



VISTAGE

Building a Vistage Chair Practice

What to expect along the journey

"I wanted to do something that I thought could make a difference and help people - something that would really help solve some of the problems that I've seen in business."

Mark Taylor
Vistage Chair since 1995



Creating success through a Vistage Chair practice

Vistage Chairs are a hand-picked, elite group of accomplished leaders who help CEOs, business owners and key executives reach their highest potential.

For more than 60 years, Vistage has brought together successful CEOs, business owners and key executives in confidential peer advisory groups. Together, they candidly discuss their toughest challenges and biggest opportunities. They share insights, identify blind spots and offer agenda-free advice from those who've faced similar challenges.

An important part of the Vistage member experience is the role of our expert executive coaches and mentors, known as Chairs. Chairs conduct group meetings and one-to-one coaching sessions. They use their business acumen, expert leadership skills and passion for mentoring to help business leaders reach their full potential and achieve success in ways they can't accomplish alone.

As a Chair, your impact creates a ripple effect felt from the C-suite through company ranks and into your community. It's meaningful, financially rewarding work that leaves a legacy. You get all of the support, resources and structure you need from your Vistage team to set yourself up for success. Ultimately, though, Chairing is done on your own terms in your own dynamic way.

This prospectus details what is involved in building a successful Vistage Chair practice.

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The Vistage business model

An overview of the organization, group types and role of the Chair

Founded in 1957, Vistage is the world's most trusted resource for CEOs, business owners, and key executives of small and midsize businesses. With more than 23,000 members in 20 countries, Vistage assembles and facilitates private advisory groups that allow members to tap into different perspectives to solve difficult challenges, evaluate opportunities, and develop effective strategies for advancing business performance and leadership.

These private peer advisory groups of 8-18 high-caliber executives from non-competing industries meet monthly. A Chair guides confidential discussions, providing valuable professional insight and executive coaching based on their own extraordinary achievements. In these meetings, members have access to world-class experts in small, interactive workshops on the subjects most critical to them. Between monthly meetings, members may have one-to-one coaching sessions with their Chair, access to the global community online for real-time questions, and events for networking and learning.

Vistage is widely regarded as offering the most comprehensive development solution for small and medium sized businesses. Our members see results. According to a 2017 analysis of Dun & Bradstreet data, Vistage member companies grew 2.2 times faster than average small and midsize U.S. businesses.

Vistage MVP

Mission

To improve the effectiveness and enhance the lives of CEOs and key executives.

Vision

The world's most trusted resource for CEOs and key executives, helping them become better leaders and deliver greater results. Our programs help them to refine their instincts, improve their judgment, expand their perspectives and optimize their decision-making.

Purpose

We exist solely to help high-integrity leaders make great decisions that benefit their company, families and community.

The Elements of Our World-Class Platform

- **Private advisory group meetings:** At the foundation of every Vistage group is our time-tested peer advisory session, which is facilitated by a Chair. At the heart of these monthly meetings is Vistage's proven Issue Processing model. This is a structured, thorough and efficient approach to tackle members' most pressing challenges and optimize their biggest opportunities. It forces members to push beyond their assumptions and get to the real issues, helping them to better understand and evaluate options before making a decision. As with all interactions, these meetings are conducted in a collaborative spirit and are strictly confidential.
- **Expert speaker workshops:** Selected by the Chair to complement and enhance peer group learning, Vistage speakers are thought leaders and subject matter experts who inspire new ideas, strategies and perspectives. Our 1,000+ Vistage speakers lead interactive workshops on topics ranging from talent management to customer experience.
- **One-to-one executive coaching:** The Vistage Chair leads monthly, one-on-one executive coaching sessions with members to reinforce learning, review commitments, and ensure accountability for personal and business goals. These sessions serve as an outlet for in-depth discussion about personal and professional growth.
- **Online content and connectivity:** *My Vistage* is an elite online community that connects over 23,000 senior executives globally. It's a forum for discussing challenges and helping each other find solutions. This 24/7 platform also includes a best practice library and research blog with white papers, webinars, podcasts and articles. Members also have access to industry and interest-based networks.
- **Events and networking opportunities:** Vistage members attend local and regional events where they exchange ideas and connect with members and Chairs beyond their groups.



The Vistage Platform

Types of Vistage groups

Members are selected for groups that are best suited to their needs, such as role, company size and annual revenue. This way, conversations are truly peer-to-peer and the challenges tackled are relevant.

New Chairs always build a Chief Executive or Small Business group first. They can then choose to expand their Chair practice to include other types of groups.

The full range of programs includes:

Chief Executive (CE) program: A forum of seasoned CEOs, presidents and business owners with at least \$5M in annual revenue. Within the CE program, some Chairs opt to narrow in on revenue ranges even further, for example targeting companies under \$10M, between \$10M-25M, and over \$25M.

Small Business (SB) program: Designed for CEOs, presidents and business owners of companies with \$1M-\$5M in annual revenue. The focus is to help them with strategic decisions, identify their blind spots and push their business forward.

Key Executive program: A forum for C-level execs, VPs and directors from a variety of companies to come together and become better leaders. Key members are typically sponsored by a CE or SB member to hone their leadership skills and improve alignment on strategy throughout the organization.

Trusted Advisors (TA) program: Designed for top leaders in professional services (e.g., lawyers, bankers, executive recruiters, etc.). This forum gives members the training to fine-tune their leadership strengths, discuss their unique professional challenges and make new contacts to grow their business. TA groups also serve as a referral source to Chairs for the CE and SB groups.

Vistage Inside (VI) program: Rather than bringing together peers from non-competing industries, as with most Vistage groups, the Vistage Inside program focuses on the senior leadership team within a single company. It is a talent development approach that fully engages a team, equips them with the skills and sensibilities to manage collaboratively, and helps them achieve higher levels of performance.

Program Overview

Program	Chief Executive Program	Small Business Program	Key Executive Program	Trusted Advisor Program	Vistage Inside Program
Member Description	President/CEO/ Owner	President/CEO/ Owner	Vice Presidents, Directors, CFOs, COOs, etc.	Professional service provider with executive clientele	Company senior management team
Number Of Employees	25+ Employees	5 - 25 Employees	Not a factor	Not a factor	100+ Employees
Annual Revenue	More than \$5 million in sales	\$1 million to \$5 million in sales	Not a factor	Not a factor	\$50+ million
Meeting Frequency	Monthly full-day meetings	Two half-day meetings and one full-day meeting per quarter	Monthly full-day meetings	Monthly half-day meetings	Variable
One-to-One Frequency	Monthly for 2 hours, at CEO's location	Monthly for 2 hours, at a neutral location	No one-to-ones included (optional one-to-ones can be purchased)	No one-to-ones included (optional one-to-ones can be purchased)	Variable
Speaker Frequency	Up to 8 per year	Up to 4 per year	Up to 8 per year	NA	Variable
Group Size	8 – 18	8 – 18	8 – 20	8 – 20	Variable

Vistage members at a glance

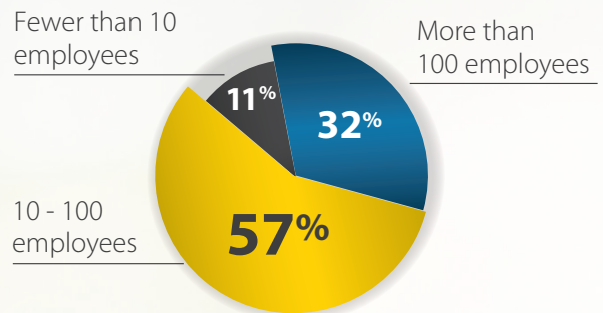
Our members — more than 23,000 across 20 countries — are executives dedicated to improving their businesses, their leadership, their community and each other. Their willingness to put ego aside and apply the necessary rigor in the pursuit of excellence is what makes us different. *Makes us better.*

Member industries

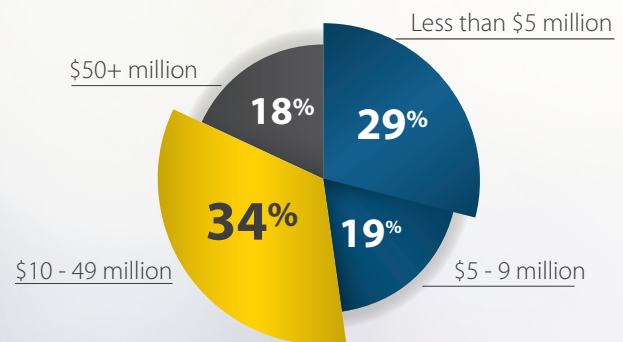
Vistage members represent nearly every industry across a range of small to midsize businesses. This diversity is key to forming advisory groups of peers from non-competing industries.



Number of employees



Sales revenue



Vistage members outperform the competition

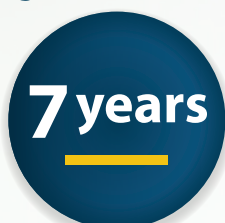
Vistage member companies **grow 2.2x faster** than average small and midsize U.S. businesses.



Average compounded annual growth rate for company revenues (CAGR)

Source: 2017 analysis of Dun & Bradstreet data

Average tenure of Chief executive member





The role of a Chair: challenge, question and guide

A Vistage Chair guides their members' experience, ensuring that it is powerful and valuable.

Each Chair builds and operates their own groups. A Chair is responsible for building and growing their practice, facilitating group meetings and mentoring the individual members in their groups.

A Chair is *NOT* a consultant. Their role is not to provide the right answers. Rather, it is to guide group meetings and one-to-one coaching sessions by:

- Creating a safe, confidential environment that builds trust
- Asking the difficult questions to motivate high-impact decisions
- Guiding members to take risks and think at a higher, more strategic level
- Challenging member assumptions and encouraging them to broaden their perspectives
- Becoming agents of influence to help members push their businesses forward
- Framing issues to inspire robust discussions and critical thinking
- Identifying important member topics to bring to the group
- Promoting candid, honest exchanges
- Facilitating collaboration to help members map out plans of action
- Holding members accountable for issues that surface during group and one-to-one meetings

"Being a Chair is the most satisfying thing I've ever done in my life. Being a Chair means making a difference. And making a difference in the lives of a lot of wonderful people, who in turn make a difference in the lives of a lot of wonderful people. We have an impactful job, and it's the greatest job there is."

Bob Duncan
Vistage Chair since 1998



Partnering with Vistage

Our support and infrastructure set you up for success

Partnering with Vistage provides unparalleled support for your success as a Chair. Think of being a Vistage Chair as an entrepreneur with an infrastructure — from day one. This support and infrastructure is provided at no cost to Chairs, with the exception of travel to professional development opportunities. There is no fee or financial investment required to start a Vistage Chair practice. All that is required is your time, energy and focus.

Your Vistage journey starts with an intensive professional development program to ensure your success. It runs the gamut, from defining your “Why” Chairing, to recruiting members, to effective coaching methods. This world-class program earned a spot on Training Magazine’s Top 125 Organizations for six consecutive years.

Your support continues with the backing of expert staff dedicated to the successful launch and longevity of your practice. You’re also given sales and marketing assistance, membership development, IT and other resources.

Vistage is by your side every step of the way.

1. Leadership development

Vistage is committed to providing exceptional executive development throughout a Chair’s tenure, starting with Chair Academy.


Vistage Chair Academy

Vistage has developed a specialized curriculum that prepares new Chairs to build and lead their first executive peer advisory group. Chair Academy is a week-long, highly engaging executive-level program that equips new Chairs with tools, skills, and best practices for sourcing and leading Vistage members and groups. Chairs learn how to:

- Implement business development practices to build a new group
- Identify and select members
- Conduct effective one-to-one selection conversations
- Speak to Vistage’s proprietary Issue Processing model

Chair Academy is conducted by a faculty of successful, high-performing and long-tenured Master Chairs, as well as subject-matter experts in leadership, communication, coaching and business development. Facilitators use a variety of methods and tools to fully engage participants in the principles and behaviors of being a Chair. This includes small breakout sessions, live demonstrations, role plays and lectures. The curriculum also covers problem-solving and skills practice.

The learning is practical, not theoretical. At the conclusion of the Chair Academy program, participants will have gained the confidence and understanding to return to their local communities to develop their business plans, strategies, purpose and processes for launching a new Vistage group.



Purpose:
We exist solely to help high integrity leaders make great decisions that benefit their companies, families and communities.

ChairWorld 2018

Leadership development continued

Onboarding Workshops

Vistage offers a series of three-day, in-person workshops to continue a Chair's learning and development after Chair Academy. Think of them as "learning booster shots" to help fine-tune skill development and accelerate the group build process.

Workshop topics are designed to be "just-in-time" learning, matching a Chair's needs at that point in their build journey.

Topics include:

- Holding effective one-to-ones
- Facilitating world-class meeting experiences
- Facilitating Issue Processing
- Building cohesive, high performing groups that provide value to our members
- Critical skill reinforcements to support group build

Chair Academy Online

Chair Academy Online is a full-scale, on-demand learning portal for Chairs. Some modules are specifically recommended to Chairs as they progress through the Chair Academy program, and others are available as needed for reference and individual learning needs.

Topics include:

- Issue Processing: Lifecycle of an Issue
- Questioning skills for one-to-ones
- Journey of member selection
- Creating a high-performing group

ChairWorld

ChairWorld is an annual conference of Chairs from around the globe. It's a chance to learn new skills, brush up on best practices, exchange new ideas, discuss tried-and-true techniques and make meaningful connections that will last a lifetime.



2. Your support team

The people, processes and infrastructure to help you run your Chair practice

The Vistage Support Center provides a wide array of tools, resources, and partners to assist Chairs in building and sustaining their groups. From tools such as Salesforce, to marketing support to generate member candidates, to a dedicated support team, and a proven path to success, Vistage provides unparalleled support to help Chairs succeed.

- **Business Development Partner:** Responsible for growth in their assigned territory. They work shoulder to shoulder with new Chairs by partnering with them to develop acquisition skills. They also co-facilitate marketing events and attend member selection meetings to maximize member joins.
- **Build Coach:** The “quarterback” for the new group build process guides all internal efforts to maximize Chair results. They coach new Chairs to be proficient in the sales process to include prospecting, uncovering issues/ opportunities, objection handling, closing skills and funnel management, provide support, accountability and best practices.
- **Vistage Chair Group:** Chairs in the same region come together for their own Vistage meeting to share ideas, collaborate on business development opportunities, refer member candidates and give mutual support.
- **Best Practice Chair:** A Chair in the local market who serves as the “Chair of Chairs,” facilitating bi-monthly Vistage Chair Group meetings and serving as a resource for skill development and the art of Chairing.
- **Senior Vice President:** Responsible for overall Chair and market success throughout the region, including building the Chair community, increasing membership and retaining members.
- **Client Service Advisor:** A point of contact for both members and Chairs, assisting with member onboarding, member transitions, booking speakers, meeting logistics and more.
- **Regional Consultant:** An inside sales team member dedicated to a geographic region who serves as a matchmaker for prospective members and groups. They educate member candidates on the benefits of Vistage membership to qualify and introduce leads to local Chairs to continue the sales conversation.
- **Marketing:** A marketing contact is dedicated to helping Chairs build groups, providing marketing tools, templates, trainings, resources and lead generation campaigns to help new Chairs find and sign more new members. The marketing team develops professional collateral, videos and other branding materials that Chairs leverage for a polished presentation.
- **IT, billing and more:** Corporate back-end resources are dedicated to help Chairs launch, grow and lead their Vistage groups.

3. Marketing support

Vistage marketing support is designed to grow with you as you develop your new Vistage group. Each new member that you sign will unlock new levels of support designed to help you get to that next build milestone. Support includes:

- **Tools, templates, how-to guides and best practices** honed over years of working with hundreds of successful Chairs. You won't need to reinvent the wheel to promote your Chair practice.
- **Vistage Chair App** is a Chair practice management tool with features to help you track and manage your member candidate pipeline. Search, identify and vet potential candidates in your local area from a database that is regularly scrubbed and updated by our data team.
- **LinkedIn support**, including profile updates to ensure you are presenting yourself and Vistage successfully, as well as prospecting support to generate leads.
- **A dedicated marketing event** designed to give your member candidates a hands-on experience of a Vistage group meeting. Support includes marketing, event logistics, and on-site assistance from your Business Development Partner.
- **Email campaigns** consisting of multi-touch email outreach with tested language designed to generate responses from interested candidates. There are several email campaigns tailored to the stages of your group build.
- **Additional tactics and opportunities** that your Business Development Partner can leverage to support your group build.

4. Leverage the Vistage brand

By partnering with Vistage, you are aligning with a world-class brand that is widely regarded as the most trusted resource for CEOs, business owners and executives. We continue to create powerful new alliances and invest in our brand, including (but not limited to):

- **Advertising, lead-generation and SEO/SEM campaigns** designed to find qualified members.
- **Partnerships with top-tier institutions**, including the Wall Street Journal, U.S. Chamber of Commerce, Stanford Graduate School of Business, Inc. Magazine and American City Business Journals, which owns publications in more than 40 U.S. markets.
- **Public relations strategies** that include sponsorship of three PGA TOUR players with high-visibility branding that captures executives' attention.
- **Research collaborations** with thought leaders Salesforce, Cisco and the National Center for the Middle Market.

"I help my members by determining who they really are as leaders and where they want to be as leaders. I also provide them with a platform – a place to stand and grow, to find support and to make change possible. Most people need that kind of support to go through major change. They don't have to go it alone."

Lance Descourouez
Vistage Chair since 1998



What to expect

The process, timeline and stages of building and launching your first group



1. Chair selection and your learning journey

During the exploration stage, an Executive Recruiter will reach out to you to discuss the opportunity, business model and local market to determine if the role is a good fit and the timing is right. You will have multiple conversations with your Executive Recruiter regarding your professional experience, the effort it takes to become a successful Chair and the work required to build your practice. You will take behavioral and cognitive assessments culminating in a video interview with key decision makers. Top candidates will be invited to our learning and development Chair Academy.

If selected to attend the Academy, you will be provided with our independent contractor agreement. Upon mutual completion you will be enrolled in the Academy, gain access to confidential materials and asked to complete pre-work to prepare you for the week of learning and development.

Vistage Chair Academy is an intensive learning program held in our support center in San Diego. The program combines online preparation, live classroom presentations, mentoring, partner practice and other experiential learning opportunities. You will be surrounded by other C-suite leaders from around the globe who are also inspired to participate in this noble work.



“I help people become better business leaders — and business leaders become better people — who run better companies and make a more significant difference in the world.”

Philip R. Liebman
Vistage Chair since 2005

2. Ongoing development and group build

Upon graduating Chair Academy, there are ongoing, just-in-time online learning activities that progress with your journey over the initial months of your group build. Additionally, you'll have access to a series of in-person Onboarding Workshops that continue a Chair's learning and development. Think of them as learning booster shots to help fine-tune skill development and accelerate the group build process.

An ideal group build process takes approximately six months. During this time, you will focus your time and energy on a variety of skill building and business development tasks including:

- Develop your build plan based on recommendations and best practices with proven success.
- Attend weekly one-on-one calls with your Build Coach, where you will develop your build plan, set launch targets and expectations, role play and debrief member candidate conversations, discuss challenges and address questions. Your Build Coach will help you navigate the group build process via best practices, skills review, accountability and engaging the support resources tailored to your needs.
- As member candidates begin to move through your sales funnel, the Business Development Partner (BDP) will partner with you at your marketing event. This event provides member prospects the ability to experience what takes place at a Vistage meeting. During this event, your BDP will be with you to share the value of Vistage membership with prospects. Member Ambassadors, who are active Vistage members, will provide testimonials and share the value of their Vistage experience. The entire group processes an issue together, modeling a key component of the Vistage experience. Your BDP will then attend follow up selection meetings you have with event attendees to maximize member joins.
- Actively prospect to fill your sales funnel. Activities include sourcing candidates through your network, referral sources, LinkedIn research, networking events, online research and more. As you identify candidates, you will do outbound phone, email, mail and LinkedIn outreach to engage them, utilizing recommended templates, cadences and other prospecting best practices.
- Source candidates and work them through the sales funnel. Selecting members is the single most critical element in launching a successful group. You will establish the foundation for the group dynamic by selecting appropriate members.



4. Launch

You will officially launch your group once you sign your eighth member. At this point you will officially start monthly meetings and one-to-ones with your members. In the time leading up to this launch, you may provide unofficial meetings and one-to-ones without charge to members. This will help you keep the early members engaged, begin to provide them value, and give you the opportunity to practice the art of Chairing.

5. Growing your group

A newly formed group must be carefully cultivated and strengthened in order to succeed and provide long-term value. It is crucial to continue to grow the group from 8 to up to 18 members as quickly as possible so that each meeting is optimized for learning, creativity and energy. Once you launch your group, you will divide your time between running your group (monthly meetings and one-to-ones) and growing your group (prospecting, sourcing candidates, tapping into referral sources and selecting members).

6. Expanding your Chair practice

Once you have grown your group to 12 or more members, you may opt to build out a robust Chair practice by launching another group — be it Chief Executive, Small Business, Key Executive, Trusted Advisor or Vistage Inside. The size, scope and make up of your practice is completely up to you! There are marketing programs designed specifically to help existing Chairs to launch new groups.



“I’m a huge believer in the power of a group. Vistage combines this with the opportunity to work with high-performing CEOs and entrepreneurs to create growth and value for themselves, their employees and families, and the entire community.”

Linda Gabbard
Vistage Chair since 2005

What it takes to be successful

Background and profile, time commitment, financial runway

The profile of a Chair

Vistage Chairs have achieved success as CEOs, business owners or senior executives, responsible for P&L of typically more than \$5 million. They’ve lived through the day-to-day complexities and challenges of being the person at the top. They’ve experienced the intense highs and lows of having the ultimate responsibility for an organization.

They have strong financial acumen, superb management skills and an innate entrepreneurial spirit. They’ve realized a level of success to which most only aspire. Now, they want to share their wisdom and experience to help other business leaders grow.

Vistage Chairs need to have a “fire in the belly” — a true passion and calling to do this work, coupled with the entrepreneurial grit to successfully launch their founding group and build a Chair practice.

We have found that most successful Chairs match the following psychographic profile:

- Strong business acumen, communication skills, high EQ
- Executive presence: confidence, maturity, assertiveness
- Strong connector and networker
- Possess a passion for mentoring others
- Entrepreneurial grit and spirit



Time commitment

- **Learning and professional development**

The first step to becoming a Vistage Chair is an intensive learning series known as Chair Academy, which combines live classroom presentation, mentoring, partner practice and other experiential learning opportunities. Chair candidates devote one week to attend Chair Academy followed by two additional three-day Onboarding Workshops, all of which are held in San Diego throughout the first year of your journey.

- **Group build**

Like any entrepreneurial venture, the first 6-12 months of building your group, sourcing and selecting members are particularly time-intensive. Successful Chairs generally work full time to build their founding group, which ideally takes approximately six months. The decision to start a Chair practice means you are ready to dedicate the energy, focus and resources to be successful.

- **Running your group**

Once your founding group officially launches with eight members, you will spend one day per month in the group meeting and one to two hours per member per month in one-to-ones. Meanwhile, it is important to grow your group to ensure you are providing a more valuable experience to members, which contributes to member retention and referrals. A continued commitment to business development post-activation will ensure that you hit this target.

- **Operating a robust Chair practice**

Once your first group is running, you may opt to launch more groups. Each program type has a different time commitment, so your total time investment (and related compensation) will vary based on the type of practice you develop. For example, a Key group consists of just one group meeting per month and optional one-to-ones with members. It is possible to run five or more groups within 40 hours per week depending on the types of groups launched.

Financial runway

Much like a startup company's ramp-up period, it is necessary for a new Chair to be in a financial position to support themselves with no income during their group build period. Vistage does not charge members of new groups until that group officially launches with eight members. Therefore, a Chair does not begin generating income until their group is launched.

During the build-and-launch phase, the Vistage Support Center provides, at no cost to the Chair, the tools and resources needed to develop a business plan, learn best practices, help identify potential members and host a successful marketing event.



"For those who Chair a Vistage group, it's rewarding beyond almost anything. The ROI goes way beyond the money. Like me, you'll probably do it the rest of your life."

Troy Rice
Vistage Chair since 2011

Compensation

What to expect from day one through building a robust Chair practice

As a Vistage Chair, you operate as an independent contractor and can determine the scope of your Vistage practice. Create a Chair practice that fits your life and financial goals. Your earning potential is in your hands.

The monthly compensation model is a sliding scale based on factors such as the number of members in your groups and the types of groups in your practice. Should you move forward with becoming a Vistage Chair, you will be asked to sign an NDA and then will have access to full compensation detail.

Stages of a Chair practice:

- **Initial group build**

Members of new groups are not charged dues prior to the group's official launch, therefore the Chair does not generate income during this group build period. The ideal build timeline is six months. Much like a startup company ramp-up period, it is necessary for a new Chair to be in a financial position to be able to make this commitment. During the build and launch phase, the Vistage Support Center provides, at no cost to the Chair, the tools, support and resources needed to develop a business plan, review best practices, help identify potential members and host a successful marketing event.

- **Growing your group**

The monthly compensation model is a sliding scale designed to incentivize Chairs to build their groups as quickly as possible, as this is when members see the most value from their group experience.

- **Developing a robust Chair practice**

You may then opt to build a robust Chair practice, with multiple groups representing various Vistage program types.

FAQ

Q. What is Vistage?

Founded in 1957, Vistage assembles and facilitates private advisory groups for CEOs, senior executives and business owners. Vistage members are part of an exclusive community of more than 23,000 business leaders across a broad array of industries in 20 countries, focused on business performance and leadership advancement.

Led by an expert CEO coach, known as a Vistage Chair, each local peer advisory group is comprised of experienced executives from non-competing industries. The groups meet once a month to work on their most pressing business issues. Members benefit from private one-to-one coaching, in-depth speaker workshops led by subject matter experts, industry-based Networks and 24/7 access to the global Vistage community.

Q. How does Vistage work?

This is not your standard networking group. It's a confidential forum of experienced executives who are committed to helping each other solve difficult challenges, evaluate opportunities, and develop effective strategies for better professional and business performance.

Whether the question is operational, financial, structural or even personal, the group provides wisdom, perspective and accountability to help executives make better decisions and achieve more than they ever imagined possible.

Q. Who are Vistage members?

Vistage members are CEOs, business owners, and key executives of companies with \$1 million - \$1 billion in annual revenue, representing nearly every industry. This diversity is key to furnishing advisory groups of members from non-competing industries, and providing members with relevant expertise, regardless of their industry or company size.

Q. What are member benefits?

Members participate in monthly, Chair-led private advisory group meetings, and have access to one-to-one executive coaching, expert speakers, an online member portal, industry and interest based networks, proprietary content and a global network of business leaders. As a result, members make better decisions, achieve an improved work-life balance, and grow their companies 2.2 times faster than the average small to midsize business.

Q. Who are Vistage Chairs?

Vistage Chairs are independent contractors who build and run private advisory groups of high-caliber business leaders from non-competing industries. Ideal Chairs are marked by qualifications such as 15+ years of executive experience, strong financial acumen, superb management skills and innate entrepreneurial spirit.

Q. What are the Chair's responsibilities?

With Vistage's support and assistance, Chairs build their first group, recruiting eight members in order to initially launch, and then grow and sustain the group to up to 18 members.

Every month Chairs gather their members for candid, confidential roundtable discussion of their most pressing business issues. They also meet one-on-one with each member monthly to provide tailored executive coaching and guidance.

Q. What are the basic requirements to be a Vistage Chair?

Generally, successful Vistage Chairs possess the following attributes:

- Former or transitioning CEO, chairman, president, COO, or senior executive with at least \$5 million P&L responsibility
- Possess an entrepreneurial spirit with bold leadership skills
- Have a passion for mentoring others
- Be experienced in leading a high-performing team
- Be a strong connector and networker
- Have the ability to listen to — and challenge — CEOs and senior executives
- Have achieved great success and are driven to give back

Q. Is Vistage a franchise model?

No. Vistage Chairs are independent contractors operating their own Vistage Chair practices. There is no financial investment required to start a Vistage Chair practice, other than personal travel costs to participate in Vistage learning and development events. Vistage provides the support, resources, learning and development, best practices, and a framework for success.

Q. How much will I earn as a Vistage Chair?

As a Vistage Chair, you operate as an independent contractor and can determine the scope of your Vistage practice.

During the initial group build period no income will be generated. That's why there is the need for a "financial runway" to carry you through the ramp-up (see next question for more information).

Once you launch your first group, the commission-based revenue increases as your group fills. You may then opt to build a robust Chair practice, with multiple groups representing various Vistage program types.

Should you move forward with exploring the opportunity to become a Vistage Chair, you will be asked to sign an NDA and then will have access to full compensation detail.

Q. When will I start generating revenue?


Vistage does not charge members of new groups until that group reaches eight members and officially launches, therefore a Chair does not begin generating income until their group is launched. The ideal timeline for this build period is six months. Much like a startup company ramp-up period, new Chairs must be financially prepared to address their personal expenses during this period.

Q. What out-of-pocket expenses will I have to provide?

There are no fees to become a Chair.

The only expenses incurred are travel and accommodations to attend learning and development sessions. This includes a five-day Vistage Chair Academy and two additional three-day Onboarding Workshops over the course of your first year as a new Chair. Both take place in San Diego.

Additionally, there are costs associated with setting up a legal business entity (e.g. LLC or corporation), which is required to sign an independent contractor agreement with Vistage. You may also choose to make incidental investments in building your new business (e.g. attending networking events, taking candidates to coffee).



“Being a Chair is an opportunity to have an impact not just on an individual, not just on a team, but actually on other employees, on the families that those people go home to, and the ripple effect of that.”

Scott Seagren
Vistage Chair since 2010

Q. What is the time commitment to start a Chair practice?

Successful Chairs generally dedicate a full-time effort during the initial group build process.

The activities associated with developing a new Chair practice are typically very time-intensive for the first 6 to 12 months. This includes attending the week-long Chair Academy as well as two additional three-day Onboarding Workshops over the course of the first year as a new Chair. You'll also participate in a number of virtual education sessions and will spend time prospecting and selecting members to fill your group.

Think of starting your group as building a new business. The only investment required is your sweat equity. The more time a Chair invests upfront, the more likely they are to succeed.

Q. Is it possible to build a Vistage Chair practice while still running my consulting practice?

Some Chairs do continue to have side projects and consulting practices, however the build phase to get a founding group off the ground is rigorous. Once your founding group is established, your time commitment becomes more flexible. Our ideal profile for a new Chair is someone who is prepared to focus on building their practice during the initial build phase and isn't overloaded with consulting or other commitments.

Q. What will Vistage provide to help me build my groups?

Vistage invests heavily in helping new Chairs be successful. The support provided includes a world-class, award winning learning and development program, a support team from both the Support Center office and in the field, marketing campaigns and branding efforts, infrastructure to help you be successful, and the backing of the Vistage brand.

VISTAGE

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