

European and Asian Research

With CCL campuses in the United States, Europe and Asia, our research reflects an increasingly global perspective and adds great value to our ability to advance the understanding, practice and development of leadership for the benefit of society worldwide. While many of our research projects are global in nature, some of the studies focused specifically on Europe and Asia include:

EUROPEAN RESEARCH

Leadership for Sustainability & Corporate Social Responsibility (CSR) -

This is a study investigating the leadership and organizational practices used to implement sustainability and corporate social responsibility principles. Globally responsible leadership asks business organizations to pay attention to the impact their operations have on the planet, requiring a systemic view addressing the diverse economic, social and environmental issues involved with running an organization. The objective of this study is to investigate:

- » How leaders have developed their sustainability/CSR perspectives, in order to be able to develop this capacity in new leaders
- » The practices adopted by and challenges experienced by leaders pursuing sustainability/CSR
- » The organizational systems and strategies implemented to become sustainable and responsible

Organizations in the European Union (EU) have taken a leadership role in the sustainability/CSR movement and many are very active and rigorous with their efforts; as such, the initial focus for this research will be on European-based organizations.



ASIAN RESEARCH

CCL has secured grant funding and initiated collaborations with other organizations enabling us to conduct three projects extending or replicating our work in Asia. All three focus on better understanding leadership development and leadership practices. The projects are:

- » *Lessons of Experience*, which looks at the processes by which executives learn, grow and change over the course of their careers
- » *Understanding the Leadership Gap*, which focuses on how to build leadership bench strength
- » *Bridging Cultural Boundaries Through Leadership*, which looks at leadership practices that effectively bridge cultural boundaries at work



FUTURE DIRECTIONS

In the future, we will continue to expand our research in Europe and Asia through analysis of existing data, partnerships with researchers in different countries, and new studies currently being designed.

Leadership Development Research

Using data collected through our thorough evaluation processes associated with open-enrollment and custom programs, CCL is answering a wide variety of questions regarding the effectiveness and impact of leadership development. Knowledge we are creating includes the most effective modes of leadership development for different countries and cultures, effective modes of organizational-level leadership development, the outcomes of leadership development initiatives targeted at senior levels in the organization, and outcomes of various forms of leadership development targeted at changing leadership and organizational effectiveness.

Learning Design

Through a variety of initiatives, CCL is utilizing best practice learning (or instructional) design to enhance the effectiveness of our leadership development portfolio and staff capabilities. Our Design & Evaluation Center faculty are participating in projects such as the revision of existing open-enrollment programs, the development of new programs, the development of design capability in our global custom solutions unit, the development of a world-class learning resources practice, and the development of a wide variety of tools and processes intended to support the design-related needs of our faculty and staff in their work with clients.