

THE LEADERSHIP DEVELOPMENT ROADMAP

A Guide for Developing Successful
Leaders at All Levels



Center for
Creative
Leadership®

The background features a series of overlapping, flowing shapes in shades of orange and red, creating a sense of movement and depth. The shapes are organic and fluid, with some areas being a lighter, more vibrant orange and others a deeper, more saturated red. The overall effect is dynamic and modern.

CCL's Leadership
Development Roadmap
meets you where
you are...



...and takes you where you want to go.

CCL knows learning to lead is an intensely personal experience – and one that shifts over time. Our real-world approach helps you address the reality of your situation, your organization and your goals, aligning your personal advancement to the achievement of actual business objectives. Our programs, custom initiatives, coaching, and assessments are customized to deliver the outcomes that matter most to you.

Our Leadership Development Roadmap helps you match the right learning at the right time for each leader, whether it's Leading Self, Leading Others, Leading Managers, Leading The Function, or Leading The Organization. Our roadmap meets you where you are and takes you where you and your organization want to go. By focusing on the skills critical for success at each level, your organization can see faster results.



Leadership Challenges and Competencies

The Leadership Development Roadmap connects the challenges leaders face every day with the essential skills they need to be successful. We've created a flexible suite of development resources targeted to five levels of leaders:

Leading Self - Individual contributors, professional staff and emerging leaders

Leading Others - Leaders of individual contributors

Leading Managers - Experienced leaders who lead other managers or senior professional staff

Leading the Function - Senior leaders of organizational functions or divisions

Leading the Organization - Top executives leading the enterprise

Leadership skills should continue to evolve and adapt in order to meet the constantly changing conditions and challenges of a global marketplace. CCL's Roadmap connects leaders to the right development at the right time. With the Roadmap, organizations have the information they need to steer leader development, fuel sustained success and prepare all leaders for what's next.

Browse the following pages to see the array of programs, coaching, assessments, and other resources for each level.

LEADER LEVELS		CHALLENGES	COMPETENCIES							
LEADING SELF	LEADING OTHERS	LEADING MANAGERS	LEADING THE FUNCTION							
LEADING THE ORGANIZATION	<ul style="list-style-type: none"> • Prepare for management or leadership role • Build a common leadership language within an organization • Increase personal effectiveness and performance 	<ul style="list-style-type: none"> • Transition from individual performer to leading a team • Build relationships to get work done • Deal effectively with conflict • Solve problems successfully 	<ul style="list-style-type: none"> • Integrate cross-functional perspectives in decisions • Handle complexity • Manage politics • Sell ideas to senior leaders • Select and lead managers for high performance 	<ul style="list-style-type: none"> • Set vision and build toward the future • Balance trade-offs between the short-and long-term • Align the organization for strategy implementation 	<ul style="list-style-type: none"> • Establishing credibility • Leading with purpose • Delivering results • Doing whatever it takes • Interpersonal savvy • Embracing flexibility • Tolerating ambiguity • Understanding one's own values and culture 	<ul style="list-style-type: none"> • Coaching and developing others • Leading team achievement • Building and maintaining relationships • Resolving conflict • Learning to delegate • Innovative problem solving • Embracing change • Adapting to cultural differences 	<ul style="list-style-type: none"> • Thinking and acting systemically • Managing organizational complexity • Negotiating adeptly • Selecting and developing others • Taking risks • Implementing change • Managing globally dispersed teams • Building resiliency 	<ul style="list-style-type: none"> • Being visionary • Driving results • Strategic thinking and acting • Creating engagement • Identifying innovation opportunities for new businesses • Working across boundaries • Leading globally 	<ul style="list-style-type: none"> • Set organizational direction • Foster alignments across the organization • Gain commitment for performance • Refine and build strong executive persona 	<ul style="list-style-type: none"> • Creating and articulating vision • Creating strategic alignment • Developing a leadership and talent strategy aligned with business strategy • Leading the culture • Executive image • Creating a culture of innovation • Catalyzing change • Leading outwardly



Core Development Programs

CCL's Core Development Programs build the most critical skills for success at each level of leadership. They are grounded in CCL's "Fundamental Four" leader competencies, driven by essential outcomes and focused on key requirements for success at each level.

CCL's programs are deeply personal and customized to each learner. CCL's proven model of development integrates assessment, challenge and support, helping leaders internalize essential lessons and create action plans for improvement.

Alumni consistently rank CCL programs among the top in the world in surveys conducted by the *Financial Times* and *Bloomberg Businessweek*. Explore each program to find out why.

• www.ccl.org/programs

Fundamental Four Leader Competencies



Self-Awareness



Learning Agility

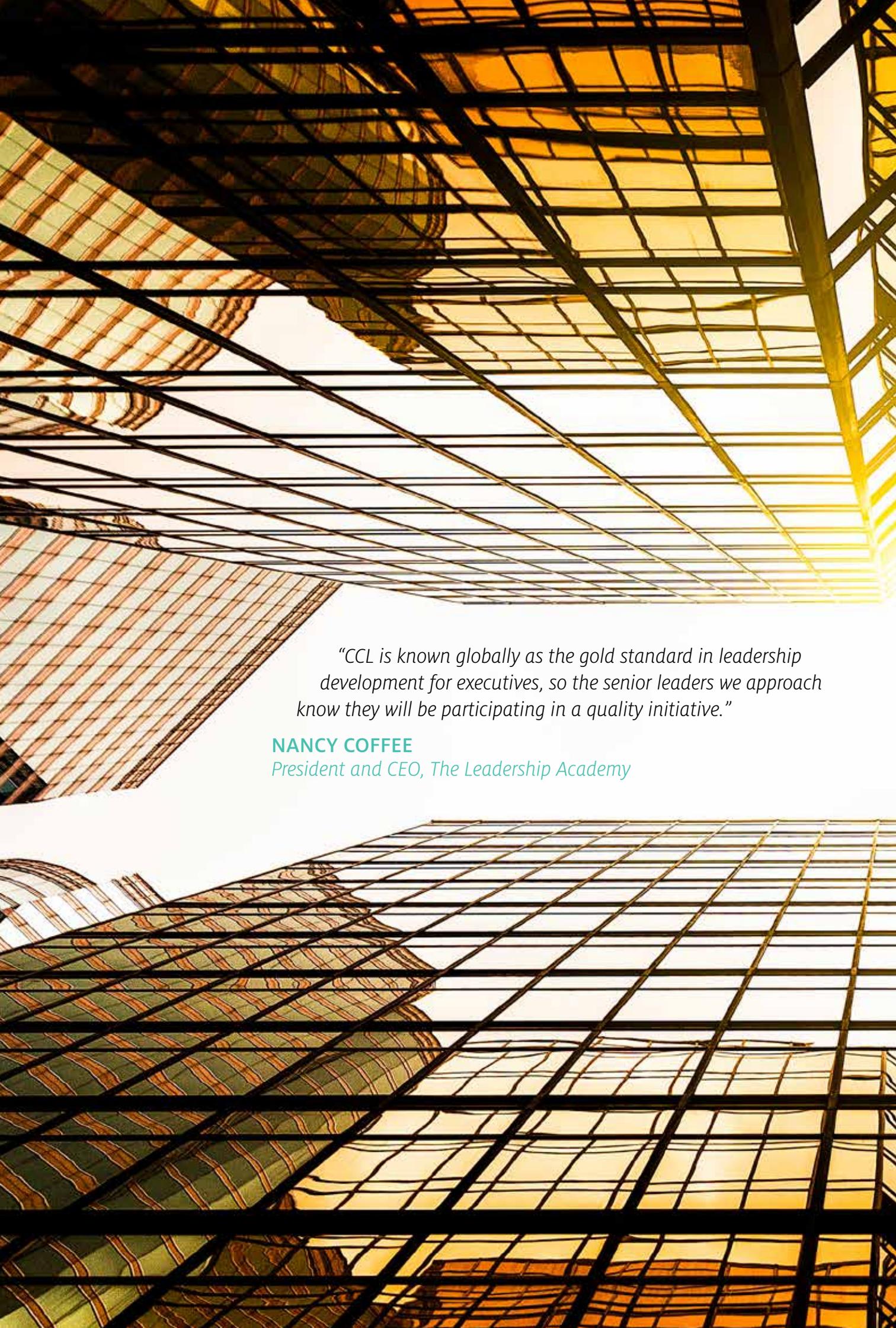


Influence



Communication

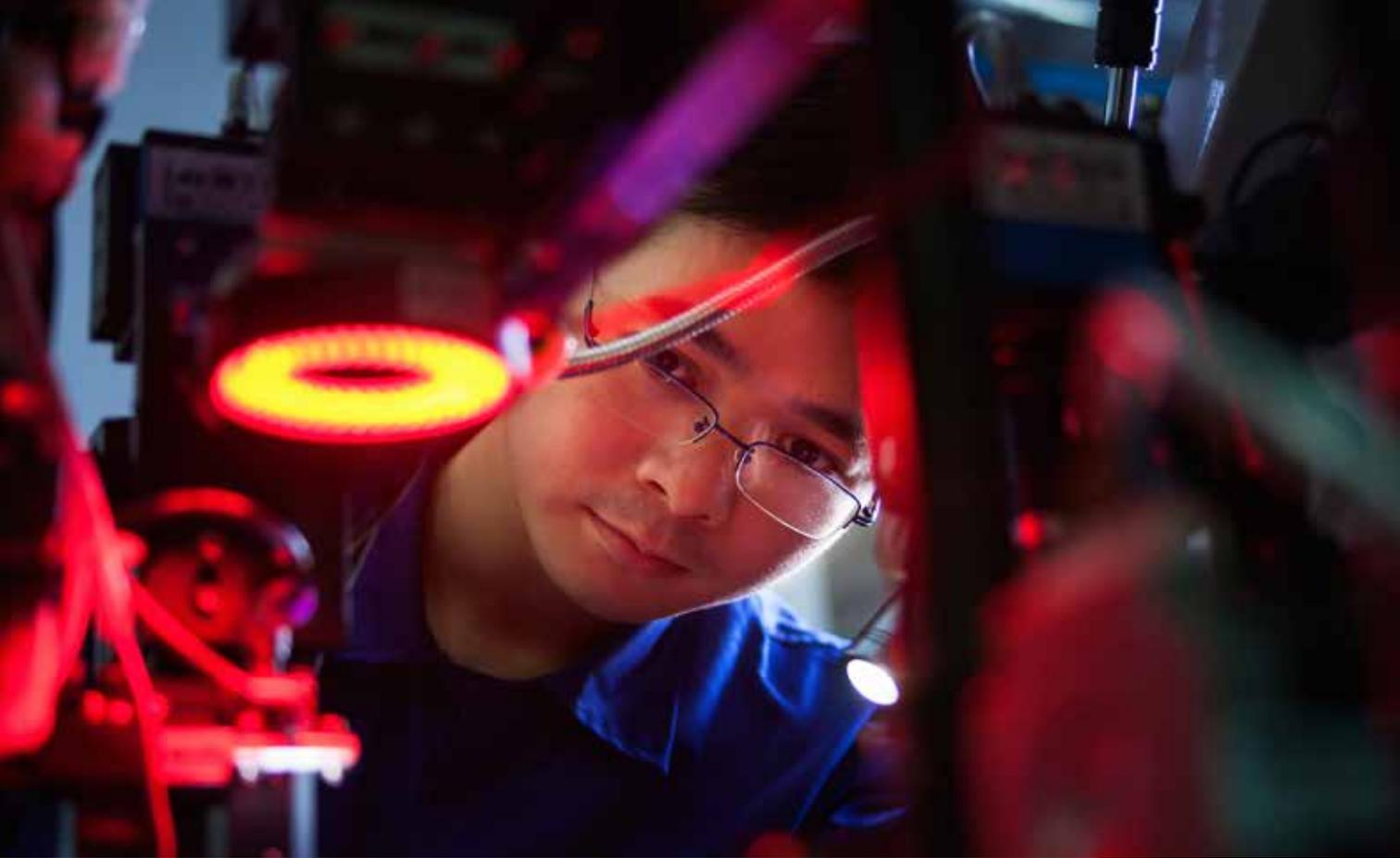
LEADER LEVELS		PROGRAM	DESCRIPTION
LEADING THE ORGANIZATION	LEADING THE FUNCTION	Leadership Fundamentals	<p>Introduces the fundamentals of effective leadership for greater success, faster.</p> <p>www.ccl.org/lf</p>
	LEADING MANAGERS	Maximizing Your Leadership Potential	<p>Prepares front-line managers to achieve lasting results through people.</p> <p>www.ccl.org/mlp</p>
	LEADING THE FUNCTION	Leadership Development Program (LDP) [®]	<p>Strengthens your ability to manage complexity, balance competing priorities and collaborate up, down and across the organization to drive tangible results.</p> <p>www.ccl.org/ldp</p>
	LEADING THE ORGANIZATION	Leading for Organizational Impact	<p>Enhances your ability to lead while balancing short-term and long-term strategic perspectives.</p> <p>www.ccl.org/loi</p>
	LEADING THE ORGANIZATION	Leadership at the Peak	<p>Maximizes personal leadership power to accelerate the organization's commitment, alignment and results.</p> <p>www.ccl.org/lap</p>



“CCL is known globally as the gold standard in leadership development for executives, so the senior leaders we approach know they will be participating in a quality initiative.”

NANCY COFFEE

President and CEO, The Leadership Academy



Specialized Skill and Specialized Audience Development Programs

Specialized Skill and Specialized Audience Development Programs give leaders an immersion into specific leadership topics. These highly focused experiences are working sessions, designed to help leaders apply what they learn to their current situations – and to their future goals.

Whether leaders need to sharpen their experience in strategic leadership, build critical coaching skills, successfully lead innovation or create commitment in a team, these programs provide deep insight and practical tools for success.

- www.ccl.org/programs

Specialized Skill Development Programs

Specialized Audience Development Programs

LEADER LEVELS				
LEADING SELF	LEADING OTHERS	LEADING MANAGERS	LEADING THE FUNCTION	LEADING THE ORGANIZATION
			<p>Leading Strategically Focuses on leveraging the skills necessary to excel as a strategic leader</p>	
	<p>Leading Teams for Impact Strengthens ability to manage and lead teams to experience the power of collective effort</p>			
	<p>Coaching for Greater Effectiveness Develops skills in coaching others to increase productivity and improve performance</p>			
<p>Assessment Certification Workshop Become certified to administer CCL's powerful suite of 360-degree assessments</p>				
	<p>Driving Results Through Innovation Leadership Trains leaders to connect innovation with results</p>			
	<p>Navigating Change Provides an understanding of how a leader's approach to change can impact a team and an organization</p>			
		<p>The Women's Leadership Experience Helps women define and implement their own personal leadership strategy</p>		
	<p>Coaching for Human Resource Professionals Strengthens coaching skills and shares best practices in coaching</p>			
	<p>Leadership Development for HR Professionals Increases leadership capacity to strengthen HR partnerships with senior management</p>			



Leadership Assessments

CCL's assessments are powerful drivers of learning and change. Our assessment and feedback process helps leaders measure where they are, clarify needs and goals, and set direction for further development.

CCL pioneered the use of assessments and feedback in leadership development decades ago. Our expertise and state-of-the-art, research-based assessment tools have earned the trust of thousands of HR professionals and consultants because they:

Easily fit into existing organizational development programs and offer relevant observable and measurable results on leadership skills managers learn through experience.

Provide options for customization that can increase relevance, ownership and advocacy throughout the organization.

Provide statistically valid and reliable results that help individuals and teams align their performance objectives with those of the entire organization.

Provide language options for use with non-English speaking employees.

- www.ccl.org/assessments

360-Degree Assessments

360 By Design®

Customizable development tool measuring key leadership skills and behaviors identified by an organization

Executive Dimensions®

Address top-level leadership issues

Benchmarks®

Measure 16 skills and perspectives critical for success and five possible career derailers

SKILLSCOPE®

Assess 15 key job-related skills essential for managerial success

Prospector®

Gain feedback on the skills most often found in successful executives and the behaviors needed to acquire those goals

Global 6™

Learn how the impact of leadership style varies across cultural boundaries

Self Assessments

WorkLife Indicator™

Understand and effectively manage the boundaries between work and family

Campbell Leadership Descriptor

Understand leadership characteristics

Job Challenge Profile

Use job assignments to develop valuable skills

Learning Tactics Inventory

Articulate preferred learning behaviors and styles

Organizational Assessments

Leadership Gap Indicator

Identify and address critical skill gaps in organizational leadership

KEYS to Creativity and Innovation

Assess organizational climate for creativity and innovation by measuring specific management practices



Leadership Coaching Services

With approximately 600 coaches who collectively speak 48 different languages, CCL has one of the largest global networks for leadership coaching services in the world. Our customized coaching services are effective at all levels of an organization, from a first-time manager to the CEO. Our coaches also work with teams to facilitate learning and improve performance.

• www.ccl.org/coaching

Individuals

Executive Coaching, Awareness Program for Executive Excellence (APEX)[®]

In-depth, C-suite level leadership coaching

Executive Leadership Coaching

Drives results with one-on-one, customized leadership development

Executive Integration Coaching

Helps individual leaders prepare for, or excel at, career transitions

Programmatic Follow-on Coaching

Maintain momentum after a development program with goal-focused coaching

Teams

Leadership Team Coaching

Allows teams to work together and create shared understanding to increase effectiveness

Coaching Skills Development

Coaching for Greater Effectiveness

Three-day program that develops skills to coach others to increase productivity and improve performance

Assessment Certification Workshop

Receive certification to administer all of the 360-degree assessments in CCL's assessment suite

Coaching for Human Resource Professionals

Strengthens coaching skills and shares best practices in coaching

Action Learning Coaching

Maximizes individual leadership competencies, team and individual learning agility and the ability to work within a team

Action Development Coaching

Ensures successful implementation of strategic initiatives while increasing an organization's capacity to adapt to change

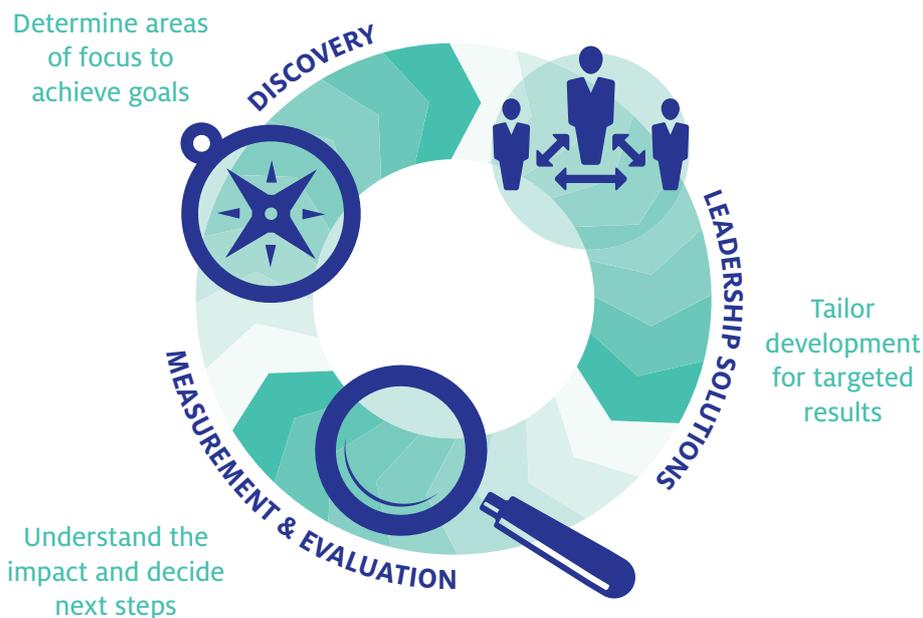
Blended Learning & Customized Solutions

Blended Learning Options: CCL provides a variety of customizable blending learning options that combine formal and informal learning to maximize impact. Utilized a variety of different tools like e-learning and real-time simulations offers you development models that work when and where you need them.

- www.ccl.org/blendedlearning

Customized Solutions: All of the offerings covered in our Leadership Development Roadmap can be customized to meet the individual needs of a specific organization. CCL's dedicated design faculty is skilled in understanding the needs of your organization and working with you to develop specific research-based modules and programs to fit your organization's needs today and in the future.

- www.ccl.org/custom



"We didn't want to take an academic or didactic approach. Instead we wanted to fully engage our developing leaders in a way that would bring learning to life..."

Sissy McKee
Boehringer Ingelheim Leadership Program Director

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