



Assessment and Development Resources Selection Guide



Center for
Creative
Leadership

www.ccl.org



It's all about you ... and the decisions you make

It's about assessing the aptitudes of those around you so you can determine the best development possibilities. It's about pinpointing areas that can be enhanced through learning. It's about catalyzing your organization and unifying focus on growth, success and building creative leaders.

Sustain effective organizational leadership through an ongoing assessment, feedback and development process. Flexible and user-friendly, these tools address the leadership needs of all levels of personnel within the organization. Choosing the right assessment instrument isn't hard when you have the support of the Center for Creative Leadership (CCL®) – every step of the way.

Customized Services

We provide the following fee-based services to support and strengthen the impact of a CCL assessment initiative.

- › **Competency Mapping** - Develop the content of a customized 360 BY DESIGN® questionnaire or map organizational competencies to one of CCL's standard research-based assessments.
- › **Project Planning and Design** - Design an organizational process for implementing a 360-degree initiative, to maximize the impact of the experience.
- › **Facilitator Training** - Train organizational personnel to utilize one-to-one feedback sessions for a CCL 360-degree assessment to full advantage.
- › **Orientation Briefing** - Outline the process for assessment, feedback delivery and development planning and create buy-in for executive sponsors, participants and their raters.
- › **Feedback Facilitation Workshop** - Maximize impact by having CCL's highly-trained staff facilitate 360-degree feedback sessions for managers and executives.
- › **Development Planning Workshop** - Build upon the development planning started in the feedback workshop for managers and executives, guided by CCL staff.
- › **Report Analysis** - Receive in-depth analysis of aggregate data from a CCL 360-degree assessment.
- › **Evaluation Services** - Gain a better understanding of the benefits and impact of using a 360-degree assessment for leadership development.

	AUDIENCE	ASSESSES	COMPETENCIES	SPECIAL FEATURES
<p>Executive Dimensions® www.ccl.org/execdiments</p> <p>92 items \$395* per set, Group Profiles, \$300 each <i>Certification is required</i></p>	For top-level executives	Specific leadership behaviors at the top levels of an organization	<p>Executive Dimensions contains 92 questions that are divided into the following areas:</p> <ul style="list-style-type: none"> › Leading the business › Leading others › Leading by personal example <p>20 - 30 minutes to complete</p>	<ul style="list-style-type: none"> › Exclusive normative comparisons › Ratings for both importance and competence provided › Development Planning Guide included › Linked to <i>FYI For Your Improvement™</i> › Multiple languages available
<p>Benchmarks® www.ccl.org/benchmarks</p> <p>155 items \$295* per set, Group Profiles, \$300 each <i>Certification is required</i></p>	For middle- to senior-level managers and executives with at least three years of managerial experience	Skills and perspectives learned through development and potential flaws that can derail a career	<p>Benchmarks contains 155 questions that are divided into the following areas:</p> <ul style="list-style-type: none"> › Meeting job challenges › Leading people › Respecting self and others › Problems that can derail a career <p>30 - 40 minutes to complete</p>	<ul style="list-style-type: none"> › Provides derailment data › Normative comparisons › Development Planning Guide included › Multiple languages available
<p>Prospector® www.ccl.org/prospector</p> <p>48 items \$225* per set, Group Profiles, \$300 each <i>Certification is required</i></p>	For high-potential individuals, contributors and managers, or global managers and executives	Ability to learn and the willingness to take advantage of growth opportunities	<p>Prospector contains 48 questions that are divided into the following areas:</p> <ul style="list-style-type: none"> › Learning to learn › Learning to lead <p>10 - 15 minutes to complete</p>	<ul style="list-style-type: none"> › Normative comparisons › Development Planning Guide included
<p>360 BY DESIGN® www.ccl.org/360bd</p> <p>Pricing based on level of customization. Setup fees begin at \$2,000. \$275* per set (from 1 - 10) Group profiles, \$300 each <i>Certification is required</i></p>	Any level of manager or executive	<p>Competencies important to the organization and potential flaws that can derail a career (customizable)</p> <p><i>(Detailed competency listings are available on our Web site.)</i></p>	<p>360 BY DESIGN does not have a predetermined number of questions. It can be customized to fit your organization's needs and competencies. You can configure this assessment from our data-base of 94 competencies and 5 derailment factors. Some of the topic areas are:</p> <ul style="list-style-type: none"> › Leading yourself › Leading others › Leading the organization › Problems that can derail a career › Global competencies <p>Number of items and time to complete depends on competencies chosen.</p> <p><i>Competency Mapping available (see customized services)</i></p> <p><i>Opportunities available for licensing content. Contact CCL for more information.</i></p>	<ul style="list-style-type: none"> › Customizable › Normative comparisons › Ratings for both importance and competence provided › Development Planning Guide included › Available in multiple languages

*Quantity discounts available.

The process

Define Your Organization's Objectives

Choose from an extensive array of proven, research-based leadership competencies. CCL can assist with Competency Mapping Services designed to align with existing values, competencies or initiatives.

Select and Position Your Assessment

Select the assessment tool that best fits with your organizations needs. We offer a variety of 360-degree assessment tools suited for each level of manager. 360 Process Orientations help to maximize organizational investment by generating enthusiasm, creating buy-in and optimizing participation.

360-DEGREE ASSESSMENT

	AUDIENCE	ASSESSES	COMPETENCIES	SPECIAL FEATURES
<p>SKILLSCOPE® www.ccl.org/skillscope</p> <p>98 items \$155* per set, Group Profiles, \$195 each</p> <p><i>Qualification form is required</i></p>	<p>Primarily supervisors and managers; can be used with individual contributors</p>	<p>Skills necessary for effectiveness in a management role</p>	<p>SKILLSCOPE contains 98 questions that are divided among the following areas:</p> <ul style="list-style-type: none"> › Information skills › Decision-making › Interpersonal skills › Personal resources › Effective use of self <p>20 - 30 minutes to complete</p>	<ul style="list-style-type: none"> › Easy-to-interpret graphic feedback display › Development Planning Guide and Trainer's Guide included › Multiple languages available

TEAM AND ORGANIZATIONAL ASSESSMENT

	FOCUS	DIMENSIONS	SPECIAL FEATURES	
<p>KEYS® to Creativity www.ccl.org/keys</p> <p>78 items</p> <p>ORGANIZATIONAL SURVEY \$20* per individual respondent \$75* per standard and custom data comparisons</p> <p>INDIVIDUAL SURVEY \$175* per participant \$300 Facilitator group profile \$500 set-up</p> <p><i>Qualification form is required</i></p>	<p>For organizations and work groups who want to assess their climate for creativity and innovation</p>	<p>MANAGEMENT PRACTICES</p> <ul style="list-style-type: none"> › Freedom › Challenging work › Supervisory encouragement › Work group supports <p>ORGANIZATIONAL MOTIVATION</p> <ul style="list-style-type: none"> › Organizational encouragement › Lack of organizational impediments 	<p>RESOURCES</p> <ul style="list-style-type: none"> › Sufficient resources › Lack of unrealistic workload pressures <p>OUTCOMES</p> <ul style="list-style-type: none"> › Creativity › Productivity <p>15 - 20 minutes to complete</p>	<ul style="list-style-type: none"> › Normative comparisons › Action-planning results › Demographic and custom data comparisons available › Graphic feedback reports

PERFORMANCE SUPPORT TOOL

	FOCUS	TOPICS/MODULES	SPECIAL FEATURES
<p>LEAD www.ccl.org/lead</p> <p>Designed for any manager or executive who wants a desktop (CD-based) tool that provides real-time tips and guidance related to a variety of critical leadership skills</p> <p>\$145* per person</p>	<p>Provides managers with learning and performance support tools for developing leadership skills</p>	<ul style="list-style-type: none"> › Developing effective interpersonal relationships › Adapting to change › Building and leading a team › Meeting business objectives › Developing a broad organizational perspective 	<ul style="list-style-type: none"> › CD-ROM › Format includes video, exercises, interviews › Self-scoring survey identifies development needs › 5 programs with 10 modules (34 units) › Includes workbook

*Quantity discounts available.



Train Your Facilitators

Certify organizational personnel to administer and facilitate all tools in the CCL Assessment Suite. Assessment Certification Workshops are offered monthly at CCL campuses or you can opt for a customized group workshop at the location of your choice. To learn more, visit www.ccl.org/acw.

Administer and Interpret Data

An experienced, certified feedback facilitator can ensure that individual and group-level data is interpreted in a way that optimizes receptivity and impact. CCL can train facilitators or provide a staff of expert professionals to administer feedback facilitation.

SELF ASSESSMENT TOOLS

Job Challenge Profile

www.ccl.org/jcp

50 items

Designed to gauge workplace challenges and turn those challenges into prime learning experiences

\$40 - Facilitator's Guide

\$20* - Participant Workbook / Survey

ASSESSES

Managerial Work: Five clusters of job components that represent major challenges:

- › Experiencing a job transition
- › Creating change
- › Managing high levels of responsibility
- › Managing boundaries
- › Dealing with diversity

15 - 20 minutes to complete

No certification required for purchase

Campbell Leadership Descriptor

www.ccl.org/cld

44 items

Designed to help individuals identify characteristics for successful leadership, recognize their strengths and identify areas for improvement

\$50 - Facilitator's Guide

\$25* - Participant Package (includes survey)

- › Vision
- › Diplomacy
- › Personal style
- › Management
- › Feedback
- › Personal energy
- › Empowerment
- › Entrepreneurialism
- › Multicultural awareness

30 - 45 minutes to complete

No certification required for purchase

Learning Tactics Inventory

www.ccl.org/lti

32 items

Designed for individuals who wish to become better at learning from experience

\$40 - Facilitator's Guide

\$20* - Participant Workbook / Survey

This assessment addresses two questions associated with the practice of learning managerial and leadership skills:

- › Why do some people learn from the opportunities of the workplace, while others fail?
- › Can individuals improve their ability to learn from experience?

20 - 30 minutes to complete

No certification required for purchase

**Quantity discounts available.*

For more information, call or e-mail:

CCL - AMERICAS +1 336 545 2810

info@ccl.org

Or visit www.ccl.org/assessments

Log on to www.ccl.org/adr to receive a free article on 360-degree feedback – best practices to ensure impact.

Develop A Plan

360-degree assessment crystallizes what it means to be an effective leader. It helps managers take ownership of their impact on others and set individual development plans. All of our assessments offer development planning guides or other supporting materials to aid in the development process.

Follow Up On Goals

Managers who follow up with their colleagues, a supervisor or coach show the most improvement in their effectiveness as leaders. CCL provides follow-on coaching services, as well as development planning services that build upon the goal setting that began in the workshop.



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About the Center for Creative Leadership

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Founded in 1970 as a nonprofit, educational institution, CCL helps clients worldwide cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries – through an array of programs, products and other services.

Funding is derived primarily from tuition, sales of products and publications, royalties and fees for services. In addition, CCL seeks grants and donations from corporations, foundations and individuals in support of our educational mission.

Each year, we expand the leadership skills of more than 20,000 people and partner with more than 3,000 organizations. And our reach spans the entire globe. With campuses in Asia, Europe and North America, CCL annually serves clients in more than 120 countries on six continents. Whatever your leadership challenge and wherever you are, CCL can help.

RECOGNIZED AS A TOP PROVIDER OF LEADERSHIP DEVELOPMENT WORLDWIDE



The Center for Creative Leadership ranked among the world's Top 10 overall providers of executive education in a 2008 survey by the *Financial Times*. CCL was the only institution in the survey focused exclusively on leadership education and research, placing it in the company of many of the world's elite business schools.



FSC
Mixed Sources
Product group from well-managed
forests, controlled sources and
recycled wood or fiber

Cert no. SW-COC-001530
www.fsc.org
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