

# GUIDE TO LEADERSHIP DEVELOPMENT PROGRAMS



# Your leaders don't just go through a leadership program. They go through a **transformation**.

Our programs are designed for everyone, from emerging leaders just learning the fundamentals to experienced executives managing large teams or organizations. We provide the tools needed to succeed now and ongoing support for the future. What sets our programs apart?

## PERSONALIZED ATTENTION

High faculty-to-participant ratios and interactive activities ensure ample individual focus.

## ASSESSMENT FEEDBACK

We pioneered use of 360 assessments, as others' observations provide opportunities to reflect on strengths and areas for growth.

## RIGOROUS RESEARCH

All course content is evidence-based, informed both by decades of pioneering work and by our newest research insights.

## EXPERIENTIAL LEARNING

Engaging, interactive activities offer opportunities to practice new behaviors and learn by doing.

## PSYCHOLOGICAL SAFETY

An intentionally structured, feedback-rich environment allows for candid sharing, learning from mistakes, and learning from others.

## GOAL-SETTING

Frequent opportunities to reflect help ensure creation of a plan for integrating and applying learnings into everyday life after the program.

## PEER LEARNING

Interactions with others create opportunities to discuss shared challenges and complementary strengths.

## CREDENTIALS

Alumni of our leadership programs can get CEUs, HRCI credits, and/or digital badges.

## HOLISTIC APPROACH

Programs emphasize the importance of personally meaningful values and whole-person wellbeing (family, career, self, and community).

## SKILLSETS & MINDSETS

Experiences intentionally grow leadership capacity and foster the skills, perspectives, and attitudes leaders need to thrive.

We believe in the power of people.



**Our exclusive alumni community provides access to continuing support, development, and learning opportunities.**

## Our Approach

At the Center for Creative Leadership (CCL)<sup>®</sup>, we prepare leaders to tackle real-world challenges.

As a nonprofit, we strive to make the world a better place by shifting mindsets and skillsets to expand human potential. Grounded in ongoing research and 50+ years of experience developing successful leaders, our transformational leadership programs are fueled by innovation, emphasize the power of people, and are trusted globally to cultivate a ripple effect of positive change. We go beyond skill development to facilitate new and deeper ways of thinking — whether a leader is just starting out, leading from the middle, or running a global organization.

### DECADES OF EXPERIENCE

We're an organization with a timeless mission and track record of success. Since 1970, we've pioneered the field of leadership development, including many best practices and the now industry-standard use of assessments for development.

### INDUSTRY-LEADING RESEARCH

For over 50 years, our leadership development experts have been conducting original scientific research advancing the field to develop the leaders of today and tomorrow. The result? One of the largest leadership research databases in the world and a rich body of evidence-based insights used to accelerate leadership performance.

### AWARD-WINNING EXPERTISE

As a top-ranked global provider of executive education and leadership training, we're consistently recognized by organizations such as Training Industry, the Brandon Hall Group, European Foundation for Management Development, and the Financial Times.

### GLOBAL PERSPECTIVE

With campuses, faculty, staff, and coaches worldwide, we have the capability to design and deliver relevant solutions both globally and locally. Our diverse work with organizations of all sizes across every industry gives us a global perspective as we bring leadership development to 100 countries in over 50 languages.

# 100

COUNTRIES

where we've conducted programs

# 50+

languages available for content delivery

# 96%

of our participants say they're stronger leaders

# 2/3

of the Fortune 1000 have worked with us

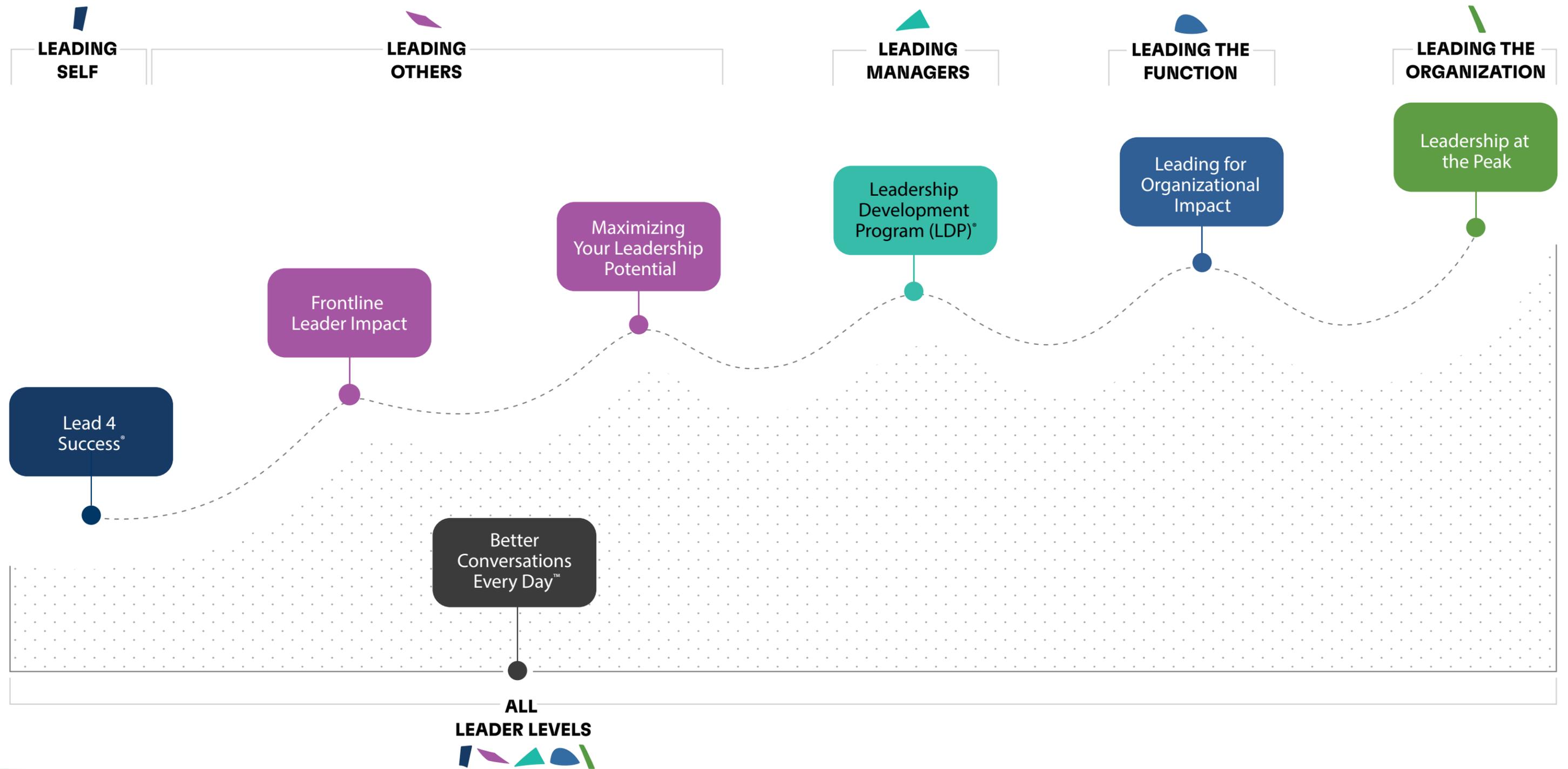
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# 6

DECADES pioneering the industry's best practices

# Leadership Development Program **Journey Map**

Our leadership programs are specifically tailored to the challenges faced and skills needed to succeed at each level of the organization — whether a leader is just starting out, managing from the middle, or running an entire enterprise. And while each is transformational on its own, over time our programs can be combined to help your talent navigate a career-long leadership journey.





## Explore Programs **by Leader Level**

This leadership development program guide is an at-a-glance overview of our flexible suite programs that **target the specific challenges faced by all levels of leaders:**

<b>MOST COMMON CHALLENGES FACED</b> at this leader level	<b>PERSONAL GROWTH</b> <i>Becoming a better version of oneself</i>	<b>PEOPLE &amp; TASK DEMANDS</b> <i>Managing people &amp; getting the work done</i>	<b>WORKING WITHIN A LARGER SYSTEM</b> <i>Managing dynamics across systems</i>	<b>RECOMMENDED PROGRAM(S)</b>
<b>LEADING SELF</b>  Individual Contributors  Aspiring or Emerging Leaders	<ul style="list-style-type: none"> <li>▪ <b>Cultivating the fundamental 4 leadership skills</b> of self-awareness, learning agility, influence, and communication needed at all leadership levels</li> <li>▪ <b>Overcoming frustrations</b> in order to work with others in respectful and productive ways under difficult circumstances</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Influencing with little formal authority:</b> setting expectations, providing feedback, and holding others accountable</li> <li>▪ <b>Managing workload,</b> communication, and coordination problems, and other workforce constraints</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Making improvements to processes</b> and business practices</li> <li>▪ <b>Collaborating to achieve shared goals</b> and align around strategic priorities by sharing information, gaining buy-in, and effectively accessing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Fundamentals of Leadership Program: <a href="#">Lead 4 Success®</a></li> </ul>
<b>LEADING OTHERS</b>  Frontline Managers  First-Time Managers  First-Level Leaders	<ul style="list-style-type: none"> <li>▪ <b>Learning new mindsets and skills that improve effectiveness</b> through increasing flexibility and confidence, better listening, being less reactive, and dealing with conflict productively</li> <li>▪ <b>Elevating others</b> through managing, coaching, and leading for results</li> <li>▪ <b>Managing feelings of overwhelm</b> stemming from inefficiencies, limited resources, and challenging interactions with others</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Managing competing priorities</b> and ambiguity</li> <li>▪ <b>Navigating a new position of authority,</b> leading former peers, handling pushback, and managing up</li> <li>▪ <b>Creating a cohesive team,</b> providing direction, giving feedback, and delegating without micromanaging</li> <li>▪ <b>Motivating others and communicating</b> across teams and functions</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Meeting business challenges</b> through planning, managing interdependencies, and addressing gaps within operational processes</li> <li>▪ <b>Managing others in times of change,</b> making decisions with incomplete information, adapting to ever-evolving conditions, and engaging employees with diverse needs and attitudes</li> </ul>	<ul style="list-style-type: none"> <li>• Online Frontline Manager Training Course: <a href="#">Frontline Leader Impact</a></li> <li>• Frontline Manager Leadership Development Program: <a href="#">Maximizing Your Leadership Potential</a></li> </ul>

<b>MOST COMMON CHALLENGES FACED</b> at this leader level	<b>PERSONAL GROWTH</b> <i>Becoming a better version of oneself</i>	<b>PEOPLE &amp; TASK DEMANDS</b> <i>Managing people &amp; getting the work done</i>	<b>WORKING WITHIN A LARGER SYSTEM</b> <i>Managing dynamics across systems</i>	<b>RECOMMENDED PROGRAM(S)</b>
<b>LEADING MANAGERS</b>  Mid-Level Managers  Directors  Experienced Leaders	<ul style="list-style-type: none"> <li>▪ <b>Recognizing opportunities for growth</b> and developing both the ability and the courage to overcome perceived personal limitations</li> <li>▪ <b>Adjusting interpersonal style</b> to be more effective and build stronger leadership relationships</li> <li>▪ <b>Cultivating the mindsets of curiosity, compassion, and courage</b> to lead in a complex and changing world</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Tackling new, broader, and/or ambiguous responsibilities</b> while managing competing priorities</li> <li>▪ <b>Creating the context needed for team performance</b> by motivating people and managing the work; providing direction and accountability; and coaching, mentoring, training, and retaining staff</li> <li>▪ <b>Expanding skills</b> in communication, strategic thinking, and leadership presence</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Influencing cross-functionally,</b> building leadership credibility, and strengthening organizational networks</li> <li>▪ <b>Fostering healthy cultures</b> where people can work efficiently, adapt, and thrive</li> <li>▪ <b>Delivering business results,</b> improving processes, and using limited resources effectively in the midst of change and disruption</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Leadership Development Program (LDP)®</a></li> </ul>
<b>LEADING THE FUNCTION</b>  Senior Leaders of Functions, Business Units, or Divisions	<ul style="list-style-type: none"> <li>▪ <b>Increasing self-awareness and understanding of interpersonal blind spots</b> to better navigate complex challenges at scale</li> <li>▪ <b>Building credibility, confidence, and trust</b> as a senior leader while enhancing approachability and organizational visibility</li> <li>▪ <b>Learning to engage in shared sense-making</b> to improve strategic decision-making alongside executive peers</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Transitioning into a new role</b> with different responsibilities, new people, and new geographies to manage</li> <li>▪ <b>Creating a talent pipeline with strategies and structures</b> to facilitate hiring, development, and succession planning; navigating resource constraints on employee development while filling current talent gaps</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Thinking and acting strategically,</b> spanning boundaries, doing more with less, innovating, and influencing the organization to accept new processes</li> <li>▪ <b>Leading through tense and complex situations as external conditions and internal drivers rapidly shift;</b> building trust among diverse stakeholders, managing internal politics, and influencing upper management</li> <li>▪ <b>Maximizing new growth opportunities</b> in the context of both maturing markets and disruptions</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Leadership Development Program: <a href="#">Leading for Organizational Impact</a></li> </ul>
<b>LEADING THE ORGANIZATION</b>  C-Level Executives Leading the Enterprise	<ul style="list-style-type: none"> <li>▪ <b>Maximizing core leadership skills</b> to clarify communication of the organizational vision</li> <li>▪ <b>Adapting communication, influence, and interpersonal approaches</b> to lead more effectively across various people and contexts</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Developing strategy for the organization,</b> aligning priorities and initiatives across groups, and inspiring others to support objectives</li> <li>▪ <b>Influencing others</b> to gain cooperation and break down silos</li> <li>▪ <b>Driving effective organizational talent management</b> in the face of uncertain futures</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Leading in a dynamic business environment</b> by shaping an adaptive organizational culture, revising business models, and shifting resources and talent strategies to succeed amid ever-changing conditions</li> <li>▪ <b>Creating organizational readiness for uncertain futures</b> that may include significant resource constraints, disruptive technologies, mission shifts, and new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• C-Suite Leadership Development Program: <a href="#">Leadership at the Peak</a></li> </ul>

# Explore Programs by Format



Our leadership development programs fall into 2 categories: core programs on essential skills for every leader level, and specialized programs on focused topics.

We create learning environments that encourage participants to have real, human connections — fostering change on a truly personal level. How? By leveraging our proven content, innovative instructional design, and world-class facilitators to drive long-lasting impact and meaningful positive change.

**Explore our programs for expanding leadership potential at every level.**

## CORE DEVELOPMENT PROGRAMS

COURSE	DELIVERY METHOD	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	LOCATIONS & PRICING
<b>Lead 4 Success®</b> Fundamentals of Leadership Program <a href="http://ccl.org/l4s">ccl.org/l4s</a>	Live Online & Licensable	Individual contributors, frontline managers, or emerging leaders without direct reports	Explores 4 fundamental skills (self-awareness, learning agility, influence, and communication) that leaders at any level need to master for success	1:12	16 hours over 4 half days	<a href="#">Online</a>
<b>Frontline Leader Impact</b> Online Frontline Manager Training Course <a href="http://ccl.org/fli">ccl.org/fli</a>	Moderated Online & Licensable	Frontline managers and first-level leaders of people and projects	Develops 6 key competencies that are essential for all frontline managers	1:24	18 hours self-paced over 6 weeks	<a href="#">Online</a>
<b>Maximizing Your Leadership Potential</b> Comprehensive Frontline Manager Development <a href="http://ccl.org/mlp">ccl.org/mlp</a>	Live Online or In Person	Frontline managers and first-level leaders of people and projects	Increases managerial effectiveness through practice leveraging the 4 essential roles of leadership: player, manager, coach, and leader — and by learning to understand self and others  <b>Includes 360 assessment, with executive coaching</b>	1:12	Online: 20 hours over 5 half days In Person: 3 full days	<a href="#">Online</a> <a href="#">Americas</a> <a href="#">APAC</a> <a href="#">EMEA</a>
<b>Leadership Development Program (LDP)®</b> Flagship Development Program for Those Leading from the Middle <a href="http://ccl.org/ldp">ccl.org/ldp</a>	Live Online or In Person	Experienced leaders who lead other managers or senior professional staff	Strengthens ability to manage complexity, balance competing priorities, and collaborate — up, down, and across the organization — to drive tangible results  <b>Includes 360 assessment, with executive coaching</b>	1:12	5 days	<a href="#">Online</a> <a href="#">Americas</a> <a href="#">APAC</a> <a href="#">EMEA</a>

COURSE	DELIVERY METHOD	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	LOCATIONS & PRICING
<b>Leading for Organizational Impact: The Looking Glass® Experience</b> Senior Leadership Development Program <a href="http://ccl.org/loi">ccl.org/loi</a>	In Person	Senior leaders of organizational functions or divisions	Enhances ability to lead while balancing tactical concerns with strategic priorities to improve decision-making  <b>Includes 360 assessment, with executive coaching</b>	1:8	5 days	<a href="#">Americas</a> <a href="#">APAC</a> <a href="#">EMEA</a>
<b>Leadership at the Peak</b> C-Suite Leadership Development Program <a href="http://ccl.org/lap">ccl.org/lap</a>	In Person	Top executives leading the enterprise	Maximizes personal leadership power to develop clear action plans for organizational challenges, clarify organizational vision, and improve external influence skills with boards, shareholders, partners, and critical stakeholders  <b>Includes 360 assessment, with executive coaching</b>	1:7	5 days	<a href="#">Americas</a> <a href="#">APAC</a> <a href="#">EMEA</a>

Our specialized programs immerse participants in specific leadership topics. These highly focused experiences help leaders apply what they learn to their current situations — and to their future goals.

## SPECIALIZED PROGRAMS

COURSE	DELIVERY METHOD	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	LOCATIONS & PRICING
<b>Better Conversations Every Day™</b> Coaching & Conversational Skill-Building Program <a href="http://ccl.org/bce">ccl.org/bce</a>	Live Online & Licensable	Everyone at every level of an organization	Creates a common mindset, skillset, and language, and equips leaders with the tools to break down communication barriers and bring business strategy to life	1:24	8 hours over 2 days	<a href="#">Online</a>
<b>Assessment Certification</b> Online 360 Feedback Training & Certification for HR leaders <a href="http://ccl.org/acc">ccl.org/acc</a>	Moderated Online	HR managers, executive coaches, and consultants	Prepares participants to design, implement, and facilitate feedback using our 360-degree assessments and includes lifetime access to an online resource library	Rolling enrollment; class size varies	10 hours self-paced over 90 days	<a href="#">Online</a>



## What Our Clients Are Saying

We measure success by lives touched and impact made. That's why the organizations we work with and the leaders we transform consistently tell us the same thing: their experience with us isn't just a game-changer, it's a *life*-changer.



## Insights & Impact

# 98%

of participants are satisfied with their program experience

# 98%

of participants report they're still fully committed to achieving their goals more than 8 weeks after their program experience

# 97%

of participants say the content they learned was relevant to the challenges they face

**Don't just take our word for it — take theirs.**



“This program has provided me **a wider perspective on leadership**. It has also changed my view on the role of a leader and has provided me the necessary practical tools to use immediately at the workplace.”

— Zhiquan Yeo,  
Acting Group Manager, Science and Engineering Institutes  
Maximizing Your Leadership Potential participant

“This is by far the most effective, insightful, and **engaging program you will ever attend** if you're looking to improve your leadership skills.”

— James Moniak,  
Senior Account Manager, Moonlighting Solutions  
Lead 4 Success® participant

“The program approach helped me retain the information and see tangible ways to take it back to my organization. **I also saw immediate growth!**”

— Lindsay Gattis,  
Regional Marketing Director, Redgate Software  
Leading for Organizational Impact participant

“The process provides a holistic view of you as a leader. **Leadership at the Peak brings together all aspects of your life in a way that no other program does**. CCL has figured out a way to help you create more lasting change.”

— Archana Gilravi,  
Senior Vice President, Lean In Programs & Partnerships,  
Sandberg Goldberg Bernthal Family Foundation  
Leadership at the Peak participant

“**LDP will change your life if you let it**. The program removes you from the day-to-day work environment and creates a unique learning culture I've never experienced before. **I highly recommend this investment in yourself.**”

— Sunshine Weihert,  
Vice President of Support Services, FAST Credit Union  
Leadership Development Program (LDP)® participant

CONTACT US TODAY OR VISIT  
[ccl.org/programs](https://ccl.org/programs)  
TO LEARN MORE.



# Center for Creative Leadership



At the Center for Creative Leadership, our drive to create a ripple effect of positive change underpins everything we do. For 50+ years, we've pioneered leadership development solutions for leaders at every level, from community leaders to CEOs. Consistently ranked among the world's top global providers of executive education, our research-based programs and solutions inspire individuals in organizations across the world — including 2/3 of the Fortune 1000 — to ignite remarkable transformations.

Meet our people where you are: [ccl.org/locations](https://ccl.org/locations).