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.*
## Choose Your Leader Level.

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

<table>
<thead>
<tr>
<th>LEADER LEVEL</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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<tbody>
<tr>
<td><strong>LEADING SELF</strong></td>
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</table>
| INDIVIDUAL CONTRIBUTORS, PROFESSIONAL STAFF, AND EMERGING LEADERS | • Prepare for management or leadership role  
• Build a common leadership language within an organization  
• Increase personal effectiveness and performance | • Establishing credibility  
• Leading with purpose  
• Delivering results  
• Doing whatever it takes  
• Interpersonal savvy  
• Embracing flexibility  
• Tolerating ambiguity  
• Understanding one’s own values and culture |
| **LEADING OTHERS** | | |
| LEADERS OF INDIVIDUAL CONTRIBUTORS | • Transition from individual performer to leading a team  
• Build relationships to get work done  
• Deal effectively with conflict  
• Solve problems successfully | • Coaching and developing others  
• Leading team achievement  
• Building and maintaining relationships  
• Resolving conflict  
• Learning to delegate  
• Innovative problem solving  
• Embracing change  
• Adapting to cultural differences |
| **LEADING MANAGERS** | | |
| EXPERIENCED LEADERS WHO LEAD OTHER MANAGERS OR SENIOR PROFESSIONAL STAFF | • Integrate cross-functional perspectives in decisions  
• Handle complexity  
• Manage politics  
• Sell ideas to senior leaders  
• Select and lead managers for high performance | • Thinking and acting systemically  
• Managing organizational complexity  
• Negotiating adeptly  
• Selecting and developing others  
• Taking risks  
• Implementing change  
• Managing globally dispersed teams  
• Building resiliency |
| **LEADING THE FUNCTION** | | |
| SENIOR LEADERS OF ORGANIZATIONAL FUNCTIONS OR DIVISIONS | • Set vision and build toward the future  
• Balance trade-offs between the short-and long-term  
• Align the organization for strategy implementation | • Being visionary  
• Driving results  
• Strategic thinking and acting  
• Creating engagement  
• Identifying innovation opportunities for new businesses  
• Working across boundaries  
• Leading globally |
| **LEADING THE ORGANIZATION** | | |
| TOP EXECUTIVES LEADING THE ENTERPRISE | • Set organizational direction  
• Foster alignments across the organization  
• Gain commitment for performance  
• Refine and build strong executive persona | • Creating and articulating vision  
• Creating strategic alignment  
• Developing a leadership and talent strategy aligned with business strategy  
• Leading the culture  
• Executive image  
• Creating a culture of innovation  
• Catalyzing change  
• Leading outwardly |
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.

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<th>Core Development Programs</th>
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<tr>
<td>COURSE</td>
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<td>---------------------------</td>
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<tr>
<td>LEAD 4 SUCCESS™</td>
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<tr>
<td><a href="http://www.ccl.org/l4s">www.ccl.org/l4s</a></td>
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<tr>
<td>FRONTLINE LEADER IMPACT</td>
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<tr>
<td><a href="http://www.ccl.org/fli">www.ccl.org/fli</a></td>
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<tr>
<td>MAXIMIZING YOUR LEADERSHIP POTENTIAL</td>
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<tr>
<td><a href="http://www.ccl.org/mlp">www.ccl.org/mlp</a></td>
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<tr>
<td>COURSE</td>
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<tr>
<td>THE EFFECTIVE LEADER™</td>
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<td>LEADERSHIP DEVELOPMENT PROGRAM (LDP)™</td>
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<td>THE LEADING STRATEGICALLY EXPERIENCE</td>
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<td>LEADING FOR ORGANIZATIONAL IMPACT: THE LOOKING GLASS EXPERIENCE</td>
</tr>
<tr>
<td>LEADERSHIP AT THE PEAK</td>
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**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

<table>
<thead>
<tr>
<th>COURSE</th>
<th>DELIVERY METHOD</th>
<th>WHO SHOULD ATTEND</th>
<th>DESCRIPTION</th>
<th>TRAINER/PARTICIPANT RATIO</th>
<th>LENGTH OF PROGRAM</th>
<th>PROGRAM LOCATIONS</th>
</tr>
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<tbody>
<tr>
<td>BETTER CONVERSATIONS &amp; COACHING</td>
<td>Live Online Face-to-Face</td>
<td>HR leaders, as well as leaders at any level or function who want to improve their coaching skills</td>
<td>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</td>
<td>1:4</td>
<td>Kickoff + 25 hours over 5 days</td>
<td>Online Americas APAC EMEA</td>
</tr>
<tr>
<td>BETTER CONVERSATIONS EVERY DAY™</td>
<td>Live Online</td>
<td>Better Conversations Every Day is for everyone at every level of an organization</td>
<td>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</td>
<td>1:24: participants also work in small groups of 4 each paired with an executive coach</td>
<td>Kickoff + 8 hours over 2 days</td>
<td>Online</td>
</tr>
<tr>
<td>BURN BRIGHT: THE RESILIENCE ADVANTAGE</td>
<td>Moderated Online</td>
<td>Applicable to all leader levels</td>
<td>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</td>
<td>1:24</td>
<td>12 hours self-paced over 4 weeks</td>
<td>Online</td>
</tr>
<tr>
<td>ASSESSMENT CERTIFICATION</td>
<td>Self-directed Online</td>
<td>HR managers, executive coaches, and consultants</td>
<td>Prepares you to design, implement, and facilitate feedback using CCL’s 360-degree assessments and includes lifetime access to an online resource library</td>
<td>Rolling enrollment</td>
<td>10 hours</td>
<td>Online</td>
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</table>
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WWW.CCL.ORG/PROGRAMS
TO LEARN MORE.
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.