

Center for Creative Leadership



Center for
Creative
Leadership

NORTH AMERICA EUROPE ASIA

www.ccl.org

ANNUAL REPORT

2004-2005

**CELEBRATING
35 YEARS**

Thirty-five years ago, at a time when leadership development was a novel and not widely understood concept, the Center for Creative Leadership began its pioneering

1970 – 2005

work in
the field.

Over the years, the Center has grown into a robust institution with global reach and reputation, surpassing even the fondest dreams of its original supporters. Today, the Center has five campuses and 16 affiliate locations worldwide.

As the world around us shifts and changes, the Center remains a forerunner in exploring the complexities of leadership and helping individuals and organizations apply creative solutions to today's leadership challenges.



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Creative
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Our Mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide. Our role is to help individuals and organizations address leadership challenges. The Center's nonprofit status and educational mission give us unusual flexibility in a world where quarterly profits often drive or confine thinking and direction. We have the freedom to be objective, wary of short-term trends, and motivated foremost by our mission — hence our substantial and sustained investment in leadership research. Although our work is always grounded in a strong foundation of research, we focus on achieving a beneficial impact in the real world. Our efforts are geared to be practical and action-oriented, helping leaders and their organizations more effectively achieve their goals and vision. The desire to transform learning and ideas into action provides the impetus for our programs, assessments, publications and services.

Contents

Our Mission

President's Message 2

CCL's Approach: Ideas
Into Action Into Ideas 3

Advancing the
Understanding of
Leadership 4

Advancing the Practice
of Leadership 6

Advancing the
Development of
Leadership 10

Supporting CCL 14

Message from the CFO 16

Governance 18

Center Work
Recognized 20

Provenance

TRIBUTE

John W. Red Jr.

DECEMBER 18, 1920 - MARCH 26, 2005

John W. Red, Jr., the first president of the Center for Creative Leadership, passed away at the age of 84 on March 26, 2005. A graduate of Yale University and a submarine officer in World War II, Red left his executive role at Canada Dry in 1969 at the request of Smith Richardson Sr. and Smith Richardson Jr. to serve as the president of the Smith Richardson Foundation in Greensboro. As president of the foundation, he worked with the Richardsons to form the Center for Creative Leadership. Red began his 12-year tenure as president of CCL in 1970. Because of his conservative fiscal policies and excellent business practices, he is often credited with building the financial foundation that helped the Center evolve into the world-renowned organization that it is today. His contributions to the Center, however, reached far beyond his superior fiscal skills. He was a beloved father figure to many staff members and was referred to by them as, simply, "Mr. Red." He was respected and admired for being a person of goodwill, integrity, patience and wisdom. Red worked tirelessly to advance the best interests of the staff and the institution as a whole.



After serving as president, Red stayed on at CCL until 2001 as senior vice president and also became the Center's first chief financial officer. He was later given the title of president emeritus. Until about a year ago, Red continued to regularly visit a post-retirement office he kept at the Center. He was a welcome presence in the hallways and cafeteria, where he would often advise younger staff members.

In recognition of his outstanding and sustained contributions, the Center's Board of Governors in 1998 named the Greensboro campus courtyard the John W. Red Jr. Courtyard. Upon his retirement in 2001, the Board established the John W. Red Jr. Circle, a special fund-raising designation that honors those qualities so admired in him — leadership, loyalty and exceptional lifetime commitment to the Center and its mission.

President's Message

Ours is an age of great political and economic uncertainty throughout the world — a time when inspired and creative leadership is as crucial as ever. At the Center, we have focused for more than three decades on equipping individual leaders and organizations from all sectors of society with the leadership skills needed to thrive amid challenges. In our landmark 35th year, we remained true to our roots by extending the reach of our services and fostering innovation across our portfolio of work.



A 2004 *Financial Times* executive education survey confirmed our impact by ranking our open-enrollment and custom programs among the Top 20 in the world; and we sought to build on that momentum during the past fiscal year. Our Singapore-based CCL-Asia campus began offering open-enrollment programs, making our learning more accessible to leaders in the most populous region of the world. CCL's presence in Europe continued to grow throughout the continent, and in North America we helped educate thousands of leaders through our programs, products and services.

Upgrades to our technology infrastructure and to our Web site at www.ccl.org were key aspects of our emphasis on sharing knowledge while also learning from others. We bolstered our commitment to research and innovation, allocating greater financial and human resources there. Researchers across our enterprise explored such critical issues as generational differences in the workplace, organizational capacity for leadership and global leadership and diversity — accruing knowledge that will further elevate the quality of the Center's programs, publications and tools.

As a nonprofit institution, we complement our work in leadership education and research and innovation by striving to cultivate a community of individuals and organizations committed to effective leadership. In the past year, we strengthened that community through an array of fund-raising endeavors, conferences, scholarship programs and other initiatives. Indeed, the Center is fortunate to have a broad and loyal coalition of clients and friends who help us advance our work.

This report reflects the impact we are creating together. I thank you for your support and ask for your continuing involvement as we carry on with our important mission of advancing the understanding, practice and development of leadership for the benefit of society worldwide.

A handwritten signature in black ink that reads "John Alexander". The signature is written in a cursive, flowing style.

JOHN ALEXANDER
President

CCL's Approach: Ideas Into Action Into Ideas



result, rather than teaching how to manage or analyze or strategize, we help leaders “learn how to learn” from their colleagues, their organizational and competitive contexts, and most importantly, from their own experience. Center programs provide leaders with the time, tools and environment needed to gain a comprehensive, accurate view of themselves, and to set personal development goals and begin working toward them.

The Center is an educational institution engaged in a continuous and fruitful cycle of turning ideas into action, and action into ideas. We teach, and as we teach, we learn. Then we act on what we learn, developing new views of leadership, new assessment techniques, programs and strategies that respond to the evolving challenges faced by leaders and their organizations. We believe that self-knowledge is the single most important factor in the practice of leadership. Becoming more acutely aware of one’s strengths and weaknesses is a type of “unfreezing” which leads to setting goals and taking action to improve. As a

We combine 360-degree feedback, individual assessment and personalized attention in a safe, confidential environment designed to encourage candor, self-examination and experimentation with new behaviors vital to development. Participants are pushed to explore their strengths and identify their development needs in special activities, breakout sessions and simulations that replicate real-world challenges without the real-world consequences for failure. The result is creative exploration, insight and experiential learning that has time and again helped inspire executives and managers to revitalize and focus their organizations.

Our Mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide.



Expertise

- Individual Leader Development
- Global Leadership and Diversity
- Groups, Teams and Organizations



Activities

- Leadership Education
 - Open-enrollment Programs
 - Customized Solutions
 - Assessment and Development Resources
- Knowledge Generation and Dissemination
 - Research, Development and Evaluation
 - Publications
- Leadership Community
 - Alumni and Friends
 - Donations and Grants



Reach

- Asia
- Europe
- North America
- Network Associates
- www.ccl.org

Advancing the Understanding of Leadership

Advancing the understanding of leadership is one of the three pillars of our mission. The Center for Creative Leadership invests a significant portion of its revenues in leadership research, which provides the foundation of knowledge for the Center's activities.

Research and Innovation

The extensive research work at the Center continues to be the impetus behind the development of new practical leadership tools for individuals and organizations. And likewise, what is learned in the classroom fuels new, timely and cutting-edge research.

The Center continues to work on several large-scale research projects to develop knowledge and expertise in three major areas: Individual Leader Development, Global Leadership and Diversity and Groups, Teams and Organizations.

CHOICES AND TRADE-OFFS BROADENS SCOPE

Originally designed to develop a better understanding of the dilemmas high-achieving women face in defining and shaping their careers, the scope of the Choices and Trade-offs project has broadened to include work/life issues for men as well as women. This research is concerned with improving our understanding of the relationships between multiple life roles and work outcomes. Preliminary results suggest that a commitment to family roles has more benefits than costs for managers in terms of psychological well-being and work performance.



KEY LESSONS OF POLITICS EXPLORES POLITICAL BEHAVIOR IN WORKPLACE

Launched in September 2004, Key Lessons of Politics was initiated to develop a better understanding of effective political behavior in the workplace by examining the relationships between the political climate in organizations, individual political skills and leadership effectiveness.

In November, data collection began in two Center programs, the Women's Leadership Program and Leadership Development Program (LDP)[®].

LEADERSHIP ACROSS DIFFERENCES PROJECT LOOKS AT RACE, RELIGION, GENDER AND CULTURE

Since the launching of the Center's Leadership Across Differences (LAD) research initiative in 2001, the project has expanded to address effective leadership strategies in the face of racial, religious, gender, ethnic and cultural differences. The LAD project is organized into four stages and involves a diverse team of CCL faculty working in collaboration with U.S. and international researchers. This past year the team submitted a symposium entitled "Leadership Across Differences: A Three-Country Comparison" to the 2005 Academy of Management Conference.

SUPPORT: The Center is actively seeking philanthropic support to carry out the projects on our learning agenda. If you are interested in supporting any of the projects highlighted here, please contact Lynn Fick-Cooper in the Center's Development Office at fickl@leaders.ccl.org or +1 336 286 4051.

EMERGING LEADERS RESEARCH UNCOVERS GENERATIONAL MYTHS

In May of 2004, the Center's Emerging Leaders: Revolution, Evolution or Status Quo research study began data collection focused in Europe followed by data collection focused in Asia. The study looks at values and behaviors among three generations of managers and leaders. Results from phase one, which took place primarily in the U.S., show that many deeply held beliefs about generational differences are based on myths. Values such as respect and ambition seem to be the same across generations, but the way those values are demonstrated may be very different.

CONNECTED LEADERSHIP PROJECT VIEWS LEADERSHIP AS A NETWORKED ACTIVITY

The mission of the Center's Connected Leadership Project is to establish a research-based practice across CCL aimed at developing leadership beyond the individual leader. The project framework sees leadership as a networked activity engaged in by people sharing work in a community or organization in order to set direction, gain commitment and create alignment. Project researchers combine traditional social sciences with action inquiry in collecting and understanding data from organizations and practicing leaders in the U.S. and around the world. Long-term connected leadership development initiatives are under way at a variety of organizations in sectors including healthcare, transportation, high-tech manufacturing and banking.

CCL PRESS RELEASES FOUR NEW GUIDEBOOKS

Our *Ideas into Action* guidebooks are a valuable resource for the practicing manager and cover a spectrum of core leadership issues. These guidebooks contain proven and practical actions for carrying out a specific development task or solving a specific leadership problem. Four titles were added this year to the 28-guidebook series.

- *Building Your Team's Morale, Pride, and Spirit*
- *Influence: Gaining Commitment, Getting Results*
- *Developing Your Intuition: A Guide to Reflective Practice*
- *Finding Your Balance*



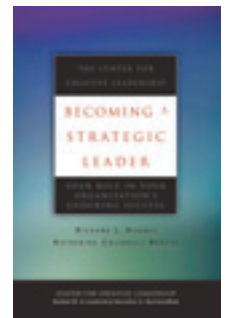
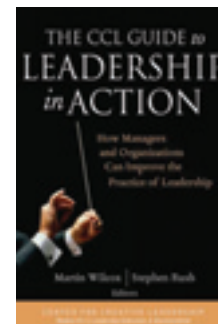
TITLES GO DIGITAL ON AMAZON.COM AND POWELLS.COM

In August 2004, sixty-one CCL Press titles were made available as digital publications through Amazon.com and Powells.com, the first and second largest distributor of e-books, respectively. In 2004, CCL licensed to Ugur Kariyer Merkezi Institute in Turkey the rights to translate, sell, and distribute 66 CCL Press publications. Fourteen *Ideas into Action* guidebooks were released in June. The remainder will be released over the next 12 to 18 months.

CCL/JOSSEY-BASS ALLIANCE PUBLISHES TWO BOOKS

Two books were published this past year through our alliance with Jossey-Bass. *The CCL Guide to Leadership in Action:*

How Managers and Organizations Can Improve the Practice of Leadership, a collection of articles from CCL's *Leadership in Action* magazine, gives readers expert advice on how to deal with the challenges that leaders face every-day. *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success*, based on the insights gained from nearly 1,000 managers and executives, illustrates how to develop and practice leadership skills with strategic intent.



The alliance also produces a bimonthly magazine, *Leadership in Action*, that shares practical knowledge gained in the course of CCL's education and research activities.



Advancing the Practice of Leadership

A core component of the Center for Creative Leadership's mission is to advance the practice of leadership. We do this through a variety of activities focused on sharing our knowledge and building leadership networks.



Leadership Community

CREATIVE LEADERSHIP COUNCIL IS EXCLUSIVE GROUP OF LEADERS

The Creative Leadership Council (CLC), including more than 50 senior decision-makers from 21 companies, is a network of leaders who share the Center's belief in the pivotal importance of leadership in a world of inevitable change. The organizations that form this exclusive group have opportunities to share leadership practices while they help underwrite the Center's research, publishing and scholarship programs through their philanthropic support.



The Americas and European chapters of the Council convened several times over the past year to explore important and emerging leadership issues — such as developing leadership talent and re-examining the basic questions of leadership development — through presentations and roundtable discussions. Wilh. Wilhelmsen, SC Johnson and the Irish Management Institute hosted the Council meetings in Europe and North America.

This year, the CLC welcomed new members ABN AMRO Bank NV to both the Americas and Europe chapters, Accenture to both the Americas and Europe chapters, AXA Financial to the Americas chapter, the Institute of Public Health in Ireland to our Europe chapter and U.S. Trust to the Americas chapter.

To learn more about the Creative Leadership Council in the Americas or Europe, contact Sue Simmons, Corporate Relations Manager, at +1 336 286 4014 or via e-mail at simmonss@leaders.ccl.org.

CLC-Americas Members

ABN AMRO Bank NV*
 AXA Financial
 Accenture*
 American Express
 Bristol-Myers Squibb Company
 Capital One Services, Inc.
 Chubb Group of Insurance Companies*
 CTS Corporation
 General Mills, Inc.
 Novartis Corporation*
 Prudential Financial
 SC Johnson
 State Farm Insurance Company
 Syngenta*
 U.S. Trust Corporation
 Verizon*
 Whirlpool Corporation
 Wilh. Wilhelmsen*

CLC-Europe Members

ABN AMRO Bank NV*
 Accenture*
 Chubb Insurance Company of Europe*
 Institute of Public Health in Ireland
 Novartis AG*
 Scottish Leadership Foundation
 Swiss Re
 Syngenta*
 Verizon*
 Wilh. Wilhelmsen*

*Indicates membership in both Americas and Europe chapters.



PETER SENGE HEADLINES FRIENDS OF THE CENTER LEADERSHIP CONFERENCE

The Center's community of alumni, donors and friends gathers annually in North America to explore new ideas on leadership development, examine today's leadership challenges and network with peers, mentors and thought leaders at the *Friends of the Center Leadership Conference*.

The sixth annual conference was held in Oak Brook, Illinois. It featured several thought-provoking speakers, including Peter

Senge, author of the widely acclaimed book *The Fifth Discipline: The Art and Practice of the Learning Organization*; Tony Schwartz, an authority

on performance and co-author of *The Power of Full Engagement*; Elliott Masie, head of The Masie Center and a leading thinker on technology and learning; Rita Gunther McGrath, an associate professor at Columbia Business School and co-author of *The Entrepreneurial Mindset*; and Ancella Livers, a CCL faculty member and co-author of *Leading in Black and White*. Sponsors included Pearson Reid London House, CPP, Inc., FedEx, Xerox, PianoOne, Nestle, American Express and General Mills.

DUBLIN SITE OF FRIENDS OF THE CENTER EUROPEAN FORUM

In May 2004, CCL hosted the third *Friends of the Center European Forum* in Dublin, Ireland. *Maximising Today While Masterminding Tomorrow: The Dual Roles of Today's Leaders* was the theme of the forum.



Speakers included Dr. Edward de Bono, author of more than 70 books on thinking and creativity; Jim O'Hara, vice president, Intel Ireland; Dame Rennie Fritchie, a leading public official, author and consultant; Nigel Barlow, an agent provocateur, author, coach and inspirational consultant; and Lily Kelly-Radford, CCL's vice president of global leadership development. IMI and OPP® Limited were forum sponsors.



Association for Managers of Innovation

The Association for Managers of Innovation (AMI) is a community of practice of managers of innovation who are committed to fostering and leveraging creativity and innovation in organizations and for society. The AMI community, which recently celebrated its 25th year, identifies leading edge innovation, shares experiences, sponsors research and recognizes innovation. This close-knit network of innovation practitioners encompasses some 40 members from a broad span of organizations, including:

- | | |
|---------------------------------------|--|
| Alcoa | Johnson & Johnson |
| American Bank of Commerce - Colorado | Kraft Foods |
| Armstrong World Industries | McNeil Consumer Healthcare |
| Bank of Montreal (Canada) | Milliken & Company |
| Bayer Corporation | Prochaska and Company |
| Borg Warner | Procter & Gamble |
| Center for Creative Leadership | SC Johnson |
| Cisco Systems | San Jose Police Department |
| Design Continuum | Science Applications International Corporation |
| EDS | Stetson University |
| Energizer Battery Co. | The School of Innovators |
| experience it inc. (Canada) | The Timken Company |
| Future of Health Technology Institute | The Virtual Thinking Expedition Company |
| GlaxoSmithKline | The Voice People (UK) |
| Greensboro Radiology | U. S. Borax, Inc. |
| Hibernian General Insurance (Ireland) | WWF (Sweden) |
| Hills Pet Nutrition | Walgreens |
| Idea Connections | Weyerhaeuser |
| Intellectual Assets, Inc. | YMCA of the USA |
| JH Research USA | |

2004 UK LEADERSHIP FORUM SPOTLIGHTS GLOBAL RESEARCH

CCL-Europe established the UK Leadership Forum in the fall of 2002. This bi-annual event connects individuals who are passionate about leadership development and creates an opportunity for CCL's extensive global research and practice to be discussed in the company of peers. In May 2004, executives gathered to hear and discuss the latest research on emerging leaders. Executives convened again in September for a presentation on the topic of *Influential Leadership: Gaining Commitment, Getting Results*.

CENTER FACULTY AND STAFF PRESENT AT HOST OF CONFERENCES

During the past year, CCL faculty and professional staff presented at numerous professional conferences around the world. In the

United States, these included the Society for Industrial and Organizational Psychology (SIOP) annual meeting, where senior program associate Kerry Bunker presented *Developing Executives for Extraordinary Times*. At the American Society for Training and Development (ASTD) annual conference, enterprise associates Patricia O'Connor and Chris Ernst presented *Exploring Connected Leadership: Frameworks and Tools for Developing Organizational Capacity*. Internationally, CCL President John Alexander presented on entrepreneurial leadership in Singapore and on the challenges and potential of diverse workforces at the ASTD Global Conference in Cape Town, South Africa. Lily Kelly-Radford, CCL's vice president of global leadership development, presented *Choices, Tradeoffs and Techniques for High-Achieving Women* at the Riga Women Business Leader's Summit in Latvia. In Udaipur, India, Michael Jenkins, managing director of CCL-Asia, and enterprise associate Meena Wilson presented *Leadership: The Vital Link* at the CEO Roundtable.

The Center recognizes excellence and innovation through a variety of awards.

CENTER-SPONSORED AWARDS

Walter F. Ulmer Jr. Applied Research Award

Edwin P. Hollander was the recipient of the 2004 Walter F. Ulmer Jr. Applied Research Award. Dr. Hollander has been a Distinguished Professor of Psychology at Baruch College and the City University of New York Graduate Center since 1989 and was granted Emeritus status in 1999. Dr. Hollander's research seeks an understanding of follower expectations and perceptions of leaders, and the consequences to their relationship.

The Ulmer award is designed to stimulate outstanding field research and its creative application to the practice of leadership. The award is named in honor of Walter F. Ulmer Jr., retired president of the Center.

Leadership Quarterly Award

In 2004, a paper written by Boas Shamir was selected for the Leadership Quarterly Award. A professor at the Hebrew University in Jerusalem, Shamir's paper was titled, "Follower Developmental Characteristics as Predicting Transformational Leadership: A Longitudinal Field Study." Shamir presented his award-winning paper at the Center in November 2004. Dr. Shamir received his Ph.D. from the London School of Economics and Political Science.

A joint award for best paper is annually presented by the Center and The Leadership Quarterly. The award includes a citation, cash award and an invitation to visit CCL.

Kenneth E. Clark Student Research Award

Marie T. Dasborough was named the 2004 Kenneth E. Clark Student Research Award winner. Her paper, "Cognitive Asymmetry in Employee Affective Reactions to Leadership Behaviors," looks at the relationship between leaders and how they shape workplace affective events. Dasborough is a Ph.D. student at the UQ Business School at the University of Queensland in Australia.

The Kenneth E. Clark Student Research Award recognizes outstanding unpublished papers by undergraduate and graduate students. The award is named in memory of Kenneth Clark, distinguished scholar and former president of the Center.

SUPPORT: The Center has designated funds established to receive contributions in support of the Walter F. Ulmer Jr. Applied Research Award and the Kenneth E. Clark Student Research Award. These funds help underwrite the costs associated with each award. We gratefully acknowledge the many contributions made to support these award programs (see pages 14 - 15). If you are interested in supporting any of these awards, please contact Lynn Fick-Cooper in the Center's Development Office at fickl@leaders.ccl.org or +1 336 286 4051.

Skaug Receives Distinguished Alumni Award

Prominent Norwegian business executive Ingar Skaug was the recipient of the Center's sixth annual Distinguished Alumni Award. Skaug is president and group chief executive officer of Wilh. Wilhelmsen, a world leader in the shipping industry. Based in Lysaker, Norway, the company employs 18,000 people and has offices in 60 countries. Under Skaug's guidance, Wilh.



Wilhelmsen has instituted many pioneering leadership practices related to employee empowerment, diversity, environmental responsibility and innovation.

Few executives have had the weight of

leadership thrust upon them as swiftly and completely as Skaug. In 1989, the entire leadership team of Wilhelmsen Lines — a subsidiary of Wilh. Wilhelmsen — was killed in a plane crash on the way to a ship-naming ceremony. Skaug, who at that time was heading Scandinavian Airlines System (SAS) in Norway, was recruited as Wilhelmsen Lines' new managing director.

"When it comes to empowering a workforce, Ingar Skaug is an innovator," CCL President John Alexander said. Skaug attended CCL's Leadership at the Peak program in 1993, currently serves on the Center's Board of Governors and is the first European to receive the award.

The Center for Creative Leadership Distinguished Alumni Award was established in 1999 to honor the accomplishments and continuing growth and development of individuals who have participated in its leadership development programs.

Educator Named Visiting Fellow

Ellie Weldon, a longtime teacher of leadership and its strategic implications, was selected by CCL as the 2004 H. Smith Richardson Jr. Visiting Fellow. Weldon, who travels to China several times a year to teach in the e-MBA program at Beijing University, holds a Ph.D. in industrial/organizational psychology from Ohio State University.

In 1990, as part of a U.S. Department of Commerce program, she visited China for the first time to teach a course on human resources management to a group of Chinese managers. In 1996, Weldon began teaching at the Hong Kong University of Science and Technology, where she stayed for four years.



During her yearlong fellowship she plans to help CCL establish a research agenda in China by identifying promising topics as well as individuals and organizations in the country that might partner with CCL on that work.

The H. Smith Richardson Jr. Visiting Fellow program is made possible through an endowed fund created to provide Center fellowships to thought-leaders and practitioners in the leadership development field. These Fellows spend time in residence at the Center working on projects to advance knowledge in the field and to connect theory and practice. They interact with our clients, staff, Board and friends in the communities we serve. The program is named in honor of the late Smith Richardson Jr. — the Center's first chairman of the Board of Trustees, longtime chairman of the Smith Richardson Foundation, Inc., and chairman of the board of Richardson-Vicks, Inc. — who was an enthusiastic supporter of real-world research that practicing leaders could use.

Van Velsor Joins the Ranks of Senior Fellows



Ellen Van Velsor, a 22-year veteran of CCL and Group Director for Individual Leadership Development in Research and Innovation, was named a Senior Fellow — the highest honor bestowed on a staff member. During her tenure at CCL she has contributed significantly to the Center's body of knowledge and to its application in the classroom and other venues. Van Velsor is co-editor of *The Center for Creative Leadership Handbook of Leadership Development* (1st and 2nd editions) and is frequently published and quoted in both the popular press and professional journals.

Advancing the Development of Leadership

Strengthening leadership capacity and offering high-quality leadership development to organizations and individuals is an essential part of CCL's mission. Through our open-enrollment programs, customized services and assessments, we strive to work across all sectors of society to create a better world through better leadership.

LEADERSHIP DEVELOPMENT PROGRAM (LDP)[®] ADDS FRIDAY5[®] AS FOLLOW-UP

In early 2005, the Center strengthened its premier Leadership Development Program (LDP)[®] by including a 10-week period of structured follow-through and coaching in order to extend learning beyond the classroom and back to the workplace. The new follow-up process utilizes a web-based tool called Friday5[®], which helps LDP participants sustain and build on their program experience and convert their learning into action. The system allows participants to update their goal achievements, request feedback from their CCL coach, share their learnings with other LDP participants and access CCL research and publication content.

STRATEGIC LEADER PROGRAM UNDERGOES REVISIONS TO ENHANCE EFFECTIVENESS

In September, facilitators for the Developing the Strategic Leader program implemented several changes designed to enhance the program's effectiveness. Participants now conduct a pre-program interview with their boss and one other senior leader to help them gain information for facilitating strategic processes in the workplace. A new team exercise allows participants to practice creating and implementing strategies for achieving the



objectives of a fictional company. And the one-on-one feedback sessions are now conducted earlier in the week, giving managers additional time to focus on creating development goals to enhance their strategic leadership abilities.

LEADERSHIP AT THE PEAK GOES PAPERLESS

In 2004, Leadership at the Peak began transitioning to a paperless program. During the program, participants used individual computers to access a piloted CD-ROM containing a major portion of the program materials.

"I had heard that participation in the program would be a 'life-changing event,' and I was suspicious — but it was true!"

- Susan Jayne
Director of Talent, DSC Logistics
Leadership Development Program alumna

CATHOLIC HEALTHCARE PARTNERS ALIGNS WITH CENTER TO DEVELOP HIGH-POTENTIAL EXECUTIVES

Like many organizations today, Catholic Healthcare Partners (CHP), one of the largest not-for-profit health systems in the U.S., is acutely aware of the complex challenge in developing leadership practices across the organization that demonstrate and leverage the organization's mission. To build a team of next generation, mission-oriented leaders, CHP partnered with the Center to design a developmental process for high-potential executives known as the Leadership Academy. The pilot run of the Leadership Academy was completed in the spring of 2003 and a second run was launched in 2004. The Academy model has been viewed as a breakthrough in terms of process design throughout the organization, and at least one other major Catholic healthcare system has replicated it.

CENTER TRAINS MORE THAN 1,000 XEROX MANAGERS

Over the past seven years, the Center has been a partner in addressing Xerox's broad leadership needs. The Center has worked with Xerox Corporate, Xerox North America (XNA) and Xerox Europe on a number of different custom programs. Since the partnership began, more than 1,000 managers have participated in CCL-delivered leadership development initiatives. In 2005, Xerox plans to partner with CCL in the delivery of more than 10 different programs impacting more than 350 Xerox leaders at many levels throughout the organization.

UNITED STATES POSTAL SERVICE (USPS) AND CCL COLLABORATE ON NEW CURRICULUM COMPONENT

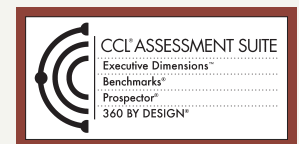
This past year brought a new dimension to the long-standing and valued relationship with the United States Postal Service. After an intensive period of discovery, customized design and planning work, CCL launched Component II of the USPS executive development curriculum. The purpose of *EDP Component II: Connected Leadership* is to build leadership capacity at USPS to address current and future complex challenges of the organization's ongoing transformation efforts. This capacity is being built, in part, through the development of four core leadership capabilities: engaging across boundaries, leading from an integrated understanding of the organization, shifting focus from internal environment to external environment and bringing the best of self to USPS. To date, three pilot groups have been launched, involving 99 executives, comprising 20 action learning leadership teams. This collaborative effort between CCL and USPS is one illustration of CCL's increasing involvement in the design and delivery of organization-level leadership development services, which extend and complement the individual-level services CCL offers.

CENTER PROVIDES LEADERSHIP DEVELOPMENT TO UNITED STATES MILITARY

For the fourth consecutive year, the Center provided leadership development curriculum to the U.S. Navy's newly designated admirals and senior executive service. A newly designed two-week program was presented in October 2004 at the National Conservation Training Center in West Virginia. More than 200 U.S. Air Force colonels, GS-15s and chief master sergeants attended the U.S. Air Force Senior Leadership course. Recently, the Air Force and CCL began working on a newly designed program to be offered at Maxwell Air Force Base to all attendees of the Chief Master Sergeant course, approximately 600 individuals annually. The U.S. Army also sponsored a key leadership program for high potential officers and civilians.

New Assessment Suite Launched in 2004

CCL believes that assessment is a necessary and effective starting point for learning, growth and change — serving as both a catalyst and a map for change. The Center offers a suite of developmental tools for assessment and learning support to help organizations implement highly effective leadership development initiatives. In the past fiscal year, more than 100,000 Center assessments, which have been translated into nine languages, were distributed worldwide.



In November 2004, the Center introduced the CCL Assessment Suite, a group of four research-based 360-degree assessments designed to help organizations create a common leadership language and consistent feedback process throughout the organization. The suite, which includes Executive Dimensions™, Benchmarks®, Prospector® and 360 BY DESIGN®, offers an organization flexible and user-friendly tools designed specifically to address the needs of all levels of personnel. Human resource and development professionals can now become certified to facilitate all four instruments during an interactive two-day workshop offered by the Center. The Assessment Certification Workshop, which enables participants to gain hands-on experience delivering, receiving and observing the 360-degree feedback process, replaces the former Benchmarks Certification Workshop and now includes components such as pre-program modules on CD-ROM.

New online versions of Prospector® and Executive Dimensions™, both part of the Assessment Suite, were released in October to coincide with the new Assessment Certification Workshop. Both are now available online and include a feedback report format similar to the Benchmarks® report.

CCL, FAIRFAX SCHOOLS JOIN TO TRAIN NEW LEADERS

In the mid-1970s, Fairfax County, Virginia, began experiencing a tremendous population boom, with the public schools growing at the rate of 6,000 students per year. As was inevitable, three decades later the school district faced the impending retirement of a large majority of its most experienced leaders. The challenge was to accelerate the development of a new generation of administrators, teacher leaders and other key personnel for the Fairfax Public Schools system.

Fairfax partnered with CCL's Education Sector to develop and prepare a new generation of key personnel for the school system. When it became evident that additional funding would be required, Fairfax officials leveraged CCL's global reputation for excellence and won a series of renewable grants as part of the Wallace Foundation's national LEAD initiative.

CCL HELPS ENHANCE EDUCATIONAL LEADERSHIP PRACTICES

In May 2004, the Center's Education Sector faculty presented a three-day program for directors of the Leadership for Educational Achievement in Districts (LEAD), a \$27 million program funded by the Wallace Foundation to assist 12 high-need school districts nationwide in reforming leadership practices and improving student learning. The Center currently works with one of the school districts in the initiative and, as a result of the May program, will begin providing leadership training with two additional LEAD school districts.

CENTER RECEIVES GRANT TO TRAIN NONPROFIT LEADERS

In September, the Center received a \$10,000 grant from the Tannenbaum-Sternberger Foundation to fund training for leaders of local nonprofit groups. The gift supports the Greensboro Leadership Fund, which was established in the fall of 2000 by CCL and the Weaver Foundation to support training and development for local nonprofit executives. The gift will be matched by CCL with tuition reductions. Since its establishment, the fund has also been supported by the Cemala Foundation. To date, the Greensboro Leadership Fund has allowed CCL to train 55 local nonprofit leaders from such organizations as the Greensboro chapter of the American Red Cross, the United Arts Council and UNC-Greensboro.

CCL-EUROPE EXPANDS WORK

CCL-Europe continues to play a pivotal role in increasing the leadership capabilities of individuals and organizations throughout Europe, offering a range of services including open-enrollment and custom programs, assessments, networking opportunities and research partnerships. In 2004, CCL-Europe extended its project-based partnerships to three new organizations to market and promote CCL open-enrollment programs: the Instituto Liderazgo in Spain, Intersource in Poland, and Iventa in the Czech Republic. These partnerships extended our reach into Central and Eastern Europe.



CCL and Institute of Public Health of Ireland Design and Deliver Customized Program

The Institute of Public Health in Ireland (IPH) was established to promote collaboration for public health between Ireland and Northern Ireland. A crucial part of IPH's vision is the leadership development of a wide range of professionals who are responsible for tackling inequalities in health. As part of a 24-month initiative, CCL-Europe collaboratively designed and delivered a customized program which has been attended by a total of 75 practitioners so far. Following an external evaluation, the CCL program was praised as the cornerstone of the initiative. Key outcomes have included enhanced cross-border relationships and learning as well as increased personal and organizational effectiveness.

CCL-Europe Lends Expertise to EXPAND, a Global Leadership Development Program

In March 2004, the Corporate Business Academy of EADS (European Aeronautic Defence and Space), the second largest aerospace company in the world, invited CCL-Europe as well as a number of top business school professors to participate in EXPAND, a global leadership development program. EXPAND aims to refine core leadership skills (people, self and organization), strengthen strategic thinking skills and foster the global mindset of a select group of current and next generation executives within EADS. Each year, approximately 80 of these executives attend the 13-month process, which combines online assessments, e-learning sessions and remote teamwork with three face-to-face modules. The first module, designed and delivered by CCL, emphasizes key leader and team behaviors needed to achieve results as a global leader. At EADS' request, CCL co-facilitates modules in business skills and mindset. This unique opportunity allows for a simultaneous focus on both the "hard" and the "soft" skills of effective leadership within EADS.

CCL-ASIA EXTENDS REACH

Since formally opening its Singapore campus in February 2004, CCL-Asia has extended its reach throughout the region, strengthening its roster of custom clients and conducting its first open-enrollment program. The campus has also increased the size of its staff and added to its pool of adjunct instructors and feedback coaches to help keep pace with rising demand for CCL's services.



The Center's custom clients in Singapore during the past year included the nation's Economic Development Board, GlaxoSmithKline and Merck. In Malaysia, CCL-Asia worked with Bank Negara Malaysia and the International Center for Leadership in Finance. Other significant initiatives included working with Kohler in China and the Tata Group in India.

In March, CCL-Asia debuted its open-enrollment programs in Singapore by offering the flagship Leadership Development Program (LDP)[®]. Additional runs of LDP and other open-enrollment programs will occur regularly in the future.

CCL staff traveled extensively throughout Asia, presenting at high-profile conferences and building a network of friends and prospective clients. Those efforts will continue in the coming year as CCL-Asia expands its work with organizations in Australia, China, Hong Kong, India, Japan, Korea, Malaysia, Singapore and Thailand.

Singapore Government Utilizes Center's Expertise

In 2001, the government of Singapore established the FIREfly program to recruit and develop officers for its Ministry of Trade and Industry, the nation's main driver of economic growth. The program offers a comprehensive developmental experience, including challenging job assignments, coaching and networking opportunities. A key aspect of the program involves cultivating the leadership skills of participants. CCL designed and continues to deliver the leadership development component of FIREfly, using 360-degree feedback instruments to provide a portrait of individuals' strengths and weaknesses and to help create customized developmental plans for young officers. Government officials have praised CCL's contribution to the FIREfly program, which has emerged as one of the most sought after opportunities by top students in Singapore.

Network Associates

The Center is able to expand its global reach through network associates who are licensed to offer one or more of our programs to the public or to managers within their organizations. Sixteen network associates spanning six countries are currently licensed by the Center.

Canada School for Public Services
(formerly called Canadian Centre for Management Development)
Ontario, Canada

U.S. Government
Washington, District of Columbia, U.S.A.

Defense Acquisition University
Ft. Belvoir, Virginia, U.S.A.

Eckerd College, Leadership Development Institute
St. Petersburg, Florida, U.S.A.

FGI
Omaha, Nebraska, U.S.A.

JMA Management Center, Inc.
Minato-Ku, Tokyo, Japan

Melbourne Business School
Mt Eliza
Centre for Executive Education,
Mt Eliza, Victoria, Australia

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Singapore

Rensselaer at Hartford
Hartford, Connecticut, U.S.A.

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San Antonio, Texas, U.S.A.

Technologia Administrativa, Moderna SC
Mexico City, Mexico

The Leadership Development Center
Bradley University,
Peoria, Illinois, U.S.A.

The Niagara Institute
Ontario, Canada

Union Pacific Railroad
Omaha, Nebraska, U.S.A.

National Leadership Institute
University of Maryland University College,
Adelphi, Maryland, U.S.A.

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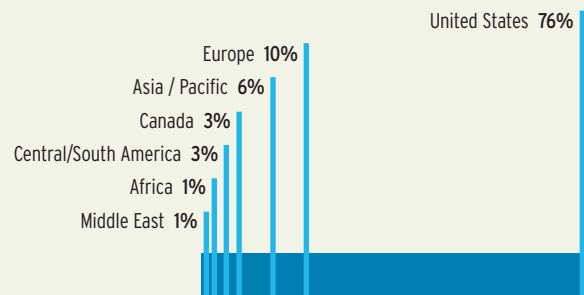
Exercising International Reach

CCL-North America – Headquartered in Greensboro, North Carolina, the Center's work in North America is anchored by two other training facilities in Colorado Springs, Colorado and San Diego, California.

CCL-Europe – For 15 years, CCL-Europe has brought the Center's three decades of research and learning into the European context. Headquartered in Brussels, Belgium, CCL-Europe draws trainers and participants from many countries, enabling a truly global experience.

CCL-Asia – The Center has been delivering programs in Asia since the 1970s. The increased importance of Asia in the world economy and the central role played by Asian managers – as a result of global expansion and integration – provided the impetus for the establishment of the Center's Asia campus based in Singapore.

We served people from 128 countries in 2004-2005.



Supporting CCL

Honor Roll of Donors to the *Friends of the Center* General and Special Funds

Gifts designated to specific funds are indicated by symbols. Refer to the *Friends of the Center* Special and Designated Funds list for specific fund description. Please note that the members of the *John W. Red Jr. Circle* are those special donors who have given cumulative gifts of \$10,000 or more to support the Center's mission.

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Smith Richardson Foundation

Leadership Legacy Society

(Planned Gifts)

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Joseph Carroll
Karen McNeil-Miller
Margaret Waddington, M.D.

Red Circle

(Lifetime Membership - cumulative gifts of \$10,000+)

James and Mary Bruce
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Peter L. Richardson
Stuart (Dick) Richardson
Melvin Sorcher
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(\$25,000+)

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Robert Wood Johnson Foundation

Leadership Circle

(\$10,000 - \$24,999)

INDIVIDUALS

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Michael M. Lombardo

ORGANIZATIONS

F.M. Kirby Foundation, Inc.
JMA Management Center, Inc.
Progress Energy Service Company
Recruit Co., Ltd.

G Tannenbaum-Sternberger Foundation

Friends' Society

(\$5,000 - \$9,999)

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Marc Noel
Peter Richardson
Stuart (Dick) Richardson
Sherwood Smith

Sustainers

(\$1,000 - \$4,999)

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Jennifer Martineau, *in honor of Ellen Van Velsor*

F Brenda McManigle

T K W Lt. Gen. & Mrs. Walter Ulmer

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The Broadmoor

Corn Products International

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(\$250 - \$499)

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Special Support

The support of these individuals and organizations, which provided the Center with material gifts or services on a pro bono or reduced-fee basis, is gratefully acknowledged:

- Barbara Demarest
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- Melodie Howard
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- Winn Legerton
- Patty Ohlott
- Lyndon Rego
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- Meena Wilson
- John Wiley & Sons Inc.
- Whirlpool Corporation

The *Friends of the Center* Leadership Conference, held in Oak Brook, Illinois in the fall, and the *Friends of the Center* European Forum held in Dublin, Ireland in the spring, would not have been possible without the generous contributions (both monetary and material gifts) made by the following organizations:

- American Express One
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- FedEx
- General Mills
- IMI
- Nestle
- OPP® Limited
- Pearson Reid London House
- PianoOne
- Xerox

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- C** Center Staff Knowledge Management & Dissemination Fund
- T** Thomas F. Bridgers Jr. Center Development Fund
- D** David P. Campbell Creativity & Artistry Fund
- K** Kenneth E. Clark Research Award Fund
- F** Francis H. Freeman Reference Collection Fund
- G** Greensboro Leadership Fund
- H** H. Smith Richardson Jr. Visiting Fellowship Fund
- W** Walter F. Ulmer Jr. Applied Research Award Fund
- L** Leadership for a Changing World Scholarship Fund

See full fund descriptions at www.ccl.org/specialfunds

Message from the CFO

The Center continued a trend of steady growth across its portfolio of offerings during the 2004 – 2005 fiscal year. Those gains resulted in a solid eight percent increase in overall revenues, up from the seven percent growth we posted in our previous fiscal year.

We made significant progress on many key organizational objectives, all of which support our commitment to better serving our constituents. The Center extended its reach in Europe and Asia, tapping into new markets and strengthening our position in those areas where we already have a presence. On the research front, we focused particularly on building our expertise in leadership development for groups, teams and organizations. We also bolstered our array of programs, products and services, including the adoption of a follow-up system that will help participants in our flagship Leadership Development Program (LDP)[®] put their new knowledge into action in the workplace.

As the Center begins a new fiscal year, philanthropic support, in the form of individual contributions and research funding, remains critical to our success as a nonprofit organization. We thank you for your support in this regard, and we look forward, with your help, to the challenge of enhancing our operations and increasing our impact in the year ahead.



Sincerely,

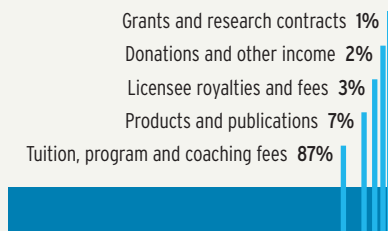
A handwritten signature in black ink that reads "Bradley E. Shumaker". The signature is written in a cursive style.

BRADLEY E. SHUMAKER

Vice President and Chief Financial Officer

FINANCIAL HIGHLIGHTS

DISTRIBUTION OF OPERATING REVENUE 2004 - 2005



Total operating revenue 2004 - 2005 \$66 million

ALLOCATION OF OPERATING EXPENSES 2004 - 2005



Scholarships

In 2004 - 2005, the Center funded 226 scholarships at a value of nearly \$1 million for leaders of nonprofit organizations to attend CCL educational programs. The following are some of the organizations that received CCL scholarships.

American Red Cross
 ASPCA
 Big Brothers & Sisters of America
 Calderon Hispanic Marketing
 Carnegie Mellon University
 City of Seattle
 Compassion International
 Dynamic Healthcare Solutions
 INROADS
 Institute of Public Health in Ireland
 LawMedia
 Mercy Corps
 Mujeres Latinas en Accion
 National Crime Prevention Council
 National FFA Organization
 National Hospice & Palliative Care
 National Public Radio
 Ohio Department of Education
 R.A.I.N.
 Robert Wood Johnson Foundation
 SageQuest
 SHRM
 State of Minnesota
 Truman Foundation
 U.S. Golf Association
 United Theological Seminary
 United Way
 University of Utah
 Victoria Theatre Association
 XACBANK
 Yosemite National Institute

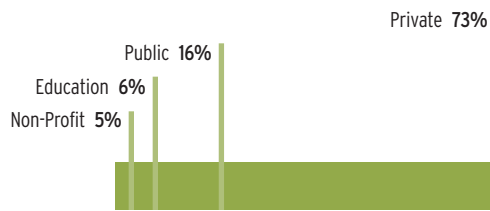
Organizations Served

The Center works with a wide range of organizations, from Fortune 500 companies to government agencies to nonprofit and educational institutions. This year we collaborated with more than 2,000 organizations to help meet their leadership and management development goals.

The following is a sample of the client organizations the Center worked with in 2004 - 2005.

ABLOY Group	General Dynamics	South Carolina Department of Education
Alstom Power	GlaxoSmithKline	Syngenta
American Red Cross	Hillenbrand Industries	United States Air Force
Bayer Corporation	Knowledge Learning Corporation	United States Army
Beeches	Mercedes-Benz	United States Navy
Catholic Healthcare Partners	Methanex Corporation	United States Postal Service
DaimlerChrysler AG	Motorola, Inc.	Unilever
Duke University	Pfizer, Inc.	University of Calgary
EADS (European Agency for Defence Systems)	Prudential Insurance Company	Wells Fargo
Fairfax County Public Schools	Rabobank Group	Women in Cable and Telecommunications
Federal Reserve Bank of Richmond	The Ryland Group	Xerox
Fortis N.V.	SC Johnson Company	YMCA of the USA
	Sonoco Products Company	

PARTICIPANTS BY SECTOR



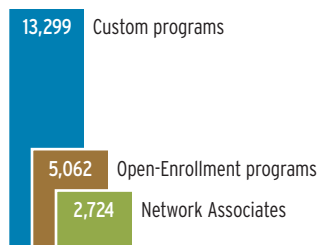
ORGANIZATIONS SERVED BY SECTOR



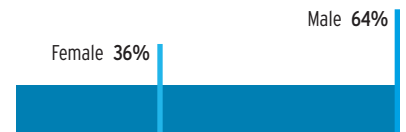
Individuals Served

At the Center, we recognize that leadership development is crucial for individual and organizational success. Last year, CCL programs reached more than 21,000 individual leaders.

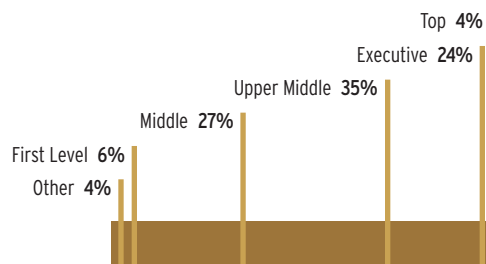
NUMBER OF PARTICIPANTS



GENDER



LEVEL IN ORGANIZATION



Governance

“The task of the creative leader is to envision and bring about changes which have beneficial long-term consequences not only for his or her part of the organization but for the organization as a whole, and the total society of which that organization is a part.”

- **Bob Dorn**
Creator of the Center's Leadership Development Program (LDP)[®]

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1981 – 1985

WALTER F. ULMER JR.
1985 – 1994

ROBERT J. LEE
1994 – 1997

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IMD International

2003: MICHAEL FULLAN
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University of Toronto

2002: SHALOM SCHWARTZ, PH.D.
Professor, Department of Psychology
Hebrew University of Jerusalem

2001: KATHY KRAM, PH.D.
Professor, Organizational Behavior
Boston University School of Management

2000: JAY CONGER, PH.D.
Professor, Organizational Behavior
London Business School

DISTINGUISHED ALUMNI AWARD WINNERS

2004: INGAR SKAUG
President and Group Chief Executive Officer
Wilh. Wilhelmsen

2003: MAJOR GENERAL JAMES DOZIER
U.S. Army Retired

2002: NANCY L. SNYDERMAN, M.D.
Vice President, Medical Affairs
Johnson & Johnson

2001: INEZ TENENBAUM
Superintendent of Education, South Carolina

2000: LLOYD D. WARD
Former CEO for the U.S. Olympic Committee
Former CEO of Maytag Corporation

1999: GEN. H. NORMAN SCHWARZKOPF
U.S. Army Retired

Center Work Recognized

Financial Times Survey Ranks Center for Creative Leadership Among World's Best in Executive Education

The Center was ranked among the top providers for executive education worldwide in a 2004 survey by the *Financial Times*. CCL is the only institution



focused exclusively on leadership education in the survey, placing it in the company of many of the world's elite business schools.

CCL was one of just a few international institutions to have both its open-enrollment and custom programs ranked among the Top 20 in the survey.

"The essence of leadership is how people continually reflect on 'why are we here?,' 'where are we trying to go?,' and 'how is this thinking guiding our day-to-day actions?' That's when the guiding ideas are alive. Otherwise, they're just a bunch of words on paper or plaques on the wall."

- Peter Senge
2004 FOCLC Keynote Speaker

NETWORK ASSOCIATE AWARDS

The Defense Acquisition University (DAU) was selected in 2004 for the American Society of Training and Development (ASTD) BEST Award, recognizing organizations that demonstrate enterprise-wide success or achievement. Additionally, DAU won the Brandon Hall Gold Medal Award for Excellence in e-Learning Best Practices for its Performance Learning Model.

TEAM International received an award for "Excellence in Training Programs" from the Associated Press in Mexico.

IN THE PRESS

Center faculty published research-based articles in leading management and training periodicals, including *Across the Board*, *Chief Learning Officer* and *Harvard Business Review*. CCL research and publications were referenced in *The Academy of Management Review*, *Personnel Psychology* and other important academic journals.

The Center also continued to serve as one of the media's foremost sources on leadership for topics ranging from succession planning to crisis leadership. During the year, the Center was cited or quoted routinely in articles that appeared in many influential U.S.-based publications, including *Entrepreneur*, *Fast Company*, *Fortune Small Business*, *The Christian Science Monitor* and *Inc.*

CCL's profile also continued to increase in the Asian and European press. The *Financial Times* ranked CCL among the world's top providers of executive education for the third straight year and also spotlighted the Center's foray into custom work in Asia. CCL-Asia's activities also attracted coverage in the *Asian Wall Street Journal*, *Straits Times* and leading human resource publications in Singapore. In Europe, *The Guardian* (United Kingdom) wrote about the Emerging Leaders research project, and CCL mentions also appeared in such publications as *Vacature* (Belgium).

Provenance

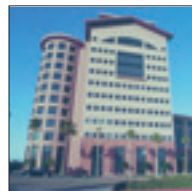
The Center for Creative Leadership is working to shape and fit the theories and ideas of the behavioral sciences with the practical concerns of managers and leaders. The Center as an institution remains something of a cross between a university business school and a research institute — serving as a clearinghouse for innovative ideas and techniques for creative leadership development and education.

Though negotiating the elements of this complex charter can be difficult, the rewards are rich when theory informs practice and deeper acquaintance with practice widens the compass of theory. Because of its unique faculty — a blend of talented, widely recognized behavioral scientists and creative training practitioners — the Center is able to conduct broad research into issues of leadership and development in complex organizations, while at the same time applying new knowledge in training programs to develop better managers and leaders. The inspiration for this unusual organization and its mission — to advance the understanding, practice and development of leadership for the benefit of society worldwide — came from H. Smith Richardson Sr., who was largely responsible for building the Vicks Chemical Company. His vision is shared and has been implemented by his son, H. Smith Richardson Jr., and grandson Peter Richardson. In the years after the elder Richardson had built Vicks from a one-drugstore operation into a major international corporation, his thoughts turned to the broad questions of how businesses can remain vital and continue to provide useful, innovative products and services through economic ups and downs, in the face of changes in the marketplace,

and in spite of the inevitable succession of management groups. He was particularly interested in this last issue. Many enterprises eventually fail, he deduced, because management sooner or later “loses the ability to recognize and adjust to new and changing conditions.” What organizations needed was not just leadership for the present and the near

future, but a kind of innovative leadership with a broader focus and a longer view. Such leadership would be concerned not with profits, markets and business strategies alone, but with the place of business in society. This sort of leadership would come from people, Richardson said, with “minds that could do cross-country thinking.” Only by taking into account the broader implications of decisions could a business remain stable and productive “throughout future decades and generations.” What was needed, he realized, was creative leadership. The dream of an independent institution devoted to the concept of creative leadership was realized with the founding of the Center for Creative Leadership in 1970. The Smith Richardson Foundation Inc. provided the initial financial underpinning and has been a generous supporter for more than 30 years. Today, our research and training programs are widely respected by scholars and professional managers alike. Every year, some 20,000 managers and executives, educators, government administrators, and community service and volunteer leaders attend our programs, and our publications, products and research initiatives reach a worldwide audience.

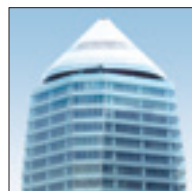
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CCL-EUROPE



CCL-ASIA



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The Center for Creative Leadership is committed to a policy of equality of opportunity for the admission of all students regardless of race, color, creed, sex, age, national origin, sexual orientation, or disability, and does not discriminate on any such basis with respect to its activities, programs or policies.

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CCL MILESTONES

- 2005**
The Center offers the Leadership Development Program (LDP)® as its first open-enrollment program in Singapore.
- 2004**
The *Financial Times* ranks the Center among the world's Top 10 providers of executive education open-enrollment programs for the third consecutive time.
- 2003**
For the third straight time, CCL ranks #1 in the world for leadership education in the biennial *BusinessWeek* Executive Education Special Report. The Center also ranks #4 for open-enrollment programs worldwide.

The *Financial Times* ranks the Center's open-enrollment programs fourth in the world among non-degree executive education providers. The Center is the only non-business school ranked among 45 prestigious schools including Harvard, Columbia and the London Business School.

The Center opens its Asia office in Singapore.
- 2002**
The *Financial Times* ranks the Center as one of the Top 10 non-degree executive education providers worldwide and places the Center first worldwide for customized training faculty and teaching materials.
- 2001**
For the second consecutive time, CCL ranks #1 for leadership education and #4 for customized programs in the *BusinessWeek* Executive Education Special Report.
- 2000**
The Center launches Leadership in the Context of Difference, a global initiative to develop a model of leadership effectiveness in organizations with diverse peoples and cultures.
- 1999**
The *BusinessWeek* Executive Education Survey ranks CCL #1 for leadership, #3 for innovation, #3 for customized programs and #5 in human resources. The Center is also ranked #7 overall – the only non-business school to crack the top 20.
- 1996/1997**
U.S. News and World Report ranks CCL in the top 10 non-degree executive education programs. CCL is cited by *The New York Times* as "one of the most respected in the field" with reference to leadership courses.
- 1995**
The Center celebrates 25 years and introduces *The African-American Leadership Program* and *Leadership and High-Performance Teams*.
- 1993**
A survey by *The Wall Street Journal* and *Bricker's International Directory* ranks two CCL programs – *Leadership at the Peak* and the *Leadership Development Program (LDP)®* – as #1 and #2 respectively, among the top leadership courses for executives.
- 1990**
The Center's European campus in Brussels is established.
- 1989**
Benchmarks®, the Center's pioneering 360-degree assessment tool, is launched commercially.
- 1988**
The Lessons of Experience, a publication outlining key developmental events for executives and the lessons that can be learned from them, becomes a CCL best-seller.
- 1987**
The Center releases *Breaking the Class Ceiling* – a pioneering publication based on CCL's women-in-leadership.
- The Center's San Diego location opens its doors.
- 1983**
The Center opens its Colorado Springs location.
- 1978**
A new behavioral simulation, *Looking Glass Inc.®* is launched.
- 1974**
The *Leadership Development Program (LDP)®* – CCL's flagship leadership course – is introduced.
- 1970**
The Center is founded as a non-profit educational institution focusing on leadership and leadership development.