

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



**Do you know if your leadership
development efforts are working?**

Evaluation Center



Center for
Creative
Leadership

www.ccl.org

CCL's Evaluation Center



- › Are you clear on what your initiatives are designed to achieve?
- › Do you know which programs, experiences and activities are contributing to your desired outcomes?
- › How do you know which initiatives are less effective and need to change?

CCL's Evaluation Center is your resource for measuring and understanding the impact of leadership development initiatives. We have been on the front line of defining effective evaluation of leadership development for more than a decade. Our evaluators are recognized for their rigorous approach to assessing the complex challenges of individual and organizational leadership development.

Why evaluate?

Through evaluation, organizations can:

- › Measure the effectiveness of leadership development initiatives.
- › Provide stakeholders with meaningful, actionable data that will help them to make the right decisions about future investments in human capital.
- › Maximize impact through high-quality program initiatives, designed specifically to meet organizational needs.
- › Monitor leadership development initiatives to ensure continuous progress in achieving organizational outcomes.

Our approach

CCL's Evaluation Center conducts evaluation with your needs in mind.

- › **We are collaborative.** We value the close working relationships we have with you, as well as with CCL colleagues and other partners.
- › **We draw on multiple viewpoints and information sources, such as surveys, interviews, or existing organizational data.**
- › **We integrate evaluation into the design and leadership development phase.** We start designing an evaluation in the early stages of a leadership development initiative. Our focus on outcomes helps refine thinking about needs, expectations and priorities, before, during and after an initiative.
- › **We tailor our methods to meet your needs and to fit the design of the initiative.**





Services offered

CCL's Evaluation Center offers a range of services to evaluate leadership development. Whether you have been working with another training provider or with our design and training staff, we can work together to evaluate your current leadership development strategy.

In conjunction with the initial design of the leadership development initiative, we create an evaluation design, and incorporate additional assessment and discovery processes as needed. Our evaluation designs may include assessing individual, team and/or organizational level outcomes.

We can evaluate various elements, including:

- › Participant satisfaction.
- › Program success at meeting objectives.
- › Transfer of new learning, skills or behaviors to the work setting.
- › Intended individual and organizational impact.
- › Individual behavior change and short-term organizational level impact.
- › Longer-term organizational-level impact and return on investment.

We use industry-recognized and proven methods such as:

- › *REFLECTIONS*[®], a 360-degree assessment designed to provide confidential individual feedback and group data on the impact of a development program.
- › Surveys, collection and analysis of organizational data, and interviews/focus groups.
- › Analysis of reports, presentations and projects related to the initiative.

We can also help your organization build capability to evaluate internal leadership development initiatives.

Outcomes of evaluation

The goal of evaluation is to determine whether or not a leadership development initiative succeeded. By investing in evaluation you and your organization can:

- › Make improvements to the leadership development initiative.
- › Move forward after pilot process.
- › Learn how the leadership development initiative has helped achieve key business outcomes.



Discovery: The Process of Getting Clear

The starting point for effective evaluation – and for designing high-impact leadership development initiatives – is a clear understanding of your organization and its needs. Using our unique and highly facilitated approaches, we help you achieve objectives by asking questions such as:

- › What is your organization trying to accomplish through leadership development?
- › Which outcomes matter to different stakeholders?
- › Which competencies and capabilities are important?
- › Which measurements make sense?
- › How will you share, use and build on what you learn from evaluation?



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About the Center for Creative Leadership

The Center for Creative Leadership (CCL[®]) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Founded in 1970 as a nonprofit, educational institution, CCL helps clients worldwide cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries – through an array of programs, products and other services.

Funding is derived primarily from tuition, sales of products and publications, royalties and fees for services. In addition, CCL seeks grants and donations from corporations, foundations and individuals in support of our educational mission.

Each year, we expand the leadership skills of more than 20,000 people and partner with more than 3,000 organizations. And our reach spans the entire globe. With campuses in Asia, Europe and North America, CCL annually serves clients in more than 120 countries on six continents. Whatever your leadership challenge and wherever you are, CCL can help.

RECOGNIZED AS A TOP PROVIDER OF LEADERSHIP DEVELOPMENT WORLDWIDE



The Center for Creative Leadership ranked among the world's Top 10 overall providers of executive education in a 2008 survey by the *Financial Times*. CCL was the only institution in the survey focused exclusively on leadership education and research, placing it in the company of many of the world's elite business schools.