
CEO of Self: Professionalising Self-Management

Summer 2024 Prospectus
HPNA Central Academy



HPNA.

HIGH PERFORMANCE HUMAN

Contents

Introduction	3
Curriculum	5
Course Offerings	8
Founder	11
Appendix: HPNAs & The Cobbler's Kids	12
Appendix: Testimonials	14

Introduction

High performing professionals are often low performing in managing themselves.

Burnout, impaired wellbeing and career passivity are among the consequences.

At the HPNA Central Academy, we train you to apply your work competencies and professionalism to your own Self-Management and Care ("SMC"). Equipped with practical, proprietary and proven tools, you'll learn how to executively manage this area of your life. We then support you in embedding and operationalising this process. We have been helping high performers deliver results for more than a decade.

Central Habit & Structure: The central component of our approach is the **CEO Habit** of lightweight but high impact weekly personal Board Meetings. These short sessions provide the venue, the prompt and the infrastructure for ongoing executive management of your SMC. All meetings cover Strategic (future direction), Tactical (navigating the present) and Pastoral (self-care). You will learn how to set priorities within each of these categories and have simple, achievable, and specific tasks to do between sessions.

"The Board Meeting habit and structure really resonate and have been hugely valuable"- Fergus Doyle, Chief Technology Officer, Cubitts

Perspective. In conjunction with the CEO Habit, the skill of 'stepping out' and looking back in on oneself is essential and continually emphasized throughout the program. In addition, we teach you to think of your Career as a 60 year block of time for you to allocate and navigate. These twin pillars of perspective help combat the inherent short-termism and narrowness of view that impairs and inhibits sustainable performance.

"When I'm in the thick of adversity, the CEO Habit and skills provide a structure to help me stay the course. Reflecting on where I've been, the highs and lows, helps me stay confident in new environments. This course has been a game changer"
-Ron Carpenter, CEO & Owner, Beat Box Entertainment LLC

Career Clarity. Our integrated suite of career tools and exercises prompt and support regular, thoughtful consideration and assessment, enabling cohort members to gain new insights that allow them to truly opt-in to their career decisions.

"Since exiting my business, I lacked an overarching goal for the next phase of my career. Stepping outside of myself and taking time to focus on my strategy has

helped me define my goals and make progress toward achieving them."

-Ashley Unitt, CTO & Co-Founder, NewVoiceMedia

Performance. The outcome of reflection and strategic planning is increased personal effectiveness and greater resilience. The tools and techniques foster sustainable long term performance and help you avoid burnout.

"This course has significantly enhanced my resilience, especially in making tough work decisions. Understanding the distinction between what I can and cannot control was particularly beneficial." - Senior Talent Professional

Self-Care. Elevating and enabling greater self-care as a priority is central to our system. We teach a tactical version of self-compassion to help you overcome the assumption that achievement and self-compassion are mutually exclusive.

"The course is about learning to not burn out and making that an ongoing strategic goal for yourself. You are given easy to use tools to build the habits and discipline needed to achieve it." - Ant McGinley, Chief Development Officer, Podomedy

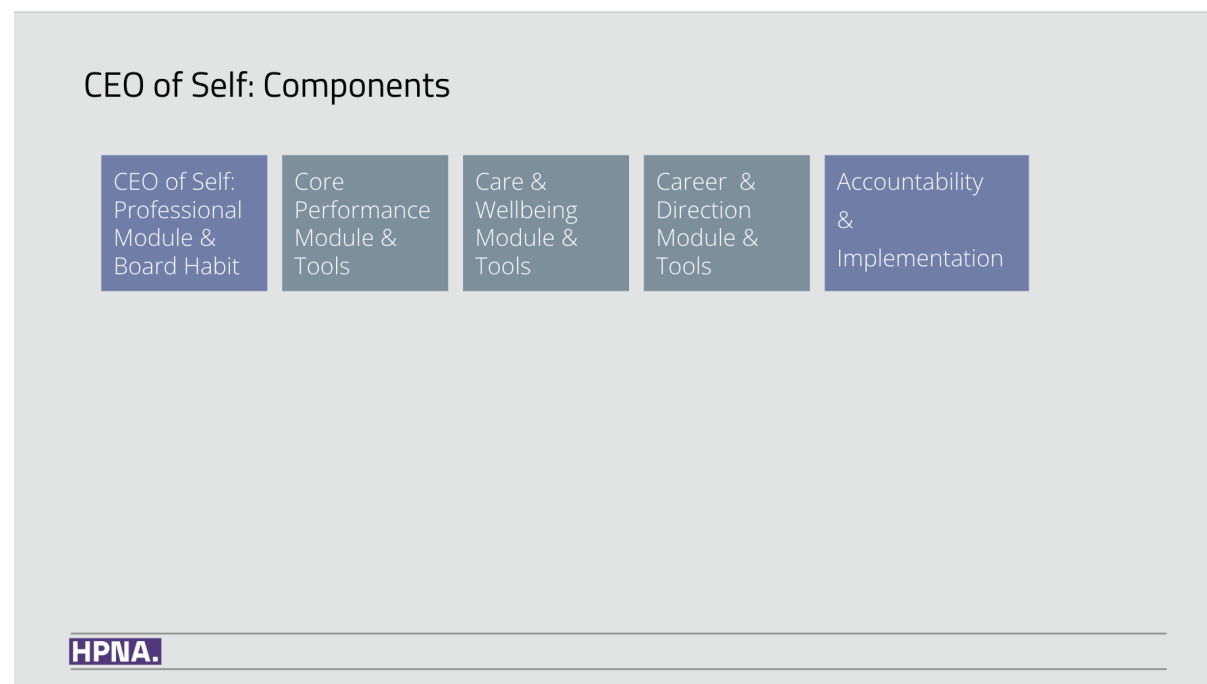
Approach. The **CEO Habit** is taught as the initial module, followed by the three modules of Core (sustainable performance, resilience), Career (strategic direction, executive perspective, skill inventory) and Care (burnout, wellbeing, tactical self-compassion). We teach in cohorts, with a high level of group and individual accountability inbuilt and one-to-one sessions. Working together in a cohort among a greater community of like-minded and driven peers materially increases the prospects for real change. Our Foundation Course covers the full curriculum with a weekly 1 hour Zoom session over 12 weeks, followed by nine months of follow up. We also offer Accelerated versions which teach the CEO Habit and one of the Core, Care or Career modules in 4 weekly sessions.

Joining. Previous students have included CEOs, exited founders, professional athletes, high performing leaders and promising talent from private equity, tech, law, professional services, and the creative fields. Upcoming programs for Summer 2024 include both the Foundation Course and an Accelerated Career course.

Admission to the courses is selective.

Curriculum

Our full curriculum consists of five components. The three verticals of Core, Career and Care are book-ended by the central CEO of Self module and our Accountability and Implementation program.



In the CEO of Self Professional Module the key concepts of CEO of Self and professionalising Self-Management & Care (SMC), of sustainable performance and the battle against burnout, and the nature of gains (reducing a negative as well as increasing a positive) are taught. The central, lifetime habit of lightweight weekly meetings (the 'CEO Habit') is taught, with practice and application beginning right away. These form an ongoing weekly-monthly-quarterly structure, bringing reporting cadence infrastructure from the office back to oneself. With these elements all together you are equipped to get up and operational as CEO of Self.

The CEO Habit is not complicated, but it is challenging to operationalise and make a lifetime habit which is its intention. Accountability, especially in the context of peers, is essential. Within the Academy this is carried out through two weekly practices.

The first is through participation in an Accountability group known as an Accountability 'Boat' in which people report 'Done' each week after they have completed their weekly meeting. Currently this is a Whatsapp group. One has the benefit of being part of this group wherever everyone is working in the same direction. Seeing 'Done' after 'Done' within the group adds inspiration and a sense of community to the effort.

The second is through a 'NED Update', where after reporting Done following your weekly session you send a short voice note to Carl (or someone else you designate) giving a quick update on how the week went for you. If you choose to do this with Carl, he will respond each week. The reason for the NED Update is that when you know you will be reporting on something to another party it is an ongoing and very helpful prompt that aids processing and professionalization.

For those on the Foundation Course there is additional accountability and reporting built into the first quarterly session, known as a 'ForeBoard'. This is structured as if it was a one hour Board Meeting and is done 1 to 1 with Carl (or someone else you designate) functioning as a 'Non-Executive Director' (NED) to your CEO of Self. In our Academy the NED has an additional role as the voice of tactical self-compassion, which we call Sierra Charlie. Driven CEOs are very often overly harsh on themselves, destructively so. This partially stems from the common underlying assumption among high performers that one can not be both driven and self-compassionate. The NED is the voice of objective, constructive self-compassion.

Depending on the Course you choose there are also additional elements of Accountability and Implementation support.

The balance of the curriculum is broken into three modules: Core, Career and Care. Managing and protecting against burnout is a common theme across all three.

Core focuses on central operational areas that are second nature to us in the workplace but not in our own Self-Management & Care. This includes the approach and method of evaluation that supports our decision-making, looking at the true 'cost' of fester and procrastination, putting in place response protocols for when things go wrong and thereby building resilience, and improving our ability to context-switch and be in the moment.

Career starts by defining Career north star objective as intentionally aligning one's time and effort with the things that are important to you at any point in time, without burning out. 'Career' is not your current job - that is a deployment, that is what you are currently doing. We have a suite of proprietary tools we teach and equip you with that include among others a Mural to provide perspective and context, a specialised skill and behaviour inventory and an ongoing workbook to support career direction. We also teach our Company Fit Model, which is a tool for assessing job fit to a professional standard. In addition we teach specific strategies for career exploration and progression.

Care focuses primarily on tactical self-compassion, which we call Sierra Charlie. This is almost universally a highly neglected area, many people feel they can not be both high performing as well as self-compassionate. For HPNAs this is just not the case, and its absence is a significant hindrance to resilience and sustainable performance.

Anti-perfectionism, overwhelm, separating controllables from non-controllables and acknowledging the positives are also elements of this module.

Course Offerings

We have two upcoming live-taught course offerings, one is the next cohort of the full CEO of Self Foundation course and the other is an Accelerated Career Module. We are also in the process of developing a recorded video version of the curriculum.

	CEO of Self Foundation	Accelerated Career Module
Designation	Cohort 247F	Cohort 248AJ
Description	The full CEO of Self course covering all modules and tools. Runs over the course of a year in two phases.	An accelerated course teaching the CEO of Self and Career essentials. Runs over the course of a month
Format	Phase 1: 12 x 1 hour consecutive weekly Group sessions delivered live over Zoom, and 3 x 1 hour 121 sessions of which one is the first quarterly meeting ('Foreboard') Phase 2: 3 x 1 hour Group Sessions	4 x 1 hour consecutive Group sessions delivered live over Zoom 1 x 1 hour group check in 3 months later
Accountability re. CEO Habit	Yes. Weekly reporting in Cohort specific Accountability group ('Boat') during most of Phase 1, then participation in Academy-wide Accountability Boat	Yes. Weekly reporting in Cohort specific Accountability group ('Boat') during the course period, then participation in Academy-wide Accountability Boat
NED Update weekly	Yes	No
Graded	Pass/Fail/Distinction	Participation
Designed For	Someone wanting to fully engage with the Curriculum and operationalise the CEO Habit through extended group work	Someone wanting an introduction to i) the central CEO of Self concept and practice and ii) the Academy's Career approach and basic tooling
Alumni Group	Full membership	Associate membership
Cost (excl VAT)	\$5,000	\$1,000
Start Date	1 July 2024	4 August 2024
Group Course Timing*	9PM UK, Monday evening other than as set out below	7PM UK, Sunday Evening other than as set out below

There are a very limited number of partial, needs-based scholarships available for these two courses. Some students have applied and received tuition reimbursement from their employers, such as Ipsos.

Session Schedules

Session	CEO of Self Foundation	Accelerated Career Module
	Cohort 247F	Cohort 248AJ
	Monday, other than as set out below	Sunday, other than as set out below
1	1 July 2024	4 August 2024
2	8 July 2024	11 August 2024
3	Sunday 14 July	Monday 19 August 2024
4	22 July 2024	25 August 2024
5	29 July 2024	
6	5 August 2024	
7	Sunday 11 August 2023	
8	19 August 2024	
9	26 August 2024	
10	2 September 2024	
11	9 September 2024	
12	16 September 2024	

Note: these are subject to change and finalisation.

On average there will be 20-30 minutes of 'homework' to do between each of the Sessions. We also encourage peer to peer learning and review, but this is optional. (though we are happy to facilitate it)

Results

You get out what you put in - it's a truism, and that's because there is a lot of truth in it. Our live courses are participatory and they all center on learning and operationalising the CEO Habit. In our minds that is a lifetime habit, a capacity builder, and it is a large part of how we think about success.

Our courses, and the CEO Habit, are all designed for driven, hard-working and high performing people. Things are compact and lightweight - it's rare to find a single activity that takes more than 20 minutes.

So they're do-able, but they need to be done.

We specifically look for students who are going to commit - not for our sake, but for theirs and that of their cohort. It is also very important to understand that we teach and provide a system, structure and the accompanying tools.

We don't provide advice or recommendations on specific career or personal decisions - those are up to you, as CEO of Self.

This is very important to understand.

Our goal and wish is for you to have the habits, structure and tools to help you professionalise your Self-Management & Care (SMC). We want you to make thoughtful, professional-grade decisions for yourself, and then make those things happen, make them stick.

Admission

Admission is selective. That's not intended to be exclusive or 'better than', it's just practically the case. Our cohorts are limited in size. We spend time with prospective students understanding their objectives, evaluating whether we can specifically help via the course of their interest. This may well involve a session with Carl and also possibly with one of our Alumni.

Our courses are intense and require work and commitment in areas that do not provide immediate/magic results or external recognition. You're working on and for yourself.

For our live taught courses the cohort experience is extremely important. The group learning and support is critical, and therefore so is the composition and operative culture of the cohort. We contract and codify the elements of that operative culture at the start of every cohort. Not that it's ever happened before but we always reserve the unilateral right to remove anyone disruptive or destructive to the cohort.

Previous students have included CEOs, exited founders, professional athletes, high performing leaders and promising talent from private equity, tech, law, professional services, and the creative fields. We're interested in you, not your CV.

Founder

Carl has had a lifelong interest in people, and specifically in what it takes to sustainably perform at high levels. There is no more fascinating and complex machine than ourselves, and while burnout and passivity come easy, sustainable performance requires real work, professionalism and humanity. Carl's journey started 30+ years ago with a less than great university tennis career leading to sports psychology study and ongoing focus on sustainable performance for individuals and teams.



Carl worked for twenty five years in private equity and finance, observing individual and team performance through a variety of economic and market cycles. Along the way he served in numerous positions including Chief Investment Officer, CFO, COO and Chief People Officer, as well as an executive and Non-Executive Board Director, each providing the opportunity to learn and observe more. For the majority of those years his focus was in the renewable energy and infrastructure sectors.

Carl founded the Academy in 2008 in the wake of the Global Financial Crisis. He began working with high performing law partners and other professionals who had been made redundant, something previously unimaginable. His early work and curriculums focused on building perspective and resilience, important cornerstones of sustainable performance. Longstanding individual clients are from senior private equity, tech and sports coaching.

For the last six years Carl has been the Chief People Officer of venture and Microsoft-backed synthetic data company Hazy, where he implemented the Academy tools and approach. During that time the company had exceptionally high retention, staff development and NPS. Carl has guest-lectured in Cambridge University's Chief People Officer Executive Education program. Early in his career Carl co-wrote and received grant funding from the Chase Manhattan Foundation for developing a curriculum teaching corporate finance to visually-impaired students

Appendix: HPNAs & The Cobbler's Kids

Our students are from a group of people we call HPNAs. That's an acronym for High Performing Non-Arrogant¹.

HPNA's have a genuine desire to keep improving as well as the ability to collaborate with others and think bigger than themselves. At the Academy, we have worked for two decades with HPNAs from within private equity, tech, competitive sports and creative fields. We have found that the same challenges continually arise:

"I keep getting burnt out"

"I feel like I'm lacking direction. I feel passive and drifting"

"I need to make some major decisions but can't find the time or space"

"I had this setback that I haven't been able to move past"

"It's hard to keep perspective on things, overwhelmed"

"I'm great at giving clients and others advice, but not myself"

This last one we refer to as 'The Cobbler's Kids Have No Shoes', and it is very common and pronounced. Understanding and then closing that gap between the 'Professional' standard we use for external clients and the 'Amateur' standard we use for ourselves is a large part of the Course. But all of these areas - avoiding burnout, finding direction, making better decisions, resilience, improving perspectives - are all part of life if you're trying to perform at a high level for an extended period.

There is no silver bullet for them. They can't be **removed**, but they definitely can be **improved**.

¹ You can substitute another, anatomical, word for 'Arrogant', same idea.

You can learn to take better care of yourself. You can find and pursue strategic direction, you can build resilience and perspective. And you can definitely close that gap, and get the cobbler's kids some shoes.

This is what we teach. We aim to bring our students to a very practical and well defined standard. We teach the concepts, provide the tools and help you build the skills to be able to reach and remain at this standard.

You, as CEO of Self, make all the choices. You decide the 'What'. We train you in the 'How.'

Our goal is to embed and operationalize this standard, to make CEO of Self a permanent element, a lifetime skill.

Appendix: Testimonials

"The HPNA course has had a big impact on my life, helping me to organize and focus my personal development in a constructive way. I've always taken my personal wellbeing and development seriously but the HPNA course has really helped me to take a step up in the way I've structured this in order to get much better results.

The course has also allowed me to take a step back and think about my longer term career and take positive steps to ensure the path I'm building is the right one for me.

Another benefit was meeting and working with other people from a wide variety of backgrounds who provide a wide array of challenge and perspectives."

-Chris Pridmore, Senior Manager & Talent Coach, PWC

"The idea of Professionalising Self-Care is so simple that I am going to keep it central to my approach to growth. I'll most constructively walk away from the course with the month to month goal architecture, which is very helpful and not something I used to have in play before. I also think the focus on Sierra Charlie (tactical self-compassion) is encouraging something that matters as often we are a bit harsh on ourselves."

-Adil Khan, Managing Director Sprintlaw UK

"I joined this course during a period focused on personal rather than professional development. Despite being adept at managing work, my personal life was struggling. The course's insights made me realize that the skills I apply successfully at work could also enhance my personal life. This realisation sparked my interest. This course has also significantly enhanced my resilience, especially in making tough work decisions. I didn't know Carl before the course, but his genuine, honest, and transparent approach impressed me. His commitment and authenticity enhanced his credibility and engagement with participants. It's evident that he truly cares. Carl shows a genuine concern for everyone's learning in the course. He ensures understanding, especially for those struggling, unlike other courses where such individuals might be overlooked. His methods are not only effective but also enjoyable."

- Chris, Senior Talent Professional

"During this course, people will get tools and habits that they'll be able to integrate, which over time will enable them to create space for themselves. One of the best things is interacting with those people in the class setting. It's just nice to be with people who believe in this kind of work - I get energy and motivation from being around people who want to work on that. I would definitely recommend the CEO of Self course."

Raphaël Benros, Product Marketer, Didimo

"Completing the CEO of Self course provided me with exceptional guidance and structure for my continued professional development as well as giving me insights on my personal life. Working in a cohort helped me gain insights from the experiences of others and created a supportive community. I highly recommend the course to anyone who wants to refine their path and shape the direction of their career."

- Mia Noerenberg Miller -Director of Marketing and Communications, Freeman School of Business, Tulane University

"I would recommend the course, enthusiastically. I think it genuinely delivers value and I came into it with a healthy amount of skepticism. I'm still really benefiting from the board meetings concept and structure around that. If I didn't take anything else away from the course, that in itself would be a singularly, and hugely valuable bit of insight. I've enjoyed all of it: there's things I've put in practice already and others that I'm going to look forward to doing more of as well. So thanks, great getting to know the rest of the cohort. It's brilliant" - Fergus Doyle, Success Coach/Advisor Cambridge University Judge Business School, Chief Technology Officer Cubitts

"The main thing is that it is so worth it to manage yourself with the same level of professionalism (if not more) than what we usually give at work. This insight, alone, is super important. The course is also very creative, very original. There are lots of little (and not so little) ideas and 'tools' to help us manage ourselves and our goals, as well as practical examples and suggestions. For instance, I'd say I'm pretty good at self-compassion, but still this course gave me very useful ideas."

-Diana Sofronieva, PhD, Science Communications Officer, Aindo

"This course was really, really, really good in terms of there's so many people out there who have a lot of potential, and who just don't know how to harness it in the best way. It was a really valuable course for me, and there's a lot of lessons that I will continue to take away from it and try to practice as best as I can. It has made me more goal oriented and I feel I'm able to focus on tasks at hand, in particular what the accomplishment will be once I've completed it."

-Imran Chaumoo, Senior Technical Engineer, Expedia

"It has been helpful. I am thinking from an outside perspective much more now, and it helps put things into perspective. If I keep doing it for the next several weeks, few months, then I believe it will be more likely to stick with me for a long time. I love the group: supportive, kind, easy to be yourself. I also like Carl's approach - very easy going, friendly... I never think that you feel like you are "better" than me. I have attended webinars/seminars before, where people made me feel that way. Join Carl's course if you wish to change the way you think about your career. He provides guidance, support, workbooks, tools and more. And best of all, he truly wants you to succeed!"

-Jernej Medved, Administrator, Charnwood Molecular

"I got way more out than what I was expecting. The board meetings keep me engaged - that is a practice that is here to stay. Besides the Tools - just having that routine of having someone to bounce around ideas, put out some set of specific thoughts and specifically, having Carl one-to-one...that was very valuable to me. For me the biggest takeaway was direction. We talk a lot about direction... then we put tools that surround and support that direction. That helped me greatly."

-Carles Campos, Customer Engineer, Elastic

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