

# LEADING FOR ORGANIZATIONAL IMPACT



For strategy to actually work, perspective is essential.

## SEE THE BIGGER PICTURE SO YOU CAN MAKE A BIGGER IMPACT.

Senior leaders need to make high-stakes decisions in complex situations while staying aligned with others on the leadership team. They need to build the organization of tomorrow while addressing the needs of today. They're responsible for whole business units, geographical regions, and important functions that are essential to the success of the entire organization.

When everything needs attention, how do leaders make sure the day-to-day needs of people, processes, and systems are not only being met, but balanced with organizational strategy and priorities? With so much to manage, connection is key — whether across the boardroom, the office, or the globe.

Leading for Organizational Impact gives executives and senior leaders an opportunity to recognize both the nuances and the big picture of their organization's overall mission and how they fit inside it. Through immersive learning exercises in a dynamic, peer-based learning environment, leaders leave the program with the skills and support necessary to be more strategically effective within their organizations.

## At a Glance

<b>Who Should Attend</b>	Executives and senior leaders of organizational functions or divisions
<b>Length</b>	5-day intensive experience within a hybrid learning journey
<b>Class Size</b>	24
<b>Instructor / Participant Ratio</b>	1:8
<b>Format</b>	In person
<b>Locations &amp; Pricing</b>	<a href="#">Americas</a> <a href="#">APAC</a> <a href="#">EMEA</a>



# The Transformation Starts Here

This learning experience equips executives to shift focus from leading a function or business unit to truly leading for organizational impact, alongside others on the senior team.

At the heart of the program is The Looking Glass® Experience, a powerful and proven leadership simulation based on the top challenges senior executives face. This immersive experience helps participants make the necessary shift from a narrow, tactical focus to a broader, yet more connected, perspective that will enable them to succeed by:



## ENHANCING PERSONAL GROWTH

Become more aware of how behaviors impact others and the organization and build credibility as a senior leader.



## BALANCING PEOPLE & TASK DEMANDS

Transition into new responsibilities, while creating needed strategies and structures for a future talent pipeline.



## WORKING WITHIN A LARGER SYSTEM

Lead up and across the enterprise to create growth opportunities, improve cross-functional processes, and leverage limited resources.

## WHAT PARTICIPANTS LEARN

- A clearer understanding of their own impact on situations, people, and the organization
- How to balance tactical concerns with strategic priorities and manage tradeoffs
- Ways to navigate the organization as leadership responsibilities increase
- How to work effectively across boundaries to build strategic ties and gain new perspectives
- Tools to advance organizational goals in the face of complexity, ambiguity, and change
- The behaviors required to inspire others and align people to organizational outcomes

## CHALLENGES ADDRESSED

We understand the challenges faced by functional senior leaders today, and Leading for Organizational Impact tackles them head on:

- Managing self in such a way as to inspire confidence in others
- Building credibility as an organizational leader
- Leading successfully during tense and complex situations
- Navigating the transition to a new role
- Creating systemic strategies and structures to address organizational talent needs



## WHY CHOOSE LEADING FOR ORGANIZATIONAL IMPACT?

We invite participants to join our highly qualified instructors and executive coaches in a dynamic, group-driven learning atmosphere in the most feedback-rich program in our portfolio, designed specifically to address the challenges faced by executives and functional leaders.



### Leadership Simulation Based on Real-World Challenges

It's one thing to have an intellectual understanding of a concept, but it's another to experience it. During a high-impact, research-based experiential — widely considered to be the best behavioral leadership simulation on the market today — participants experience senior leadership in a whole new way, complete with real-life practice and real-time feedback.



### Personalized Feedback

A 360-degree assessment, specifically for senior executives, reveals strengths and growth opportunities for the success and effectiveness of each leader.



### Cutting-Edge Research

This program is expertly designed using the latest research-based content that focuses on the issues that matter most for senior leaders of functions and divisions.



### Trusted Expertise

Program faculty and executive coaches have extensive experience working with senior leaders.



### Build Connections

To support application of learning and growth, participants can lean on a network of supportive peers and fellow senior leaders who are facing similar challenges.



**“The course was an exceptional opportunity for me to explore my own leadership but to also understand more about those around me in my organization. The program feedback enabled me to reflect on my own strengths as well as areas that I wish to improve. I was able to return to my organization with a renewed but informed sense of clarity around the goals that I wish to work on. I would recommend this course to all who are genuinely interested in challenging themselves and growing in their leadership.”**

— Leisa Harper, Principal, Fraser Coast Anglican College



## PREPARING FOR THE PROGRAM: BEGIN THE JOURNEY (12 WEEKS AHEAD)

Prior to the live program, participants prepare for the experience by completing the required online pre-work. This includes inviting their 360-degree feedback raters and taking their self-assessments, as well as meeting with an executive coach to debrief their assessment results. This preparation ensures maximum benefit from the program and supports personal and professional growth.

## ENGAGING IN THE EXPERIENCE: PROGRAM AGENDA (5-DAY INTENSIVE)

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<b>How does leadership happen?</b>	<b>How will we lead together?</b>	<b>What happened?</b>	<b>What shifts can I make?</b>	<b>What comes next?</b>
<b>A Framework for Leadership</b>	<b>The Looking Glass® Experience</b>	<b>Shared Sensemaking</b>	<b>Integrating Feedback</b>	<b>Personal Strategic Leadership Retreat</b>
<ul style="list-style-type: none"> <li>Individual Needs &amp; Group Dynamics</li> <li>Strategic Leadership &amp; Polarities</li> <li>Introduction to Effective Feedback</li> <li>Organizational Leadership Challenges</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Simulation: Looking Glass, Inc.®</li> <li>Leading for Organizational Impact Survey</li> <li>Energy &amp; Motivation</li> </ul>	<ul style="list-style-type: none"> <li>Shared Sensemaking for Strategic Decision Making</li> <li>Debrief of Leading for Organizational Impact Survey</li> <li>Peer and Facilitator Behavioral Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Culture: What It Is &amp; Shaping It</li> <li>Building Insights With Benchmarks® for Executives™</li> <li>Looking Glass, Inc.®: A New Reflection</li> </ul>	<ul style="list-style-type: none"> <li>The Polarity of Performance &amp; Development</li> <li>Peer Consulting for Organizational Impact</li> </ul> <p><i>Program ends at 11:30 am local time.</i></p>

## APPLYING THE LEARNING: LIVE YOUR STORY (12 WEEKS AFTER)

Following the intensive program experience, learning support continues. Participants receive 2 group coaching sessions with an executive coach to help apply learning and ensure organizational impact, as well as access to toolkits, job aids, and other resources to plan their next steps and sustain their learning. They also have an opportunity to complete a follow-on Reflections 360 to measure post-program growth.

### How to get in touch

Leaders need support to succeed. We're here to provide it.

Give us a call at +1 336 545 2810 or learn more at [ccl.org/LOI](https://ccl.org/LOI)

