

ORGANIZATIONAL LEADERSHIP



Center for
Creative
Leadership®



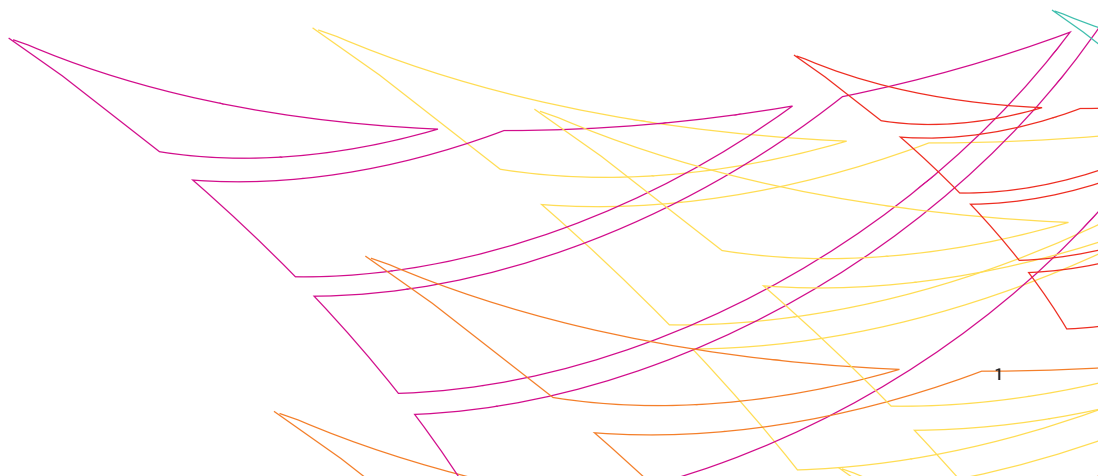
CENTER FOR
CREATIVE
LEADERSHIP'S (CCL®)
ORGANIZATIONAL
LEADERSHIP
SOLUTIONS
PROPEL STRONG
FINANCIAL
PERFORMANCE
AND DELIVER
A MEASURABLE
RETURN ON
YOUR INVESTMENT.



Accelerate strategy execution
Transcend business challenges
Maximize capability for the future
Drive growth and deepen value
Propel organizational performance

We know you have other tools you can use to move your organization forward. But **great organizations need great leadership**, especially during times of change. That's where CCL's integrated, proven Organizational Leadership Solutions come in. To effect real change, leaders must be able to drive change collectively and consistently across the organization.

For nearly 50 years, CCL has proven that leadership which goes beyond individual leaders doing their best to improve performance—to **connected, aligned leadership**—is the best way to drive sustainable, enterprise-wide performance. **Why consider anything else?**



WHY CCL?

You may know CCL for our diverse work with individuals in global corporations, educational institutions and nonprofit organizations. In fact, we have extensive expertise helping entire organizations achieve what matters most to them, with results that are **powerful, measurable and enduring**.

Leadership development is ALL we do. Our deep research, cutting edge solutions and decades of hands-on experience around the world, uniquely qualify us to unite your senior leaders to accelerate strategy and business results.



Tripled customer satisfaction

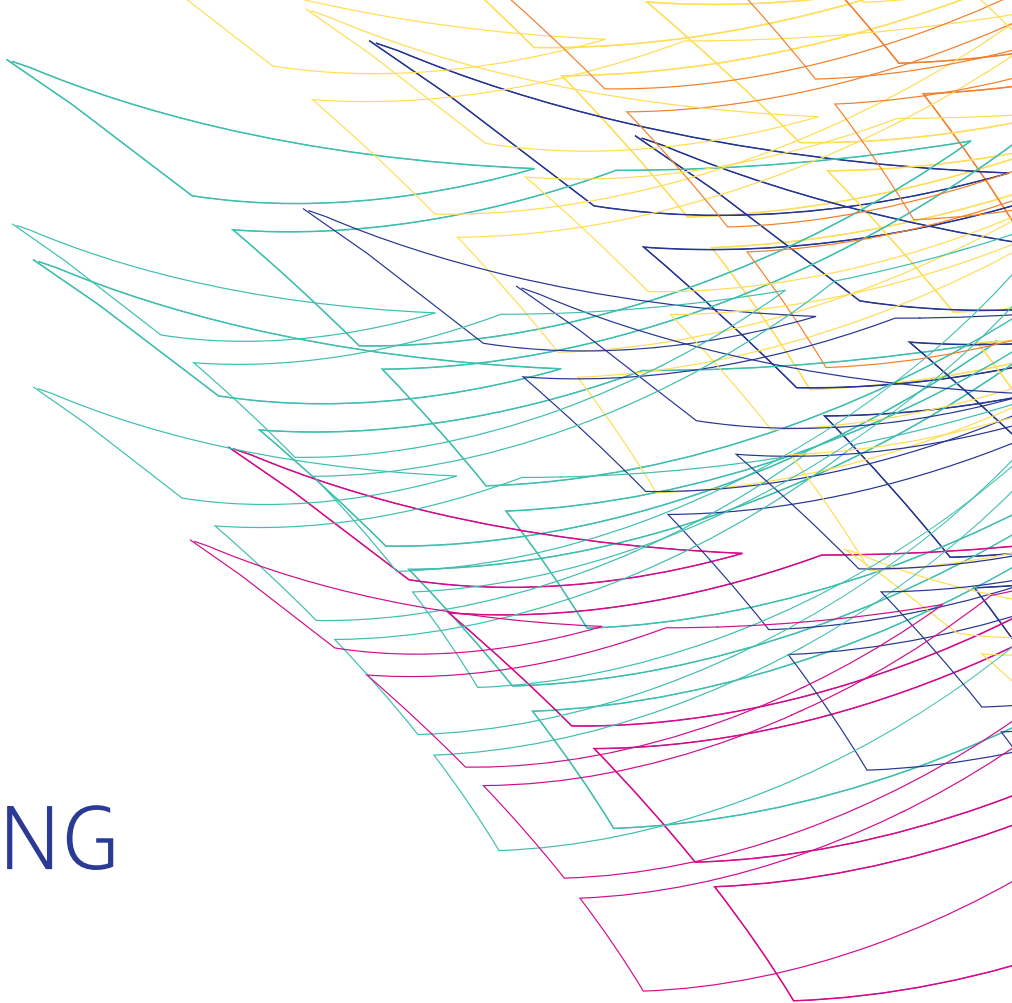

KONE Americas

98%
employees report more effective leadership

Boehringer Ingelheim

100%
increased size and quality of internal and external networks

Barclaycard



CCL'S APPROACH TO DELIVERING RESULTS THAT MATTER ACROSS THE ORGANIZATION

By selecting the right solution from our portfolio, we deliver your ideal outcomes. Each approach has **distinct phases, with distinct measurable outcomes** to solve your biggest challenges. And each develops formal and informal leaders at every level, ensuring they work together effectively and in the same direction to achieve these goals.

CCL'S ORGANIZATIONAL LEADERSHIP PORTFOLIO

Integrated, Turnkey Solutions
That Drive Measurable
Business Results

Each approach:

- Focuses on why organizations fail or succeed
- Digs deep into your specific challenges to better understand the leadership capabilities you need to develop to achieve your goals
- Builds these capabilities in your organization, rather than a dependence on us

**WHAT
WE DO**

**DEFINE THE LEADERSHIP YOU NEED
TO ACHIEVE ORGANIZATIONAL SUCCESS**

**WHERE
WE FOCUS**

LEADERSHIP STRATEGY

**HOW WE
DO IT**

Align your leadership strategy to your vision, mission, values and business strategy

**ISSUES WE
OVERCOME**

Move beyond generic, one-size-fits-all leadership development approaches that are not well-aligned to your business needs

**OUTCOMES
WE DELIVER**

**EXCEL IN
STRATEGY EXECUTION**

**DEVELOP CAPABILITIES ACROSS YOUR ORGANIZATION
TO SOLVE YOUR MOST DIFFICULT BUSINESS CHALLENGES**

SENIOR TEAM PERFORMANCE	ORGANIZATIONAL CHANGE	INNOVATION	TALENT	CULTURE
<p>Enable executive teams to collaborate effectively to drive change and execute strategy</p>	<p>Develop processes, skills, mindsets and tools to navigate change together</p>	<p>Ignite innovation across your organization</p>	<p>Develop your people faster through experience-driven talent management</p>	<p>Develop, focus and align beliefs and behaviors to create the right culture to get the job done</p>
<p>Mitigate turf battles, conflicting egos and lack of alignment</p>	<p>Align people with process to ensure you're not among the 75% of enterprise initiatives that fail</p>	<p>Ensure new ideas come more quickly and aren't confined to just one corner of your company</p>	<p>Capture more return on your investment and refresh legacy talent systems</p>	<p>Take on constant change in complex environments</p>
CREATE LASTING IMPACT ACROSS THE BUSINESS	ENSURE SUCCESSFUL TRANSFORMATION	DRIVE COMPETITIVE ADVANTAGE	ACCELERATE PERFORMANCE	MAKE STRATEGY HAPPEN

LEADERSHIP STRATEGY

THAT PROPELS STRONG FINANCIAL OUTCOMES

A well-defined business strategy is vital. But many organizations fail when they attempt to implement a new strategy. Why? Although the strategy may be correct, your leadership across the company may not be prepared to implement strategic change or aligned in their efforts to do so.

With CCL's Leadership Strategy approach, you can execute strategy with confidence.

Our three-phase process includes:

- 1 Diagnosis and engagement
- 2 Application of the Leadership Strategy Framework
- 3 Align and implement leadership development solutions

With our Leadership Strategy solutions you can:

Optimize human capital investments

Understand the skills, behaviors and capabilities that are most important to your future

Ensure leaders work collectively and effectively to drive performance

Create and nurture a high-performing leadership culture

Build internal capacity to keep your leadership strategy evergreen

SENIOR TEAM PERFORMANCE THAT CREATES LASTING IMPACT ACROSS THE BUSINESS

The ability of your senior team to **work together productively**, often under intense pressure, is critical to success. Unproductive behaviors threaten performance and cascade throughout the organization. Conversely, cohesive leadership leads to productivity across the organization.

With CCL's Senior Team Performance approach, you can assess and improve their effectiveness and lead the organization to achieve what matters most.

Our two-phase process includes:

- 1 Assessment of senior team dynamics relative to organizational challenges
- 2 Plan development to ensure alignment around the business strategy and key performance indicators

With our Senior Team Performance solutions you can:

- Create** connected, aligned leadership
- Be more** aware of behavioral predispositions and their impact on team dynamics
- Exhibit** increased levels of trust, camaraderie and cohesion
- Define** clear roles and responsibilities
- Drive** meaningful change



ORGANIZATIONAL CHANGE THAT ENSURES SUCCESSFUL TRANSFORMATION

An estimated 75% of all change initiatives fail, though change is inevitable. How to increase your odds of success? By using best practices to develop leaders at all levels who have the beliefs and behaviors necessary to face the complexity of change and successfully execute your business strategy.

With CCL's Organizational Change approach, you can lead change proactively or react to marketplace change with increased certainty.

Structural change management alone has been falling short for decades because it's only half of the story.

Our three-phase process includes the human side of change—talent and culture aligned with the strategy.

- 1** Determine senior leaders' change capability
- 2** Initiate organizational leadership development to change from inside-out
- 3** Create the engine of change through leaders developing leaders

With our Organizational Change solutions you can:

Discover what is required to manage change and where gaps exist

Decide on the highest priority behaviors, beliefs and systems to focus on and who can act as change agents

Do the right things to dramatically boost your ability to execute successful change

Discern what works best in your organization that you can embed for systemic change

INNOVATION THAT DRIVES COMPETITIVE ADVANTAGE

Smart innovation can't be done by a few people.

Innovative cultures—where people across the organization can easily share ideas within defined systems and processes—are made possible by leadership.

With CCL's Innovation approach, you can accelerate innovation that drives real results.

Our three-phase process includes:

- 1** Situational awareness and plan development aligned with your business strategy
- 2** Influencer engagement and new culture creation
- 3** Measurement and assessment of the new culture, practices and systems

With our Innovation solutions you can:

Embed new ways of thinking about innovation across the organization

Unlock the innovation potential in your organization

Use innovation to drive differentiation in the marketplace

TALENT THAT ACCELERATES PERFORMANCE

Expedite talent development by putting **experience at the center of the process**. Grounded in our pioneering research with tens of thousands of managers and leaders around the world, we help you use leadership to grow the people who can implement your business strategy.

With CCL's Talent approach, you can engage and develop the talent needed to execute your vision for the future.

Our three-phase process includes:

- 1 Talent audit aligned with your business strategy
- 2 Experience-driven talent management plan development
- 3 A second talent audit to quantify progress and levels of engagement

With our Talent solutions you can:

Optimize use of existing resources through a practical, customized solution

Capture greater return on your 20% (coaching/mentoring) and 10% (classroom) talent investment

Access a virtually untapped resource—experiences

Leverage powerful developmental experiences at the individual, team and organizational level

CULTURE THAT MAKES STRATEGY HAPPEN

Culture can make or break your strategy. Business strategy is your roadmap to success; culture is the engine that powers the journey. In an ever-changing environment, you need a culture that's tuned up and running smoothly to reach your destination.

With CCL's Culture approach, you can shape a common set of beliefs and consistent patterns of behaviors to foster effective working relationships.

Our three-phase process includes:

- 1 Culture and leadership current state identification and gap analysis
- 2 Influencer adoption of new mindsets and patterns of behavior
- 3 Assessment against the baseline to measure progress and support culture change

With our Culture solutions you can:

Define a clear landscape for success

Use collective leadership as a key driver of culture change

Transition to a strong, sustainable culture specifically designed to support your business strategy

LEVELS OF IMPACT

WHERE WE MAKE A DIFFERENCE

LEADERSHIP RESEARCH & RESOURCES

INDIVIDUAL DEVELOPMENT

TEAM PERFORMANCE

ORGANIZATIONAL TRANSFORMATION

- LEADERSHIP STRATEGY
- SENIOR TEAM PERFORMANCE
- CHANGE
- INNOVATION
- TALENT
- CULTURE

SOCIETAL ADVANCEMENT

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