



alumni

A Lesson in Self-trust at Leadership at the Peak  
Page 3

support

The Creative Leadership Council brings a world of expertise to SC Johnson's door  
Page 4

news

CCL Poll Shows Interest in Change Leadership, Relationship Building  
Page 5



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

# On Center

March 2006

## CCL® Conducts Customized Study Tour for Singapore Educators

BY **MIKE RENN**, CCL ENTERPRISE ASSOCIATE

When Karen M. Dyer, manager of CCL's Education Sector, visited Singapore in early 2004, she hoped to raise awareness of CCL's work among educators in Asia – and ultimately help support CCL's efforts to develop leaders globally. Her visit was well-received, and it wasn't long before talks with Singapore educators, who manage one of the most highly-regarded school systems in the world, turned serious.

Gan Chin Huat, a deputy director in the Singapore Ministry of Education, expressed interest in training that would meet the individual development needs of his staff and also help his organization increase its internal capacity for developing talented administrators. The end result: a "study tour" to North Carolina for 23 Singapore educators with a three-day Educators Leadership Development Program (ELDP) as the central focus. The ELDP was book-ended by a set of professional development experiences arranged

CONTINUED ON PAGE 2



Gan Chin Huat and CCL President John Alexander meet during a visit in NC.

## CCL Conducts Customized Study Tour for Singapore Educators CONTINUED FROM COVER

by CCL and educational partners throughout North Carolina. Creating this unique experience required a cooperative effort that can serve as an exemplar of what the Center can do when bridging both distance and culture.

Our visitors arrived on Saturday, December 3, 2005 and visited the Greensboro campus the next day, spending time with Lily Kelly-Radford, CCL's executive vice president of global leadership development. Activity began on Monday with two of CCL's external partners. A meeting at UNC-Greensboro's School of Education focused on teacher and administrative leadership. That was followed by a trip to UNC-Chapel Hill for exposure to North Carolina's Principals' Executive Program, which features statewide leadership initiatives for principals and other school leaders. A Tuesday morning reception brought together state and local officials, CCL staff and officials from public schools in Greensboro and surrounding communities. After the reception, selected principals from the local Guilford County Schools took Singaporean visitors back to their respective schools for on-site observations, giving these leaders the opportunity to discuss the various challenges they face. Later that day, Deputy Director Gan presented a colloquium that outlined key elements of schooling in Singapore for an audience of local school district officials and CCL staff.

ELDP, a three-day version of CCL's flagship Leadership Development Program (LDP)<sup>®</sup> customized specifically for

educators, began mid-week for 19 Singaporean principals. Meanwhile, Deputy Director Gan and his immediate associates began a series of pre-arranged statewide visits to The North Carolina School of Science and Math,

The Research Triangle Institute and other locations as a way to expand connections within North Carolina. As a culmination of ELDP and the week, Karen Dyer hosted a North Carolina barbeque on Friday night to cement relationships with our new friends before their departure the next day.

The experience was a success in many ways, attracting coverage from Greensboro's daily newspaper and plenty of positive feedback from participants. Meaningful connections among educators on opposite sides of the world were made, and CCL's work in the education sector was highlighted for our professional colleagues in Asia. Both local and Singaporean principals told the newspaper that they found far more in common than they had expected. Discipline, diversity, character education and academic achievement, they said, are pressing issues in both places. They swapped business cards and pledged to keep in touch.

Happily, the wide world of leadership in education has become a little smaller.



Gan Chin Huat

## Blended Learning Enhances Flagship Program in Europe

*Friday5s*<sup>®</sup>, an innovative online follow-through support tool, has become part of CCL's flagship Leadership Development Program (LDP)<sup>®</sup> this spring in Europe. Coupled with online assessments before and after classroom sessions, this addition reflects CCL's pioneering work in blended learning solutions.

"*Friday5s* adds an electronic jolt of coaching to a rich classroom experience," said Al Calarco, head of open-enrollment programs for CCL-Europe. "It's a ten-week 'table-top consultant' to guide participants after they leave the group classroom and go back to work."

LDP is designed to strengthen the leadership skills of mid-to upper-level managers. On the last day of their LDP class work, participants set goals and action steps for transferring their learning to their jobs. During the 10-week follow-through period, they use *Friday5s* to report on their progress and apply what they have learned. The online system allows participants to discuss their progress and concerns with their CCL feedback coach, connect with other LDP participants and communicate goals to their manager, colleagues and others.

"We design our open-enrollment programs to offer practical help, not just management philosophy," said Rudi Plettinx, Managing Director of CCL-Europe. "And we're always searching for ways to strengthen the program experience of participants in LDP. Incorporating *Friday5s* into the program facilitates accountability and ensures that development becomes an ongoing learning experience connected to daily challenges and opportunities."

*Friday5s* was developed by the U.S.-based Fort Hill

Company, which has partnered with CCL to customize the system to specifically support LDP.

"We are delighted to be working with CCL," said Cal Wick, Fort Hill's Founder and Chairman. "Our organizations share a

common commitment to quality, innovation and the delivery of value. So it is no surprise that CCL is among the first to harness its potential."

"Practicing new behaviors over time is essential to developing new skills or changing old habits," added Al Calarco. "Adding *Friday5s* in combination with *REFLECTIONS*<sup>®</sup> (external feedback that measures behavioral changes since attending LDP) makes it a six-month process, not just a week-long event."

To learn more, visit [www.ccl.org/europeldp](http://www.ccl.org/europeldp).



# A Lesson in Self-trust at Leadership at the Peak

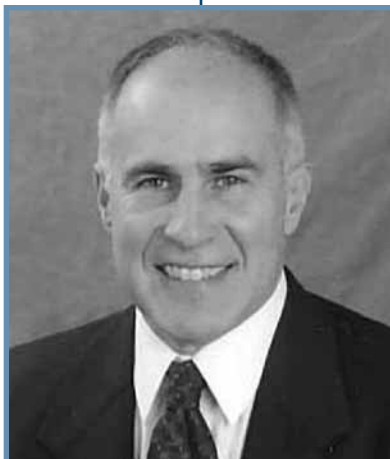
BY VINCE CERA

One of the most revealing moments of my life came during Leadership at the Peak last year. It was that time during the program where you meet with your personal feedback coach, and he started our session by blurting out, “Tell me why you’ve chosen to go through life with one foot on the brake?”

He had all the results of my assessments with him — about six inches worth of stuff. I laughed and said, “Since you have all that material and it’s obviously pretty comprehensive, let me be the first to tell you that what you’re saying is the truth!” And then we sat down and talked for three hours about me: my business side, my private side, the whole gamut of what I am. It was a conversation that stuck with me for many, many days and weeks afterward.

These very personal revelations were a bonus of sorts, since I had a rather impersonal primary motive for attending the program. I was there on a scouting mission for my employer, the Federal Home Loan Bank of Indianapolis, to see if Leadership at the Peak lived up to its reputation.

At the time, my bank was in the early stages of creating a succession-planning process, and we wanted to do it the right way — by developing pools of high-potential people rather than just coming up with an organizational chart with a bunch of names. We started looking around for leadership programs we could use for our senior executives, and every time I did research, I kept coming up with superlatives about Leadership at the Peak. I gave our president all the credentials I had gathered about the program, and he said, “That sounds good. Why don’t you go and see what it’s like?”



Vince Cera is senior vice president of information systems and operations at the Federal Home Loan Bank of Indianapolis.

I came back from my CCL® experience pretty fired up, and we immediately started sending our top people to the program. It is now a permanent part of our succession-planning process.

Speaking for myself, one of the most welcome — and perhaps most unexpected — outcomes from my week at CCL was the effect it had on the way I perceived myself.

The feedback I received from people back at the bank and my classmates in the program was positive and affirming, a real confidence-builder. It swept away some self-doubts I had been carrying around.

These feedback givers also pointed out some things I could stand to work on, in particular learning to rely on my intuition more, rather than over-analyzing everything. “You should probably be less risk-averse,” they told me. “After all, you have a lot of experience. Why not trust yourself a little more?”

What they said made perfect sense. I had amassed a great deal of experience and moved fluidly through several industries — from finance at General Motors, to industrial engineering at Uniroyal, to information systems and operations in banking. I just needed to make some changes, and the program

motivated me to start putting them in motion.

I do a lot of public speaking, and the last few times I’ve made presentations, I purposely haven’t prepared as much as I had in the past. I trust myself more. I’m losing some of the fears I had. In my personal life, I’ve joined a group or two, something I typically would not have done prior to the program.

The feedback and coaching you get at Leadership at the Peak creates a template for making improvements that can change your life. You just have to be honest with yourself. And, honestly, who wants to go through life with one foot on the brake?

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Vince Cera

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## The Creative Leadership Council Brings a World of Expertise to SC Johnson's Door

BY RAY E. JOHNSON

My company's relationship with CCL<sup>®</sup> began several years before we joined the Creative Leadership Council (CLC) in 1999. I was looking for a program that would be useful for building our managers' leadership skills and discovered the Leadership Development Program (LDP)<sup>®</sup> at CCL. I personally attended the program to check it out. I found it very valuable to me and one that I could gladly recommend to others in our company. I have been recommending it ever since.

I will take a share of the credit for recognizing how beneficial a corporate partnership with CCL could be for SC Johnson. The 120-year history of our business was built on innovation and forward-thinking leadership, and we don't take our continued success for granted as we keep expanding globally. The Council puts us in the company of people who are truly knowledgeable about how things work in the real world and who care about high standards and excellence as much as we do.

The twice-a-year membership meetings are marvelous forums for exploring key organizational issues of the day. The value of these meetings is the dialogue between the applied research-rich CCL staff members and those of us on the Council, who are the practicing professionals. It creates a really interesting environment, where you feel free to brainstorm ideas at will with senior executives from other leading companies.

The meetings are held at a variety of sites, and it was our company's great pleasure to host the Spring 2004 meeting at our headquarters in Racine, Wisconsin. For Council members, it's a chance to get some good insights into the

host company and some of the neat things they are doing, as well as a chance to meet the company's top leaders.

Gaining access to the Center's research-based expertise

has alone made membership in the Council worth the investment. One of the most recent examples was having CCL work with us

on a needs analysis process that helped us identify the learning needs of executives who were moving from being managers of individuals to being managers of other managers. We wanted to be sure we were really clear about what the critical skills were for these folks before we launched into a relatively expensive design process. We were able to use our Learning Day — every Council member company gets one a year — to have CCL work with us to define those critical leadership skills.

You can use these Learning Days for a lot of different purposes. We're looking at a new program that would involve some special experiences for some of our senior-level managers. We have the option of using the Learning Day to have someone from CCL come in and talk to us about the design or perhaps have a CCL staff member interact with some of our leaders in

a developmental experience.

Another ongoing benefit of the Council has been in receiving the *Leadership in Action* publication, which I always find relevant to our organization. The most recent issue had a piece on developing leaders in Asia, which is one of my company's highest market growth focuses. The day it arrived, I was off to a meeting on that topic that very afternoon. Talk about timely.

"The Council puts us in the company of people who are truly knowledgeable about how things work in the real world and who care about high standards and excellence as much as we do."

Ray E. Johnson



Ray E. Johnson is director of organizational development with SC Johnson, headquartered in Racine, Wisconsin.

*As members of the Creative Leadership Council, organizations support the Center and its research and scholarship programs with philanthropic contributions. In recognition of their contributions, member organizations have unique opportunities for shared learning experiences with a distinctive group of peers, participation in co-inquiry research with the Center, and preferred access to the Center's research, products, programs and services.*

To learn more about CLC-Americas or CLC-Europe, contact Sue Simmons, corporate relations manager, at **+1 336 286 4014** or [simmonss@leaders.ccl.org](mailto:simmonss@leaders.ccl.org).

[www.ccl.org/org](http://www.ccl.org/org)

## CCL® Poll Shows Interest in Change Leadership, Relationship Building

During CCL's *Friends of the Center Leadership Conference* in Jersey City, NJ, in the fall of 2005, conference attendees were asked to complete a questionnaire to help Center researchers learn more about the leadership skills that are most on the minds of today's executives and managers.

A total of 101 people responded to the three questions on the survey, which sheds light on several pressing topics:



# Research summary

BY THE CCL IDEAS2ACTION TEAM

### ■ What do leaders want to learn about?

"Change leadership" emerged as the topic most in demand, with 20 percent of respondents selecting it. This area of expertise encompasses areas of leadership addressing change within organizations, leading in global environments and developing leadership skills to deal with change. Respondents were also particularly interested in "New Ideas in Leadership," which explore cutting-edge leadership techniques, and "Teaching and Learning Leadership," which includes lessons and techniques for teaching others about leadership.

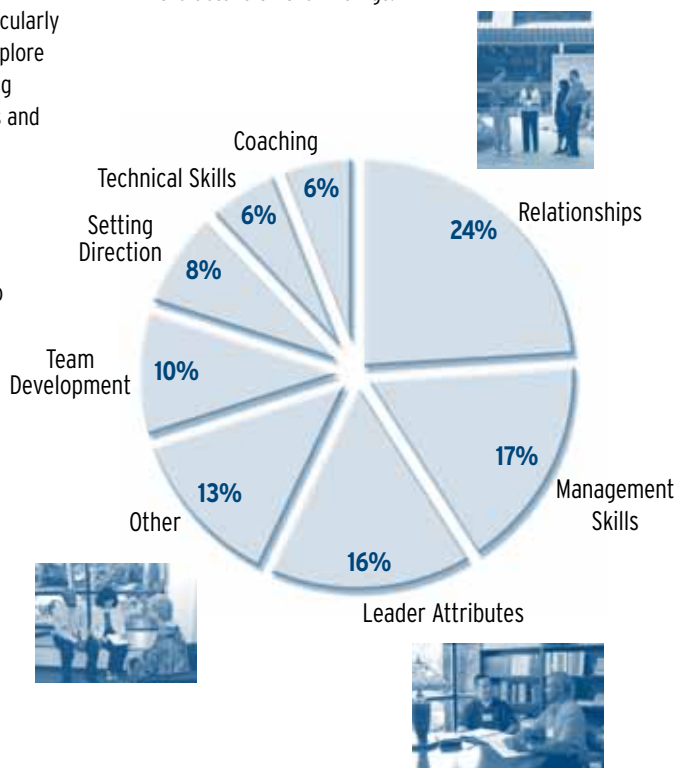
### ■ How are leadership lessons learned?

Survey responses helped generate a list of the top five lessons that have been most important to the professional and personal development of executives and managers at the conference:

- TOP 5 LESSONS**
1. Relationship management
  2. Personal awareness
  3. Hardships
  4. Value Judgments
  5. Work Challenges

### ■ What are the leadership skills you need to develop for the future?

Nearly a quarter of respondents named "relationship building" as the top skill they want to develop, followed by "management skills." The accompanying chart offers more details on the findings.



# Center Briefings

## Center Receives Grant to Train Business Leaders

CCL® will receive \$1.2 million over three years to provide leadership training to 300 public, private, nonprofit and educational leaders in Greensboro and other nearby communities. The money comes from a \$15 million federal grant to support economic development in the Piedmont Triad region of North Carolina, where CCL is headquartered.

The grant is intended to help boost economic growth in the region, which has been hit hard in recent years by plant closings and layoffs in the textile, tobacco and furniture industries. It will fund efforts to encourage leaders in Greensboro, Winston-Salem, High Point and surrounding communities to work together, rather than independently, to create new jobs.

“The key to successful regional economic development is leadership,” Don Kirkman told *The Business Journal of the Triad*. Kirkman, a CCL alumnus, is an economic developer who was instrumental in securing the grant for the region.

“We are honored to contribute to this effort by helping improve the leadership skills of all those involved, enabling them to collaborate more effectively,” CCL President John Alexander said.

## CCL Senior Fellow Receives Prestigious Award

David Campbell, the Center's Smith Richardson Senior Fellow, was named the Society for Psychologists in Management's Distinguished Psychologist in Management for 2006. He received the award in March at SPIM's annual conference in San Francisco. Campbell, who works at CCL's Colorado Springs campus, is co-author of the widely-used Strong-Campbell Interest Inventory, an assessment tool for career choices. The author of a number of books and other assessment tools, he has lectured and worked with organizations around the world. Campbell is spending the spring semester of 2006 as the Hellervik/PDI Visiting Professor in Adult Career Development at the University of Minnesota.

## New Book Captures Higher Education Forum Highlights

The American Council on Higher Education has released *University Presidents as Moral Leaders*, a book of essays inspired by the Smith Richardson Forums on Effective University Leadership, which were held at CCL and Wake Forest University in the fall of 2003. More than 30 presidents of colleges and universities, including NC State University, Vanderbilt, the University of Michigan and the University

of Southern California, gathered at the forums. The book includes their reflections on issues ranging from crisis leadership and ethical standards to succession planning and student achievement. The book includes a foreword by CCL President John Alexander and Thomas Hearn, the retired president of Wake Forest and current chairman of CCL's Board of Governors. It also features a chapter by CCL faculty members Cynthia D. McCauley and Kathleen M. Ponder, “Leading in the Unique Character of Academe: What It Takes.” The book is available for purchase through Greenwood Publishing Group at [www.greenwood.com](http://www.greenwood.com).

## CCL-Europe Relocates

The Center's Brussels office recently relocated to accommodate the expansion of CCL's European staff and to provide additional space for client meetings. The new office, located near Montgomery Square, opened in early February.



## Center's Work Draws Media Coverage Globally

Influential media outlets throughout Asia, Europe and North America have highlighted CCL's expertise in recent months.

In Europe, the *Financial Times* cited CCL's research on collaborative leadership and leading through transition in separate stories. In Asia, the *Hong Kong Economic Times* featured Jennifer Deal's research on generational differences in the workplace, while *Channel News Asia*, a leading broadcast outlet in Asia, invited CCL-Asia Managing Director Michael Jenkins to discuss executive education on the show “Singapore Business Tonight.” Additionally, the *South China Morning Post* in Hong Kong interviewed Jenkins about the critical importance of cultivating emotional intelligence in leaders.

In the U.S., CCL President John Alexander reflected on management guru Peter Drucker's approach to leadership in *The Wall Street Journal* upon Drucker's death. The business magazine *CIO* wrote about enterprise associate André Martin's research on the changing nature of leadership, and *T+D* magazine published a by-lined article by faculty members Richard Hughes and Katherine Beatty on strategic leadership. Meanwhile, a campaign to publicize the CCL Press book *Leading with Authenticity in Times of Transition*, by senior enterprise associates Kerry Bunker and Michael Wakefield, attracted coverage in a number of leading business and trade publications.

## New CCL Program Helps Leaders Tackle Complex Challenges

More and more, leaders are faced with entirely unexpected leadership challenges. In addition to large scale examples such as Hurricane Katrina, issues ranging from corporate mergers to international competition to major shifts in the market can often strike simultaneously, requiring a leader to react quickly to situations without precedent or experience. Some situations may have no clear-cut solutions, and linear thinking based solely on the “hard” skills of business is not sufficient. It is within this turbulence that the leadership ability to navigate complex challenges successfully becomes paramount.

In response, the Center for Creative Leadership has created its newest open-enrollment program, *Navigating Complex Challenges*. The new program, offered for the first time in March, allows leaders to bring their real-world, current challenges to the program.

“There’s no hypothetical here,” says program manager Brenda McManigle. “Participants bring their specific challenge to the experience, and we use a variety of tools to teach them how to view their situation from different perspectives. Our goal is to give participants a clearer understanding of how they can impact their organization when they return.”

The program includes a new innovative format that focuses on “individual action learning.” This practical approach stretches over 12 weeks; it incorporates multiple touch points before and after a three-day campus experience with peers from other organizations. Participants get the benefit of brainstorming with others in the program, the support of their colleagues back home, and time with an online coach — all designed to help crack the code for addressing complex challenges as they arise.

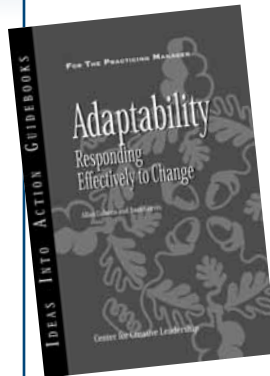
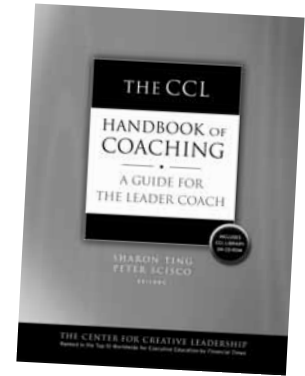
The first run of the program occurred at the Center’s Greensboro, NC, campus in late March. Other Greensboro dates for the program include June 20 – 22, 2006, and September 26 – 28, 2006. The Center’s San Diego campus will host a session in January 2007.

To learn more about this new program, visit [www.ccl.org/ncc](http://www.ccl.org/ncc).

## Publications

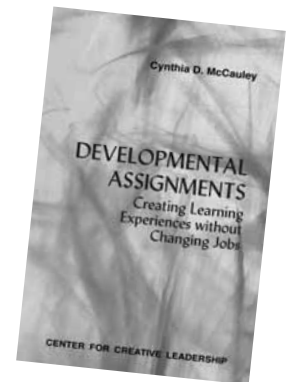
Three new books featuring CCL authors have been published in recent months:

*The CCL Handbook of Coaching: A Guide for the Leader Coach*, published in alliance with Jossey-Bass, gathers a comprehensive store of CCL’s knowledge about leadership development coaching into a single volume. Edited by industry expert Sharon Ting, the book aims to help managers and executives in all sectors of society, many of whom are increasingly called upon to coach colleagues, affect change within their organizations and within themselves.



*Adaptability: Responding Effectively to Change*, the latest guidebook in CCL Press’s Ideas Into Action series, is co-authored by CCL faculty members Joan Gurvis and Allan Calarco. It shows managers how to develop adaptability by using different mental frameworks, drawing on various approaches to dealing with emotions and cultivating both optimism and realism in the face of change.

*Developmental Assignments: Creating Learning Experiences Without Changing Jobs*, by CCL Senior Fellow Cynthia D. McCauley, helps managers seek out and design developmental experiences for themselves and others, with a particular focus on how to approach current job and non-work pursuits in a manner that supports continuous growth as a leader.



To purchase these books or learn about other Center publications, visit CCL’s bookstore at [www.ccl.org/publications](http://www.ccl.org/publications)



### Leadership in Action

MARTIN WILCOX, EDITOR

*Leadership in Action* is a bimonthly magazine that arms leaders — as well as those who train and develop them — with practical knowledge gained in the course of the Center’s educational research activities. It also provides a forum for the exchange of information and ideas between practicing leaders and Center staff and associates.

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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 1,000 organizations — both public and private, including two-thirds of the Fortune 500. Each year, approximately 20,000 individuals participate in a CCL program and 100,000 professionals complete a CCL assessment.

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