





## Peter Gleason – CEO, NACD

“Corporate boards are recognized as trusted catalysts of economic change. Boards face a myriad of strategic challenges, including meeting stakeholders' evolving expectations and creating sustainable value. As the most trusted association for board directors, NACD is pleased to partner with the Institute for Real Growth in helping equip our members, and business more broadly, with a practical roadmap to navigating this environment.”

## Mike Suffield – Director, Professional Insights, ACCA

“ACCA is a globally recognized professional accountancy body providing qualifications and advancing standards in accountancy worldwide. This study has come at a crucial time to assist us to equip our members with the tools and skills they need to make the transition from Chief Financial Officer to Chief Value Officer and drive more humanized growth for their organization and its stakeholders”.





## Halla Tómasdóttir - CEO, The B Team

“The very reason The B Team exists is to catalyze courageous leadership for the wellbeing of people and the planet. We are proud partners of this cross-c-suite study which recognizes what it takes to drive the transformation we need.”

## Roger Bolton – President, Page Society

“Page sees the CCO at the center of the strategic discussion of how an enterprise should address the needs and concerns of its stakeholders. We were honored to participate in IRG’s research and are grateful they shared a preview at our Annual Conference. It resonated strongly with our members and we are excited to share the deeper insights and practical lessons.”





## Alexander Geiser - CEO, FGS Global

“Winning support across audiences in a fast-moving, interconnected world is more important than ever. What, how, and when you communicate — and to whom — can mean the difference between success and failure. This study provides a practical roadmap for leaders as they navigate the complexity of the stakeholder economy.”

## Frank van den Brink - Managing Partner, KennedyFitch

“Organizations are actively transitioning from a shareholder-centric approach to a holistic model, prioritizing the well-being of all stakeholders. Aligning purpose with societal impact positively transforms the business landscape and promotes sustainability and equity. The IRG Impact study provides an inspiring call-to-action for organizations and CHROs navigating the complexities of multistakeholder growth.”





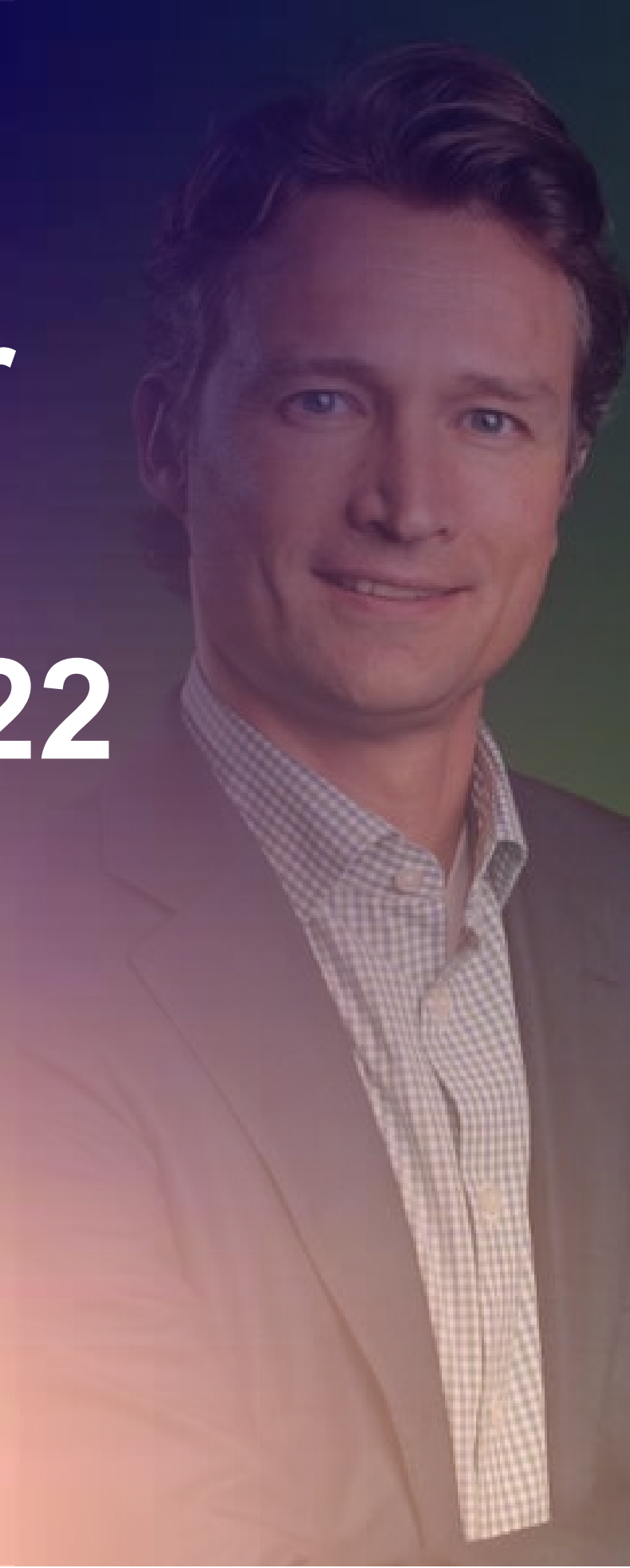
“I spend 80% of my time thinking on how to respond to the war in Ukraine.”

- Dolf van den Brink - CEO & Chairman of the Executive Board Heineken

[Watch here](#)

Listen to the Humanizing Growth Series: **the one with Dolf van den Brink**

**The webinar  
series will  
return in 2022  
with guests  
from:**



# Lorraine Twohill

Chief Marketing Officer



**Friday May 21**

9 AM EDT | 2 PM BST | 9 PM CST

[Register here](#)

Hosted by IRG Founder Marc de Swaan Arons



# Brian McNamara Tamara Rogers

CEO & CMO



Friday December 03

[Register here](#)

Hosted by IRG Founder Marc de Swaan Arons



# Lubomira Rochet

Chief Digital Officer

## L'ORÉAL

**Friday April 23**

9 AM EDT | 2 PM BST | 9 PM CST

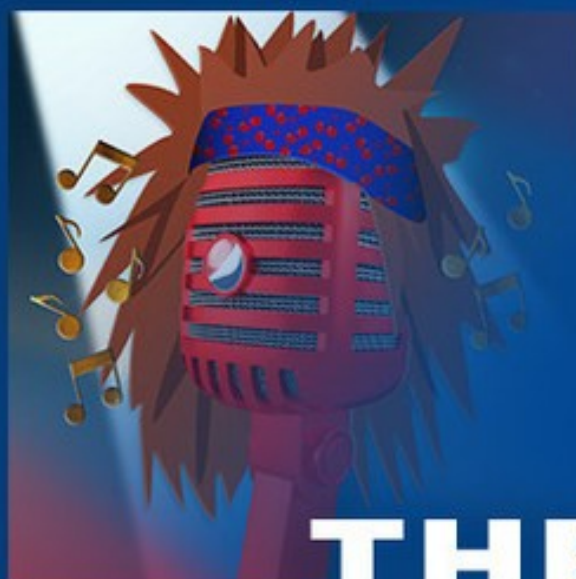
[Register here](#)

Hosted by IRG Founder **Frank van den Driest**





# Seeds of Growth: Curated CMO Insights



# THE MIC DROP





**INTENSIVÃO  
DA PPK**



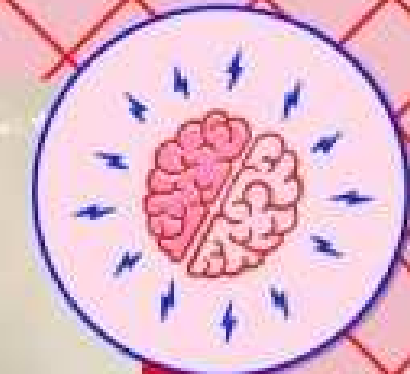
**Hana Khalil**  
Body positive advocate



**Claudia Milan**  
Medical professional



**Pequena Lo**  
Psychologist





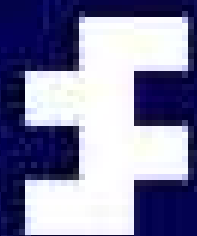
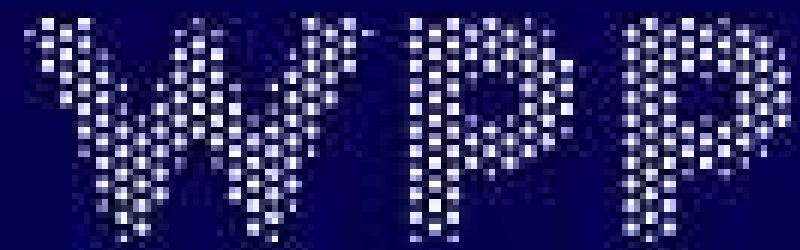
# The Economist



# Humanizing Growth Series

[Register here](#)





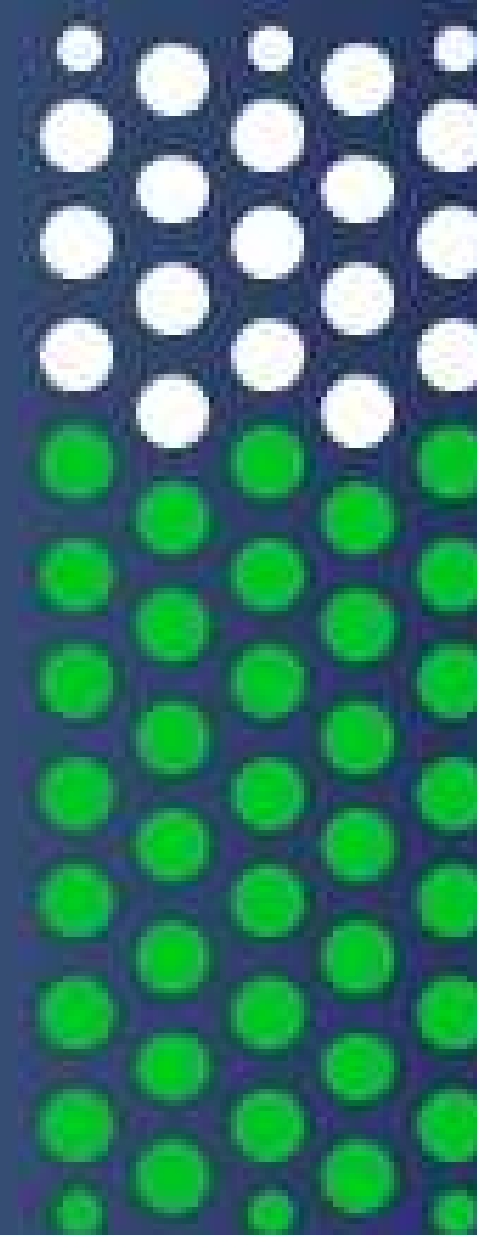
Institute  
for Real  
Growth

Please rate yourself on the following attitude  
associated with a da Vinci growth leader:

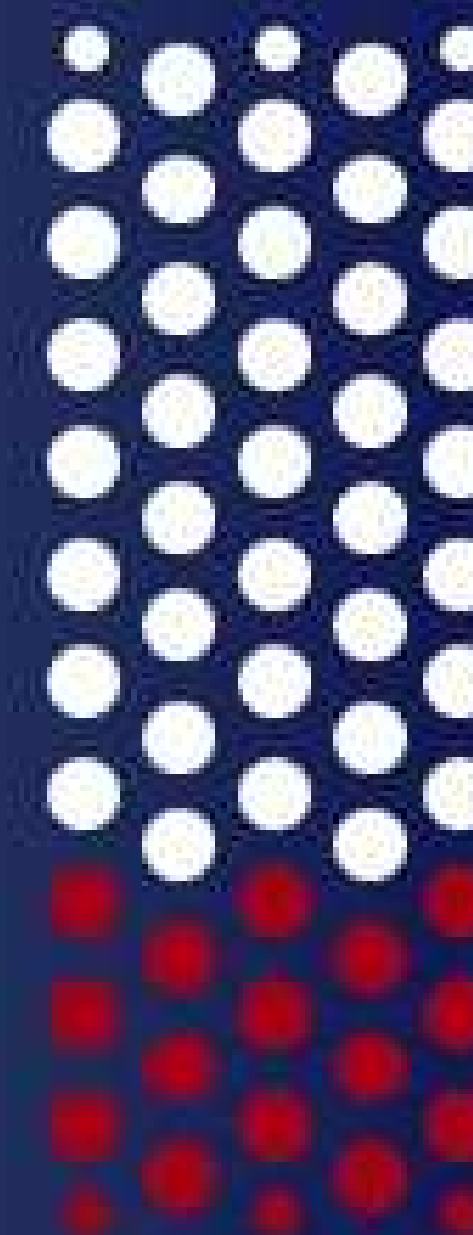
Courageous & Inspiring Storyteller

**66%** good / very good

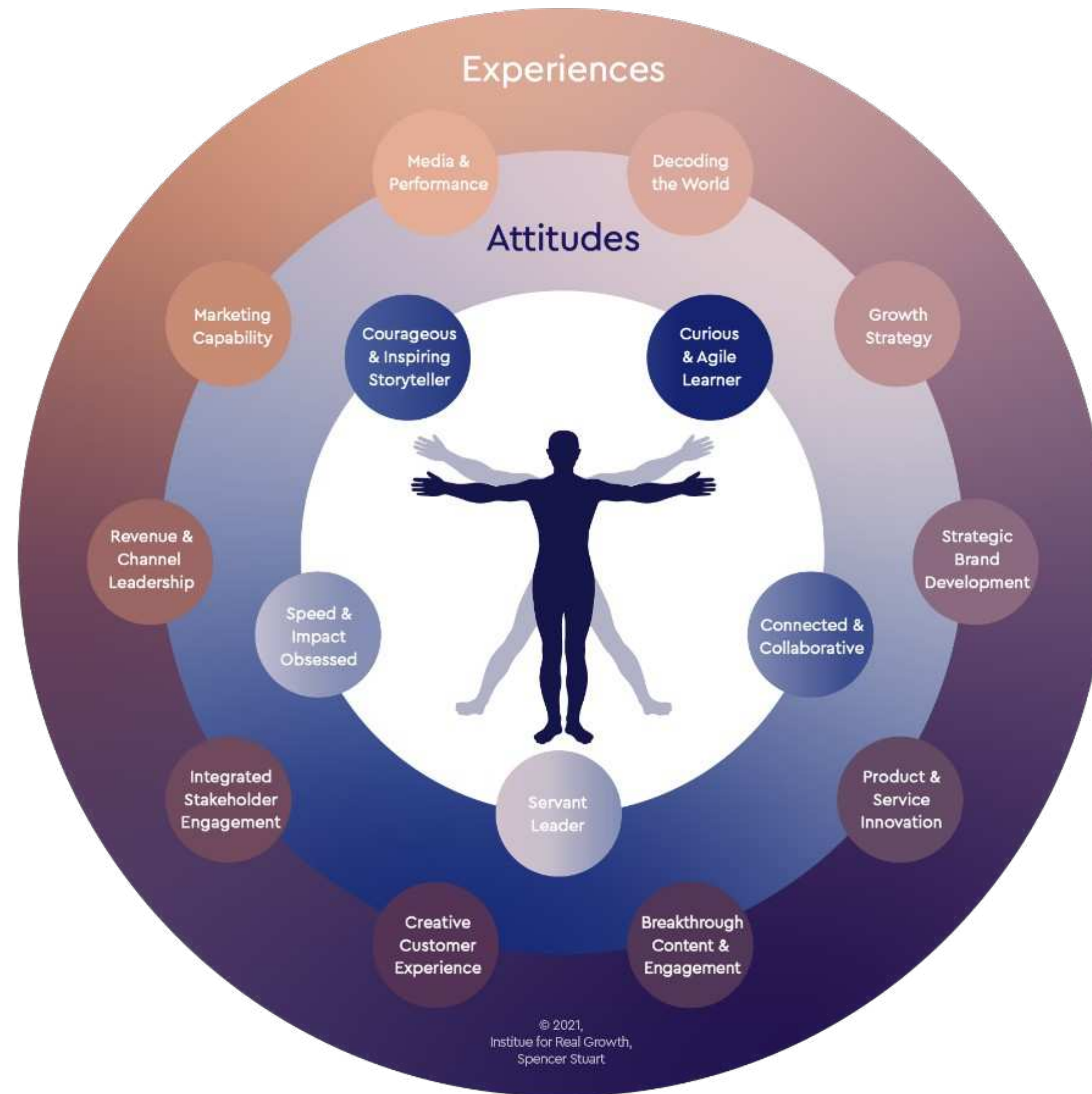
**34%** poor / neutral



GOOD / VERY  
GOOD



POOR /  
NEUTRAL





SpencerStuart



United Nations  
Global Compact



Google



FACEBOOK

KANTAR LinkedIn®



SpencerStuart



United Nations  
Global Compact





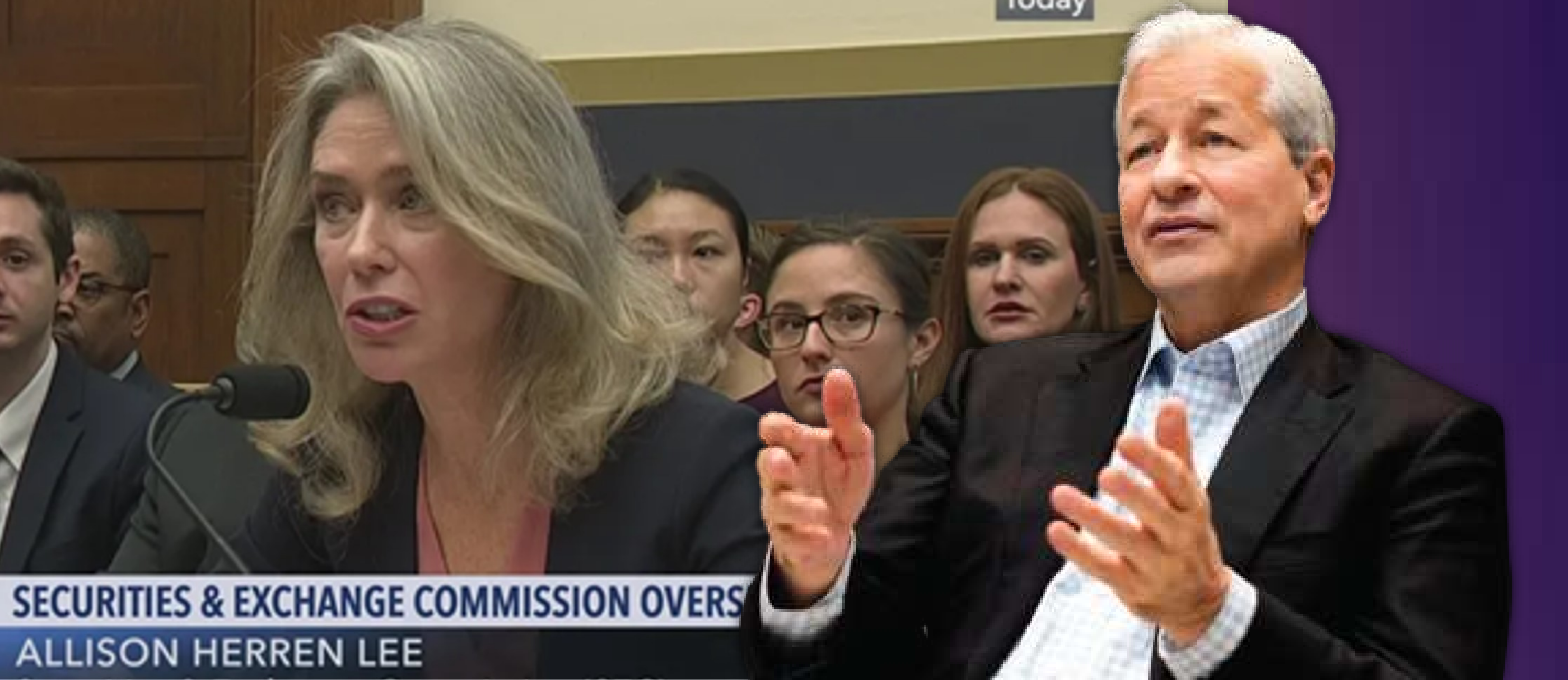




The  
Economist







**SECURITIES & EXCHANGE COMMISSION OVERS**

**ALLISON HERREN LEE**



Google



FACEBOOK

KANTAR



SpencerStuart











**Sanda Ojiambo**



**Alexis Nasard**



**Conny Braams**



**Mark Read**



**Carol Chen**



**Hans Ploos van Amstel**





平价直入>

1名

帮TA冲榜

L'ORÉAL  
PARIS

2000万

31秒后发球

双11当天

法国旅游卡、戴森

ipad、iphone

10元

入会领取

8号冲榜送豪礼

\*确认收货且不退货不退款  
才能拿到冲榜礼哦!

TOP1

ipad

TOP2&3

施华洛世奇项链

TOP4&10

淡纹CP组合

(紫熨斗、早霜晚霜)

直播间抽奖

L'ORÉAL

¥50大额券

满299使用

复颜5件套

复颜柔肤水22ml\*2

复颜日霜15ml\*2

复颜眼霜5ml

镇店之宝

1号宝贝

抢!买50ml送67.5ml

23岁前  
100036  
23~28岁  
28~35岁  
35~40岁  
40~45岁  
45~50岁  
50~55岁  
55~60岁  
60~65岁  
65~70岁  
70~75岁  
75~80岁  
80~85岁  
85~90岁  
90~95岁  
95~100岁

z\*\*\*3 正在去买

丝也是推荐第一套吗?

铁粉1 smile曼66.33岁适合哪款护肤品?

铁粉1 李二硕1993紫熨斗现在还有赠品吗?付

定金的

平价直入>

1名

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42秒后发球

双11当天

法国旅游卡、戴森

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10元

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\*确认收货且不退货不退款  
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ipad

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淡纹CP组合

(紫熨斗、早霜晚霜)

直播间抽奖

L'ORÉAL

¥50大额券

满299使用

复颜5件套

复颜柔肤水22ml\*2

复颜日霜15ml\*2

复颜眼霜5ml

镇店之宝

1号宝贝

抢!买50ml送67.5ml

曾红娟52来了

十三秒9 欧莱雅大卖

钻粉2 ks妄想 欧莱雅大卖

新粉1 妖苒夕 3和19区别

新粉3 洪语童洪铭睿 手都抽筋了,居然没有

平价直入>

1名

帮TA冲榜

L'ORÉAL  
PARIS

2000万

47秒后发球

双11当天

法国旅游卡、戴森

ipad、iphone

10元

入会领取

8号冲榜送豪礼

\*确认收货且不退货不退款  
才能拿到冲榜礼哦!

TOP1

ipad

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TOP4&10

淡纹CP组合

(紫熨斗、早霜晚霜)

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满299使用

复颜5件套

复颜柔肤水22ml\*2

复颜日霜15ml\*2

复颜眼霜5ml

镇店之宝

1号宝贝

抢!买50ml送67.5ml

新粉1 我们的爱在... 来了

新粉2 卡奇诺叶子 欧莱雅大卖

Zz小橘 欧莱雅大卖

新粉1 153淘气 欧莱雅大卖

新粉1 找话题 欧莱雅大卖

# WHY

|                                                                                                                                                                  |                                                                                                                                                          |                                                                                                                                                            |                                                                                                                                                              |                                                                                                                                                              |                                                                                                                                                                    |                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <div>WEEK 1</div> <div><b>Personal Introduction</b></div> <div>🕒 2 hours</div> |  <div>WEEK 2</div> <div><b>Growth Study</b></div> <div>🕒 2 hours</div> |  <div>WEEK 3</div> <div><b>Change Journey</b></div> <div>🕒 2 hours</div> |  <div>WEEK 4</div> <div><b>Humanized Growth</b></div> <div>🕒 2 hours</div> |  <div>WEEK 5</div> <div><b>Leadership: Self</b></div> <div>🕒 2 hours</div> |  <div>WEEK 6</div> <div><b>Stakeholder Interviews</b></div> <div>🕒 2 hours</div> |  <div>WEEK 7</div> <div><b>Milestone 1 Delivery week</b></div> <div>🕒 3 hours</div> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|

# WHAT

|                                                                                                                                                              |                                                                                                                                                              |                                                                                                                                                                    |                                                                                                                                                                |                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <div>WEEK 8</div> <div><b>Abundant Markets</b></div> <div>🕒 2 hours</div> |  <div>WEEK 9</div> <div><b>Multiple Models</b></div> <div>🕒 2 hours</div> |  <div>WEEK 10</div> <div><b>Evolving Experiences</b></div> <div>🕒 2 hours</div> |  <div>WEEK 11</div> <div><b>Leadership: Team</b></div> <div>🕒 2 hours</div> |  <div>WEEK 12</div> <div><b>Milestone 2 Delivery week</b></div> <div>🕒 2 hours</div> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

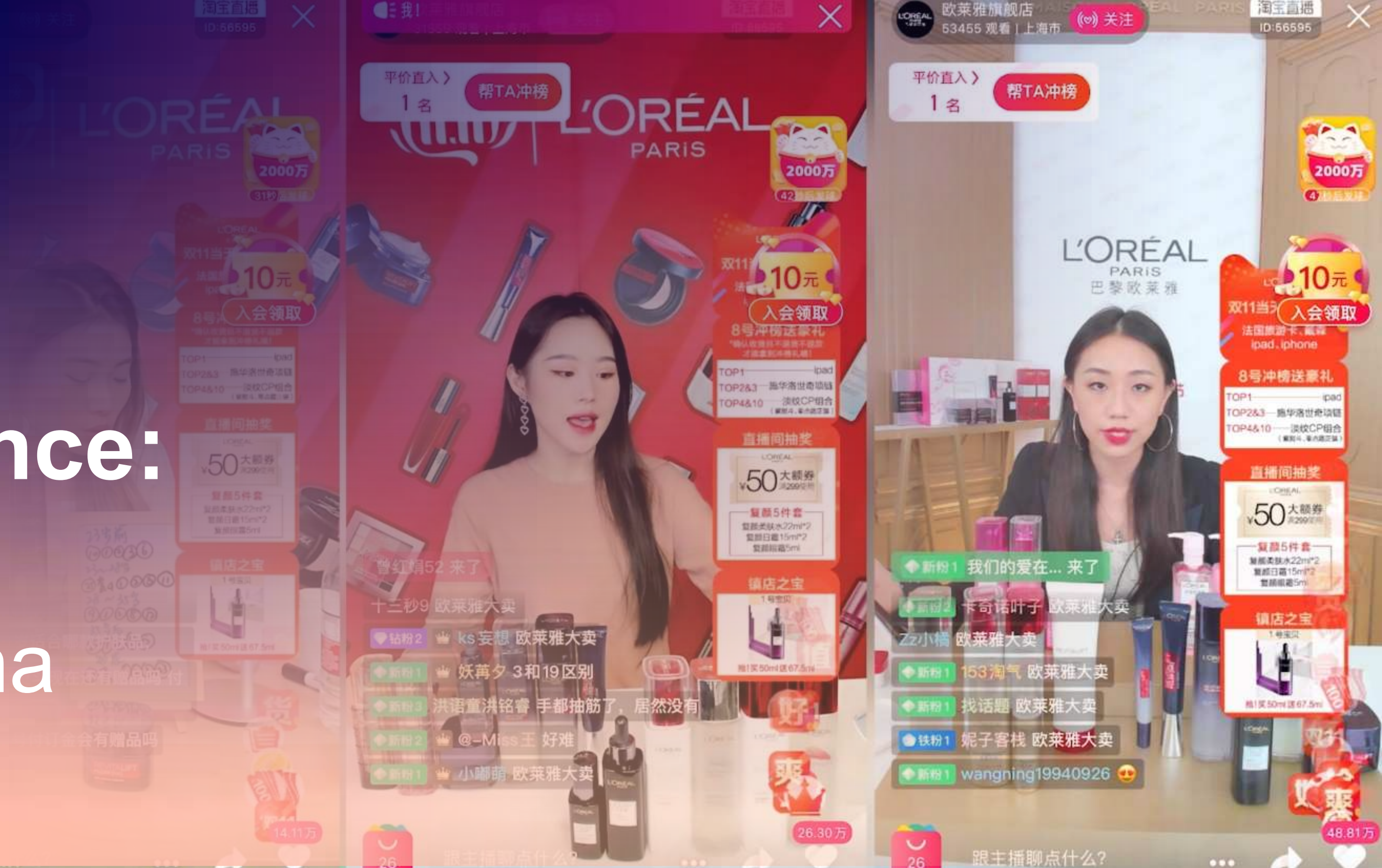
# HOW

|                                                                                                                                                             |                                                                                                                                                                            |                                                                                                                                                             |                                                                                                                                                                       |                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <div>WEEK 13</div> <div><b>Open Culture</b></div> <div>🕒 2 hours</div> |  <div>WEEK 14</div> <div><b>Participative Organization</b></div> <div>🕒 2 hours</div> |  <div>WEEK 15</div> <div><b>Whole-Brain</b></div> <div>🕒 2 hours</div> |  <div>WEEK 16</div> <div><b>Leadership: Ecosystem</b></div> <div>🕒 2 hours</div> |  <div>WEEK 17</div> <div><b>Milestone 3 Delivery week</b></div> <div>🕒 3 hours</div> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



# Winning by Humanizing Experience:

Best practices from China  
and the West



# Winning by Humanizing Experience:

Best practices from China  
and the West

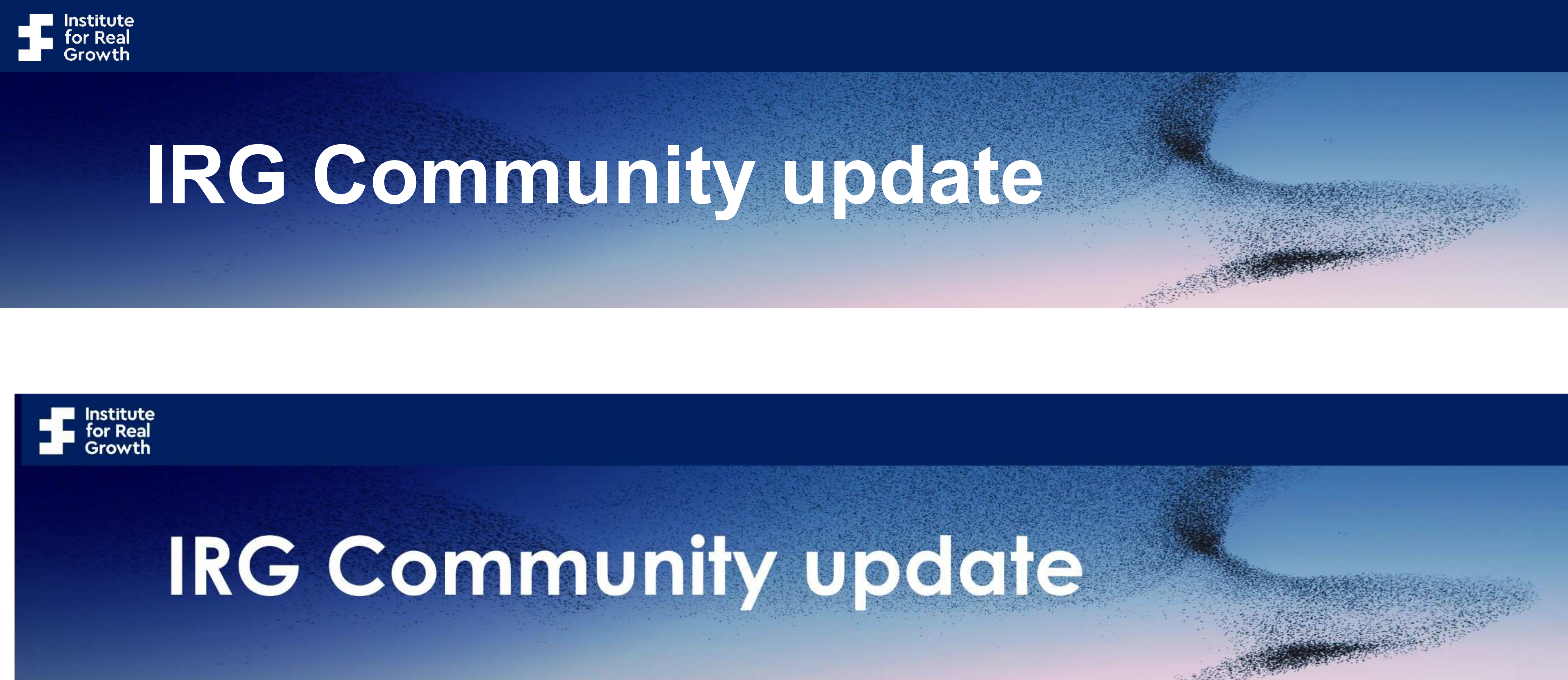




# IRG Community Participant Alumni



**Celebrating a remarkable 2020  
with the IRG community**



# IRG Community update

# IRG Community update



# Institute for Real Growth

**MAKE TEA TIME  
PEACE TIME**  
JOIN THE INTERNATIONAL DAY OF  
**21.09.20**

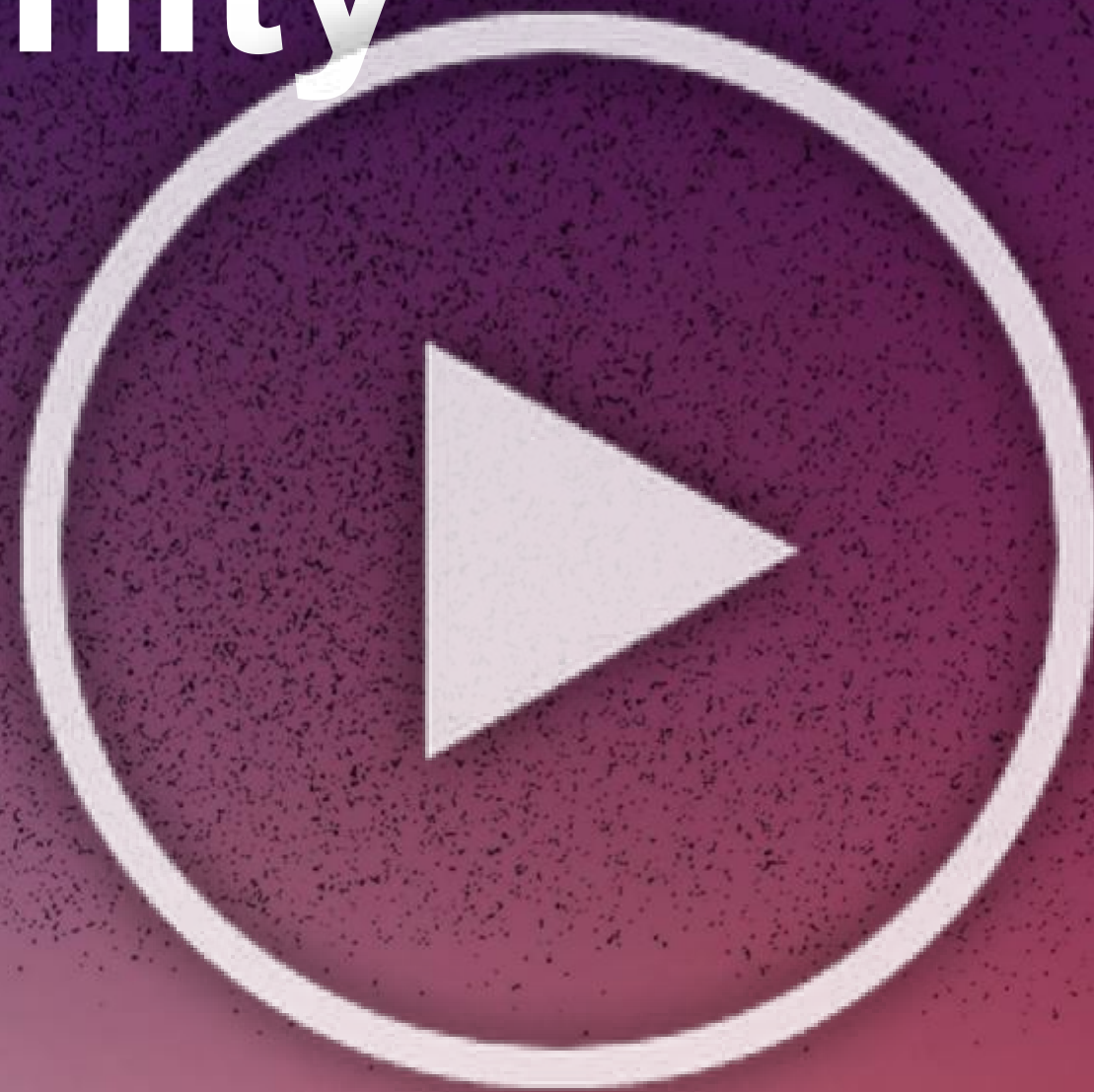


# **Institute for Real Growth**





# IRG Community Impact



**Celebrating a remarkable 2020**  
with the IRG community



# Achieving Multistakeholder Impact Study (AMI)

# Humanizing Growth Series

**We are proud to announce new IRG partners:**



**United Nations**  
Global Compact



**CKGSB**  
长|江|商|学|院  
CHEUNG KONG GRADUATE  
SCHOOL OF BUSINESS



# Humanizing Growth Series



**Alan Jope**  
Chief Executive Officer

**Friday January 15**  
9 AM EDT | 2 PM BST | 10 PM CST

[Register here](#)

Hosted by IRG Founder **Marc de Swaan Arons**





# Alan Jope

Chief Executive Officer

**Friday January 15**  
9 AM EDT | 2 PM BST | 10 PM CST



[Register here](#)

Hosted by IRG Founder **Marc de Swaan Arons**

***“Our society has a  
greater awareness  
of inequality now”***

***- Alan Jope CEO, Unilever***



# Deepak Chopra

Author & alternative medicine advocate

**Friday March 12**

9 AM EST | 2 PM GMT | 10 PM CST

Hosted by IRG Founder **Marc de Swaan Arons**

