

Redefine Leadership Development

Design high-impact programs for a radical new era.

April 30, 2015

Presenters



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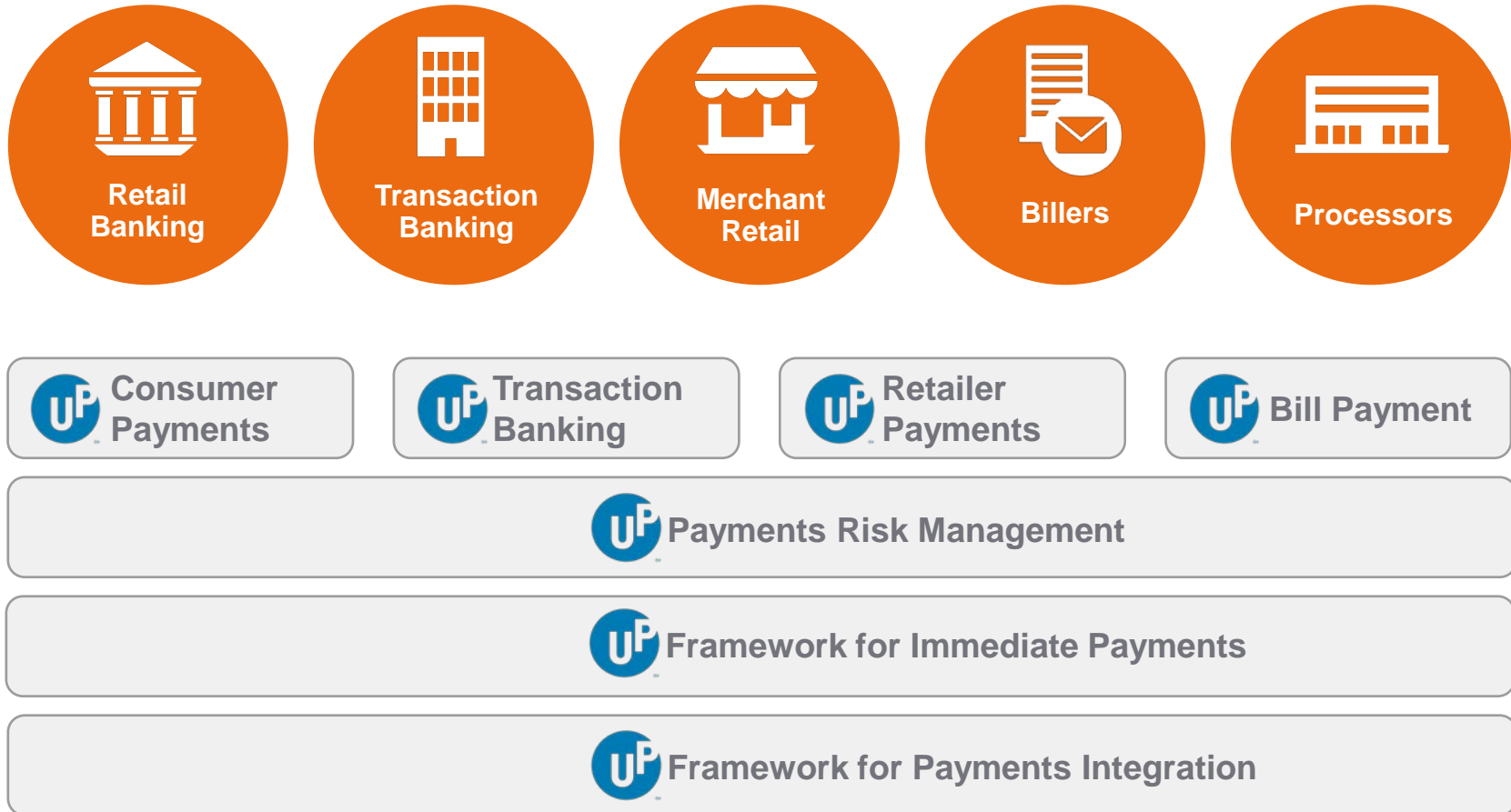


ACI Worldwide, Inc.



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ACI solutions span the payments ecosystem



ACI at a glance



Global customer base in **80+** countries on 6 continents



40 years of payments expertise



24x7x365 global support organization



4,600+ customers use hosted solutions



Invest approximately **18%** on R&D annually



21 of the world's top 25 banks rely on ACI software



Prevent fraud for 360+ payment organizations worldwide



Serve 300+ retailers globally



Handle bill pay for **3,600+** organizations

ACI's global reach and scale

4,450+ employees
in 34 countries

2014 Non-GAAP
Revenue \$1.018B

60 month
backlog \$4.2B+
(EOY 2014)

R&D
~18%

AMERICAS
5,060+ customers

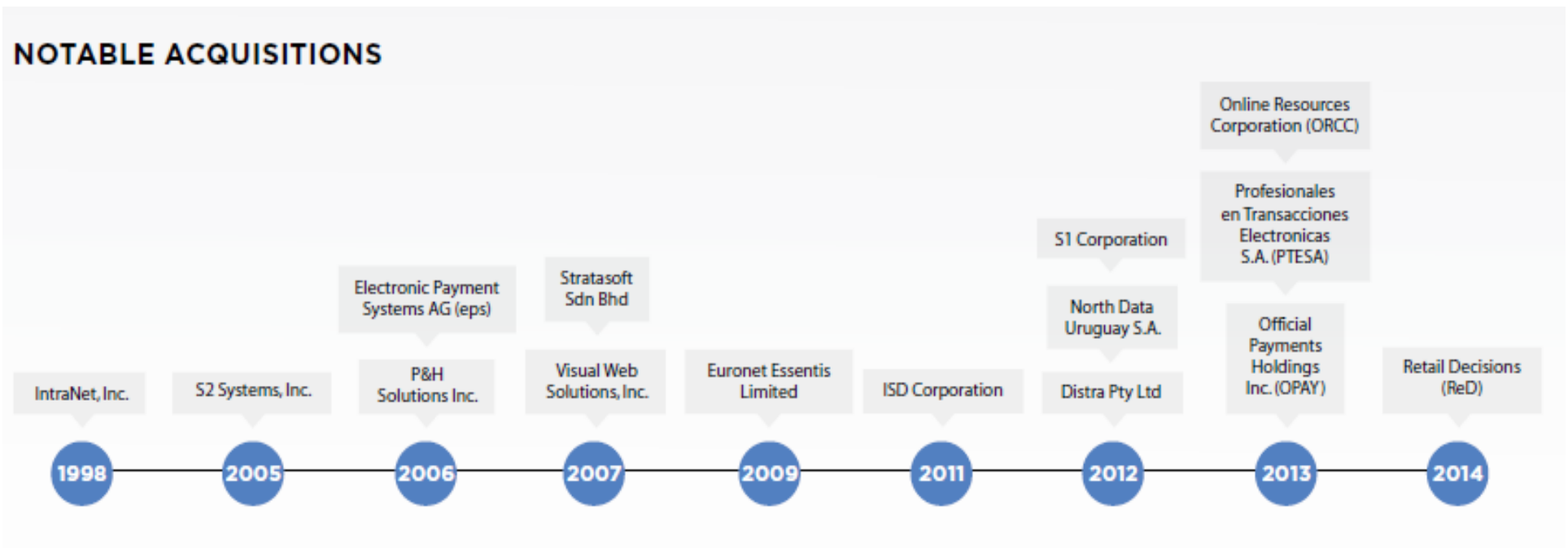
EMEA
380+ customers

ASIA/PACIFIC
170+ customers

5,600+ customers in over 80 countries rely on ACI solutions

Growth goals

Our goal: To be the leading provider of a universal payments solution.



The challenge

Strategy requires transformation



Requires leaders, who can...**learn, adapt, and innovate.**
And who are...**courageous and customer centric.**

The solution



High potential emerging leaders:

- Broaden understanding of ACI beyond own business area.
- Accelerate development of leadership skills.



All people managers:

- Carry out strategies with high quality execution.
- Effectively perform essential functions of a people manager.

A woman with dark hair is shown in profile, looking towards a man in a suit who is seated across from her. The man is wearing glasses and a red tie. The background is blurred, suggesting an office or meeting environment. A blue rectangular box is overlaid on the left side of the image, containing the text "Selecting a partner".

Selecting a partner



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What we needed in a partner

- Partner, not a provider to join us on our journey.
- Deep leadership development expertise.
- Ability to customize... not “plug and play.”



Why Korn Ferry

3,400

of the industry's finest employees

Solutions rooted in a scientifically validated, world-class competency framework

Social scientists, researchers and PhDs committed to scientific rigor and ongoing R&D

45

countries throughout the Americas, Europe, Asia Pacific, Africa & the Middle East

Unparalleled assessment capabilities

Proprietary intellectual property delivered in **10** core languages

86

of world's major business centers

45

years of client excellence

The world's richest talent database

Deep experience in diversity and inclusion

18,175 professionals placed last year (9 per hour)

2.5M million professionals assessed

50 thousand professionals benefit from our development programs every month

The four pillars of leadership development

1

Context is critical.

Make it real: Business strategy, culture, and mission provide the context required for leadership development to succeed and drive measurable ROI.

2

Develop the whole person.

Focus on what leaders need to **be** and **do**: Build the characteristics crucial for leaders to sustain successful leadership and develop specific, context-driven competencies required to activate the business strategy.

3

Treat leadership development as a journey.

Move beyond transactional development: Learning and application occur in the context of the business strategy with an intensity and time frame that match the ambition and scale of the desired strategic shift.

4

Service promotes purpose.

Leadership is not a solo act: The opportunity to contribute beyond one's self activates inherent leadership capability and enables people to experience the power and impact of true leadership.



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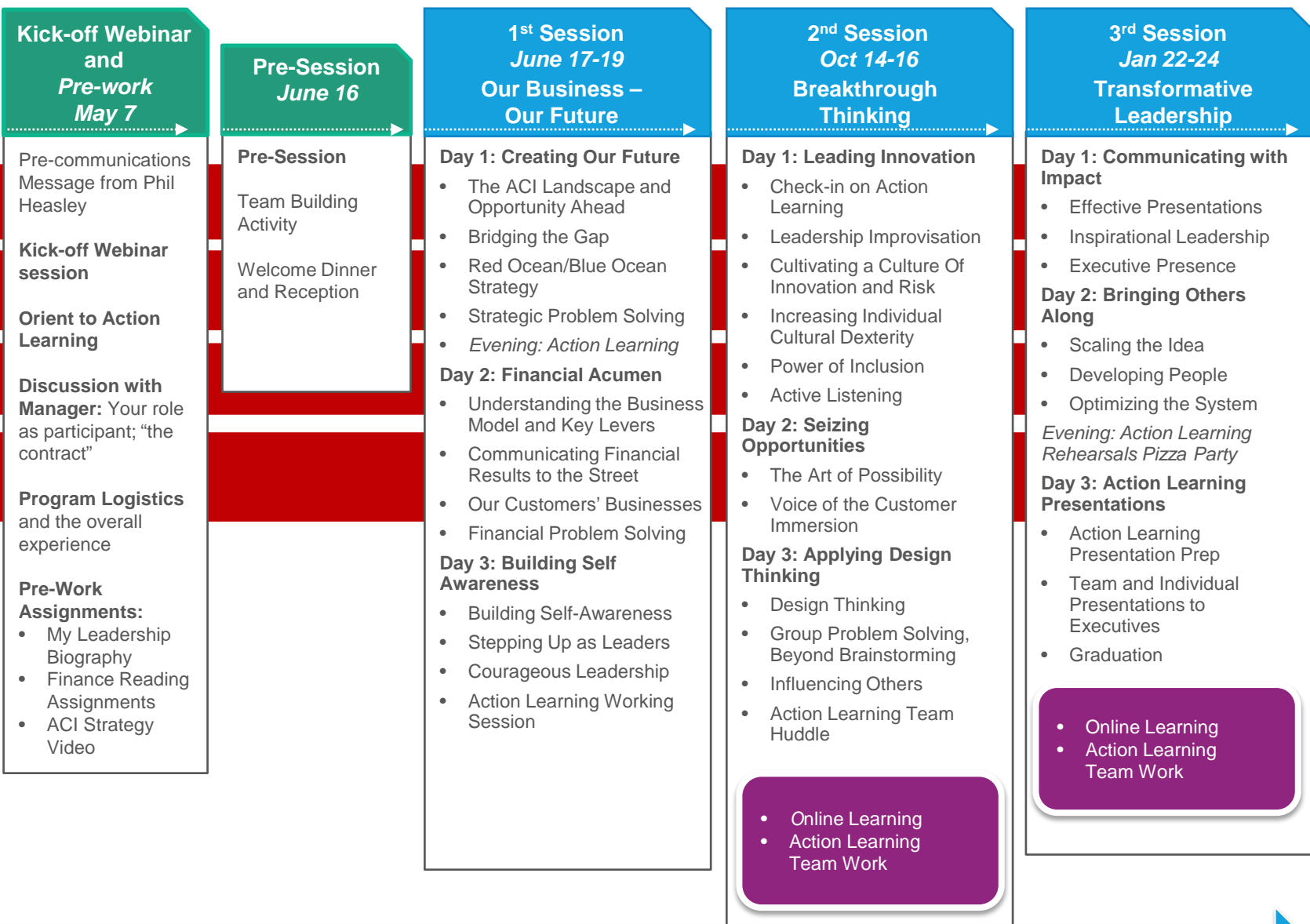
The solution

Orchestrate program objectives










To accelerate the preparedness of key talent to take on greater leadership roles and develop skills critical to the future success of ACI.

- Improve cross-functional collaboration.
- Build a stronger focus on our customer and solution orientation.
- Create a sense of urgency to solve business issues.
- Emphasize the need for courageous leadership and taking calculated risks.

- Improve organizational agility.
- Create change management champions.
- Increase understanding of how the company functions.
- Build and develop effective teams.



Involving our own leaders

Development content area	Sponsor / Leader
Program Sponsors	
HR Leadership	
Action Learning Sponsors	
Leaders as Teachers: History, Strategy, Investor Relations, Finance, Career Growth	
Panelists: Strategy	
Leaders as Teachers: Innovation, Customer	
CEO Fireside Chat	
Leaders as Teachers: Courageous Leadership	
Panelists: Action Learning	

External involvement



The Second City[®]

THE ARIEL GROUP

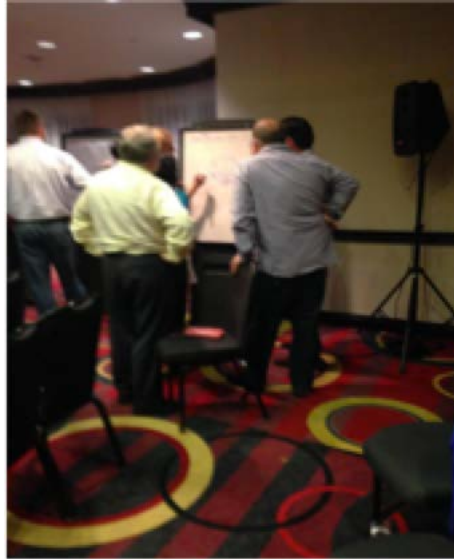


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The Second City



Improv Intelligence for Korn Ferry Top 10 Insights

Korn Ferry/ACI Workshop - Oct 15th, 2014

1) 'Yes And' Culture

Participants said:

"I can see how I could start using this right away"

"With 'Yes and' things happen quickly"

"I know a CEO who says that every time someone says 'but' they have to pay him \$20 - that's how important it is not to shut down someone else's ideas."

In competitive sectors, the culture can feel like it's every person for him/her self. Sometimes organizations only focus on getting good players; however, getting them to play well together can be the tough part! Individuals may focus on their own role and not how their role contributes to the big picture.

We believe the way a team plays as a whole (from the top down) determines its success. Our improv philosophy fosters a culture of support, appreciation and respect - the attitudes necessary to operate as a team and achieve team goals. A 'Yes, And' culture can influence individuals to contribute and feel ownership over the success of the team's efforts, and help an organization avoid becoming just a stepping stone for their talent.

The Ariel Group



Orienteering challenge



<https://animoto.com/play/ZbyCUE68WzrjBVwHpclSXw>

Action learning

Operational excellence



Being a leader in
the marketplace

Driving organic growth



Accelerating company
transformations

A photograph of three people in a modern office setting. A man with a beard and long hair, wearing a white shirt and dark vest, sits in a black office chair on the left, looking towards the center. A woman with dark hair, wearing a pink cardigan over a patterned top, sits in a black office chair in the middle, smiling. A man with grey hair, wearing a striped sweater and jeans, sits in a black office chair on the right, looking towards the center. They are all sitting in front of a large window that looks out onto a city. In the foreground, there is a desk with a large stack of papers, a printer, and a desk lamp. The floor is covered with a patterned carpet.

Outcomes and lessons learned



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Outcomes

Qualitative

- Relationships built amongst participants (advancing “OneACI”).
- Business problems addressed through Action Learning Teams.
- Leader capability (especially Action Learning Teams).

Quantitative

- Promising evaluation data for *Job Impact* and *Business Results*, but true organizational impact is still in process.

Participant takeaways

What is the one thing you learned during the Orchestrate program that most stands out to you?

“I really love the passion...
when I look at all of you,
**I feel empowered to
make changes.**”

“I’m motivated to show
more courage at work.”

“I value the **opportunity
to think broadly**
within ACI.”

“What I really **appreciated**
was **how we confronted
each other**...there was
challenge in the best way.”

“What I’ve learned...is the
**value of relationships to
get better results.**”

“**Harnessing that
diversity to create a
better solution...**”

“I really took away
**a deeper sense of how our
company works.**”

“Some problems require
**1 step forward,
2 steps back.**”

What we learned

Critical factors of success / plans for improvement.

Action Learning: represented the greatest struggle for participants, and the greatest potential for learning.

- Align level of ambiguity/structure with participant capabilities.
- Help participants learn how to learn.
- Equip team sponsors.

What we learned

Critical factors of success / plans for improvement.

Building a truly customized program requires...

- Significant resource commitment:
 - Executive sponsorship.
 - Leaders as teachers.
- Learning and iteration:
 - Right approach not always obvious.
- Integrating external expertise and perspective.

Change, growth, and transformation

“The great thing in this is not so much where we stand, as in what direction we are moving.”

– Oliver Wendell Holmes

“But to practice leadership, you need to accept that you are in the business of generating confusion, chaos, and conflict.”

– Ronald Heifetz



Any questions?

