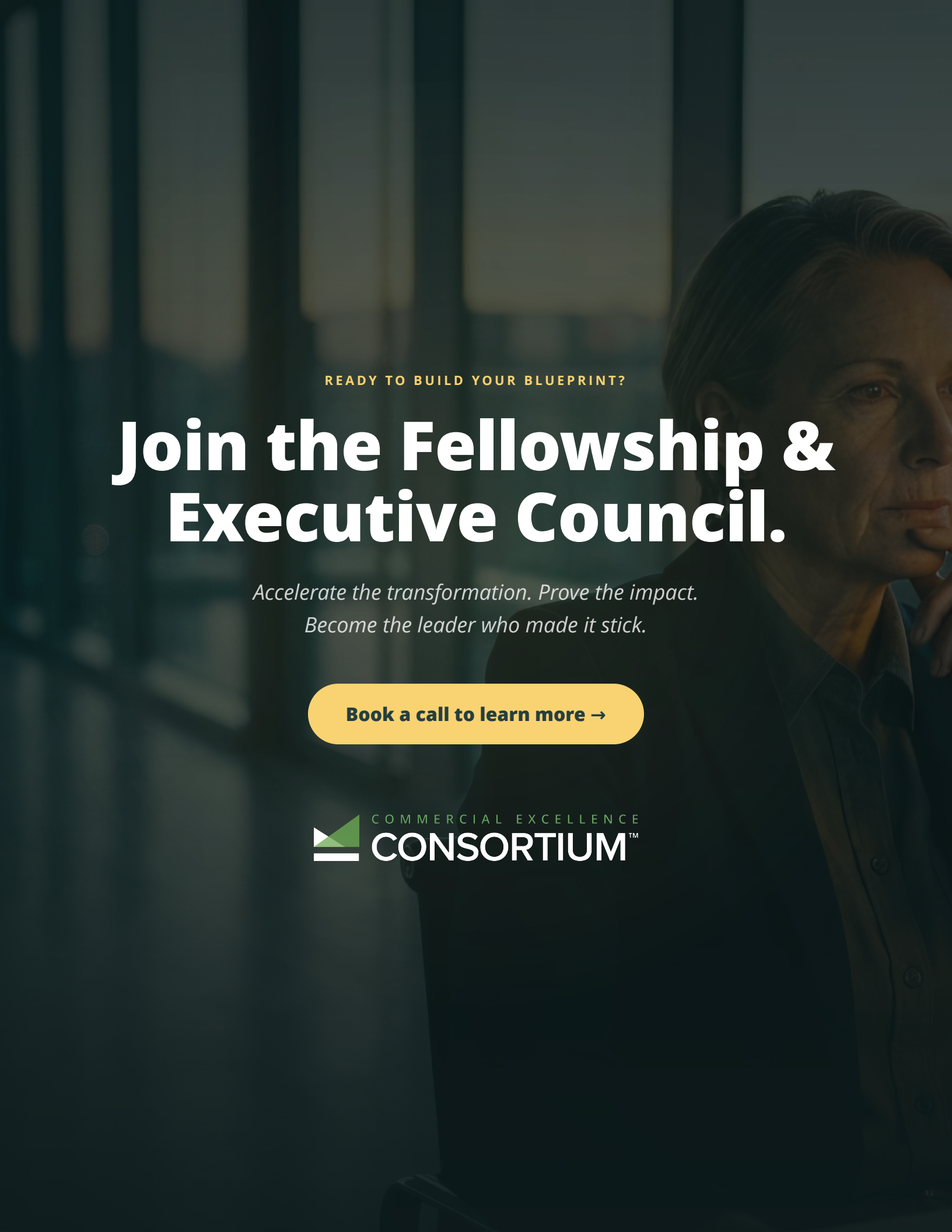
### Topline growth and EBITDA impact

You become the leader who drove real topline revenue growth and measurable EBITDA impact — the results that expand your mandate, your reputation, and your options.

## We have one goal.

## Help you succeed in your job.

TRANSFORMATION THAT CHANGES YOUR TRAJECTORY



READY TO BUILD YOUR BLUEPRINT?

# Join the Fellowship & Executive Council.

*Accelerate the transformation. Prove the impact.*
*Become the leader who made it stick.*

**Book a call to learn more →**

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