Most leaders are aware that a well-defined business strategy is a critical activity for growth and success of an organization. Many also know that without strong leadership that is collectively working together to achieve goals throughout the organization even the best and boldest strategies will fall short of their fullest potential. In fact, surveys of executives show that they believe the one factor that will determine the fate of their organization is the quality and capability of their leadership talent across the organization.

This makes the need to connect business strategy with the development and collective alignment of leadership talent even more critical. Particularly in today’s volatile business environment, many organizations that are successfully carrying out their business strategies are recognizing the importance of developing and implementing a comprehensive leadership strategy to ensure their talent and culture can meet and support their strategic initiatives. Based on CCL’s research and experience working with top global clients, creating and implementing a leadership strategy is now emerging as a critical organizational need.

“We understand global growth and enhanced innovation will require new leadership capabilities to execute. We need help planning for the future.”

“We are growing so fast and do not have the leadership required to remain competitive. We are looking for a sustainable solution to help us survive over time.”
Leadership Strategy provides the roadmap for the development of leadership talent and culture. Having skilled leaders to carry out business strategy is crucial to success, but research has shown that we must also understand leadership culture as defined by the collective actions of formal and informal leaders acting together to influence organizational success.

Simply having all of the leadership positions on the organization chart filled will not produce the leadership that is required to implement strategies, adapt to change, support innovation or address other important organizational agendas. A leadership strategy makes explicit how many leaders are needed, what kind, where they are needed, with what skills, and behaving in what fashion individually and collectively to achieve the total success that is sought. It also identifies other issues the organization must consider, such as whether its current talent systems (e.g., onboarding, performance management) support the culture and leadership it wants to create.

Like business strategies, leadership strategies are based on a thorough analysis of the current situation and an informed view of the future. The strategy provides a series of recommendation to close the leadership gap between the current situation and the desired future.

A comprehensive leadership strategy should be driven by the business strategy and specifically take the following factors into account:

• **Skills and Behaviors.** The skills and behaviors needed to implement the business strategy and create the desired culture.
• **Collective Capabilities.** The capabilities of leaders acting together in groups and across boundaries to implement strategies, solve problems, adapt to change, etc.
• **Quantity.** The quantity of leaders needed over the next 5-10 years (number, level, location, function, business unit, reporting relationship, etc.).
• **Quality.** The characteristics individual leaders should possess.
• **Leadership Culture.** The key attributes of the culture created by leaders.
The Center for Creative Leadership has been studying leaders and leadership for more than 40 years. CCL ranks as one of the top-tier executive education enterprises, standing out with our exclusive focus on leadership education and research. Our esteemed faculty, researchers and coaches bring unparalleled expertise to addressing leadership challenges faced by clients around the globe.

For decades we have been working with organizations to develop customized solutions to meet their strategic business and leadership challenges. We have been extremely successful at addressing individual and organizational leadership development needs simultaneously while establishing systematic, integrated leadership development practices within the organization. Our success is based on our:

- **Broad knowledge-focused impact.** CCL combines a heritage of research and training experience, working with managers and executives from around the world. We have unwavering focus on developing leaders and organizational leadership.
- **Integrated approach.** We view our work in the context of organizational systems, processes and long-term needs. We integrate the use of assessment, classroom training, individual or team coaching, action learning, and evaluation to create customized development experiences.
- **Co-creation.** We don’t just assess our client’s needs and deliver a plan. We have a dynamic partnership with our clients where we work closely and collaboratively to help them build and extend their leadership capacity throughout the organization.
- **Global scope-personal touch.** CCL designs and delivers solutions sensitive to cultural differences. We tailor a solution specific to our clients’ unique strategies, cultures, people and business challenges.
- **Results.** CCL uses a range of evaluation techniques to assess organizational development impact. Our evaluations address the effectiveness of the program or initiative in meeting stated objectives.
What We Do

CCL Leadership Strategy Process

CCL’s Leadership Strategy process is an in-depth, customized organizational initiative designed to concretely link an organization’s leadership development needs to specific business strategy and drivers.

CCL’s Leadership Strategy will enable organizations to:

- **Align** their leadership strategy, culture, talent and design with their vision, mission, values and business strategy.
- **Discover** their leadership culture – the kinds of leadership, and organizational design required to achieve the mission-critical organizational and business outcomes.
- **Create** a comprehensive leadership and organizational development plan to develop the required individual and collective leadership capabilities for the organization.
- **Co-develop** a high-level organizational change strategy/transformation process that enables senior leadership to guide the organization through the evolution from its current state to its desired future.

Leadership Strategy aligns investments in leadership development with the strategy, goals and aspirations of your business.

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**CCL Leadership Strategy Process**

**Pre-Discovery**

- Collect data to assess current organizational challenges and context, vision, mission, values and strategy.

**Discovery**

- **Business Strategy**
  - Strategic drivers identify leadership competencies
- **Culture**
  - Leadership culture, both current and desired state
- **Talent**
  - Talent capabilities, systems and sustainability
- **Organizational Design**
  - Organizational design, including structure, processes and systems

**Leadership Strategy Plan**

CCL works with the client to prepare a Leadership Strategy Plan. The plan recommends to senior leadership specific leadership solutions and an implementation and transformation process.

The Leadership Strategy Plan includes:

- Executive Summary
- Restatement of the Business Strategy
- Leadership Development Needed to Achieve These Goals
- Recommendations on:
  - Cultural Transition
  - Talent Development and Talent Systems
  - Organizational Design and Process

**Phase 1**

**Phase 2**

**Implementation of Leadership Solutions**

Co-created process between CCL and the client.
CCL serves as a trusted advisor and consultant in the implementation of the plan’s recommended leadership solutions to ensure they meet the goals of the plan and the business strategy.
CCL works with the client over time as the business strategy, leadership, culture and organization evolve.

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How We Can Help

Investing in a well-designed and implemented leadership strategy is not only beneficial to successfully carrying out current business strategies, but it also strengthens and prepares the organization to better meet future challenges.

To learn more about how CCL can help you develop the leadership roadmap you need to carry out your business strategy, contact us at one of our three main campuses:

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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 accelerates strategy and business results by unlocking the leadership potential of individuals and organizations. Founded in 1970 as a nonprofit educational institution focused exclusively on leadership education and research, 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. Ranked among the world’s Top 10 providers of executive education by Bloomberg Businessweek and the Financial Times, CCL is headquartered in Greensboro, N.C., with campuses in Colorado Springs, Colo.; San Diego, Calif.; Brussels; Moscow; Singapore; New Delhi – NCR, India and Addis Ababa, Ethiopia. Its work is supported by 500 faculty members and staff.