



Center for
Creative
Leadership

www.ccl.org

CCL LEADER DEVELOPMENT
ROADMAP

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CCL® is anchored by eight locations:

- A** San Diego, California, USA
- B** Colorado Springs, Colorado, USA
- C** Greensboro, North Carolina, USA
- D** Brussels, Belgium
- E** Singapore
- F** Moscow, Russia
- G** Pune, India
- H** Addis Ababa, Ethiopia

CCL programs are offered around the globe – at its five core campuses and at these additional locations:

- I** Mt. Eliza, Victoria, Australia
- J** Ontario, Canada
- K** Copenhagen, Denmark
- L** Cairo, Egypt
- M** Minato-Ku, Tokyo, Japan
- N** Mexico City, Mexico
- O** Bellville, South Africa
- P** Dubai, UAE
- Q** Hartford, Connecticut, USA
- R** St. Petersburg, Florida, USA
- S** Peoria, Illinois, USA
- T** College Park, Maryland, USA



The Center for Creative Leadership's
Leader Development Roadmap
accelerates your strategy and business
results by unlocking leadership potential.



“The Center is known globally as the gold standard in leadership development for executives, so the senior leaders we approach know they will be participating in a quality initiative.”

Nancy Coffee – President and CEO, The Leadership Academy

The quality of your leadership drives the performance of the organization.

CCL accelerates your strategy and business results by unlocking the leadership potential in your organization. CCL drives results by partnering with organizations to align leadership strategy with business goals, optimize the organizational environment for leadership and harness the energy of a well-developed workforce.

CCL's Leader Development Roadmap: Real Challenges, Focused Development

Based on CCL's 40 years of research and direct experience developing thousands of leaders annually, the Leader Development Roadmap helps you target the real-world challenges unique to each level of leadership. The Roadmap provides easy access to the programs, products, coaching and services that leaders need to succeed.

CCL's Leader Development Roadmap meets you where you are and takes you where you want to go.

How to use this guide

The Leader Development Roadmap connects the challenges leaders face every day with the essential skills they need to be successful. We've created a flexible suite of development resources targeted to five levels of leaders:

LEADING SELF: Individual contributors, professional staff and emerging leaders

LEADING OTHERS: Leaders of individual contributors

LEADING MANAGERS: Leaders of managers and/or senior professional staff

LEADING THE FUNCTION: Leaders of functions or divisions

LEADING THE ORGANIZATION: Leaders of the enterprise

Leadership skills should continue to evolve and adapt in order to meet the constantly changing conditions and challenges of a global marketplace. CCL's Roadmap connects leaders to the right development at the right time. With the Roadmap, organizations have the information they need to steer leader development, fuel sustained success, and prepare all leaders for what's next.

Browse the following pages to see the array of programs, coaching, assessments and other resources for each level.

For assistance in finding the right resources for you or your organization, please visit www.ccl.org or contact your local regional headquarters:

CCL - Americas +1 336 545 2810

CCL - Europe, Middle East, Africa +32 (0)2 679 0910

CCL - Asia-Pacific +65 6854 6000



LEADING SELF

Challenges

- Prepare for management or leadership role
- Build common leadership language in organization
- Increase personal effectiveness and performance

Competencies

- Establishing credibility
- Leading with purpose
- Delivering results
- Doing whatever it takes
- Interpersonal savvy
- Embracing flexibility
- Tolerating ambiguity
- Understanding one's own values and culture

LEADING OTHERS

Challenges

- Transition from individual performer to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems successfully

Competencies

- Coaching & developing others
- Leading team achievement
- Building & maintaining relationships
- Resolving conflict
- Learning to delegate
- Innovative problem solving
- Embracing change
- Adapting to Cultural Differences

LEADING MANAGERS

Challenges

- Integrate cross-functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select & lead managers for high performance

Competencies

- Thinking & acting systemically
- Managing organizational complexity
- Negotiating adeptly
- Selecting & developing others
- Taking risks
- Implementing change
- Managing globally dispersed teams
- Building resiliency

LEADING THE FUNCTION

Challenges

- Set vision and build toward the future
- Balance trade-offs between the short and long-term
- Align organization for strategy implementation

Competencies

- Being visionary
- Driving results
- Strategic thinking & acting
- Creating engagement
- Identifying innovation opportunities for new businesses
- Working across boundaries
- Leading globally

LEADING THE ORGANIZATION

Challenges

- Set organizational direction
- Foster alignments across the organization
- Gain commitment for performance
- Refine and build strong executive persona

Competencies

- Creating & articulating vision
- Creating strategic alignment
- Developing a leadership and talent strategy aligned with business strategy
- Leading the culture
- Executive image
- Creating a culture of innovation
- Catalyzing change
- Leading outwardly

Fundamental Four Leader Competencies: Self awareness, learning agility, influence, communication

Challenges & Competencies

FUNDAMENTAL FOUR LEADER COMPETENCIES:

- Self Awareness
- Learning Agility
- Influence
- Communication

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CORE DEVELOPMENT PROGRAMS

CCL core leadership programs build the most critical skills for success at each level of leadership. They are grounded in CCL's "Fundamental Four" leader skills, driven by essential outcomes and focused on key requirements for success at each level.

CCL's programs are deeply personal and customized to each learner. CCL's proven model of development integrates **Assessment, Challenge and Support**, helping leaders internalize essential lessons and create action plans for improvement.

Alumni consistently rank CCL programs among the top in the world in surveys conducted by the *Financial Times* and *BusinessWeek*. Explore each program to find out why.

LEADING SELF

Leadership Fundamentals

Introduces the fundamentals of effective leadership for greater success, faster.

www.ccl.org/lf

LEADING OTHERS

Maximizing Your Leadership Potential

Prepares first-time managers to achieve lasting results through people.

www.ccl.org/mlp

LEADING MANAGERS

Leadership Development Program

Builds the leadership skills and confidence needed to translate strategy into effective action on the front line.

www.ccl.org/ldp

LEADING THE FUNCTION

Leading for Organizational Impact: The Looking Glass Experience

Enhances your ability to lead while balancing short-term and long-term strategic perspectives.

www.ccl.org/loi

LEADING THE ORGANIZATION

Leadership at the Peak

Maximizes personal leadership power to accelerate the organization's commitment, alignment and results.

www.ccl.org/lap

Core Development Programs

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SPECIALIZED SKILL DEVELOPMENT PROGRAMS

Specialized skill development programs give leaders an immersion into specific leadership topics. These highly focused experiences are working sessions, designed to help leaders apply what they learn to their current situations - and to their future goals.

Whether leaders need to sharpen their experience in strategic leadership, build critical coaching skills, successfully lead innovation or create commitment in a team, these programs provide deep insight and practical tools for success.

**LEADING
SELF**

**LEADING
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**LEADING
MANAGERS**

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Developing the Strategic Leader

Focuses strategic thinking, acting and influencing skills to more effectively lead strategy execution

Leading Teams for Impact

Strengthens ability to manage and lead teams to experience the power of collective effort

The Women's Leadership Program

Provides understanding and development in a wide range of issues affecting professional women in organizations

Innovation Leadership

Builds a culture that fosters creativity, cultivates learning, and accelerates growth

Coaching for Human Resources Professionals

Strengthens coaching skills and shares best practices in coaching

Leadership Development for HR Professionals

Increases leadership capacity to strengthen HR partnerships with senior management

Coaching for Greater Effectiveness

Develops skills in coaching others to increase productivity and improve performance

Assessment Certification Workshop

Become certified to administer CCL's powerful suite of 360-degree assessments

Specialized Skill Development Programs

CCL COACHING SERVICES PROVIDE:

- High quality assessments
- A commitment to proven leadership development methods
- Rigorously trained coaches
- A confidential, safe environment for growing as a leader

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LEADERSHIP COACHING

Steeped in more than four decades of research and practical know-how, CCL's coaching helps leaders master new attitudes and behaviors that drive business results.

Our leadership coaching solutions can make a difference at all levels of the organization, from a first-time manager to the CEO. Our coaches also work with groups and teams to facilitate learning and push for improved performance.

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Coaching Skills Workshops

Customized coaching-skill program within organizations

Coaching for Greater Effectiveness

Public program that develops skills in coaching others to increase productivity and improve performance

Coaching for Human Resource Professionals

Public program that strengthens coaching skills and shares best practices in coaching

Executive Coaching

Drives results with one-on-one, customized leadership development

Transition Coaching

Helps individual leaders prepare for or excel at career transitions

Team and Group Coaching

Allows teams to work together and create shared understanding to increase effectiveness

Programmatic Follow-on Coaching

Maintain momentum after a development program with goal-achievement coaching

APEX

In-depth, C-level leadership coaching

Senior Leadership Team Coaching

Executive coaches uncover hidden challenges and drive team results

LEADERSHIP ASSESSMENTS

CCL's assessments are powerful drivers of learning and change. Our assessment and feedback process helps leaders measure where they are, clarify needs and goals, and set direction for further development.

CCL pioneered the use of assessments and feedback in leadership development decades ago. Our expertise and state-of-the-art, research-based assessment tools have earned the trust of thousands of HR professionals and consultants because they:

- Easily fit into existing organizational development programs - and offer relevant observable and measurable results on leadership skills managers learn through experience.
- Provide options for customization that can increase relevance, ownership and advocacy throughout the organization.
- Provide statistically valid and reliable results that help individuals and teams align their performance objectives with those of the entire organization.
- Provide language options for use with non-English speaking employees.

**LEADING
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KEYS to Creativity and Innovation

Organizational Assessment: Assess organizational climate for creativity and innovation by measuring specific management practices

Leadership Gap Indicator

Organizational Assessment: Identify and address critical skill gaps in organizational leadership

Job Challenge Profile

Self Assessment: Use job assignments to develop skills

Learning Tactics Inventory

Self Assessment: Profile preferred learning behaviors and develop individual learning plans

Executive Dimensions®

360-Degree Assessment: Address top level leadership issues

Benchmarks®

360-Degree Assessment: Measure 16 skills and perspectives critical for success and five possible career derailers

SKILLSCOPE®

360-Degree Assessment: Assess 15 key job-related skills essential for managerial success

Prospector®

360-Degree Assessment: Gain feedback on the skills most often found in successful executives and the behaviors needed to acquire those skills

360 By Design®

360-Degree Assessment: Customizable development tool measuring key leadership skills and behaviors identified by an organization

Assessment Certification Workshop

Become certified to administer CCL's powerful suite of 360-degree assessments

Assessments

Programs **Services**

CUSTOMIZED SERVICES

CCL's customized services allow organizations to develop the leadership competencies needed to meet specific challenges and business realities.

For each client, our approach is consistent but the outcome is one-of-a-kind. We employ our rigorous D⁶ process - Discover, Diagnose, Design, Develop, Deliver, Discern - to create customized solutions for tough leadership challenges. Whether the need is for a large-scale change initiative or a smaller development program for a division or department, CCL's customized services can be tailored to all levels in your organization.

LEADING
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ORGANIZATION

1

DISCOVER your business challenge.

Examine the internal and external business drivers of the problem.

2

DIAGNOSE your leadership need.

Connect your business challenge with the underlying leadership issues.

3

DESIGN your customized solution.

Draw the blueprint to your leadership solution.

4

DEVELOP the initiative.

Build your customized leadership solution to your specifications.

5

DELIVER your solution.

Exceed your expectations.

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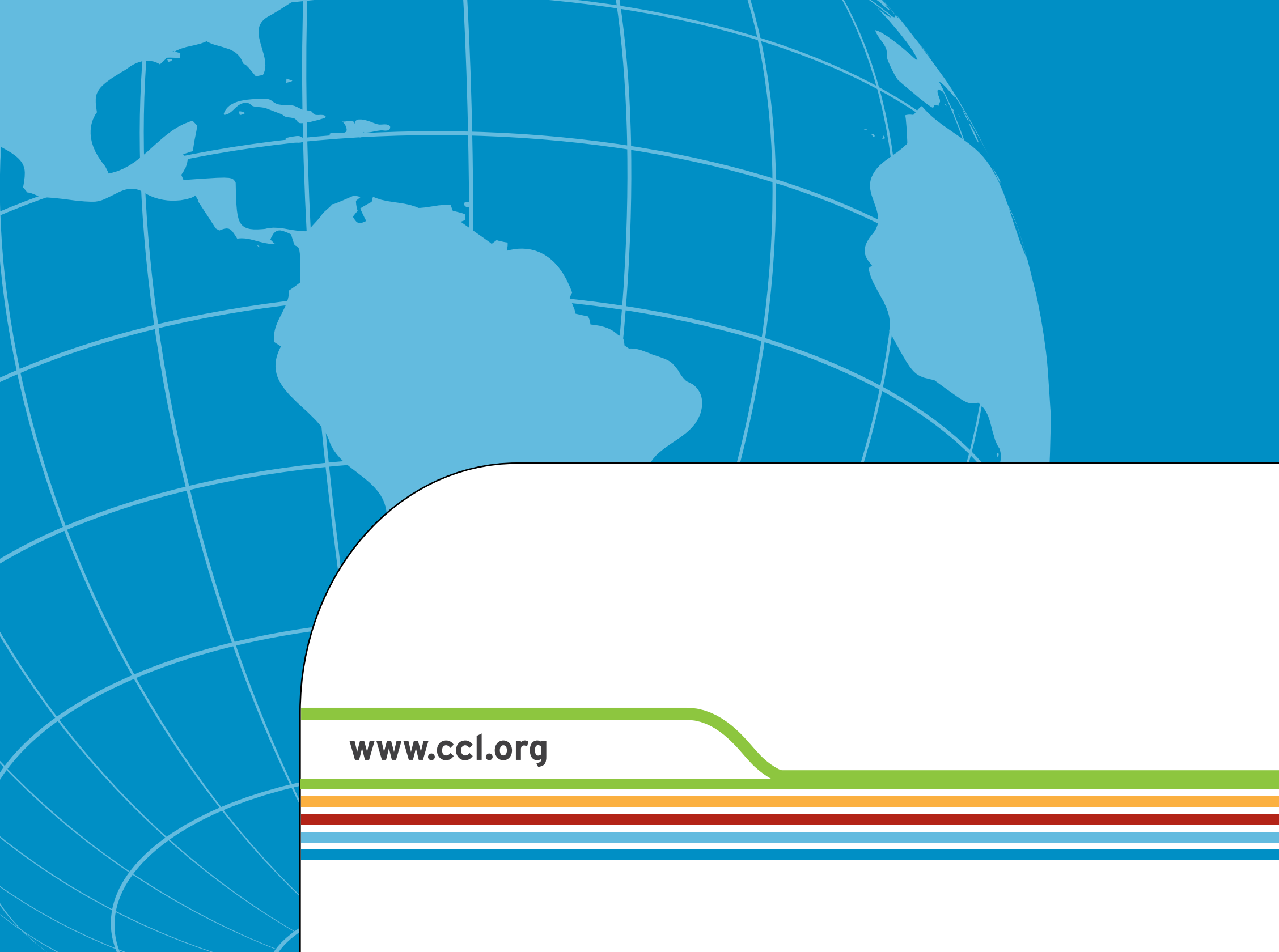
DISCERN the impact.

Demonstrate the real results you can deliver back to your organization.

CCL's Custom Design Process

NOTES

A large white rectangular area with a blue border, containing horizontal blue lines for writing notes. The lines are evenly spaced and extend across the width of the box, providing a template for taking notes.



www.ccl.org

Get started With CCL

We look forward to partnering with you on your leadership challenges and developing the creative leadership that will lift you and your organization to new levels of success. To get started, visit www.ccl.org or contact us at one of our regional headquarters:

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