



Center for  
Creative  
Leadership®

# LEADERSHIP DEVELOPMENT PROGRAM GUIDE



We don't just develop leaders.

*We change lives.*

# You don't just go through our leadership program.

*You go through a transformation.*

Our open enrollment programs are designed for everyone from emerging leaders who are learning the basic skills to experienced leaders who manage large organizations. We provide the tools to succeed in your current role and the ongoing support to help you get ahead.

**PERSONALIZED ATTENTION** – A high faculty-to-student ratio provides the individual attention that fosters customized development.

**ASSESSMENT AND FEEDBACK** – The power of 360-degree feedback combined with individual assessments offers a well-rounded picture of strengths, development needs, and leadership styles—frequently cited as the most valuable part of our programs.

**A SAFE ENVIRONMENT** – A safe, confidential environment is created for candid sharing and the experimentation with new behaviors vital to development.

**EXPERIENTIAL LEARNING** – Special activities and breakout sessions offer participants the chance to practice new behaviors while learning from their program peers.

**GOAL SETTING** – Participants are given time to integrate the lessons of their leadership training experience and encouraged to create personal and professional goals.

**PEER LEARNING** – Program participants interact with and learn from peers at other companies who face similar challenges. Custom program participants often spend time with managers from across their business, facilitating internal collaboration.

**ONGOING SUPPORT** – Because we are committed to our participants' sustained success, we provide continuing support, development, and shared learning opportunities to our program graduates through our CCL Connect Alumni Community.

*Let's get your transformation started today.*



STEP

# 1 Choose Your Leader Level.

THIS LEADERSHIP DEVELOPMENT PROGRAM GUIDE is an at-a-glance overview of our flexible suite of open enrollment programs targeted towards 5 levels of leaders:

LEADER LEVEL	CHALLENGES	COMPETENCIES
<p><b>1</b> LEADING <b>SELF</b></p> <p><b>INDIVIDUAL CONTRIBUTORS, PROFESSIONAL STAFF, AND EMERGING LEADERS</b></p>	<ul style="list-style-type: none"> <li>• Prepare for management or leadership role</li> <li>• Build a common leadership language within an organization</li> <li>• Increase personal effectiveness and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing credibility</li> <li>• Leading with purpose</li> <li>• Delivering results</li> <li>• Doing whatever it takes</li> <li>• Interpersonal savvy</li> <li>• Embracing flexibility</li> <li>• Tolerating ambiguity</li> <li>• Understanding one's own values and culture</li> </ul>
<p><b>2</b> LEADING <b>OTHERS</b></p> <p><b>LEADERS OF INDIVIDUAL CONTRIBUTORS</b></p>	<ul style="list-style-type: none"> <li>• Transition from individual performer to leading a team</li> <li>• Build relationships to get work done</li> <li>• Deal effectively with conflict</li> <li>• Solve problems successfully</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching and developing others</li> <li>• Leading team achievement</li> <li>• Building and maintaining relationships</li> <li>• Resolving conflict</li> <li>• Learning to delegate</li> <li>• Innovative problem solving</li> <li>• Embracing change</li> <li>• Adapting to cultural differences</li> </ul>
<p><b>3</b> LEADING <b>MANAGERS</b></p> <p><b>EXPERIENCED LEADERS WHO LEAD OTHER MANAGERS OR SENIOR PROFESSIONAL STAFF</b></p>	<ul style="list-style-type: none"> <li>• Integrate cross-functional perspectives in decisions</li> <li>• Handle complexity</li> <li>• Manage politics</li> <li>• Sell ideas to senior leaders</li> <li>• Select and lead managers for high performance</li> </ul>	<ul style="list-style-type: none"> <li>• Thinking and acting systemically</li> <li>• Managing organizational complexity</li> <li>• Negotiating adeptly</li> <li>• Selecting and developing others</li> <li>• Taking risks</li> <li>• Implementing change</li> <li>• Managing globally dispersed teams</li> <li>• Building resiliency</li> </ul>
<p><b>4</b> LEADING THE <b>FUNCTION</b></p> <p><b>SENIOR LEADERS OF ORGANIZATIONAL FUNCTIONS OR DIVISIONS</b></p>	<ul style="list-style-type: none"> <li>• Set vision and build toward the future</li> <li>• Balance trade-offs between the short-and long-term</li> <li>• Align the organization for strategy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Driving results</li> <li>• Strategic thinking and acting</li> <li>• Creating engagement</li> <li>• Identifying innovation opportunities for new businesses</li> <li>• Working across boundaries</li> <li>• Leading globally</li> </ul>
<p><b>5</b> LEADING THE <b>ORGANIZATION</b></p> <p><b>TOP EXECUTIVES LEADING THE ENTERPRISE</b></p>	<ul style="list-style-type: none"> <li>• Set organizational direction</li> <li>• Foster alignments across the organization</li> <li>• Gain commitment for performance</li> <li>• Refine and build strong executive persona</li> </ul>	<ul style="list-style-type: none"> <li>• Creating and articulating vision</li> <li>• Creating strategic alignment</li> <li>• Developing a leadership and talent strategy aligned with business strategy</li> <li>• Leading the culture</li> <li>• Executive image</li> <li>• Creating a culture of innovation</li> <li>• Catalyzing change</li> <li>• Leading outwardly</li> </ul>

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## Choose Your Development Program.

- LEADING SELF   ● LEADING OTHERS
- LEADING MANAGERS   ● LEADING THE FUNCTION
- LEADING THE ORGANIZATION

CORE DEVELOPMENT PROGRAMS build the most critical skills for success at each level of leadership. They are driven by essential outcomes and focused on key requirements for success at each level.

Our programs are deeply personal and customized to each learner. Our proven model of development integrates assessment, challenge, and support, helping leaders internalize essential lessons and create action plans for improvement.

### Core Development Programs

COURSE	DELIVERY METHOD	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	PROGRAM LOCATIONS
<b>LEAD 4 SUCCESS™</b>  <a href="http://www.ccl.org/l4s">www.ccl.org/l4s</a>	<b>Live Online</b>	First-time managers or emerging leaders without direct reports	Moves leaders from average to high performing by developing the 4 fundamental skills (self-awareness, learning agility, influence, and communication) that leaders at any level need to master for success	1:12	17 hours over 5 days	Online
<b>FRONTLINE LEADER IMPACT</b>  <a href="http://www.ccl.org/fli">www.ccl.org/fli</a>	<b>Moderated Online</b>	Leaders of individual contributors	Expands your leadership experience while focusing on six key competencies that are essential for all frontline managers to master	1:24	18 hours self-paced over 6 weeks	Online
<b>MAXIMIZING YOUR LEADERSHIP POTENTIAL</b>  <a href="http://www.ccl.org/mlp">www.ccl.org/mlp</a>	<b>Live Online Face-to-Face</b>	Leaders of individual contributors	Guides participants in making the shift from successful individual contributor to effective manager by learning to understand others, motivate others, and meet the needs of diverse teams	1:12	Online: 20 hours over 5 days Face-to-Face: 3 days	Online Americas APAC EMEA

COURSE	DELIVERY METHOD	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	PROGRAM LOCATIONS
<b>THE EFFECTIVE LEADER™</b>  <a href="http://www.ccl.org/tel">www.ccl.org/tel</a>	Live Online	Experienced leaders who lead other managers or senior professional staff	Prepares leaders for the ever-changing needs of the new world of work by developing critical skills needed to succeed: leading virtual teams, building resiliency, collaborating with others, and solving complex challenges	1:12	20 hours over 5 days	Online
<b>LEADERSHIP DEVELOPMENT PROGRAM (LDP)®</b>  <a href="http://www.ccl.org/ldp">www.ccl.org/ldp</a>	Live Online Face-to-Face	Experienced leaders who lead other managers or senior professional staff	Strengthens your ability to manage complexity, balance competing priorities, and collaborate—up, down, and across the organization—to drive tangible results	1:12	5 days	Online Americas APAC EMEA
<b>THE LEADING STRATEGICALLY EXPERIENCE</b>  <a href="http://www.ccl.org/lis">www.ccl.org/lis</a>	Live Online + Moderated Online	Upper-level executives and senior leaders whose work has strategic implications for their organizations	Provides senior leaders with the tools and practice to apply new leadership skills to more effectively align and execute strategy	1:12	30 hours over 4 weeks	Online
<b>LEADING FOR ORGANIZATIONAL IMPACT: THE LOOKING GLASS EXPERIENCE</b>  <a href="http://www.ccl.org/loi">www.ccl.org/loi</a>	Face-to-Face	Senior leaders of organizational functions or divisions	Enhances your ability to lead while balancing tactical concerns with strategic priorities to improve decision-making	1:8	5 days	Americas APAC EMEA
<b>LEADERSHIP AT THE PEAK</b>  <a href="http://www.ccl.org/lap">www.ccl.org/lap</a>	Face-to-Face	Top executives leading the enterprise	Maximizes personal leadership power to develop clear action plans for organizational challenges, clarify organizational vision, and improve external influence skills with boards, shareholders, partners, and critical stakeholders	1:6	5 days	Americas APAC EMEA

\*  LEADING SELF  LEADING OTHERS  LEADING MANAGERS  LEADING THE FUNCTION  LEADING THE ORGANIZATION



SPECIALIZED PROGRAMS give leaders an immersion into specific leadership topics. These highly focused experiences are working sessions, designed to help leaders apply what they learn to their current situations—and to their future goals.

## Specialized Programs

COURSE	DELIVERY METHOD	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	PROGRAM LOCATIONS
<b>BETTER CONVERSATIONS &amp; COACHING</b>  <a href="http://www.ccl.org/bcc">www.ccl.org/bcc</a>	Live Online Face-to-Face	HR leaders, as well as leaders at any level or function who want to improve their coaching skills	Working in small groups of 4, each paired with a coaching expert, leaders will learn proven techniques to accelerate development and mastery of coaching skills	1:4	Kickoff + 25 hours over 5 days	Online Americas APAC EMEA
<b>BETTER CONVERSATIONS EVERY DAY™</b>  <a href="http://www.ccl.org/bce">www.ccl.org/bce</a>	Live Online	Better Conversations Every Day is for everyone at every level of an organization	Creates a common mindset, skillset, and language and equips leaders with the tools to break down communication barriers and bring your business strategy to life	1:24; participants also work in small groups of 4 each paired with an executive coach	Kickoff + 8 hours over 2 days	Online
<b>BURN BRIGHT: THE RESILIENCE ADVANTAGE</b>  <a href="http://www.ccl.org/tra">www.ccl.org/tra</a>	Moderated Online	Applicable to all leader levels	Practical, scientific, and application-based approach to practicing tools and techniques that can help you show up as your best self and burn bright instead of burning out	1:24	12 hours self-paced over 4 weeks	Online
<b>ASSESSMENT CERTIFICATION</b>  <a href="http://www.ccl.org/acc">www.ccl.org/acc</a>	Self-directed Online	HR managers, executive coaches, and consultants	Prepares you to design, implement, and facilitate feedback using CCL's 360-degree assessments and includes lifetime access to an online resource library	Rolling enrollment	10 hours	Online

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CONTACT US TODAY OR VISIT  
[WWW.CCL.ORG/PROGRAMS](http://WWW.CCL.ORG/PROGRAMS)  
TO LEARN MORE.



# CCL Locations

## Americas

+1 336 545 2810

[ccl.org](https://ccl.org)

## Europe, Middle East, Africa

+32 (0) 2 679 09 10

[ccl.org/emea](https://ccl.org/emea)

## Asia Pacific

+65 6854 6000

[ccl.org/apac](https://ccl.org/apac)

## Greater China

+86 21 6881 6683

[ccl.org/china](https://ccl.org/china)



Center for  
Creative  
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The Center for Creative Leadership (CCL)® is a top-ranked, global, nonprofit provider of leadership development. Over the past 50 years, we've worked with organizations of all sizes from around the world, including more than 2/3 of the Fortune 1000. Our cutting-edge solutions are steeped in extensive research and our work with hundreds of thousands of leaders at all levels.