



Center for
Creative
Leadership

www.ccl.org

Accelerating Leadership Development

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Human Capital Summit

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CCL At A Glance

- *A singular focus on the leadership development* for over forty years
- *Ideas into action:* cutting-edge research; practical business application
- Ranked in *Top 10 globally* for 10 straight years in *Financial Times* executive education rankings.
- Annually serve more than 20,000 individuals from 120 countries across the globe



Top Leadership Challenges in Asia

Context: VUCA Environment

- Talent
- Innovation
- Driving/
Managing Change



APAC's Critical Need: Accelerating Leadership Development

“The markets in APAC are growing faster than we have enough leaders to hit the ground running who can manage this growth.”

APAC President,
FMCG MNC



70% or more

of Bosses in APAC

believe **5** leadership competencies are the

most critical for

organizational success.

Leading Employees: delegating, broadening employee opportunities, hiring talented people

93%

Resourcefulness: thinking strategically, making good decisions, solving problems

82%

Decisiveness: taking quick and appropriate actions

79%

Change Management: facilitating organizational change, overcoming resistance to change

74%

Doing Whatever It Takes: having perseverance, taking charge, learning from others

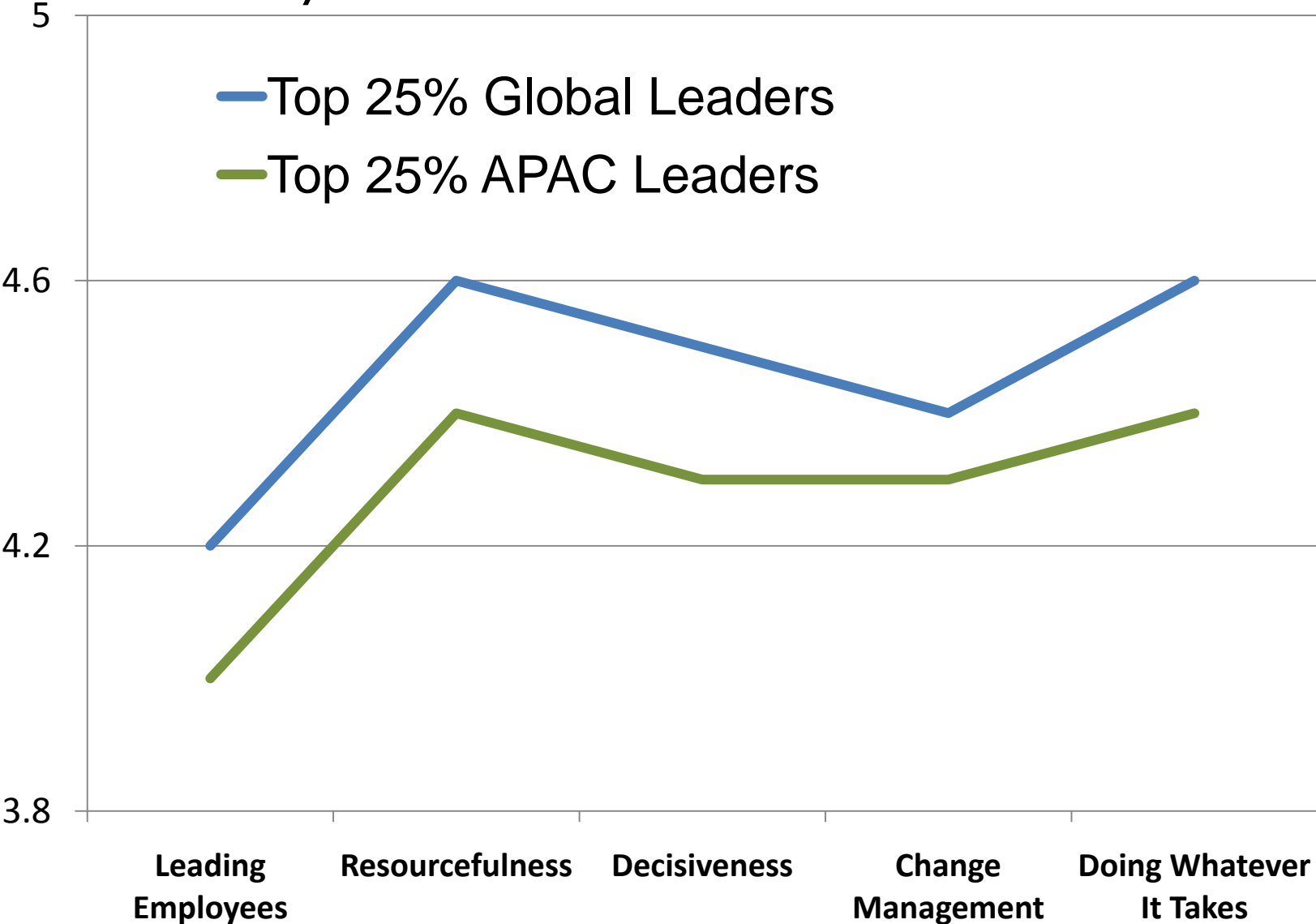
70%

5 most important competencies to **Bosses** in **APAC**

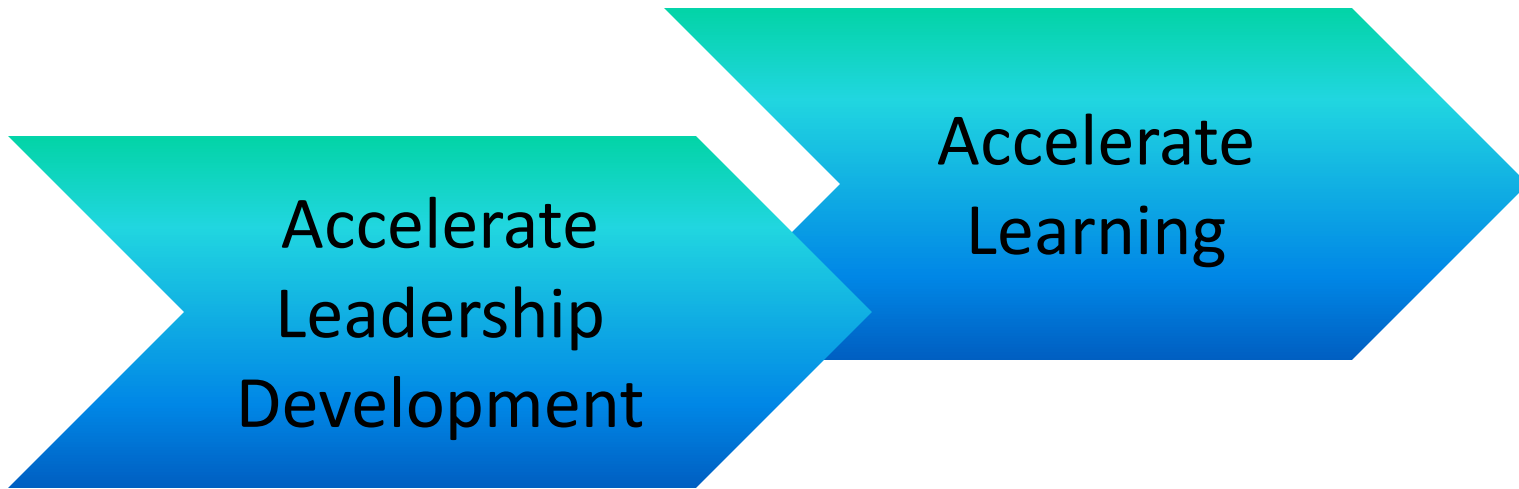
How do the
most effective
leaders in APAC
compare to the
most effective
leaders across the globe?

The Top 25% Most Effective Leaders

as rated by the leader's "boss"



Developing Effective Leaders



What we've learned about learning

70



20



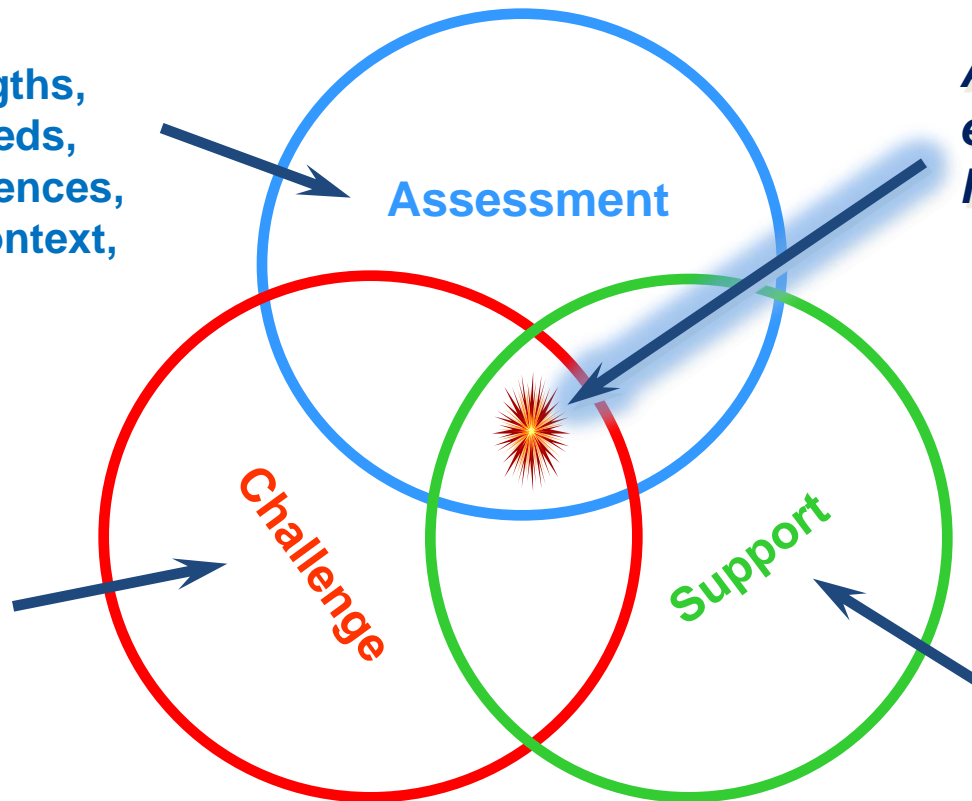
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The process of leadership development

Understand strengths, developmental needs, personality preferences, learning styles, context, and current state.

Identify new behaviors and expected outcomes, take risks, and stretch out of comfort zone.



A developmental experience with lasting impact.

Create safety for taking risks and provide resources necessary for success.

How do we make learning by doing *intentional versus incidental?*

- Developmental assignments
- Action (reflection) learning
- Coaching and mentoring

Developmental assignments to create developmental experiences

Stretch | Safety | Support

- Different lessons are learned from **different types** of experiences
- Stretches us **beyond current** capacities
- Dynamic, with problems to solve and choices to make under conditions of **measured risk and uncertainty**
- **Feedback-rich**

In summary

- We can grow leaders *quicker* by helping them learn *faster*
- We can help leaders grow by creating safe opportunities to stretch, fail, and learn