A photograph of a man in a plaid shirt sitting at a conference table, gesturing with his hands while speaking. Other people are seated around the table in the background. The image is partially obscured by a white gradient on the right side.

# GUIDE TO CEO PEER NETWORKS 2016

Chief Executive

# Guide to CEO Peer Networks

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# What are CEO peer groups?

**Interchangeably called CEO peer groups or networks,** these organizations generally arrange regular meetings in confidential environments where CEOs can share ideas, best practices, experiences and advice. High performing executives value the perspective of other leaders, as well as the wisdom that comes from the practical experiences learned by others in similar circumstances.

**It is truly lonely at the top:** most CEOs do not have “safe” environments where they can share their concerns. CEOs often feel that any public show of vulnerability or uncertainty risks losing the confidence or respect of their boards of directors, employees or customers. Rightfully, most CEOs are reluctant to open up to consultants or other subject matter experts because these vendors have conflicting interests (after all, they live off client

fees, and succeed maximally when they create client dependency).

Furthermore, people who haven’t walked in a CEO’s shoes often do not have the perspective to balance competing interests that CEOs need to weigh, which can include employee interests and morale, investor demands, customer focus and the ever-present tension between growth and profitability.

**For these reasons, CEOs often make the best advisors to other CEOs, and an increasing number of CEOs find that peer groups are the best way to obtain such perspective.**

**“We now accept the fact  
that learning is a lifelong  
process of keeping abreast  
of change.”**

*Peter Drucker*

# Types of CEO Peer Groups

CEO Peer Groups can be meaningfully categorized as either local or national groups.

## Local

Local groups are convenient: they meet in a nearby location, and are typically comprised of members from your community. Relationships with local peers often lead to social relationships. The downside is that your peer group is limited to a small pool of potential members, defined primarily by proximity to one another.

Local groups typically consist of a range of company sizes, types and CEO backgrounds. In mixed-sized groups, CEOs running smaller companies often like to learn from the experiences of larger-company CEOs. On the other hand, those large-company CEOs themselves are, in such situations, often left unsatisfied as they benefit most from interaction with their own large-company peers.

## National

National groups have the relative inconvenience of requiring travel, though they often meet less frequently than local groups. On the upside, nationally-organized CEO peer groups may feature expert speakers or resources that might not be available as frequently in local groups.

National groups may have higher quality peers as members are selected from a larger pool. Another large benefit to nationally-organized groups is that they may be industry-specific, providing each member with expertise closely related to his/her own challenges.

# Types of CEO Peer Groups

CEO Peer Group meetings are either Professionally or Member facilitated.

While they have national staffers, several CEO peer networks are actually run by the members at the local level. This means it's up to each member to "take a turn" as host, agenda-setter and facilitator to their group (sometimes as long as for 12-month periods).

## Member Facilitated

Other CEO peer group meetings are run by professionals who plan meetings, organize member communications and facilitate discussions.

Within professionally-facilitated groups some leaders play major roles in discussions and problem-solving while, in others, the professionals are trained to elicit member input and ensure maximum efficiency.

## Professionally Facilitated

**“Excellence is not  
an act but a  
habit.”**

*Aristotle*

# Benefits of CEO Peer Groups

Members report multiple benefits to CEO Peer Groups.



# Benefits of CEO Peer Groups



# Benefits of CEO Peer Groups



## Faster Growth (On Average)

Members of Peer Networks experienced average revenue growth rate just above 5% last year compared to an industry average of only 1.62% -- more than 200% faster growth.



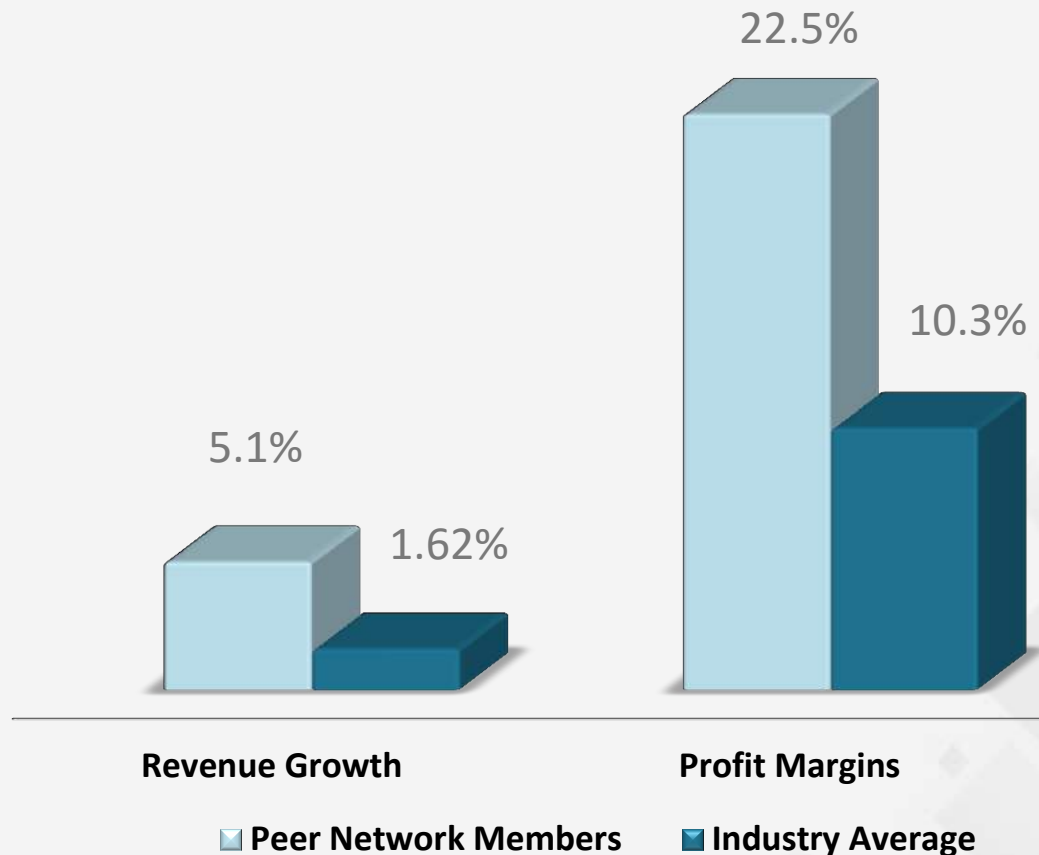
## More Profitable

Members of Peer Networks enjoyed operating margins of 22.6% last year vs. an industry average of only 10.26% -- more than twice the profitability.



## Overall Performance

Executives who set aside the time to attend industry specific meetings in order to exchange best practices and work on their businesses experienced dramatically superior operating results.



Source: Stein + Partners Study of Chief Executive Network Members Vs. Their Industries (2013)

**“It’s fine to  
celebrate success,  
but it is more  
important to heed  
the lessons of  
failure.”**

*Bill Gates*

# Why Member Size Matters

To the uninformed observer (and the media), it appears that all CEOs do the same thing: run an organization. But any real understanding of business recognizes the significant differences faced by CEOs of different-sized organizations.



The smallest businesses almost always require a CEO to actively DO many of the functions needed on a day-to-day basis. Some days' tasks may be as mundane as ordering supplies and answering phones, as well as participating in front-line, customer-facing roles. Outside capital is typically non-existent. As a business grows and matures, the CEO must adapt and develop processes and consistency, upgrade talent in high impact areas, and establish personal relationships with key customers.



The lower-mid-market company CEO (annual revenue \$10-\$100 million) is no longer fighting for survival, and now faces strategic planning with a longer time horizon. With basic processes established, this CEO may be consumed with issues like quality and efficiency, or growing new markets or products to provide diversification. Capital becomes available at this size, and the CEO must think strategically about partners and alliances. Talent issues are still critical and consume increasing time even as the CEO delegates to and upgrades key people.



An upper-mid-market CEO (annual company revenue \$100-\$1 billion) faces many of the same challenges as a large-company CEO, but without the same resources. This places added demands on the individual, as they must assume additional responsibility in key functions like strategic planning, corporate finance, mergers/acquisitions/divestitures, international issues, talent development and management, technology and more.



The large company CEO (annual revenue \$1 billion +) is typically engaged in strategic issues over a long time frame. This CEO must often deal with questions like which business lines to invest in, harvest or divest, how to motivate, groom and attract up-and-coming talent and key executives, how to deal with investors and/or regulators, and more. Given the size and scale of this organization, every word uttered by this CEO is closely scrutinized and parsed, with interactions between the CEO and average workers being infrequent.

# Key Point

**The size of the enterprises being run by peers in your group will directly impact your ROI in membership—in both time and money.**

**Meeting with peers who run comparably sized enterprises—and face similar challenges—can accelerate value and time efficiency.**

# Why Industry Focus Matters

When mixed with CEOs from a variety of industries, every meaningful conversation requires background explanations of industry norms, competitive dynamics, technological threats, and even language. Key business drivers and metrics vary widely by industry, so evaluate a potential peer group's real ratio of "explaining" to "insight".



# Key Point

**You will likely receive the highest quality, highest quantity insights about your business from non-competing industry peers.**

**“An expert is a person who has made all the mistakes that can be made in a very narrow field.”**

*Niels Bohr*

# Who Should Join Peer Networks?

CEO peer groups are not for every leader. To benefit, a leader must have the following characteristics:



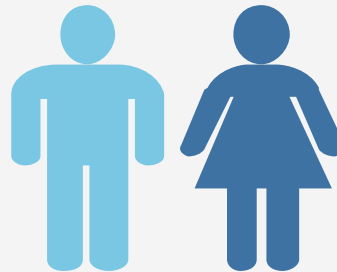
## Commitment to Improvement

Those who believe that holding a CEO title is the end of a journey should probably not participate. On the other hand, members who value continuous learning and believe every CEO must invest in their ongoing professional development make excellent candidates.



## Humility

Peer group members must demonstrate a willingness to share their personal triumphs – and, as importantly – their failures. Hard-won experience (good and bad) is what provides depth and meaning for leaders of substance.



## Willing to Make Time Commitment

Consistent participation is often an important ingredient in bonding peers and building the trust required to discuss key issues. All CEOs are busy, and prospective members in any group should view participation as a priority.



## Self-Awareness

In addition to improved organizational performance, successful members aim to increase levels of satisfaction and performance in their own work as well as that of their employees, their customers and investors.

# Leading CEO Peer Network Profiles

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<sup>1</sup> Chief Executive Network is a division of Chief Executive Group and shares the same parent company as Chief Executive magazine

# Young Presidents Organization (YPO)

600 East Las Colinas Boulevard, Suite 1000 • Irving, TX 75039

YPO.org • Tel: 972-587-1500 • Email: [joinypo@ypo.org](mailto:joinypo@ypo.org)



**Background** Founded in 1950, YPO is the largest CEO peer organization with chapters in 120 countries (approximately 50% of the membership is outside the U.S.) Members join a local “chapter,” which are further broken down into one or more “forums” (each forum is comprised of 8-12 local members in a mix of business sizes and industries). Forums meet monthly for a half day, typically hosted and facilitated by each member on a rotating basis. Chapter members also typically meet on a monthly basis with a guest speaker, and YPO hosts national and international meetings and conferences. Members pay local chapter dues, international dues and fees for special national or international events. At age 50, each member is “transitioned” out of YPO and placed into sister organization World President’s Organization (WPO).

**Insider Info** The impression of YPO is that it has a heavy concentration of second- and third-generation sons and daughters of business founders, lending the organization its unofficial nickname, “YPO: Your Parents’ Organization.” Due to its rule that new members must qualify and join before age 45, membership is skewed toward the inherited set, but there are many entrepreneurs and professional managers as well.

**Membership count:**  
22,000

**Personal membership criteria:** Must join before age 45, with membership ending at age 50.

**Company membership criteria:** 50 employees or \$2 million payroll, plus \$15 million valuation or \$12 million revenue.

## Time Commitment Required:



## Cost:



What size companies do they primarily serve?

Mid-Market (\$12 to \$100 Million)

Unique Elements

Strong social and personal network

# Vistage

11452 El Camino Real, Suite 400 • San Diego, CA 92130  
Vistage.com • Tel: 858-523-6800

## VISTAGE

**Background** Vistage grew with your group in 1957 as The (though not a

92130

vides a local, monthly group meeting plus an individual solo meeting. Meetings are hosted by the members on a rotating basis. Founded as TEC, the organization underwent a name change to Vistage in 2006 and adopted the new name and still operate as “TEC”).

**Membership count:**  
19,000

**Personal membership criteria:** Must be a CEO, executive or business owner.

**Company membership criteria:** Companies must have minimum annual revenue of \$5 million. Most members are in the \$5 to \$50 million range

**Insider Info** Vistage grows local coaches (called “coaches”) who provide services to members to help them grow. There is a significant time commitment for coaches, typically 1 day per month for an additional 2 hour coaching session with your coach. Be aware that this is heavily dependent upon the skill level of the specific coach and the 15 other members competing industries.

What size companies do they primarily serve?

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### Time Commitment Required:



### Cost:



Unique Elements

Personal Coach

# Chief Executive Network (CEN)

One Sound Shore Drive, Suite 100 • Greenwich, CT 06830

Chiefexec.com • Tel: 785-832-0303 • Email: rob@chiefexec.com



**Background** After leading numerous CEO groups, organizational expert Dr. Ronald E. Wiley came to the realization that executive effectiveness was dramatically improved in those rare cases when CEOs met with industry peers of similarly sized companies. Industry focus gave CEOs not only outside perspective, but also specific, actionable ideas based on directly relevant, real-world experience. Chief Executive Network (CEN) was launched on this principal in 1990, and receives accolades from members for practical peer feedback on critical issues. Meetings are held twice-yearly at convenient, airport-hub locations to maximize the return on time invested.

**Membership count:** 600

**Personal membership criteria:** Must be a CEO, President, or Business Owner.

**Company membership criteria:** Most members run companies with \$5 million to \$500 million in revenues and are grouped with CEOs in their industry (who are not competitors) and size range.

**Insider Info** While serving a variety of industries, CEN has particular strength in manufacturing, distribution, tech, architecture, engineering and construction industries. CEN groups don't exist for every industry, so check on group composition before making a commitment.

## Time Commitment Required:



**Cost:**



**What size companies do they primarily serve?**

Mid-Market (\$10 Million to \$ 1 Billion)

**Unique Elements**

Grouped With Non Competing CEOs In Your Industry and Size Range

# G100

630 Fifth Avenue, Suite 3210 • New York, NY 10111

G100.com • Tel: 212-332-6373 • Email: G100@G100.com

# G100

**Background** G100 was formed in 2005 when two separate organizations, G100 and Six Sigma Academy, were purchased and put together. G100 targets “the largest and most significant global companies” for membership and allows members to counsel and connect with each other in a private, off-the-record atmosphere of candid and informed discussion. Meetings are led by a core group of recent chief executives and senior advisors to CEOs. Membership provides access to two meetings a year in which presentations are facilitated and prepared by top representatives from various advisory firms regarding businesses most pressing issues.

**Membership count: \*\*\*\***

**Personal membership criteria:** Invitation only extended to CEOs and Chairmen.

**Company membership criteria:** Only large, global companies are welcome in G100.

**Insider Info** G100 is an exclusive organization and while private and public companies are both welcome, the exchange of ideas between private equity firms and public company CEOs tends to dominate meeting discussions.

## Time Commitment Required:



**Cost:**



What size companies do they primarily serve?

Large (Over \$1 Billion)

Unique Elements

Large Company Executives Only

# Entrepreneurs' Organization (EO)

500 Montgomery Street, Suite 700 • Alexandria, VA 22314

eonetwork.org • Tel: 703-519-6700 • Email: [info@eonetwork.org](mailto:info@eonetwork.org)



**Background** Founded in 1987 by a group of young entrepreneurs, EO enables small and large business owners to learn from each other, leading to greater business success and an enriched personal life. Their mission is to support entrepreneurial education and engage entrepreneurs to learn and grow. They offer resources in the form of events, leadership-development programs, an online entrepreneur forum, and business owner education opportunities, among other resources designed for business growth.

**Membership count:**  
9,500

**Personal membership criteria:** Must be a founder, co-founder, owner or controlling shareholder of a company

**Company membership criteria:** Company must gross at least \$1 million annually.

**Insider Info** While EO's 131 chapters across the US provide an extensive network of entrepreneurs, participation in the organization is primarily limited to local chapter meetings. It is important to keep in mind that each chapter is typically different in the fact that the size of individual chapters will vary depending on how long they been established in a given city.

## Time Commitment Required:



## Cost:



What size companies do they primarily serve?

Smaller Companies  
(Under \$5 Million)

Unique Elements

Entrepreneurs Only

# Comparison of Leading CEO Peer Networks

	Chief Executive Network (CEN)	Entrepreneurs Organization	G-100	Vistage	YPO-WPO (Young President's Organization)
Member Size Range	Mostly Mid –Market (\$10 million to \$1 billion)	Mostly small companies (Under \$5 million)	Large companies only (Over \$1 Billion)	Lower Mid-Market (\$5 million to \$20 million)	Mostly Mid -Market \$12 million to \$100 million)
Peer Groups Organized By Industry (Non-competitors) and Size Range	✓				
Meetings Are Professionally Facilitated	✓		✓	✓	
Local Meetings	Regional	✓	National	✓	✓
Global Member Access	✓	✓	✓		✓
Annual Fees	\$2,950 to \$8,450 (Based on Company Size)	<\$5,000	>\$25,000	\$12,000	\$5,650 annual dues plus \$5,250 initiation fee

# Which Network Is Right For You?

Each network caters to different types of CEOs. Here are some factors to consider:

Network		For More Information
Chief Executive Network	If you run a mid-market company in one of CEN's target industries – manufacturing, distribution/wholesale, professional services (e.g., architecture, engineering firm) or software – and are looking to tap into the benchmarks, best practices and experiences of other CEOs who have faced the same business issues you face, this network could be a good fit for you.	<a href="http://www.chiefexec.com">www.chiefexec.com</a>
Entrepreneurs Organization (EO)	If you are leading an entrepreneurial enterprise with revenues of at least \$1 million and are looking to join a group of entrepreneurs for monthly meetings and presentations, EO is a network you should consider.	<a href="http://www.eonetwork.org">www.eonetwork.org</a>
G-100	If you are the CEO or CXO of a \$1 billion plus company and want to meet with other CXOs who run similarly sized organizations to network and discuss business challenges and best practices, G-100 could be a good option for you.	<a href="http://www.g100.com">www.g100.com</a>
Vistage	If you are a CEO or CXO in a company with revenues over \$5 million and are looking for a local business coach and group of peers to discuss your business challenges with, Vistage could be a good option.	<a href="http://www.vistage.com">www.vistage.com</a>
Young Presidents Organization (YPO)	If you are a young CEO or President (under 44 years of age), run a mid-market company with revenues over \$12 million and are looking for other young CEOs to network with across industries, on business, family and personal issues, YPO is worth checking out.	<a href="http://www.ypo.org">www.ypo.org</a>