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A REPORT ON ACTIVITIES AND IMPACT FROM THE **CENTER FOR CREATIVE LEADERSHIP®**

On Center

October 2006

General Honoré Headlines CCL® Event on Effective Leadership



Lieutenant General Russel Honoré

Gen. Russel Honoré rose to national prominence last year for artfully leading the U.S. Department of Defense's response to the chaos caused by Hurricane Katrina. His secret for excelling in that high-pressure situation on the Gulf Coast: "You've got to travel the rough road," said Honoré, who has spent more than 30 years in the U.S. Army. "You can't just read this stuff and apply it."

Honoré was one of three distinguished CCL alumni who spoke at the Center's "Lessons of Leadership" seminar in September. Held at CCL's headquarters in Greensboro, the half-day event drew more than 100 guests and sparked passionate discussion about the nature of effective leadership. Author and public-relations consultant Terrie Williams and Nancy Coffee, president and chief executive of The Leadership Academy in Memphis, TN, joined Honoré as keynote speakers.

Honoré, an alumnus of CCL's Leadership at the Peak program, stressed the importance of collaborative leadership and self-reflection. "The real art of leadership," he said, "is getting people to willingly

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General Honoré Headlines CCL Event on Effective Leadership CONTINUED FROM COVER

follow you” — and they’re more likely do so if you listen to them. “You have two ears and one mouth for a purpose,” he said.

Listening with an open mind, he said, can be tough because leaders will sometimes hear negative things about how their followers view them. “If you’re a leader, how do your subordinates tag you?” Honoré asked. “Do you have the courage to ask? If you ask, do you have the courage to change?” In his own career, Honoré acknowledges having struggled with a tendency to be too controlling — a shortcoming that he’s addressed by asking for feedback and trusting subordinates to do their jobs. In a successful organization, he said,

everyone is a leader and part of the top leader’s job is helping others understand the significance of their contributions.

In her talk, Williams, a Leadership at the Peak alumna who has managed publicity for major companies and entertainment stars, discussed her struggle with chronic depression — and the importance of raising awareness of mental health issues among leaders.

Mental health problems affect the bottom line through absenteeism and poor or minimal performance. “People go to work, are passing for ‘normal.’ They are the working and walking wounded,” said Williams, a social worker by training. People in organizations are suffering in other ways, too. “Everybody is going through something; everybody has a story.” Leaders should know this and bring compassion to their leadership roles.

They should also look honestly at themselves. “If you don’t deal with your pain, it is going to come out some kind of way ... We don’t realize as leaders how we affect our people,” Williams said.



Speakers included Terrie Williams (left) and Nancy Coffee (right)

Coffee, an alumna of the Center’s Leadership Development Program (LDP)[®], offered advice to leaders seeking to create or re-energize local leadership initiatives such as The Leadership Academy, which has been credited with helping transform business, education and civic life in Memphis. Among her recommendations:

- Rally around specific projects that get community members engaged and focused on concrete needs and solutions.
- Don’t impose projects on participants. Let people uncover their own personal passions for leadership change.
- Make the “people” connections: help blend newcomers with area natives, emerging leaders with established authority and individual talents and interests with organizations that need them.

More details on the presentations delivered by Honoré, Williams and Coffee will be published in the November 2006 issue of CCL’s Leading Effectively e-newsletter at www.ccl.org/leadingeffectively.

Financial Times Survey Ranks Center for Creative Leadership Among Top 5 Worldwide in Executive Education

The Center was ranked among the overall Top 5 providers of executive education worldwide in a 2006 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.

“It is a distinct honor for the Center to be ranked consistently among the top educational institutions in the world,” CCL President John Alexander said. “The *Financial Times*’ survey findings confirm that our work is creating significant and lasting impact for the individuals and organizations we serve.”

CCL, which has campuses in North America, Europe and Asia, is also ranked No. 5 worldwide for open-enrollment programs and No. 9 for custom programs.

CCL’s open-enrollment programs have ranked in the Top 10 worldwide for five consecutive years. In 2006, they also placed among the Top 5 in four categories: course design, teaching materials, faculty and aims achieved.

CCL’s custom programs were rated among the Top 5 in two categories: value for money and teaching materials.

The *Financial Times* executive education rankings were based on surveys of organizations and individuals from around the world who rated leading executive education providers, such as Duke, Stanford and London Business School, for quality and impact.

Three Years After the Leadership Development Program (LDP)[®], Bruce Sheridan's 'Medal of Courage' Still Works its Magic

Bruce Sheridan carried a “medal of courage” away from his CCL experience – well, if you're being technical, it was an imaginary medal of courage but totally genuine to him. That was three years ago, and he is still feeling its effects.

“Part of what was awesome about the Leadership Development Program was that, on the final day, you ask members of your group what they can do for you,” said Sheridan, a Quality & Productivity Executive with Bank of America. “So when it was my turn, I said, ‘Do you remember the cowardly lion in the *Wizard of Oz* whose life was changed by the medal of courage the wizard gave him? Well, I want your permission to take all of the courage of everyone in this room and put it in an imaginary medal of courage that I can tap whenever I need it.’”

The idea, which the group loved and endorsed, had been sparked by a moment of truth during the confidential feedback phase of LDP.

“The biggest surprise in my entire life was when the CCL feedback specialist told me that the assessments and his personal observations of me during the week all pointed to the fact that I was an introvert,” said Sheridan. “And I had always thought I was an extravert! He told me that because I find it hard to go up to people I don't know and start a conversation, some people get the wrong idea — a negative perception — about who I am. ‘You're a wonderful person,’ he said, ‘but people need to get to know you to see it.’ That hit me hard, but I finally got into it and understood what he was saying, and he helped me see how I could change.”

Conversely, it came as no surprise that the LDP assessments found Sheridan to be someone who is highly motivated, goal-oriented, and determined to make things better. In truth, that has defined the whole of his professional life the last 25 years. In his first job out of college, as an industrial engineer with Florida Power and Light Co., he became involved in a quality-improvement pilot program that

eventually resulted in the company's winning the Deming Prize, the first non-Japanese company to win the esteemed award. While at Florida Power and Light, Sheridan also wrote *Policy Deployment*, a book about the Six Sigma data-driven methodology his company implemented to reduce costs, increase revenues and improve customer satisfaction.

During his years in Florida, Sheridan became certified as a statistical application expert, the unofficial equivalent of a Six Sigma Master Black Belt. Having moved to North Carolina with a new job, he soon started his own Six Sigma

consulting company and later earned formal Six Sigma Master Black Belt certification while with GE Mortgage Insurance Corp.

Sheridan's Six Sigma expertise found a welcome home at Bank of America, which has worked to make the discipline an integral part of its culture over the last five years. Today, he works in the huge financial services company's Quality & Productivity group in Charlotte, NC, applying tools to continuously improve the business. A sign that the company values his expertise is that he was tapped to attend the CCL program. “Part of the bank's philosophy is that going to CCL is a privilege and a reward, and it

extends developmental opportunities like this only to high-potential employees,” said Sheridan. “I knew this meant they appreciated me and wanted to see me succeed.”

In typical fashion, Sheridan took immediate action after leaving CCL, practicing new behaviors to counteract his natural shyness. His bosses were thrilled with the results of his new assertiveness, and so was he. “I've made a concerted effort to get in front of people and let them know who I am,” he said. “There's a split second when you're in a business meeting or a social gathering, maybe a party with friends, and you have an open invitation to open up and talk to a person you don't know. The more time passes, the more that window closes. Since CCL, I put that imaginary medal of courage around my neck and go up to people and say, ‘Hi, I'm Bruce Sheridan.’ And people find out that I'm a nice guy, someone they want to know — not intimidating at all.”



Bruce Sheridan

Leadership at the Peak: A Great Experience in Many Ways

BY MICHAEL YACKIRA

I recently went out for a run on a cool morning in Las Vegas, and I immediately thought of my experience attending Leadership at the Peak last fall.

It was odd how the first crisp morning after a typical Las Vegas summer triggered my memory of Colorado Springs last October and of CCL. My fond memories continue almost a year later. In fact, hardly a day passes that I don't think about something I learned or people I met there and say to myself, "What a great experience." I expect most of my classmates feel the same way.

I had heard of CCL's reputation and was quite excited when the chairman of my company gave me the opportunity to attend Leadership at the Peak. He told me I would be learning "from the best in the business." It was quite a blessing for me and made me realize that, no matter the stage of your career, you can always improve on leadership skills. I was hoping that Leadership at the Peak would make me a better leader; I didn't know that it would affect me personally.

The members of my class came from different walks of life, and each of us had specific and varied things to work on and goals to accomplish. It was remarkable that, during the week, it seemed CCL had individualized the course to specifically meet the needs of each of us.

The biggest thing I learned about myself that week was that I needed to rekindle my "softer side." This had been one of my strengths in the past, but I realized I wasn't taking the time to show my appreciation for people I work with and celebrating their successes like I should. It's easy

to get caught up in your responsibilities and forget how important it is to express to people that you care about them and that you are sincerely grateful for their contribution. I needed to reconnect.

When I got back from CCL, I immediately sat down with the people who had been kind enough to fill out my assessment questionnaires. I described to them what I had learned, and I told them what I had set as my goals going forward. I told them that one of the things you do on the last day of Leadership at the Peak is write yourself a note and describe what you want to see changing in your life, both personally and professionally, and I shared some of that with them.

Then, I started inviting employees out to lunch and just wandering around the office talking to people. Those things sound pretty simple, but they've made a big difference for me. I feel more connected personally with the people I'm fortunate enough to work with. And it's been good for them as well, because they realize I care — not that I didn't before, but I just wasn't expressing it.

When I learned about the Annual Campaign, I felt that making a financial contribution was important — a way to show my appreciation of what CCL did for me and to help it to continue moving forward in its mission. When I think back to Leadership at the Peak,

remembering the tremendous quality of the teaching staff and the fun and the learning we experienced, it makes my heart happy to think that my donation might go toward helping others reap those benefits. Helping others have the opportunity to receive the benefits of what CCL has to offer would be an honor and a blessing. And I hope my Colorado Springs classmates are thinking the same thing!



Michael Yackira is Executive Vice President and Chief Financial Officer of Sierra Pacific Resources, an electric and gas holding company that serves customers in Nevada and California.

"Helping others have the opportunity to receive the benefits of what CCL has to offer would be an honor and a blessing."

Michael Yackira

CCL Co-sponsors Panel Discussion on Capitol Hill

An interest in the leadership of fragile states recently landed the Center for Creative Leadership a forum on Capitol Hill.

The Center teamed with the nonprofit humanitarian organization CHF International to sponsor a June 2006 panel discussion in Washington, D.C. The half-day event, “Leadership in Fragile States: Building Stable Societies through Local Leadership,” brought together an array of international experts to explore the role of informal leadership in such fragile states as Iraq, Afghanistan and Sudan. It also offered a chance for participants to share best practices for developing this capacity in the places where it is needed most.

CCL President John Alexander moderated a discussion on the importance of building leadership capacity at the local level. CCL manager and faculty member George Houston served as a panelist in a separate exchange about strategies and models for developing and enhancing local leadership.

Other participants in the discussions, held in the Rayburn House Office Building, included Robert Jenkins, deputy director of the Office of Transition Initiatives at USAID; Susan Martin, director of the Institute for the Study of International Migration at Georgetown University; and Robin Dorff, senior adviser on democracy, governance and civil-military relations at Creative Associates International. U.S. Congressman David Price from North Carolina’s 4th District opened the session.

“I think we can all agree that the state of leadership in fragile states is an issue of paramount importance to all of us,” Alexander said in his opening remarks. “It’s imperative that we meet these challenges for the people in these societies and for the world at large.”

To view video clips of the opening statements and ideas offered by each panelist, please visit www.ccl.org/CHF.



Innovation Expert Brings Infusion of Fresh Ideas to CCL

As founder of the consulting firm Idea Connection Systems, Robert Rosenfeld has shown major companies throughout the world how to embrace innovation and creativity — and use it to transform their cultures. His latest project: helping CCL build on its long history of innovation in leadership education and research.

Rosenfeld is spending a year as CCL’s first Innovator in Residence. Each month, he travels from his home in Rochester, NY, to the Center’s Greensboro, NC, headquarters to spend a few days meeting with researchers, mingling with faculty and brainstorming ideas for new products, partnerships and services. “When you’re inside an organization it’s hard to get out on the fringe and think about really fresh approaches,” he says. “It helps to bring someone in from the outside who can work on that. I talk to a lot of people, and I have a lot of networks. The Center is a source of inspiration and information for me, and bringing to it these different ways of thinking is exciting.”

Rosenfeld’s ties to the Center reach back to 1980, when he was leading Eastman Kodak’s Office of Innovation and co-founding the Association for Managers of Innovation with the help of CCL. His involvement continues to deepen a quarter-century later. He recently conducted a roundtable at CCL on “wicked problems” — seemingly intractable issues such as racism that require complex responses. He was also featured in a CCL Webinar on innovation, and he will lead a workshop on innovation at the Center in November (visit www.ccl.org/innovation for more details). The workshop will expand on the ideas in his new book *Making the Invisible Visible: The Human Side of Sustaining Innovation*.

With more than 30 years of experience in his field, Rosenfeld is as passionate as ever. “The Center has a certain perspective; I have a certain perspective,” he says. “Together we can create something innovative.”

Center Briefings

CCL Launches Premium Service for Alumni, Friends

Leaders looking for deeper access into CCL's expertise on leadership development have a new option — the myCCL Premium membership. An extension of myCCL, an online community that offers alumni and friends newsletters and white papers on leadership, myCCL Premium offers a wealth of additional benefits to members. They can receive product discounts, learning tools, premium articles, leadership poll data and other information. Fees for the service are \$150 annually or \$350 for a lifetime membership. For more information, please visit www.ccl.org/myccl.

CCL President John Alexander Authors Chapter in New Book

A chapter authored by CCL President John Alexander appears in *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. In "The Challenge of Complexity," Alexander draws on recent CCL research to explore leadership responses to complex challenges, which are increasingly common in a rapidly changing world and range from natural disasters to organizational turmoil.

Organized by the Leader to Leader Institute and published by Jossey-Bass, the new book features 27 essays on the future of leadership by renowned experts including Ken Blanchard, Stephen Covey, Ronald Heifetz and Peter Senge. The book, which is edited by Frances Hesselbein and Marshall Goldsmith, is a follow-up to *The Leader of the Future*, a 1996 release that has been translated into 28 languages and sold hundreds of thousands of copies.

CCL Honors Outstanding Work in Field of Leadership

During a ceremony in September 2006, Fred E. Fiedler, professor emeritus of psychology and management and organization at the University of Washington-Seattle, was awarded CCL's 2005 Walter F. Ulmer Jr. Applied Research Award, which recognizes outstanding field research and its creative application to the practice of leadership. One of the past century's leading psychologists, Fiedler advanced the leadership field from research on traits and personal characteristics of leaders to leadership styles and behaviors.

At the same ceremony, Franklin T. Kudo received CCL's 2005 Kenneth E. Clark Student Research Award,

which honors outstanding unpublished papers by undergraduate and graduate students. His paper was titled *Transformational Leadership Development in Adolescent Youth: Authoritative Parenting, and the Mediating Effect of Psychological Autonomy and Mastery Orientation*. The chairman and CEO of Hawaii Nissan Inc. in Honolulu, Kudo explored how adolescent youth can develop into transformational leaders. He recently earned his doctorate in management at Case Western Reserve University.

New CCL Guidebook Focuses on Lessons Learned

When people work together over time, certain key events stand out as having the potential to teach lasting lessons for the future.

In CCL's new guidebook *Critical Reflections: How Groups Can Learn from Success and Failure*, CCL researchers Chris Ernst and André Martin present a process through which leaders can help groups learn these lessons. The authors' goal is to affect future outcomes in similar situations, so that groups can repeat the same success or avoid repeating mistakes.

This guidebook and other CCL publications are available for purchase from CCL's bookstore at www.ccl.org/publications.



New Booklet Captures History of R&I at CCL

CCL's research into numerous aspects of leadership, from early studies of how successful executives develop to current efforts to understand the nature of effective leadership in Asia and Europe, are explored in the new booklet *Unconventional Wisdom: A Brief History of CCL's Pioneering Research and Innovation*. Written by CCL

researchers Sarah Glover and Meena Wilson, the booklet discusses the many programs, products, books and other services that have emerged from Center research while also looking toward future projects. An electronic version of the booklet is available at www.ccl.org/unconventionalwisdom.



CCL-Europe Launches Research on Corporate Social Responsibility

Globally responsible leadership requires that business organizations pay attention to the impact their operations have economically, socially and environmentally.

Some organizations in the European Union are taking the lead on this work, but not much is understood about how leaders and organizations can tackle these principles of sustainability and corporate social responsibility (CSR).

A new research project launched recently by CCL-Europe aims to find some answers, marking a major step forward in CCL's efforts to broaden its research agenda globally. The study seeks to understand:

- how leaders have developed their perspectives on CSR, so that this capacity can be developed in others;
- the challenges experienced by leaders committed to CSR; and
- organizational systems and strategies that can be implemented to support CSR.

"There is increasing evidence — albeit a small amount — that successful businesses are beginning to integrate the real mechanisms of CSR (accountability, sustainability and corporate governance) into the core business strategy," Rudi Plettinx, managing director of CCL-Europe, wrote recently in the Scandinavian business magazine *Nordicum*. "Moreover, companies that have integrated CSR into the leadership process say that they have experienced better risk management, lower cost of capital and improved staff retention. Their view is that accountability adds real, bottom-line value to a business."

As part of this work, CCL has joined the Globally Responsible Leadership Initiative formed by the European Foundation for Management Development with the support of the United Nations Global Compact. The initiative, designed to raise awareness and understanding of this crucial topic, will help the Center gather knowledge on CSR both inside and outside of Europe.

CCL-Europe continues to recruit organizations to partner in its CSR research. For more information, please visit www.ccl.org/europe.

CCL Partners with Indian Training Center on Research Project

A new partnership with a major organization in India is helping the Center expand its research presence in Asia.

CCL has joined with the Tata Management Training Centre (TMTTC), one of India's leading management training institutes, to create a research unit that will explore pressing leadership issues in India. The partnership, which will stretch over two to three years, will also feature a series of leadership education initiatives.

Based in Pune, TMTTC was founded by the Tata Group, an Indian business conglomerate. Many leadership programs are still grounded on Western views, so the opportunity to study leadership development from a non-Western perspective is particularly inviting. Satish Pradhan, executive vice president of group human resources at Tata Sons, told India's *Business Standard* in an article earlier this year.

"We are excited to work with our Tata colleagues to uncover this knowledge and share it with leaders around the world," Michael Jenkins, managing director of CCL-Asia, said in the *Business Standard*.

"Our partnership with TMTTC will be an invaluable element in our future plans for India."

The TMTTC partnership is part of a larger effort by CCL to generate original research on leadership development in Asia. This work is expected to yield new insights and help the Center develop tools and applications that are relevant to Asia's unique leadership needs. With the help of the Singapore Economic Development Board, the Center has launched a research unit that is based at its campus in Singapore.

Three initial studies to be carried out in Asia include:

- **Bridging Cultural Boundaries**, which will focus on leading teams across distances, countries and cultures.
- **Lessons of Experience**, which will explore the career and life experiences that shape leadership development.
- **Understanding the Leadership Gap**, which will replicate a recent U.S. leadership analysis that compared the leadership skills and perspectives critical for success with the actual strengths of study participants.

CCL-Asia is seeking organizations and executives throughout Asia who are interested in collaborating on these projects. For information, please contact the CCL-Asia Research Group at +65 6854 6000 or asiaresearch@leaders.ccl.org.

"We are excited to work with our Tata colleagues to uncover this knowledge and share it with leaders around the world."

Michael Jenkins
Managing Director,
CCL-Asia



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The Center for Creative Leadership is a nonprofit, educational institution with international reach. For more than three decades its mission has been to advance the understanding, practice, and development of leadership for the benefit of society worldwide. Center staff members conduct research, produce publications, and provide programs and assessment products to leaders and organizations in all sectors of society. Headquartered in Greensboro, North Carolina, the Center also has locations in Colorado Springs, Colorado; San Diego, California; Brussels, Belgium; and Singapore, as well as Network Associates around the world certified to offer selected Center programs.

CCL annually serves leaders from more than 2,000 organizations — both public and private, including two-thirds of the Fortune 500. Each year, approximately 20,000 individuals participate in a CCL program and more than 25,000 professionals complete a CCL assessment.

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