

CAREER MASTERY®

LEADERSHIP ACCELERATOR 2027

DEVELOPING LEADERS TO EXCEL AT THE NEXT LEVEL

ACCELERATING LEADERSHIP EXCELLENCE AT THE SENIOR LEVEL

PROGRAM OVERVIEW

Research shows 35-50% of newly promoted senior leaders struggle or fail within 18 months, with failure costs for organizations estimated at up to 10 times their annual salary[1]. The cost of leaders who plateau below their potential is harder to measure but no less real.

The **Career Mastery Leadership Accelerator (CMLA)** program significantly reduces this risk by strengthening the effectiveness of senior leaders who manage managers and own a function or business area, as they navigate greater complexity, faster AI-driven change, and real uncertainty about what comes next.

Through expert facilitation and structured peer advisory in a carefully curated cohort of up to 10 senior leaders from different organizations, participants develop the intangible skills essential for success at the next level.

Led by former Morgan Stanley Europe COO May Busch, this six-month program (Jan-Jul 1, 2027) combines proven frameworks with real-world application. Participants emerge with immediately actionable strategies and a personalized Leadership Game Plan.

WHO THIS IS FOR

Senior leaders who own a function or unit, manage managers or influence across functions, and have demonstrated potential for continued advancement, regardless of how long they've held the role.

0-10 Scale: How likely to recommend to other organizations
Executive Sponsor Net Promoter® Score: 9.0/10*

WHY ORGANIZATIONS CHOOSE CMLA

BUSINESS IMPACT

- **Accelerated leadership readiness:** Participants develop senior-level capabilities and confidence faster than through experience alone
- **Reduced derailment risk:** Structured development prevents the common pitfalls that cause senior leadership transition failures
- **Enhanced retention:** Targeted development of your highest potential leaders strengthens the succession bench and reduces costly turnover
- **Cross-industry peer learning:** Diverse perspectives and a confidential environment not available through internal programs
- **Personalized development approach:** Individual assessments identify focus areas from 10 core leadership capabilities (see syllabus on page 3)

TURNING A PLAYERS INTO A+ LEADERS

- **Executive presence and communication** that carries beyond the team meeting into the boardroom
- **Stakeholder influence** that extends beyond their function to shape enterprise-wide decisions
- **Decision-making** that holds up under complexity and ambiguity when there are no easy answers
- **Team leadership** that multiplies their own impact and strengthens the bench beneath them
- **Negotiation skills** that deliver in high-stakes situations, whether internal or external

PROGRAM LEADER



MAY BUSCH

- Former COO, Morgan Stanley Europe
- Founder & CEO, Career Mastery®
- Harvard Business School Graduate
- Leadership Advisor & Executive Coach
- #1 International Bestselling Author of *Visible: How to Advance Your Career Without Playing Politics, Selling Your Soul, or Working Yourself Into the Ground* and *Accelerate: 9 Capabilities to Achieve Success at Any Career Stage*
- Professor of Practice, W. P. Carey School of Business, Arizona State University
- Senior Leadership Advisor, Office of the President, Arizona State University
- Featured in Forbes, Inc., Huffington Post

MAYBUSCH.COM

[1] DDI Leadership Transitions Report 2021; DDI Global Leadership Forecast 2025 | * NPS as of Sep 2026

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HOW THE PROGRAM WORKS

PROGRAM ELEMENTS

Participants will benefit from the following:

1. **Brain Trust Sessions** where the group meets live on Zoom twice a month for six months, 90 minutes per session.
2. **Actionable strategies, tools and resources** that address areas essential for being outstanding at the next level.
3. **Personalized Leadership Game Plan** to guide their continued growth beyond the program.
4. **Real-time support** from May Busch (a 1-1 call at any time), accountability partners and the rest of the group in our private forum – with each session shaped by what the cohort is actually navigating.

MEASURABLE OUTCOMES

Assessment and Tracking:

- **Pre-program diagnostic** (participant and manager input) identifies priority development areas
- **Mid-program manager check-in** ensures real-time application and impact
- **Post-program evaluation** measures leadership effectiveness gains and business impact
- **12-month follow-up** tracks leadership effectiveness gains and sustained behavior change
- **Personalized Leadership Game Plan** provides continued development roadmap beyond CMLA

STRUCTURE & INVESTMENT

Designed for executive schedules:

Time Commitment

30-35 hours over 6 months (Jan-Jul 1, 2027)

- 12 bi-weekly 90-minute virtual sessions
- Pre-session videos and structured reflection that keep each session focused on what the cohort needs most
- Peer learning partnerships

Investment

- US$12,000 per participant (+VAT where applicable)
- Limited to 10 participants per cohort
- Virtual delivery – no travel required
- Lifetime access to all recordings and materials

SELECTIVE ADMISSION PROCESS

Participants are identified through executive nomination or direct application, followed by qualification assessment to ensure:

- Senior-level responsibility with strategic decision-making authority
- Demonstrated strong performance and continued growth potential
- Commitment to peer learning and professional development
- Openness to feedback and willingness to apply new approaches to real, current challenges

This selective approach has resulted in a zero dropout rate across all previous cohorts.

Participant nominations by November 17, 2026.

NEXT STEP

Schedule a consultation call to assess organizational needs and candidate profile.

Contact:
connect@maybusch.com

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PROGRAM SYLLABUS

ACHIEVING SUCCESS AT THE NEXT LEVEL

INTRODUCTION | OVERVIEW

- Gaining clarity on what success looks like at the next level, in a landscape being reshaped by AI and the pace of change
- Introducing the Leadership Game Plan to chart your path to the next level
- Using the Accelerate Framework to identify the area of highest value for your focus

DRIVING RESULTS AT THE NEXT LEVEL

BUSINESS | CREATING NEW BUSINESS OUTCOMES

- Cutting through the noise to focus on the results that matter most
- Applying the neuroscience of change to make new initiatives take hold
- Getting people on board, including those hesitant about AI and other new ways of working

PRIORITIZING & DECIDING WHERE TO FOCUS

BUSINESS | DECISION-MAKING

- Deciding what deserves your team's attention when everything feels urgent
- Coming across as decisive and confident when you aren't the expert
- Why questions are more important than answers as the leader

SETTING THE VISION & STRATEGY FOR YOUR BUSINESS AREA

BUSINESS | VISION & STRATEGY

- Establishing an inspiring vision and strategy amid rapid technological and competitive change
- Eliminating the need for "buy-in" from your team and others
- Communicating your vision succinctly and powerfully

COMMUNICATING WITH GRAVITAS & IMPACT

PEOPLE | COMMUNICATION & INFLUENCE

- Harnessing the 4 elements of high-impact communication
- Landing your points with impact
- Equipping yourself with the most important elements for communicating with influence, especially when leading through ambiguity and change

NEGOTIATING FOR WHAT YOU NEED

PEOPLE | COMMUNICATION & INFLUENCE

- Building a clear, compelling value proposition
- Approaching negotiations with a clear strategy and the readiness to adapt
- Recognizing when you've reached the best outcome and knowing when to close

DEVELOPING YOUR NETWORK OF RELATIONSHIPS AT NEW SENIOR LEVELS

PEOPLE | STAKEHOLDER MANAGEMENT

- Assessing the network you have vs the network you need
- Building relationships with the senior stakeholders who matter most
- Navigating the politics without being "political"

LEADING & MANAGING YOUR TEAM

PEOPLE | TEAM LEADERSHIP

- Solidifying your leadership with your team and among your peers
- Keeping people accountable yet still giving them scope to learn and grow
- Bringing out the best in your team, even amid uncertainty about the future and avoiding the common mistakes most leaders make

ESTABLISHING YOURSELF AS A HIGHER-LEVEL LEADER IN THE EYES OF OTHERS

SELF | PRESENCE & PROFILE

- Managing others' perceptions of you
- Closing the gap between your brand and reputation
- Changing others' perceptions once they're formed

MANAGING YOUR TIME & ENERGY AS YOU TAKE ON MORE RESPONSIBILITY

SELF | SELF-AWARENESS

- Recognizing your own tendencies so they stop working against you
- Saying "no" without losing your relationships
- Changing your mindset and habits to get better results

OVERCOMING IMPOSTER SYNDROME & BUILDING CONFIDENCE

SELF | SELF-AWARENESS

- Embracing the upside of imposter syndrome
- Building confidence that holds up under pressure
- Managing your inner game to manage your outer game

REFLECTION & FUTURE FOCUS

CELEBRATE PROGRESS | IDENTIFY FUTURE WINS

- Reflecting on your takeaways and breakthroughs
- Celebrating your transformation from the start of the program
- Identifying your key area(s) for continued growth as the leadership landscape keeps evolving
- Finalizing your Leadership Game Plan

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SPONSOR'S PRAISE FOR THE PROGRAM

"My team member had just stepped into a new managerial role at the next level, in a different area of the business with a new set of stakeholders. I wanted to support her in building the confidence and capabilities needed to navigate this next step successfully, and the Career Mastery Leadership Accelerator program felt like the right fit.

While she had recently completed our most senior internal leadership program at SEB, I saw CMLA as a strong complement. It offered practical tools to help her further strengthen her executive presence and operate with greater seniority.

Since completing the program, I've noticed a clear shift in how she shows up. She carries herself with more confidence and presence, and she's been quick to put what she learned into action. A great example is how she used the strategy model from the program to implement a new AI strategy in her area.

Her development has also had a broader impact on the organization. By stepping forward in her role, she's helped increase visibility for her area and taken intentional steps to make her team's work more known across the bank. And knowing her to be collaborative and generous, I'm confident she's sharing what she's learned with others as well.

I would absolutely recommend this program to other executives and managers—especially those transitioning into more senior roles. CMLA brings a valuable perspective for leaders who are taking that next step and looking to lead with greater clarity, presence, and impact."



PETRA ALUND
CHIEF HUMAN RESOURCES OFFICER
SEB

"We had just promoted my team member to vice president in a critical role for our organization and I wanted to make sure we were doing everything we could to set her up for success. That's why we sponsored her for the Career Mastery Leadership Accelerator. Her transformation during the six months of the program and beyond has been incredible. I've seen her grow into her role in ways I had hoped for and more.

One of the biggest shifts is how much more she has been thinking like a business leader. Her ability to connect the dots across different circumstances and apply lessons from one situation to another has strengthened tremendously. She's thinking holistically and strategically, and has built stronger relationships with our executive team. Her presence at the table is more proactive, thoughtful, and viewed very favorably by everyone.

For anyone on the cusp of taking that next leadership step, I highly recommend CMLA. It not only builds leadership presence but helps leaders leverage their strengths in new and impactful ways."



EMILY FORRESTER
SVP, CHIEF PEOPLE OFFICER
WORKIVA, INC.

0-10 Scale: How likely to recommend to other organizations
Executive Sponsor Net Promoter® Score: 9.0/10*

* NPS as of September 2026

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SPONSOR'S PRAISE FOR THE PROGRAM

"Having personally observed the transformative journey of two of our A+ team members who participated in this program, I am confident in its extraordinary quality and impact. The program covers a comprehensive and engaging range of essential leadership skills and provides practical insights that can be immediately applied in real-world leadership scenarios.

The program's emphasis on strategic thinking, effective communication, and relationship-building has been invaluable. Our team members returned with a heightened ability to navigate complex challenges, communicate with gravitas, and manage their direct reports, manage up, and manage out with a newfound sense of purpose.

Its real-world approach to leadership development sets CMLA apart. Beyond technical skills, the program addresses the often overlooked nuances of leadership, such as stakeholder management, authentic influence, and overcoming self-doubt. This holistic approach ensures that participants become exceptional leaders and catalysts for positive change within our organization.

May Busch and her team have crafted a program that empowers leaders to achieve their full potential. The versatility of the content ensures the program is relevant for leaders at various career stages, a further testament to the program's effectiveness and applicability.

The Career Mastery Leadership Accelerator has played an integral role in shaping our team members' leadership journey, and it will continue to drive remarkable outcomes for those who embrace its teachings."



JEN ZILS
COO
INTERNET ALCHEMY

0-10 Scale: How likely to recommend to other organizations
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"I encouraged two of our most talented, emerging leaders to participate in the Career Mastery™ Leadership Accelerator (CMLA) last year. They are high-performers and eager to develop as executive leaders. Through CMLA, I was able to suggest specific areas where I thought they needed to enhance their skills, and the program delivered excellent results.

I appreciate that the program is grounded in the science and art of leadership development while also allowing for customization to the participant's specific needs. During the accelerator, they were able to work through real-time issues they were experiencing professionally. They also developed a strong cohort of peers that they can count on in their future.

I highly recommend this program as a way to support and develop your top talent."



MERIDITH RENTZ
CHIEF ENTERPRISE PARTNERS OFFICER
ASU ENTERPRISE PARTNERS

* NPS as of September 2026

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PARTICIPANTS' PRAISE FOR THE PROGRAM

"I joined CMLA as a newly promoted executive facing greater business challenges. The program's just-in-time learning and practical resources helped me to establish and nurture new stakeholder relationships. Now I am trusted within my organization as someone who can solve challenging problems. Having access to such a diverse cohort of brilliant leaders was invaluable and will continue to help me throughout my career."

VP | SOFTWARE DEVELOPMENT | USA

"CMLA gave me the structure, insight, and practical strategies to show up with greater gravitas as a leader. I would recommend the program to anyone who wants honest and rounded feedback from an independent group of peers facing similar challenges. There are tons of leadership programs, but few that offer access to such a small, personalized group."

DEPUTY CFO | NON-PROFIT | USA

"As a result of the CMLA program, I definitely feel more comfortable in my new role and have improved my gravitas. I also used May's model for setting a strategy when I was presenting a new AI strategy for my business area. It was successful and everyone involved thought the model was very productive, easy and straightforward to use."

HEAD OF DIGITAL | BANKING | SWEDEN

"Before CMLA, I lacked confidence and clarity stepping into my first executive position. The program gave me concrete tools I use every day to navigate uncertainty and to own my role. Now, I am recognized as a confident leader who understands how to put the right pieces in place and how to allow others to shine. Excellence attracts excellence, and in this program you'll be surrounded by truly excellent leaders you can learn from."

CHIEF DATA & OPERATIONS OFFICER | NON-PROFIT | USA

"This is a very unique program and one I'd highly recommend. As an HR leader, I've experienced many leadership programs. The strategies, models and approaches May shares in her sessions are progressive, relevant and directly applicable. I continue to return to the program materials. This program was time well spent and one that I believe has deepened my leadership capabilities."

VP HR | TECHNOLOGY | USA

"I joined CMLA as I started my transition into a C-Level role. This has been such a fantastic experience and I am grateful for what each member has brought to my leadership. I have taken on more C-Level duties and have been working with our new director to assist in her transition into that new role."

COO | MEDICAL DEVICES | USA

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