

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 65 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 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.

TABLE OF CONTENTS

The Vistage Business Model
Overview of the organization, group types and role of the Chair..... 4

Partnering with Vistage
Support and infrastructure to set you up for success 10

What to Expect
The process, timeline and stages of building and launching your first group 14

What it Takes to be Successful
Time commitment, background and profile, financial runway..... 17

Compensation
What to expect from day one through building a robust Chair Practice..... 19

FAQ 20



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 45,000 members in 40 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 12-18 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. Vistage member companies average 21+ years in business while, according to the Bureau of Labor Statistics, most U.S. companies fail within five.

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 outcomes. 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-to-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:** With the My Vistage app, members have "always on" access to the Vistage platform of trusted resources, their Chair, their group — and a community of peers around the world through our 24/7 online Networks.
- **Events and networking opportunities:** Vistage members attend local and regional events where they exchange ideas and connect with members and Chairs beyond their own groups.

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.

At the heart of any Chair practice is the CEO member. So new Chairs always begin with a Chief Executive (CE) or Small Business (SB) group first. Vistage's suite of Leadership Development Programs for the CEO's staff and key team members are designed to make member organizations more successful by helping deliver results in line with the CEO's strategy and vision for the company.

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 \$10-25M, 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 (KE) program: A forum for C-level execs, VPs and other direct reports to the CEO from a variety of companies to come together and become better leaders. KE members are typically sponsored by a CE or SB member to hone their leadership skills and improve alignment on strategy throughout the organization.

Advancing Leader (AL) program: Designed for VPs, directors and senior managers. Members will gain the skills to execute important initiatives that support the organization's strategy. Through the combination of expert speakers, application based learning, peer feedback and customized evaluations, members learn to clearly define opportunities, gain internal alignment and lead implementation for greater organizational impact.

Emerging Leader (EL) program: Prepares high-potential managers and individual contributors to become the next generation of senior leadership. Guided by an accomplished business leader and master facilitator, members develop leadership skills and the confidence to deliver on company goals.

Trusted Advisor (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 developing teams from within a single company. It is a customizable 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.

Vistage Programs

Program	CE Chief Executive	SB Small Business	KE Key Executive	AL Advancing Leader	EL Emerging Leader
Member Description	President, CEO, Owner	President, CEO, Owner	Direct reports to CEO	Operational experts and team leaders	High-potential leaders
Number of Employees	25+ Employees	5-25 Employees	Not a factor	Not a factor	Not a factor
Annual Revenue	More than \$5 million in sales	\$1 million to \$5 million in sales	Not a factor	Not a factor	Not a factor
Meeting Frequency	Monthly full-day meetings	Two half-day meetings and one full-day meeting per quarter	Monthly full-day meetings	Bimonthly full-day meetings	Bimonthly meetings over 24 months
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	No one-to-ones included
Speaker Frequency	7 per year	Up to 4 per year	7 per year	Up to 6 per year	Up to 6 per year
Group Size	8-18	8-18	8 - 20	12 - 30	16 - 30

[See a detailed overview of all programs including Trusted Advisor \(TA\) and Vistage Inside \(VI\)](#)

Vistage Members at a Glance

Our members — more than 45,000 across 40 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.*



45,000
members



40
countries



65+
year history

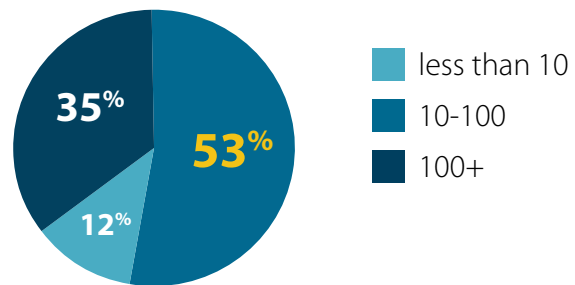
MEMBER INDUSTRIES

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

Services	35%
Manufacturing	17%
Construction	15%
Finance and Insurance	7%
Wholesale Trade	4%
Healthcare	5%
Retail Trade	4%
Real Estate and Rental and Leasing	3%
Advertising and PR	2%
Other	9%

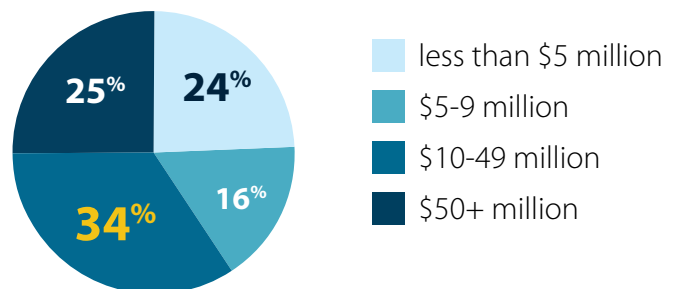
NUMBER OF EMPLOYEES

in Vistage member companies



SALES REVENUE

of Vistage member companies



VISTAGE MEMBERS OUTLAST THE COMPETITION

Vistage members build enduring companies. They average **21+ years** in business while most U.S. companies, according to the Bureau of Labor Statistics, fail within five. **That's 4x longer!**





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

"As a CEO, I was blessed to have worked in five countries on three continents, and I thought that just the impact on people I've worked with and led was life-changing. But to be able to impact those who I don't directly work with — and their organizations — has been life-changing."

George Glover

Vistage Chair since 2016

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 an entrepreneur with an infrastructure from day one. Investing your time, energy and focus to launch your practice.

Your Vistage journey starts with an intensive professional development program to ensure your success. It runs the gamut, from defining your “Why” for 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 to prepare new Chairs to build and lead their first executive peer advisory group. Chair Academy is a comprehensive, three-part development program designed to set Chairs up for success. In preparation for each part, new Chairs will complete preparatory assignments and participate in webinar sessions to build a strong foundation.

Chair Academy begins with Part 1: a Meeting Day Experience, followed by an intensive, week-long executive-level program. This highly engaging experience equips new Chairs with the tools, skills, and best practices needed to successfully source, lead, and grow Vistage 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 Parts 2 and 3 are three-day virtual workshops designed to continue a Chair’s learning and development. These workshops provide “just-in-time” learning to fine-tune skills based on a Chair’s current needs in their build journey, helping to accelerate the group-building process. Topics include:

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

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.



ChairWorld 2025

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. Commitment and active engagement in the Chair Academy development series are essential for successfully launching and leading a thriving Vistage practice.

Vistage Academy Online

Vistage Academy Online is a comprehensive, 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:

- Journey of member selection
- Onboarding new members
- Questioning skills for one-to-ones
- Issue processing: Lifecycle of an Issue
- Facilitating powerful meeting days
- 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 delivers unparalleled support to help Chairs succeed.

- **Market Leader:** Responsible for growth in their assigned territory. They work shoulder to shoulder with new Chairs, partnering with them and coaching to develop acquisition skills and execute upon their build plan. They facilitate marketing events in key markets and engage in member selection meetings to maximize member joins.
- **Build Coach:** Partners and coaches Chairs on the build process and gives them resources, tools and systems to support their build efforts to maximize Chair results. They coach new Chairs to be proficient in the sales process to include prospecting, uncovering issues/ opportunities, objection handling, and funnel management, providing 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.
- **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 updated by our data team.
- **LinkedIn support**, tutorials with subject matter experts on how to leverage LinkedIn to identify potential member candidates and optimize your profile to effectively represent yourself and Vistage.
- **Marketing event/s** designed to give member candidates a hands-on experience of a Vistage group meeting. Supported by your Market Leader.
- **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 Market Leader can leverage to support your group build.

4. Leverage the Vistage Brand

Vistage offers our award-winning Chair Academy in both in-person and virtual formats. In-person Academy sessions are held at our Vistage Support Center in San Diego, CA. In-person attendees cover their own travel and accommodation expenses.

Chairs who launch their group within six months of completing Chair Academy Part 1 are eligible for a \$5,000 incentive payment!

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.
- **Research collaborations** with thought leaders Salesforce, Cisco and the National Center for the Middle Market.

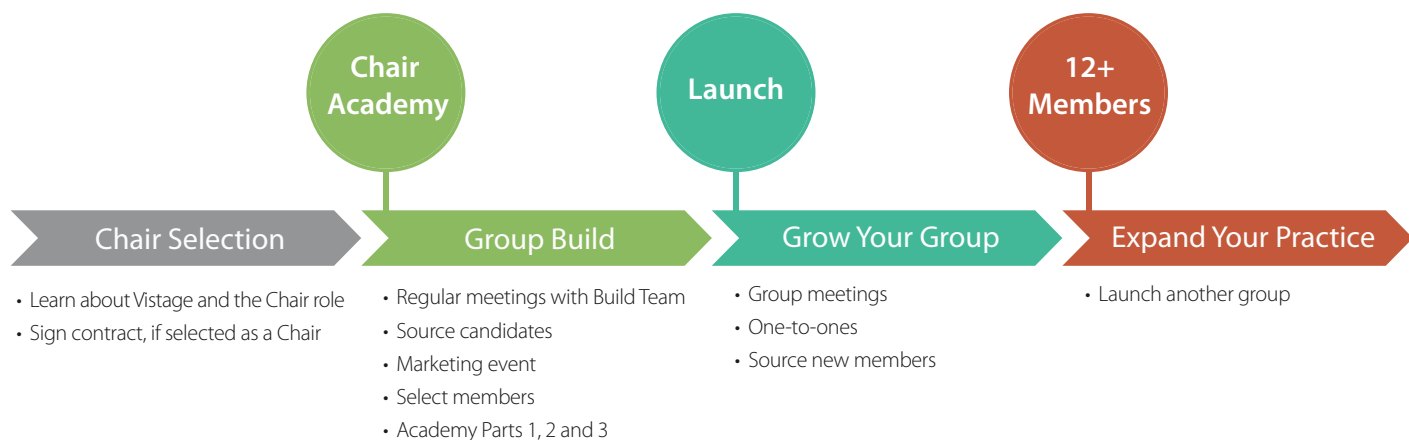
"I help members by determining who they really are as leaders and where they want to be as leaders. I also provide them with a platform — a place to stand and grow, to find support and to make change possible. Most people need that kind of support to go through major change. They don't have to go it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

Lance Descourouez
Vistage Chair since 1998



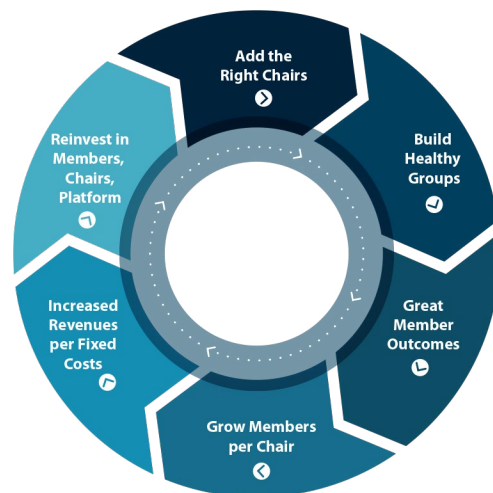
WHAT TO EXPECT

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



1. Chair Selection

During this stage you are working with your Executive Recruiter to explore if Chairing is right for you, right now. In addition to the phone and video conversations you have with your Executive Recruiter, you will take behavioral, leadership, and organizational assessments, then sign an NDA to explore in more detail the proprietary Issue Processing model. If selected to become a Vistage Chair, you will sign an independent contractor agreement and be scheduled to attend Chair Academy. Your preparations for Chair Academy will begin 2-3 weeks in advance and will include completing assignments, attending live webinar sessions, and partnering with your Vistage Build Team on your Build Plan.




2. Chair Academy and Ongoing Development

Vistage Chair Academy is an intensive learning program held in-person or virtually, combining online preparation, mentoring, partner practice, and other experiential learning opportunities.

Chair Academy is a comprehensive, three-part development program designed to equip Chairs for success. Each workshop delivers just-in-time learning, providing targeted skills and insights based on where Chairs are in their build journey—helping to accelerate the group-building process.

In addition, Chairs have access to Vistage Academy Online, an on-demand learning portal offering valuable resources to support their growth.



"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

3. Ongoing Development and Group Build

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 calls with your Build Team, 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 team will help you navigate the group build process via best practices, skills review, attending selection meetings, accountability and engaging support resources tailored to your needs.
- 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 execute an outreach cadence that includes phone calls, LinkedIn connections and emails to engage them, utilizing recommended templates, cadences and other prospecting best practices.
- As member candidates progress through the mutual selection process, some may benefit from attending a marketing event. Events provide member prospects the ability to experience the value of Vistage membership, including our proprietary Issue Processing model. Your Market Leader will work with you to outline an event strategy.
- 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 launch your group once you sign the eighth member. At this point you will officially start monthly meetings and one-to-ones with 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 eight 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, Trusted Advisor, Key Executive, Advancing Leader, Emerging Leader, 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. You will work with your Regional Senior Vice President to decide what's next for your growing Chair Practice.

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, entrepreneurs, professional coaches 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



"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



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 an in-person or live virtual learning programs, mentoring, partner practice and other experiential learning opportunities. Chair candidates devote one week to attend Chair Academy Part 1 followed by Academy Part 2 and Part 3, which are each three-day workshops, all of which are held throughout the first year of your journey.

- **Group build**

Like any entrepreneurial venture, the first six to eight months of building your group are particularly time-intensive. To build faster, a large portion of Chairs will 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 8+ 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.

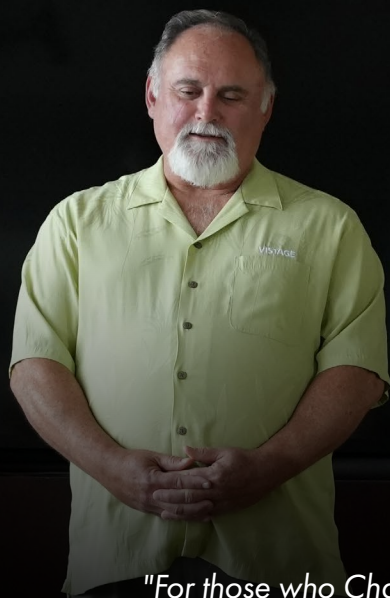
- **Operating a robust Chair practice**

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 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 the tools and resources needed to develop a business plan, learn best practices, help identify potential members and create an event strategy.



"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

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.

Vistage Chairs have an average tenure of 14.5 years and earn an average of \$3.5M.

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.

- **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

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 45,000 business leaders across a broad array of industries in 40 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 and opportunities. 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.

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.

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.

What are the 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 and achieve an improved work-life balance.

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 an innate entrepreneurial spirit.

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-to-one with each member monthly to provide tailored executive coaching and guidance.

What are the basic requirements to be a Vistage Chair?

Generally, successful Vistage Chairs possess the following attributes:

- Former or transitioning CEO, business owner, 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 - coaching experience is a strong advantage
- 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
- Have coaching experience

Is Vistage a franchise model?

No. Vistage Chairs are independent contractors operating their own Vistage Chair practices. Vistage provides the support, resources, learning and development, best practices, and a framework for success.

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. Vistage Chairs have an average tenure of 14.5 years and earn an average of \$3.5M.

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.

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.

Are there any costs associated with joining Vistage?

Yes, there are some costs involved in becoming a Chair, including attending Chair Academy and setting up your independent business. Many new Chairs also choose to make additional investments to support their launch. Your Executive Recruiter will walk you through the details. Chairs who launch a group within six months of completing Academy are eligible for a \$5,000 incentive payment.



What is the time commitment to start a Chair Practice?

To build faster, a large portion of Chairs will work full time to build their founding group effort during the initial group build process.

The activities associated with developing a new Chair practice are typically very time-intensive for the first six-eight months. This includes attending the week-long Chair Academy Part 1 as well as Academy Part 2 and Part 3, which are each three-day workshops over the course of the first year as a new Chair. You'll also participate in a number of virtual learning sessions and will spend time prospecting and selecting members to fill your group.

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

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.

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.

We're thrilled for you to be a part of our community.

"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



© Vistage Worldwide Inc. 2025
4840 Eastgate Mall San Diego, CA 92121
(800) 274-2367 | Intl +1(858) 523-6800

Updated May 2025