



Deloitte Greenhouse®

The CXO Transition Lab
Deloitte Tomatsu Group



There is not enough time for Executives to tackle fundamental business challenges...

With the pile of things to do, CXO doesn't have time to focus on fundamental issues.

And the more complex the challenge is, this scenario becomes worse.

The time for CXO to confront grave challenges such as "creative solutions" and "innovative strategy-execution" are undeniably limited.

It is hard to be assertive in decision-making...

Their roles and responsibilities may impose the distress and pressure which are hard to share with others.

The fear for the slump in business, the uncertainty of the future, and the pressure for the right decision-making are factors that may lower the self-esteem and confidence of CXO or even let them have doubt their ability or judgment.

Under such circumstances, CXO is demanded to make decisions

while struggling daily between the pursuit of their ambitions/ideals and the reality and the proper way to go.

That is why, they continue seeking opportunities for their own growth and learning to get closer to more confident answers.

Are the surrounding "important hints" and "opinions" properly reaching CXO?

The people around CXO may feel an invisible wall towards them and hesitating to reach out.

Among the concerns and expectations from stakeholders, there are many tips and sources of energy for decision making, but only a few of them reach the CXO.

CXO needs time to confront his/her own thoughts.

Along with the Greenhouse methodology, Deloitte offers that opportunity!

In a consciously designed environment away from the usual daily management,

the CXO finds answers guided by straightforward questions of facilitators.

And that is the process leads to the simple and sharp business path they should embark on.

The success of CXO Transition = Corporate Success

The CXO Transition Lab is based on Deloitte's long track record of delivering to every CXO



It has been handed down to CXOs for over 20 years

- Developed in the United States in 2001, the CXO Transition Lab has supported more than 10,000 CXO transitions since its launch, and is currently running approximately 1000 global transitions per year.
- It is a program in which the participation of generations from the participating CXO to the successor CXO and the candidate is taking root.
- It is used immediately after the appointment as CXO or several years after the appointment, when further management reforms are promoted.



Background to Free Lab

- We consider Deloitte's accumulated expertise as a professional firm to be a part of our social contribution activities to give back to our corporate CXOs.
- By keeping the relationship free of stakes, we can have a discussion that is free from speculation on both sides.



Your company Client Services team joins the Lab discussion.

- Your company Client Services team will join the Lab discussion and deliver a report on the Lab implementation at a later date.
- Continued follow-up will be conducted after the Lab is conducted *1

Footnote *1 Providing project support and services after implementation is not included in this Lab's services.

Find out answers by diving into unsorted challenges left inside your mind

We support to map your path to success as a CXO

Benefits of CXO Transition Lab



A proven framework of Deloitte focusing on the 3 critical elements to the success of a CXO; **Time, Talent, and Relationships.**



Time and environment for thorough discussion **away from daily business execution.**



Feedback from prior interviews with key stakeholders, such as their “expectations” for you and “asset they want you leave behind.”



Deloitte experts, including a dedicated facilitator, questions, **suggestions from both “third-party” and “insider” perspectives,** issues based on other companies' examples, **leads to solutions.**



Build together **an action plan** to make your challenges a success in your journey as a CXO.



BREAKTHROUGH

- For decision making/response to business challenges that often lead to thought-stopping.
- To clarify the critical paths and priorities of complex management issues.
- To determine the stakeholders to be “involved” for the realization of your plan.

This is a full-day “discussion style” workshop to discern what you want to leave to the next generation

The CXO Transition Lab Structure



- This is a free of charge program oriented for a CXO to have an unusual special day.
- Confidentiality guaranteed with the Conclusion of Non-Disclosure Agreement.

A one day of intensive dialogue to address your challenges and path as a CXO

Comments from CXOs who had the Lab

It was an experience worth investing time in. I confess to be very impressed on **how much we've achieved in just a day.**

I realized that I was turning away from my challenges. But dealing with challenges is an inevitable path. I felt to be given a supportive push in this session.

It was a truly great experience with amazing professional support. I felt completely at ease, and **it enabled me to explore even sensitive areas that are critical for my future career.**

This is my third role as a CXO and I keep thinking, **If I could have taken the Lab before, I would have done much better in my prior two roles as well.**

It was an intensive time in which **I realized the measure I had thought enough and those I had not.**

Of course, I had thought about it more than anyone! But I was surprised at **the expectation/fears from stakeholders and those were a great outcome of the session.** As a result, **my priorities I should devote my own time have changed.**

The week after the Lab, we started planning how to change the challenging governance structure that had been a barrier, which **led to a transformation** of the company's decision-making structure.

Six months later, I still look back on the session day and think back what I've **learned about myself and my priorities.**

The CXO Transition Lab

is not an insight giving program

**Away from the daily business execution, and by having heart-to-heart dialogue with us as catalysts,
you will focus on challenges you are stuck with or may have unconsciously avoided.**

**Through the all-day discussion, you will find
the answers in yourself!**

For a “special” session day, we will set prior preparations and conduct stakeholder interviews

Session Information

- Duration: One day workshop
- Venue: Deloitte Greenhouse (Marunouchi Nijubashi Bldg Tokyo)
- Practice: In small number of group
- Participants:
 - CXO (1 person)
 - Lab Facilitators (1~2 people from Deloitte Tomatsu)
 - Client Partners (1~2 people from Deloitte Tomatsu)
 - Lab Managers (1~2 people from Deloitte Tomatsu)

Request of prior preparation

The preparation period of a Lab is around 1.5 to 2 months.

- Preparations necessary
 - Conclusion of agreement on CXO Transition Lab
 - Submission of your company Organization Chart
 - Selection of important stakeholders for the CXO
 - Selection of important annual events for the CXO
 - Selection of stakeholder interviewees (see below)
 - Apply the Business Chemistry ^{*1} assessment ^{*2}

About stakeholder Interviews

As a part of preparation, we ask CXO's stakeholders for their cooperation of interviews. Interviews will be conducted by some members of Deloitte and interviewees. The CXO is not required to attend.

- Interviewees (Around 5~7 people)
 - 1 or 2 people: Direct supervisors
(Executive class as a president, etc.)
 - 1 or 2 people: Subordinates
(Manager class who directly report to the CXO)
 - 1 or 2 people: Other managers and outside directors, or
personnel, sales, etc. with a certain relationship with the CXO.
- Questions to ask in the interview
 - Hopes and expectations for the CXO
 - Awareness and concerns in regards the expectations
 - What you want the CXO to leave behind for the future of your company
 - CXO's strengths and capabilities to be developed
 - The impressions of the CXO, including personality aspects such as communication and leadership style

Footnotes ^{*1} A diagnostic tool of working type (web test) developed by Deloitte

^{*2} Not allowed for Audit client

Introducing The CXO Transition Lab Menu

Based on Deloitte's broad expertise, we offer labs to various CXOs.

C **E** O ————— Chief **Executive**
Officer

C **F** O ————— Chief **Financial**
Officer

C **S** O ————— Chief **Strategy**
Officer

C **A** O ————— Chief **Accounting**
Officer

C **HR** O ————— Chief **Human**
Resource Officer

C **A** E ————— Chief **Audit**
Executive

C **L/C** O ————— Chief **Legal /**
Compliance Officer

C **I** O ————— Chief **Information**
Officer

C **Su** O ————— Chief
Sustainability
Officer

C **IS** O ————— Chief **Information**
Security Officer

C **D** O ————— Chief **Digital**
Officer

If you would like to conduct a Lab for a CXO not listed in the menu above, please contact us.

The CXO Transition Lab

Introduction of each Lab Owner

CAE Transition Lab

Niki Kazuhiko



CAO/Controller Tran. Lab CFO Transition Lab

Kitagata Masakazu



CDO Transition Lab

Mori Ryo



Yoshizawa Yusuke



CHRO Transition Lab

Furusawa Tetsuya



CEO Transition Lab/ CSO Transition Lab

Kamiyama Yusuke



Kawahara Hitoshi



Manabe Hiroyuki



CFO Transition Lab

Nobukuni Yasushi



Kondo Yasuhiko



Harimoto Seiha



CIO Transition Lab

Nakagawa Takao



CISO Transition Lab

Nomiyama Masafumi



CLO/CCO Transition Lab

Matsumoto Takuya



Yamauchi Tatsuo



CSuO Transition Lab

Kamiya Seiji



Funakoshi Yoshitake



Deloitte Greenhouse Introduction

- Expand to more than 30 locations worldwide as **Innovation Accelerators**, to support business leaders and bring solutions to their challenges.
- **A combination of behavioral science, analytics, technology and facility design** based on a globally defined set of principles of Deloitte provides breakthrough in management issues that would be difficult to solve using conventional methods.
- Established in 2019, Japan Greenhouse features the concept of **the way of tea** with one-of-a-kind environment.
- Based on a proven framework of Deloitte, **interactive validation session delivered by specialized facilitators uncover the complex challenges of CXO and support with** both digital and non-digital perspectives from agenda-setting to solution-prototyping.
- **A consciously-designed environment away from the daily business**, built to spark conversation and new ideas.



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