

# Comparing Leadership Challenges Civil Service vs. Private Sector



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# Introduction

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On October 1, 2013, the United States federal government shut down after Congress failed to enact legislation appropriating funds for the new fiscal year. Routine operations were curtailed, 800,000 federal employees were indefinitely furloughed, and another 1.3 million were required to report to work without known compensation. Regular government services did not resume until October 17 when Congress passed and the president signed an interim appropriations bill.

The government shutdown provided a dramatic example of the clash and collision of views surrounding the role of government and governance. Political leaders grappled with fundamental questions concerning the core functions, size, and funding of government. Despite their often diametrically opposed views, however, consistent calls could be heard from both sides of the political aisle that “the government should be run more like a business.”

Implicit in this refrain is the assumption that private sector is more efficient or effective than civil service. But are we comparing apples to oranges? Certainly

similarities exist between the public and private sectors. For example, both are populated with organizations of diverse sizes, budgets, and missions. Nonetheless, major differences are readily apparent. Private sector organizations usually focus on profits and shareholder value, and operate within a business or entrepreneurial framework. Public sector organizations typically focus on regulatory implementation of legislation and service delivery to citizens, and operate within a unique constitutional framework founded upon the separation of powers of the branches of government.

Whether one sector is more or less efficient than another is best left to economists and politicians to deliberate, but the larger question comparing the public to the private sector does raise important issues about the nature of leadership. Are there different challenges associated with leading in the public vs. private sector? If so, do those differences alter the skills and behaviors required for good leadership? How might those differences impact leader development? Answering these questions might benefit leaders in both sectors.

# Research

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This is the second in a series of three white papers that compare leadership challenges among military, civil service, and private sector leaders. The first paper compares military vs. civil service, the second examines civil service vs. private sector, and the third looks at military vs. private sector.

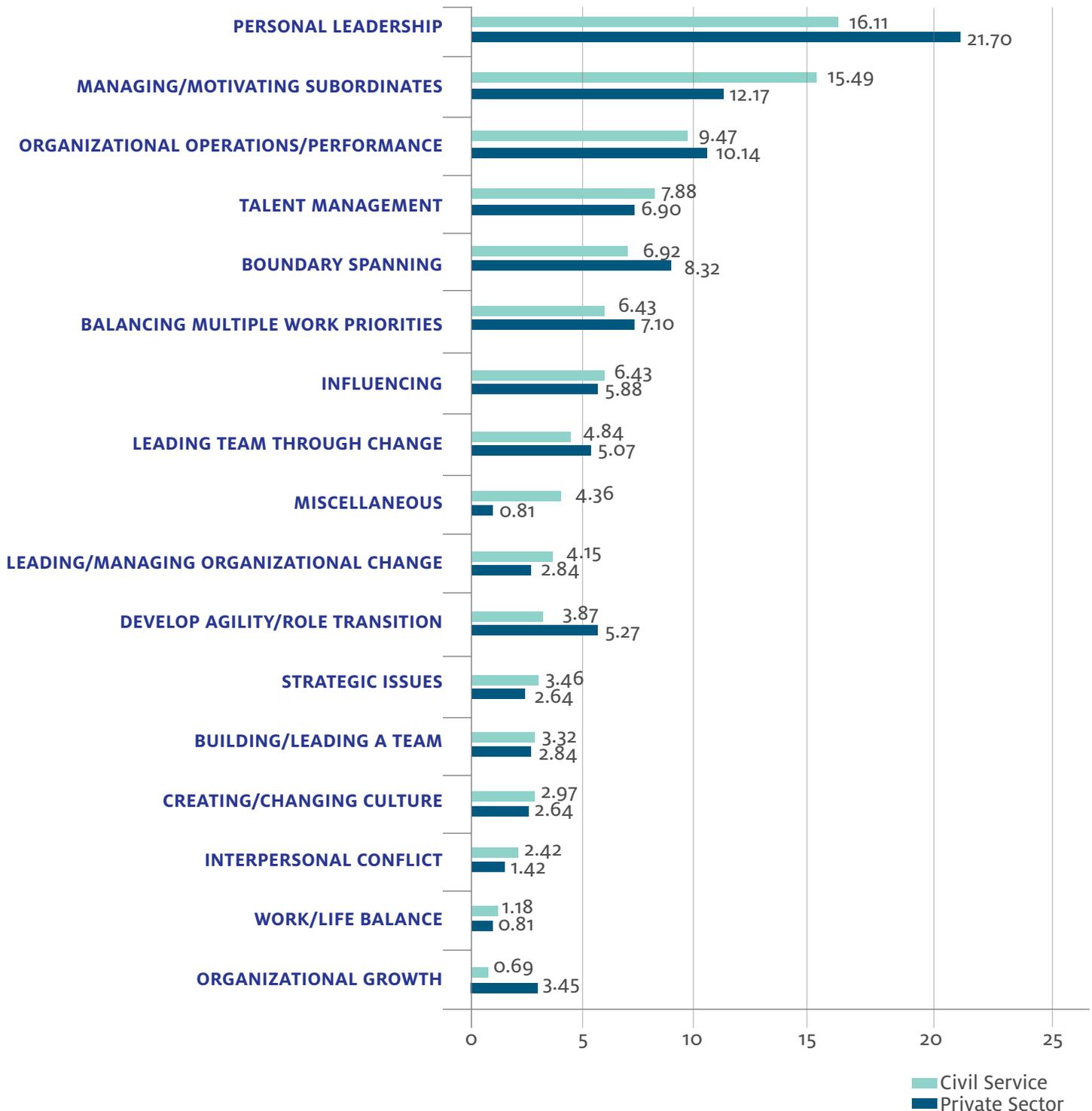
The Center for Creative Leadership (CCL®) routinely asks participants in its *Leadership Development Program*, targeted to leaders of managers, and *Leadership at the Peak* program, targeted to enterprise leaders, to name their three most important leadership challenges. For this paper, we content-analyzed written responses from 1,446 US government civilian leaders and 493 private sector business leaders who attended these two programs over the past five years. Those responses

were grouped into various categories using NVivo Qualitative Research software, which assisted in sorting information into structured data. While the results are only applicable to US federal civilian leadership, we feel that these experiences might also be familiar to state and local government leaders.

This data provides rich insights into the similarities, differences, and critical nuances of public vs. private sector leadership. And indeed, the story is one of nuance. As this paper highlights, leaders from both sectors name similar leadership challenges and prioritize them in parallel for the most part, but the unique setting and context found in the public sector—very much defined by the Constitution—leads to subtle, but very real and noteworthy differences.

# Overall Comparison

The participants' written responses to the question "What are your most important leadership challenges?" were analyzed and sorted into 17 categories below (detailed explanations of each category are in Appendix A). The overall results are shown in the table below with categories listed in descending order of the most frequently cited by civil service leaders with the corresponding private sector response. Appendix B provides a listing of CCL resources for each category that could be helpful in understanding and addressing these challenges.



The results on the left reveal that leaders in both the civil service and private sectors cite the same seven most frequently reported challenges with slight differences in prioritization. Both groups cite **Personal Leadership** and **Managing/Motivating Subordinates** as their number one and number two challenges, but with a noted difference in the magnitude of each. Both groups also cite **Organizational Operations and Performance** challenges in third place, followed with slight differences in prioritization by **Talent Management**, **Boundary Spanning**, **Balancing Multiple Work Priorities**, and **Influencing**.

The written responses explain major differences in prioritization. For civil service leaders, **Managing and Motivating Subordinates** takes on additional importance due to unique environmental factors associated with civil service. For example, the annual government budgeting process with constantly looming furloughs and shutdowns increases uncertainty. Government workers, or “bureaucrats,” are regularly maligned both privately and publicly, which can diminish employee engagement. Special employee protections can make it difficult and laborious to change employee behavior or remove poor performers. And since the government sector is baby boomer heavy, a significant percentage of employees are nearing retirement eligibility. These factors make **Managing and Motivating Subordinates** (and to some degree the **Talent Management** challenge) more pressing for public sector leaders, while both groups view the challenge of **Personal Leadership** similarly—skill deficits in communicating, planning, confidence, resilience, and emotional regulation.

Civil service and private sector leaders see **Organizational Operations and Performance** challenges somewhat differently. For civil service leaders it involves dwindling or uncertain financial and staffing resources, calls for increased efficiency to “do more with less,” and trying to collaborate within a constitutional system designed to disperse power and decision making (this is also the major difference in the **Boundary Spanning** challenge). For private sector leaders the issues tend to focus on staying current with technology, adapting to new regulations and policies, and dealing with organizational and market changes in a rapidly evolving global economy.

Civil Service and private sector leaders both describe time management and prioritization as issues central to the problem of **Balancing Multiple Work Priorities**. Both groups also see the challenge of **Influencing** very similarly.

But the similarities and differences at this macro level do not tell the whole story. Some categories are quite large and contain multiple aspects of leadership challenges that reveal important nuances. In the sections that follow we break down the largest categories into their component parts to show additional detail behind the leadership challenges reported by civil service and private sector leaders. Let’s explore some of the most illuminating categories in more detail.



## Personal Leadership

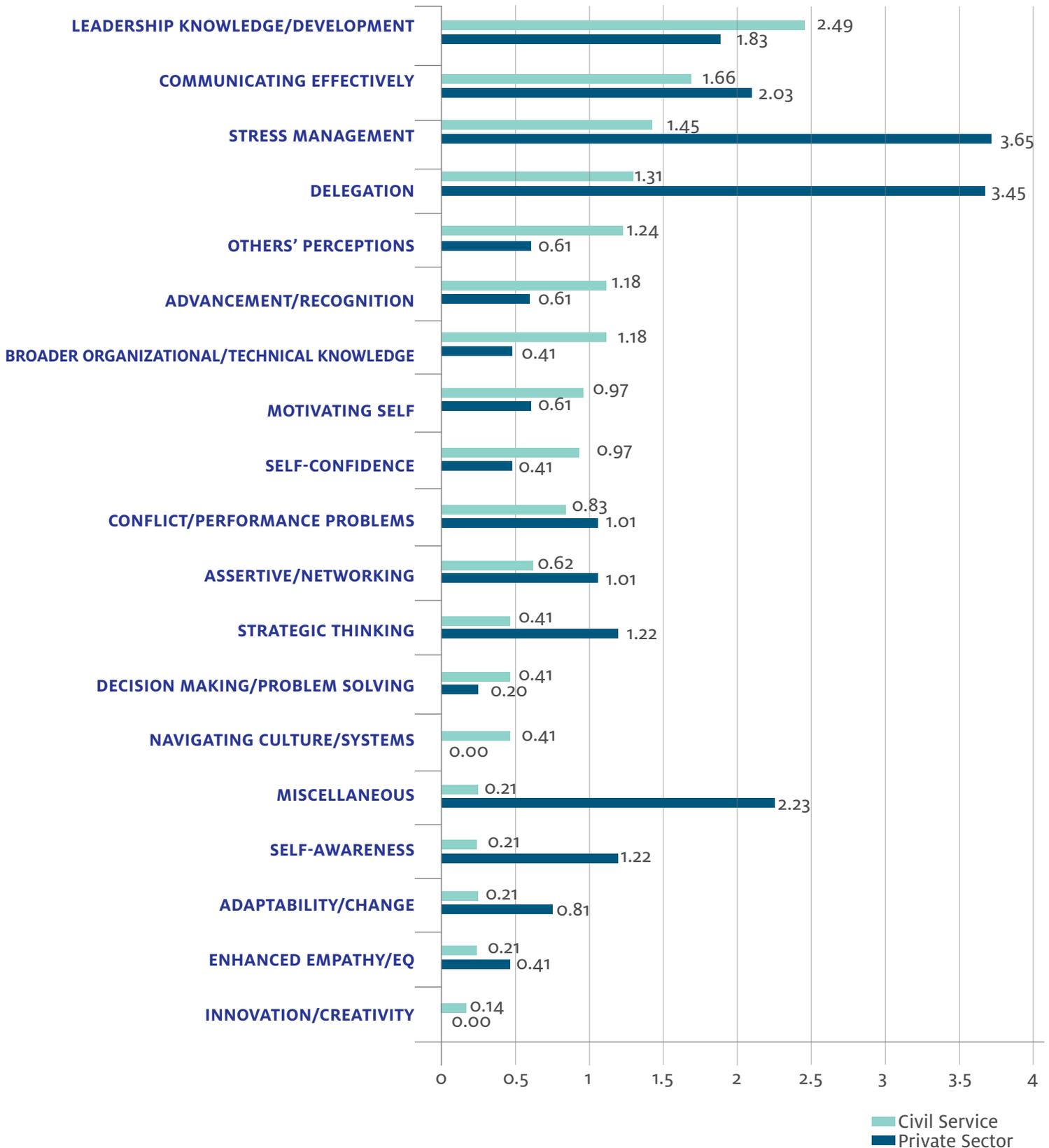
This major category comprises 19 subgroups shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.

As mentioned previously civil service and private sector leaders both selected **Personal Leadership** as their number one challenge, but the subcategory data reveals major differences in the specific challenges. Each sector cited four of the same challenges in their top five, but the order and magnitude of responses were very different. Civil servants cited **Leadership Knowledge/Development**, **Communicating Effectively**, **Stress Management**, **Delegation**, and **Others' Perceptions** most often. Private sector leaders cited **Stress Management** first and more than two times their civil service counterparts. **Delegation** was second and almost three times more. Miscellaneous ranked third and ten times more than civil servants. While these subcategory challenges exist in both sectors, leaders can find some more challenging than others depending on their environment.

*“My work-energy level tends to resemble a sine wave—big peaks to finish projects, with burnout lows after.”*

*“Since I like latitude in carrying out my responsibilities, I sometimes give subordinates less direction that they desire.”*

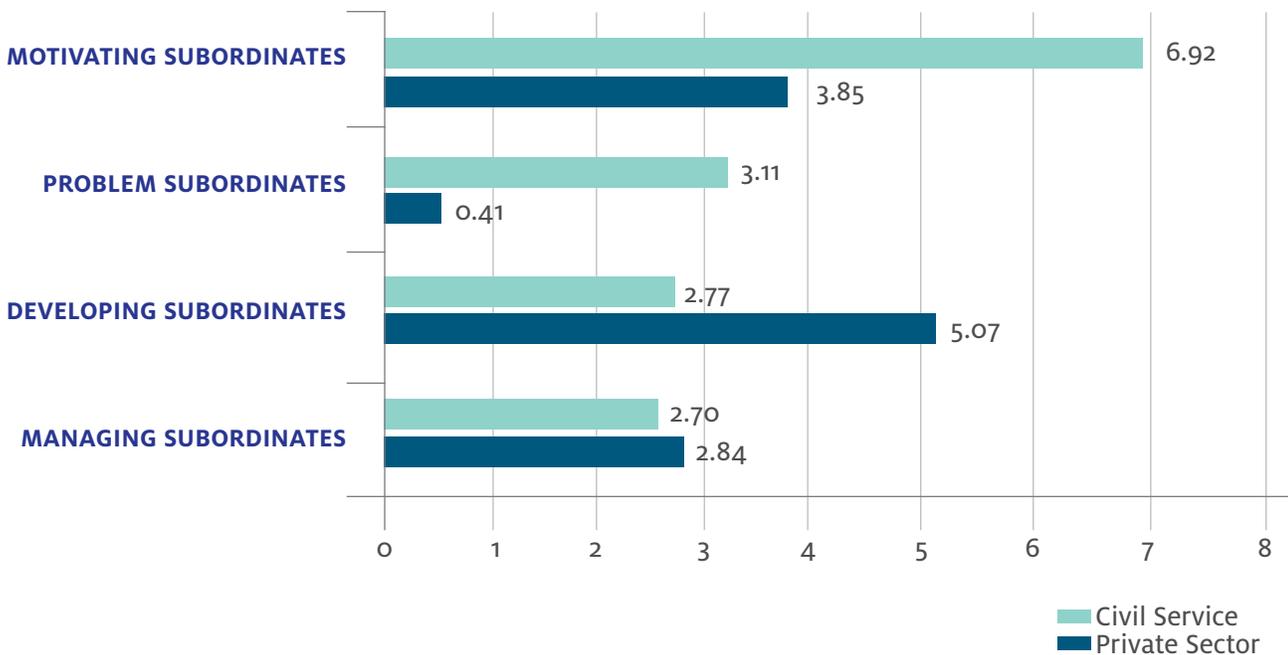
# Personal Leadership





## Managing and Motivating Subordinates

This primary category comprises four subgroups—*Motivating*, *Problem*, *Developing*, and *Managing Subordinates*—shown in the following table. The percentage of each subgroup sums to the total percentage listed in the overall category percentage.



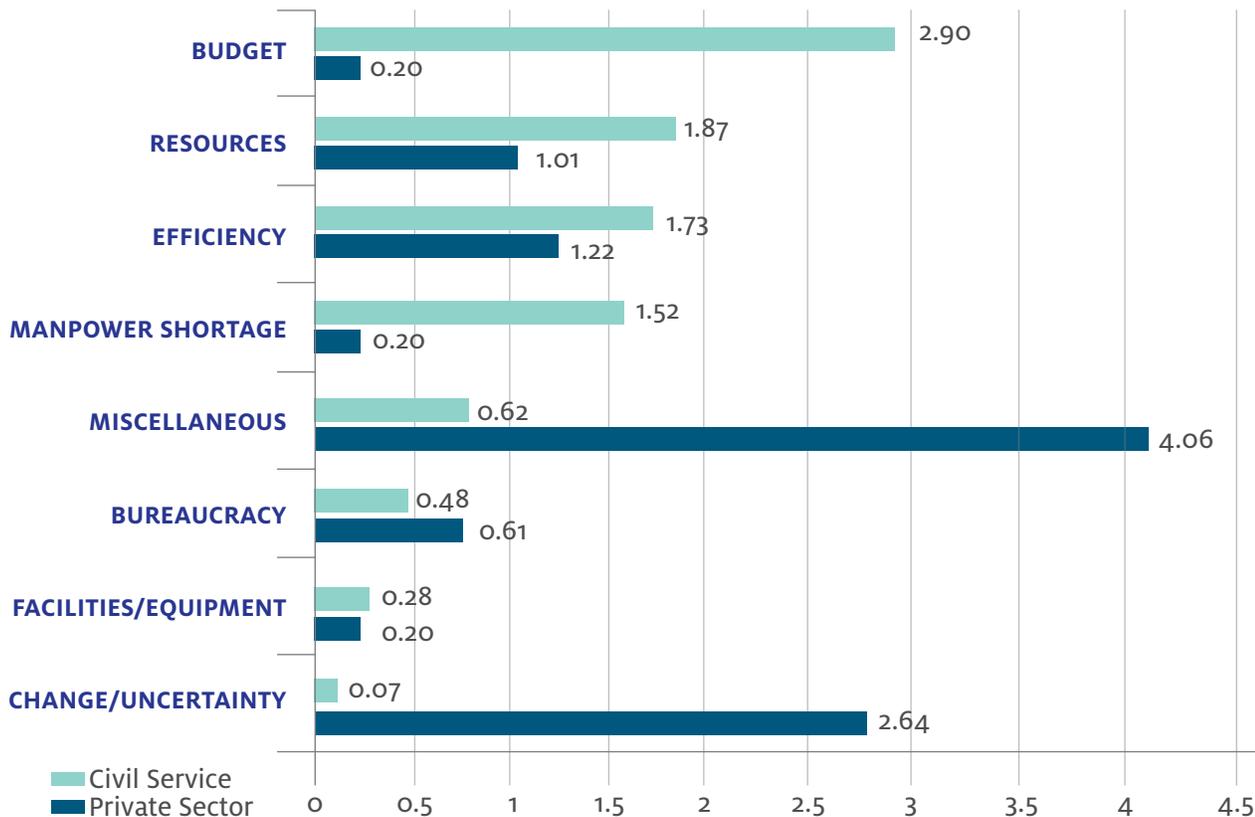
Within its primary category, **Motivating** is the most frequently cited challenge for civil service leaders. For them the issue seems more difficult because employees must assume greater workloads in the face of declining resources without the benefit of commensurate rewards for performance improvement or excellence. **Motivating** also surfaces as getting employees to “own” their jobs or take initiative. Though **Motivating** is the second highest subcategory for private sector leaders, they cited it almost 50% less than their civil service counterparts. Motivating subordinates in either sector might involve similar strategies and tactics, but the context of a resource constrained and closed-system civil service environment produces unique challenges distinct from a potentially performance-based and incentive-rewarded private sector context.

**Developing Subordinates** is the most frequently cited challenge for private sector leaders. Business respondents often discuss the reasonable need to prepare and develop junior colleagues for the next level of responsibility. For their civil service counterparts, however, dealing with **Problem Subordinates**—an issue barely cited by private sector leaders—drains attention from developing high potentials. Many civil service leaders mention the difficulty, complexity, and lengthy process involved in removing employees for other than illegal or unethical acts. Similarly, civil service managers feel they can do little to correct performance issues when employees fail to cooperate. These issues reflect the carefully structured and regulated process for firing and hiring civil service employees.

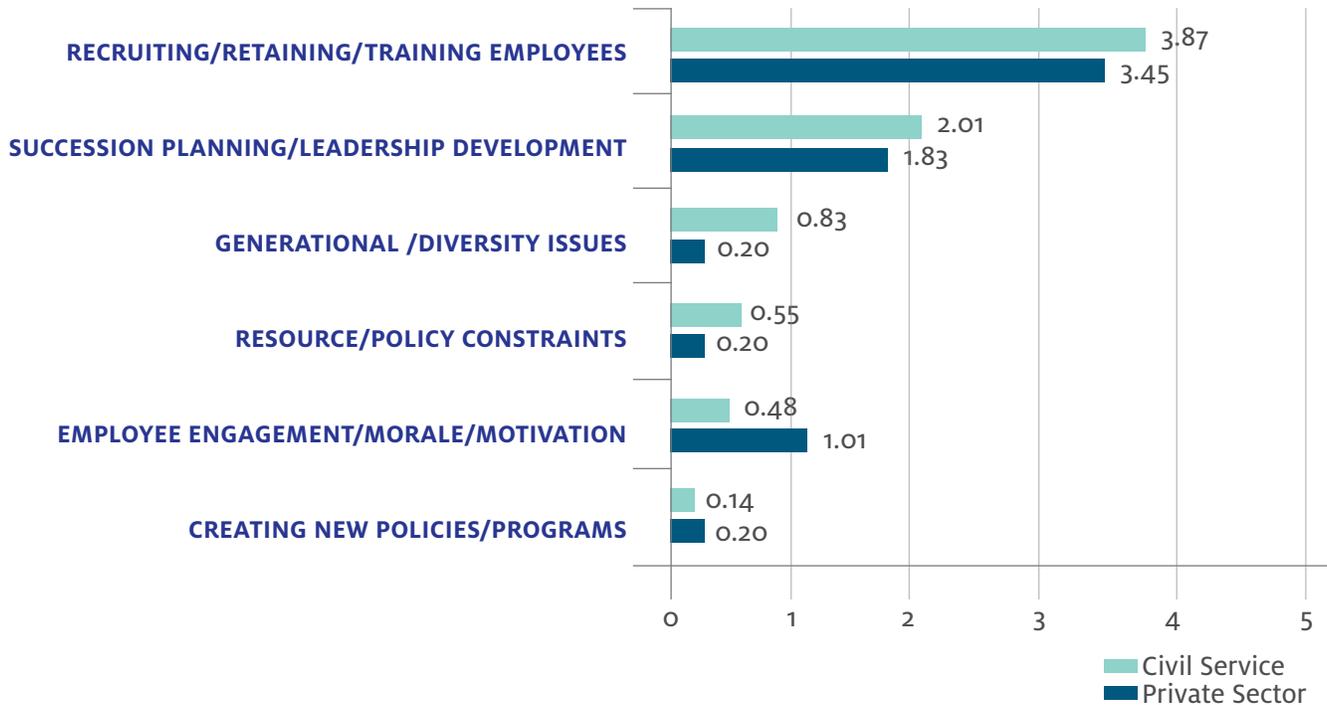
## Organizational Operations and Performance

In this primary category, the impact of civil service resource constraints is clearly evident. **Budget** is by far the key operational leadership challenge with **Resources**, **Efficiency**, and **Manpower Shortages** all ranked highly. The government’s limited and likely shrinking fiscal resources define the public sector leadership landscape.

For private sector leaders, the challenges associated with resources are much less pronounced. In fact, the **Miscellaneous** subcategory is the most frequently mentioned, suggesting private sector leaders experience a more heterogeneous set of operational challenges. These eclectic issues range from maintaining continuous improvement processes and instituting enterprise-wide project management to raising the bar on customer care and meeting regulatory requirements.



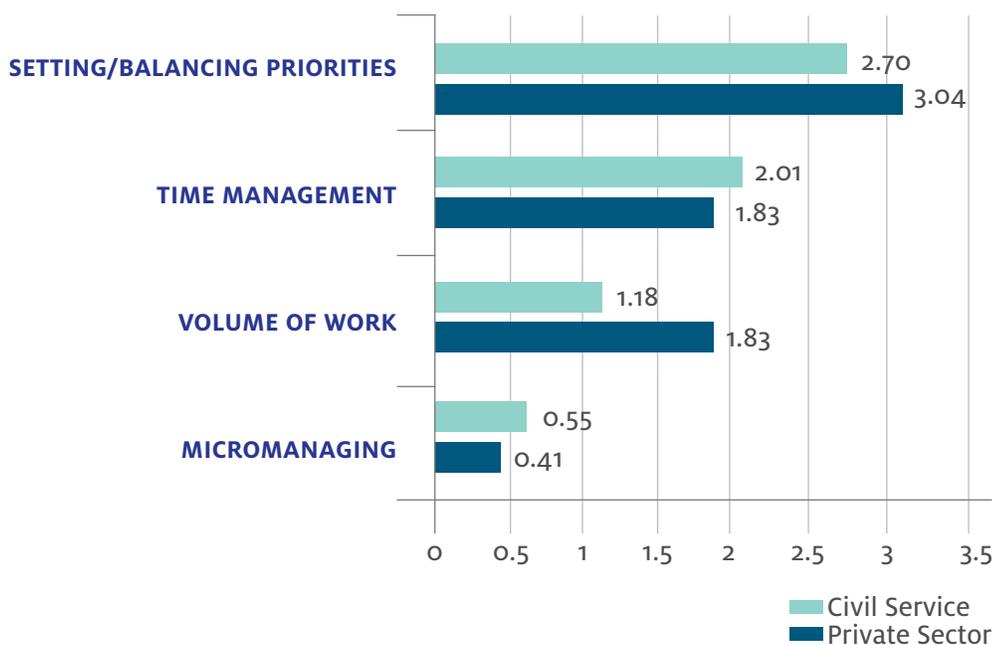
# Talent Management



While the top two subcategories reflect the importance of hiring and preparing organizational talent in both the public and private sectors, the constrained resource environment and structured HR policies of government make this a bit more challenging for civil service leaders. *The Generational/Diversity* differences could be an outcome

of hiring philosophy: Private sector tends to hire for cultural fit while civil service wants to reflect its varied constituency. Given the civil service environment challenges previously mentioned, it is surprising that private sector leaders cite *Employee Engagement/Morale/Motivation* as a bigger challenge than their civil service counterparts.

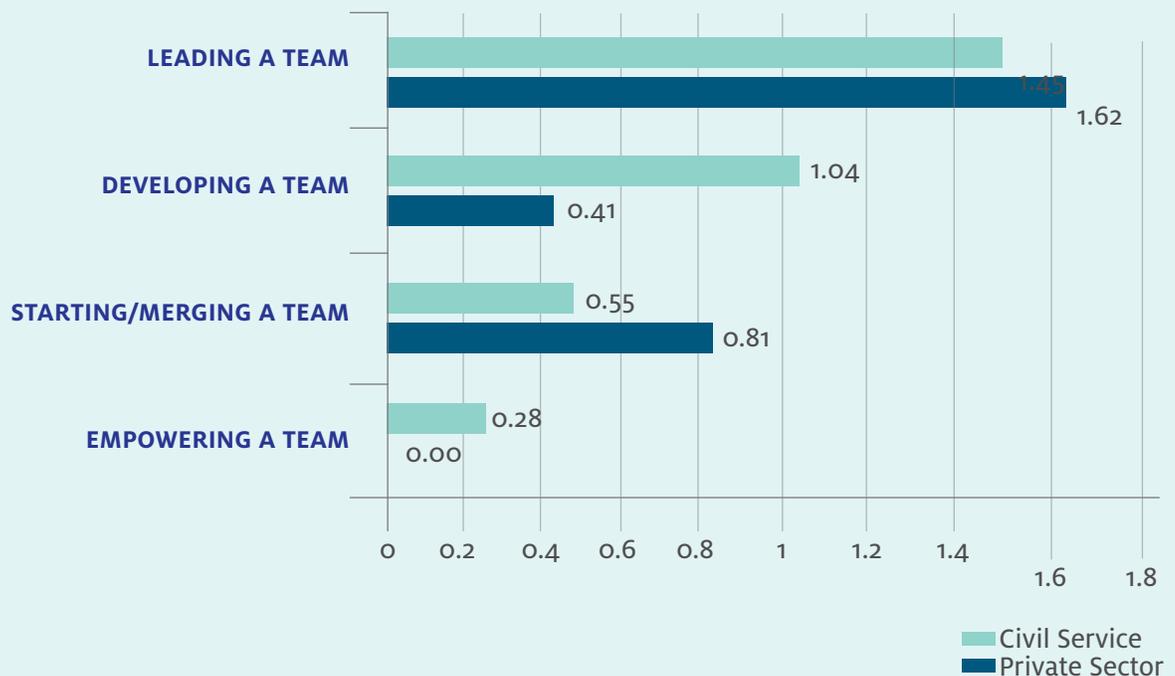
# Balancing Multiple Work Priorities



In the context of increasing workloads, leaders in both sectors identify their top challenge as *Setting/Balancing Priorities*. *Time Management* is a close second for both groups as well, followed by *Volume of Work*. It seems that the environment in which leaders operate has no major effect on how they describe this challenge. Setting, balancing, and shifting priorities in a high-pressure environment is difficult for leaders across sectors.



## Building and Leading Teams



Though this primary category was cited as a challenge only about 3% of the time across both sectors, a few observations are worth mentioning. Both civil service and private sector leaders agree that *Leading a Team* is an important challenge. However, private sector leaders cite *Starting/Merging a Team* as their second most frequent challenge while civil service leaders felt that *Developing a Team* is more often a challenge. These findings may speak to the different environments in which teams operate in each sector.



## Discussion and Conclusions

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When first looking at the primary category data, it might appear that differences between civil service and private sector leaders exist, but are minimal. That seems reasonable. After all, leadership in any sector involves leading people who, regardless of sector, concomitantly share both universal human traits and unique individual differences. Deeper understanding of the subcategory data, however, reveals that more nuanced differences do exist. The environment of civil service, especially the constitutional structure and financially constrained context of the US federal government, does appear to impact some of the challenges faced by those leaders.

Do these differences alter how civil service leaders should behave, the skills they need, and the development necessary to meet those challenges? Probably. Without the benefit of significant financial incentives and quick

merit promotions, motivating civil service employees may require leaders to incorporate different strategies to inspire superior performance. Without access to additional resources, even when unit performance or challenges merit those investments, leaders may need to collaborate even more intently and effectively with peers to accomplish the mission. And once these skills and behaviors are identified, how can government instill them in leaders through systemic development, especially in the resource-constrained environment that is causing some of these challenges in the first place?

Leading is challenging in any environment. Leading in the civil service has some subtle, but noteworthy, additional challenges that require targeted leadership skills and development. With this knowledge, we can all better appreciate and serve those who serve us all.

# Appendix A

## Leadership Challenge Categories & Definitions

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### **BALANCING MULTIPLE WORK PRIORITIES:**

Challenges with time management, volume of work, delegating, or setting priorities.

**BOUNDARY SPANNING:** Challenges with the need to or the difficulty of crossing hierarchical, functional, organizational, geographic, generational, cultural, or other boundaries.

**BUILDING/LEADING A TEAM:** Any challenge with creating a new team, integrating people into an existing team or combining teams, or improving team processes.

**CREATING/CHANGING CULTURE:** Challenges that specifically relate to leading or managing a culture change in the organization.

**DEVELOPING AGILITY/ROLE TRANSITION:** Challenges with the developmental agility required in successfully moving into a new job, a new department, a new organization; moving into or out of an assignment or sector; taking on additional responsibilities or dealing with uncertainty as a result of absence of direct boss.

**INFLUENCING:** Challenges with managing up, leading without authority, inspiring others, negotiation, or getting buy-in for one's ideas/plans.

**INTERPERSONAL CONFLICT:** An unresolved disagreement of a negative nature that is personally concerning or impactful to the leader and involves a peer(s) or a superior(s).

**LEADING TEAM THROUGH CHANGE:** Challenges with helping others with a unit or team to understand and cope with change, redesigning group processes or policies due to change, coping oneself with crisis while also leading others through it.

### **LEADING/MANAGING ORGANIZATIONAL CHANGE:**

Being accountable for leading or managing a major organization-wide change or aspects of that change, or working inside an unhealthy culture.

**MANAGING/MOTIVATING SUBORDINATES:** Challenges related to managing, motivating, or developing others, typically subordinates; dealing with problem subordinates/performance issues.

**MISCELLANEOUS:** Non-categorized responses.

**ORGANIZATIONAL GROWTH:** Challenges that come with growth or lack of growth.

**ORGANIZATIONAL OPERATIONS/PERFORMANCE:** Operational challenges such as dealing with budget cuts in a context of rising demand for services, the need to create greater group or organizational efficiency, working in a context of continuous change, dealing with bureaucracy, increasing organizational performance.

**PERSONAL LEADERSHIP:** Challenges relating to needs for personal and/or leadership development, new awareness of own strengths and development needs, or self-management issues.

**STRATEGIC ISSUES:** Strategic leadership challenges with vision, mission, broad environmental factors that impact an organization, or strategic planning.

**TALENT MANAGEMENT:** Developing or implementing HR systems and processes or dealing with human resource-related issues and problems.

**WORK/LIFE BALANCE:** Struggling with decisions or competing demands and opportunities coming from various parts of one's life and/or personal needs.

# Appendix B

## CCL Resources for Leadership Challenge Categories

### **BALANCING MULTIPLE WORK PRIORITIES:**

- Managing Your Whole Life (guidebook)
- Managing Leadership Stress (guidebook)
- Setting Priorities: Personal Values, Organizational Results (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Always On, Never Done? Don't Blame the Smartphone (white paper)
- Where Does Your Day Go? (article)
- Senior-level Trade-offs: What Experienced Leaders Need to Know (article)
- Everyday Leaders—A New Balancing Act (podcast)
- Maximizing Your Leadership Potential (open enrollment program)
- Leading for Organizational Impact (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **BOUNDARY SPANNING**

- Boundary Spanning Leadership (book)
- Leading Dispersed Teams (guidebook)
- Communicating Across Cultures (guidebook)
- Leadership Networking: Connect, Collaborate, Create (guidebook)
- Developing Cultural Adaptability: How to Work Across Differences (guidebook)
- Boundary Spanning as Battle Rhythm (white paper)
- Boundary Spanning Leadership: Mission Critical Perspectives from the Executive Suite (white paper)
- Boundary Spanning in Action: Tactics for Transforming Today's Borders into Tomorrow's Frontiers (white paper)
- Boundary Spanning Leadership: Catalyze Collaboration, Drive Innovation, Transform Organizations (webinar)
- Boundary Spanning Leadership Toolkit (tools and facilitators guide)
- Boundary Spanning Leadership 360 (assessment)
- Leading for Organizational Impact (open enrollment program)
- Leading Strategically (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **BUILDING/LEADING A TEAM**

- Do You Really Need a Team (guidebook)
- How to Launch a Team: Start Right for Success (guidebook)
- How to Form a Team: Five Keys to High Performance (guidebook)
- Leading Dispersed Teams (guidebook)
- Maintaining Team Performance (guidebook)
- Raising Sensitive Issues in a Team (guidebook & e-course)
- Building Your Team's Morale, Pride, and Spirit (guidebook)
- Social Identity: Knowing Yourself, Leading Others (guidebook)
- Critical Reflections: How Groups Can Learn from Success and Failure (guidebook)
- The State of Teams (white paper)
- How to Lead a Collaborative Team (article)
- How to Create a High-Learning Team (article)
- The Real-World Guide to Team Norms (article)
- What Is This Team For and Why Am I Here? (article)
- Building a Collaborative Team (webinar)
- Teams have needs! 3 Keys to Greater Team Effectiveness (webinar)
- Positive PR: Building Team Support in Your Organization (podcast)
- Benchmarks for Managers (assessment)
- Campbell-Hallum Team Survey (assessment)
- STRAT: Strategic Team Review & Action Tool (assessment)
- Leading Teams for Impact (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **CREATING/CHANGING CULTURE:**

- Transforming Your Leadership Culture (book)
- Transforming Your Organization (white paper)
- Transformational Change: An Ecosystem Approach (white paper)
- Build Culture, Build Capacity (article)
- Changing Culture: 4 Phases, Not 4 Steps (article)
- Campbell Organizational Survey (assessment)
- Denison Culture Survey (assessment)
- Leadership Gap Indicator (assessment)
- Organizational Culture Inventory (assessment)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

## **DEVELOPING AGILITY/ROLE TRANSITION**

- [Becoming a More Versatile Learner \(guidebook\)](#)
- [Developing Cultural Adaptability: How to Work Across Differences \(guidebook & e-course\)](#)
- [Leading with Impact \(white paper\)](#)
- [Are You an Agile Learner? \(article\)](#)
- [Learning About Learning Agility \(white paper\)](#)
- [Tips for Improving Your Learning Agility \(article\)](#)
- [Expanding the Leadership Equation: Developing Next-Generation Leaders \(white paper\)](#)
- [Fundamental 4: Core Leadership Skills for Every Career Stage \(article\)](#)
- [5 Practices to Increased Learning Agility \(webinar\)](#)
- [Communicating Across Cultures \(e-course\)](#)
- [Prospector: Measuring Learning Agility \(assessment\)](#)
- [Leadership Development Program \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **INFLUENCING**

- [Communicating Your Vision \(guidebook\)](#)
- [Influence for Nonprofit Leaders \(guidebook\)](#)
- [Influence: Gaining Commitment, Getting Results \(guidebook\)](#)
- [Selling Your Ideas to Your Organization \(guidebook & e-course\)](#)
- [Selling Yourself without Selling Out: A Leader's Guide to Ethical Self-Promotion \(guidebook & e-course\)](#)
- [Three Ways to Influence \(article\)](#)
- [Influence: Learn Early, Practice Often \(article\)](#)
- [Influencing without Authority \(webinar\)](#)
- [Influence: Gaining Commitment, Getting Results \(webinar\)](#)
- [Influence \(e-course\)](#)
- [Influence Style Indicator \(assessment\)](#)
- [Leadership Fundamentals \(open enrollment program\)](#)
- [Maximizing Your Leadership Potential \(open enrollment program\)](#)
- [Leading Strategically \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **INTERPERSONAL CONFLICT**

- [Building Conflict Competent Teams \(book\)](#)
- [Developing Your Conflict Competence \(book\)](#)
- [Becoming a Conflict Competent Leader \(book & webinar\)](#)
- [Managing Conflict with Peers \(guidebook & e-course\)](#)
- [Managing Conflict with Your Boss \(guidebook & e-course\)](#)

- [Managing Conflict with Direct Reports \(guidebook & e-course\)](#)
- [Root Causes for Understanding Conflict \(webinar\)](#)
- [Managerial Courage: Actively Managing Conflict \(webinar\)](#)
- [Calming Conflict \(podcast\)](#)
- [The Cost of Conflict Incompetence \(podcast\)](#)
- [6 Ways to Make Conflict Productive \(podcast\)](#)
- [Generational Conflict: A Matter of Clout \(podcast\)](#)
- [Conflict Competency: What Does It Take? \(podcast\)](#)
- [LSI Conflict \(assessment\)](#)
- [Benchmarks for Managers \(assessment\)](#)
- [Conflict Dynamics Profile \(assessment\)](#)
- [Conflict Lens Instrument \(assessment\)](#)
- [Thomas–Kilmann Conflict Mode Instrument \(assessment\)](#)
- [Maximizing Your Leadership Potential \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **LEADING TEAM THROUGH CHANGE**

- [On Leading in Times of Change \(book\)](#)
- [Change Now! Five Steps to Better Leadership \(book\)](#)
- [Adapting to Organizational Change \(guidebook\)](#)
- [Building Resiliency: How to Thrive in Time of Change \(guidebook\)](#)
- [Responses to Change: Helping People Manage Transition \(guidebook\)](#)
- [Navigating Change: A Leader's Role \(white paper\)](#)
- [Mediated Dialogue See Your Way through Change \(white paper\)](#)
- [4 Reasons Why You Fail at Change \(article\)](#)
- [Leading in Times of Transition \(podcast\)](#)
- [CSI: Change Style Indicator \(assessment\)](#)
- [Navigating Change \(open enrollment program\)](#)
- [Leading Teams for Impact \(open enrollment program\)](#)
- [Leading Strategically \(open enrollment program\)](#)
- [Speakers \(CCL Speakers Bureau\)](#)
- [Executive Coaching](#)
- [Custom Programs and Facilitation](#)

## **LEADING/MANAGING ORGANIZATIONAL CHANGE**

- [Leading Continuous Change \(book\)](#)
- [Transforming Your Organization \(white paper\)](#)
- [The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges \(book\)](#)
- [Adaptability: Responding Effectively to Change \(guidebook\)](#)
- [Responses to Change: Helping People Manage Transition \(guidebook\)](#)
- [Transformational Change: An Ecosystem Approach \(white paper\)](#)

- Change Comes at a Cumulative Cost: Make It Worth the Investment (white paper)
- Is Your Organization Prepped for Change? (article)
- Are You Missing Half of the Change Equation? (article)
- 14 Signs Your Company has a Problem with Change (article)
- It's a New Game: Leading Complex, Continuous Change (white paper)
- Is Your Organization Ready For Change? (webinar)
- Transforming Your Organization: The KONE Story (webinar)
- Benchmarks for Executives (assessment)
- Leadership Gap Indicator (assessment)
- Leading Strategically (open enrollment program)
- Leadership at the Peak (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **MANAGING/MOTIVATING SUBORDINATES**

- Giving Feedback to Subordinates (guidebook)
- Building Your Team's Morale, Pride, and Spirit (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Feedback That Works: How to Build and Deliver Your Message (guidebook & e-course)
- Empathy in the Workplace: A Tool for Effective Leadership (white paper)
- Grooming Top Leaders: Cultural Perspectives from China, India, Singapore, and the United States (white paper)
- Developing Public Service Leaders in Singapore (article)
- Benchmarks for Managers (assessment)
- Coaching for Greater Effectiveness (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **ORGANIZATIONAL GROWTH**

- Broadening Your Organizational Perspective (guidebook)
- Making Creativity Practical: Innovation That Gets Results (guidebook)
- Developing Future Leaders for High-Growth Indian Companies: New Perspectives (white paper)
- Executing Organizational Strategy: Achieving Success through Talent Management (white paper)
- KEYS to Creativity and Innovation (assessment)
- Driving Results Through Innovation Leadership (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **ORGANIZATIONAL OPERATIONS/PERFORMANCE**

- High-Performance Work Organizations (book)
- Accountability: Taking Ownership of Your Responsibilities (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Driving Performance: How Leadership Development Powers Sustained Success (white paper)
- Bridging the Strategy/Performance Gap: How Leadership Strategy Drives Business Results (white paper)
- Accelerating Performance: Five Leadership Skills You and Your Organization Can't Do Without (white paper)
- Credicorp Group: Leadership Development Strategy—An Evolving Approach Linked to Business Performance (white paper)
- What to Do if Performance Lags (article)
- Five Leadership Skills to Accelerate Performance (article)
- Accelerating Performance: Linking Leadership and Strategy (webinar)
- Leading Teams for Impact (open enrollment program)
- Driving Results Through Innovation Leadership (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

### **PERSONAL LEADERSHIP**

- Managing Ambition (guidebook)
- Developing Political Savvy (guidebook)
- Tracking Your Development (guidebook)
- Creating a Vision (guidebook & e-course)
- Reaching Your Development Goals (guidebook)
- Building an Authentic Leadership Image (guidebook)
- Changing Yourself and Your Reputation (guidebook)
- Ongoing Feedback: How to Get It, How to Use It (guidebook)
- Return on Experience: Learning Leadership at Work (guidebook)
- Setting Your Development Goals: Start with Your Values (guidebook)
- Developing Your Intuition: A Guide to Reflective Practice (guidebook)
- Keeping Your Career on Track: Twenty Success Strategies (guidebook)
- Leadership Wisdom: Discovering the Lessons of Experience (guidebook)
- Active Listening: Improve Your Ability to Listen and Lead (guidebook)
- Learning from Life: Turning Life's Lessons into Leadership Experience (guidebook)
- Interpersonal Savvy: Building and Maintaining Solid Working Relationships (guidebook)

- Preparing for Development: Making the Most of Formal Leadership Programs (guidebook)
- Three Keys to Development: Defining and Meeting Your Leadership Challenges (guidebook)
- Creating a Vision (e-course)
- Visual Explorer (tool & facilitators guide)
- Metaphor Explorer (tool & facilitators guide)
- Benchmarks for Managers (assessment)
- Benchmarks for Executives (assessment)
- Campbell Leadership Index (assessment)
- Campbell Leadership Descriptor (assessment)
- Campbell Leadership Index (assessment)
- Decision Style Profile (assessment)
- California Psychological Inventory™ 260 (assessment)
- BarOn Emotional Quotient-Inventory (assessment)
- Leadership Fundamentals (open enrollment program)
- Women's Leadership Experience (open enrollment program)
- Leadership Development Program (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

#### **STRATEGIC ISSUES**

- Becoming a Strategic Leader (book)
- Got a Leadership Strategy? (white paper)
- Leadership Strategies for Societal Impact (white paper)
- Developing a Leadership Strategy: A Critical Ingredient for Organizational Success (white paper)
- What's Your Strategy for Doing Strategy? (article)
- What Drives Your Leadership Strategy? (article)
- Implementing Strategy: The Leadership Mindset (article)
- Leadership strategies to bridge the performance/strategy gap (article)
- Linking Business Strategy and Leadership Strategy (webinar)
- Strategic Leader 360 (assessment)
- Leading Strategically (open enrollment program)
- Leadership at the Peak (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

#### **TALENT MANAGEMENT**

- High Impact Succession Management (book)
- Using Your Executive Coach (guidebook)
- Feedback in Performance Reviews (guidebook)
- Seven Keys to Successful Mentoring (guidebook)
- Becoming a Leader-Coach: A Step-by-Step Guide to Developing Your People (guidebook)

- Talent Conversations: What They Are, Why They're Crucial, and How to Do Them Right (guidebook)
- Trends in Succession Management in Asia (white paper)
- Creating a Dynamic and Sustainable Talent Ecosystem (white paper)
- High-potential Talent: A View from Inside the Leadership Pipeline (white paper)
- Leadership & Talent Development in International Humanitarian and Development Organizations (white paper)
- Leadership Strategy and Talent Search (article)
- Unlocking Leadership Talent in the Humanitarian Sector (article)
- HR Pipeline: Connecting Strategy & Leader Development (article)
- Developing Leadership Talent (webinar)
- Developing Direct Reports with Feedback (e-course)
- Leadership Gap Indicator (assessment)
- Talent Orchestrator (assessment)
- Leading Strategically (open enrollment program)
- Coaching for Human Resources Professionals (open enrollment program)
- Leadership Development for Human Resource Professionals (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation

#### **WORK/LIFE BALANCE**

- Finding Your Balance (guidebook)
- Managing Your Whole Life (guidebook)
- Managing Leadership Stress (guidebook)
- Delegating Effectively: A Leader's Guide to Getting Things Done (guidebook)
- Focus = Balance (article)
- Balance is a Faulty Metaphor (article)
- Is Work-Life Balance a Zero-Sum Game? (article)
- Forget Work-Life Balance; Strive for Work-Life Integration (article)
- Are Balanced Leaders Better Performers? (podcast)
- Work Life Indicator (assessment)
- Leadership at the Peak (open enrollment program)
- Speakers (CCL Speakers Bureau)
- Executive Coaching
- Custom Programs and Facilitation



## About the Authors

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To learn more about this topic or the Center for Creative Leadership's programs and products, please contact our Client Services team.

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## Center for Creative Leadership®

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 5 providers of executive education by the *Financial Times* and in the Top 10 by *Bloomberg Businessweek*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

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