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

Jesse Hopps, Founder
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.

Within two months, he recommended a new approach.

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
Amazon · Google · Marriott · Facebook · Deloitte · JP Morgan

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.

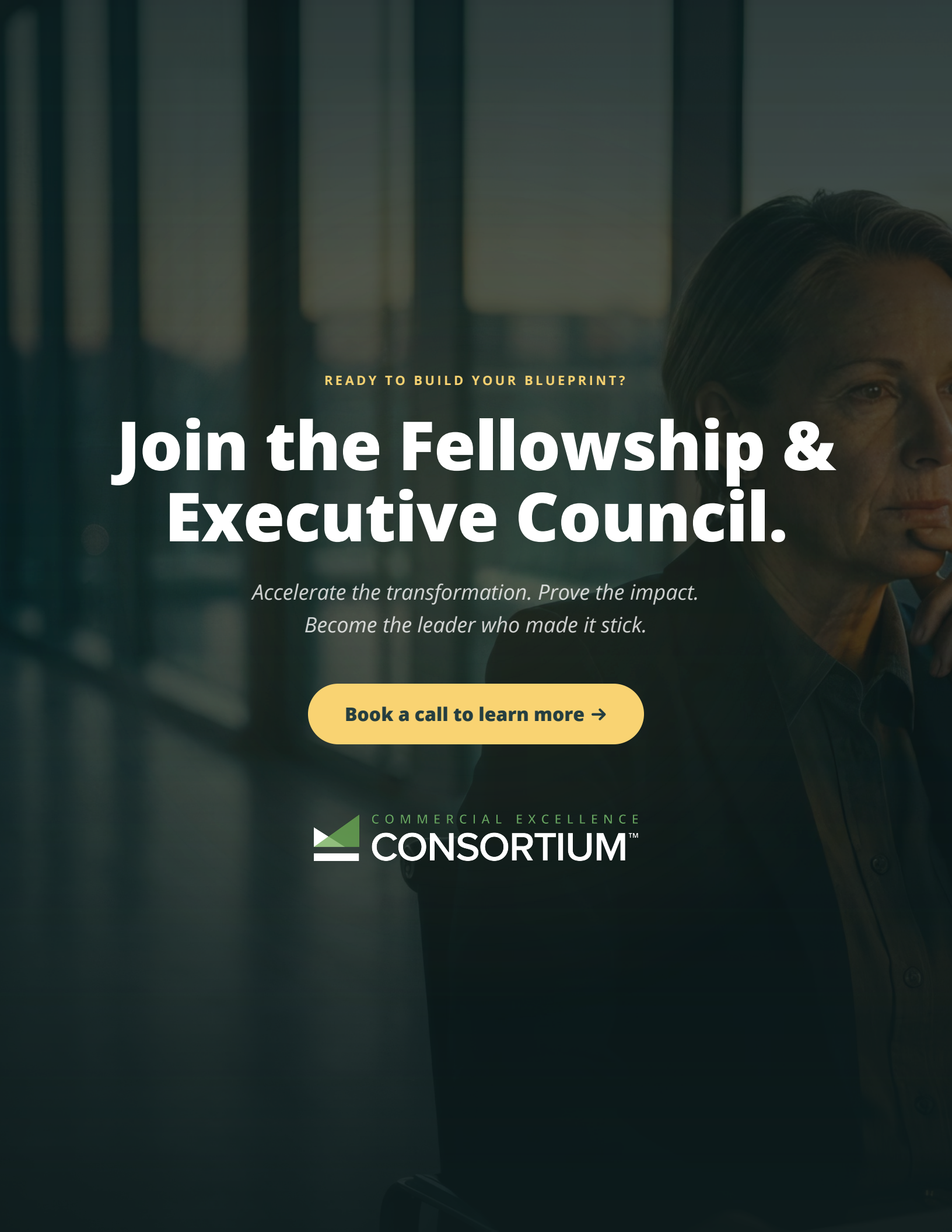
Topline growth and EBITDA impact

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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