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The cover and pages of this annual report feature a selection of art from the Center for Creative Leadership. Art — as any visitor to the Greensboro campus knows — is ever present and ever changing at the Center. Each year, a series of art exhibits turn our hallways and walls into a stunning showcase for the talents of regional artists. This cherished tradition underscores our objective to advance creative leadership. We thank the artists for enriching our lives and inspiring creativity among all those whose paths lead through our halls.
OUR MISSION

The Center for Creative Leadership is a nonprofit educational institution that serves as an international resource for increasing the leadership capabilities of individuals and organizations from across the public, private and nonprofit sectors. Our mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide. Our role is to help individuals and organizations address leadership challenges.

The Center’s nonprofit status and educational mission give us unusual flexibility in a world where quarterly profits often drive or confine thinking and direction. We have the freedom to be objective, wary of short-term trends, and motivated foremost by our mission — hence our substantial and sustained investment in leadership research. Although our work is always grounded in a strong foundation of research, we focus on achieving a beneficial impact in the real world. Our efforts are geared to be practical and action-oriented, helping leaders and their organizations more effectively achieve their goals and vision. The desire to transform learning and ideas into action provides the impetus for our programs, assessments, publications and services.
OUR APPROACH: IDEAS INTO ACTION INTO IDEAS

The Center is an educational institution engaged in a continuous and fruitful cycle of turning ideas into action, and action into ideas. We teach, and as we teach, we learn. Then we act on what we learn, developing new views of leadership, new assessment techniques, programs and strategies that respond to the evolving challenges faced by leaders and their organizations.

We believe that self knowledge is the single most important factor in the practice of leadership. Becoming more acutely aware of one’s strengths and weaknesses is a type of “unfreezing” which leads to setting goals and taking action to improve. As a result, rather than teaching how to manage or analyze or strategize, we help leaders “learn how to learn” from their colleagues, their organizational and competitive contexts, and most importantly, from their own experience. Individuals rarely have the opportunity to receive extensive feedback in the workplace — to understand how others perceive them. Center programs provide leaders with the time, tools and environment needed to gain a comprehensive, accurate view of themselves, and to set personal development
goals and begin working toward them. In fact, the Center’s extensive use of assessment and honest, productive feedback is frequently cited as the most valuable part of our programs.

Typically, the Center’s leadership programs are built on a developmental model of assessment, challenge and support. We combine 360-degree feedback, individual assessment and personalized attention in a safe, confidential environment designed to encourage candor, self-examination and experimentation with new behaviors vital to development. Participants are pushed to explore their strengths and identify their development needs in special activities, breakout sessions and simulations that replicate real-world challenges without the real-world consequences for failure. The result is creative exploration, insight and experiential learning that has time and again helped inspire executives and managers to revitalize and focus their organizations.
**CAPABILITIES**

Our activities encompass leadership education, knowledge generation and dissemination, and building a community centered on leadership. The Center is broadly recognized for excellence in leadership development and executive education by sources such as BusinessWeek, the Financial Times, The New York Times and The Wall Street Journal.

**OPEN-ENROLLMENT PROGRAMS**

The Center for Creative Leadership is, first and foremost, an educational institution. It is an academy of leadership development — one that spans five campuses and more than 20 affiliate locations worldwide. Our 14 open-enrollment courses are based on the principles of assessment, challenge and support, a model that our research has shown to be effective in stimulating change.

**CUSTOMIZED PROGRAMS**

We develop tailored educational solutions for more than 200 client organizations each year. Through this applied practice, we structure and deliver programs focused on specific leadership development needs within the context of defined organizational challenges, including innovation, the merging of cultures, and the development of a broader pool of leaders. Our objective is to help organizations develop, within their own cultures, the leadership capacity they need to address challenges as they emerge.

**COACHING**

The Center’s suite of coaching services is designed to help leaders maintain a sustained focus and generate increased momentum toward achieving their goals. Our coaching offerings, which can be integrated with program attendance or customized for specific individual or team needs, are based on our model of assessment, challenge and support.

**ASSESSMENT TOOLS AND PERFORMANCE SUPPORT**

The Center pioneered 360-degree feedback and believes that assessment is a necessary foundation for learning, growth and change. The Center offers a portfolio of assessment tools, online resources and simulations that can help individuals, teams and organizations increase their self-awareness, facilitate their own learning, enable their development and enhance their effectiveness.
PUBLISHED WORKS BASED ON CENTER RESEARCH AND PRACTICE

The theoretical foundation for many of our programs, as well as the results of the Center’s extensive and often-groundbreaking research, can be found in publications issued by our in-house CCL Press and through our alliance with Jossey-Bass, a Wiley Company. These publications provide insights and practical advice to help individuals become more effective leaders, develop leadership training within organizations, address issues of change and diversity, and build the systems and strategies that advance leadership collectively at the institutional level.

LEADERSHIP COMMUNITY

To ensure that our work remains focused, relevant, and impactful to the individuals and organizations we serve, we maintain a host of networks, councils, and learning and virtual communities that bring together alumni, donors, faculty, practicing leaders and thought-leaders from across the globe. We also forge relationships and alliances with individuals, organizations and associations that share our values and mission. We draw strength from and contribute learning and resources to this community. The energy, insights and support from these relationships help shape and sustain the Center’s educational and research practices, and provide those we serve with an added measure of purpose and passion as they continue their lifelong commitment to leadership and learning.
There hasn’t been a time quite like this in recent decades. The lingering economic doldrums, the corporate governance scandals, the threat of terrorism and the outbreak of war have together unleashed a period of extreme uncertainty and extraordinary change. At such a time, the importance of leadership is greater than ever and the mission of the Center for Creative Leadership — to advance the understanding, practice and development of leadership — is as vital as it has ever been.

When the Center for Creative Leadership was founded more than 30 years ago, our founders incorporated the word “creative” into our name to emphasize that good leadership entails responding imaginatively to change. H. Smith Richardson Sr. observed that many enterprises eventually fail because management sooner or later “loses the ability to recognize and adjust to new and changing conditions.” While change is inevitable and unpredictable, Mr. Richardson believed that organizations could prepare themselves by developing their people and building leadership capacity.

In this era of great change it is heartening to see so many organizations investing as much as ever in enhancing leadership at the individual and organizational level. I am proud of the important and active role that the Center has played this year in advancing leadership — and the ability to respond creatively to change — through its work with hundreds of organizations and tens of thousands of individuals.

As you review this recap of our activities and impact over the course of the year, I thank you for your commitment to the Center and to the mission we share.

THOMAS K. HEARN JR.
Chairman
Board of Governors
The past year, the 33rd year in the Center's history, stands as a time marked with great challenge and accomplishment. Despite what has been one of the toughest years for many organizations in recent times, we’ve achieved significant gains in many areas of impact — coupled with modest revenue growth — by focusing on our mission and values. Our values dictate that our work serves society and that we provide clients with the highest standards of service and professionalism. These twin principles have helped ensure that our work remains relevant and produces lasting value for the individuals and organizations we serve.

In a year with much turbulence, we have been called upon to work closely with many organizations that are tackling tremendous new challenges. These institutions range from the U.S. Navy, which has selected the Center as its primary provider of leadership development, to Guilford County Schools in North Carolina, with which the Center is working to build leadership capacity.

The Center has long been a champion of individual leader development. In recent years we have been paying a great deal of attention to leadership challenges at the organizational and societal level. There is broad recognition today that leadership truly resides in the collective strength of people throughout organizations rather than upon the shoulders of a few individual leaders at the top. Through our Connected Leadership project, we have been exploring how organizations can better address complex challenges by improving individual, team and systemic interactions within their ranks.

Among the key drivers of complexity in our time are the forces of globalism and diversity. Today, we are challenged to relate and work with more people who are different from ourselves and reside far away. The tensions that seep in the workplace from gender, racial, religious and cultural differences are an active area of study for the Center. One measure of our interest in this area is that three of the four books we published through our alliance with Jossey-Bass Publishers, a Wiley Company, in 2002 focused on issues of diversity.

The progression of our work and the thrust of our mission have led us to further extend our efforts internationally. This fiscal year, we launched a new office in Singapore to serve Asia and saw the volume of work we do in Europe exceed expectations. As the Center expands its global presence, we were pleased to be selected by the Financial Times as one the top 10 providers of executive education worldwide — the only organization in the top tier focused exclusively on leadership.

The impact we have had would not be possible without the exemplary commitment of our staff and the organizations and individuals who have lent their time and financial support to the Center. I thank you for your support and welcome your ongoing involvement as we continue to respond to the significant leadership challenges of our day.
Quilt II
Carolyn Owen
Found metals
Acquired 1997
Advancing the understanding of leadership is one of the three pillars of our mission. The Center for Creative Leadership invests a significant portion of its revenues in leadership research, which provides the foundation of knowledge for the Center’s activities. This knowledge gathering activity is coupled with a vibrant publications program that disseminates the knowledge from our research and teaching activities.

RESEARCH INITIATIVES

While our focus is education, we differ from many academic institutions in that our R&D efforts are practitioner oriented: we strive to transform our learning into practical tools that our participants and clients can use to change themselves and their organizations in fundamental ways. We are currently engaged in several research projects that explore critical issues in leadership.

CONNECTED LEADERSHIP PROJECT

We initiated a major research project in our 2002–2003 fiscal year. Connected Leadership is a research project aimed at creating practices for developing leadership beyond the individual leader. The project sees leadership as an inclusive and collective networked activity. From this perspective, leadership development is aimed not just at individuals, but also at the connection between individuals; and not just at groups and organizations but at the connections between such aggregates. The project involves two streams of activity: research in organizations and communities that are already working to take leadership beyond the individual; and collaborative action research with public and private organizations to better understand how to develop connected leadership.

LEADERSHIP ACROSS DIFFERENCES PROJECT

There is a growing need in organizations around the world to successfully adapt to a major shift in the demographics of the workforce. This shift, caused by such factors as the accelerating pace of globalization, the increasing diversity in the workforce and the ongoing connections
between different people and cultures worldwide, creates unprecedented leadership demands on organizations — their members, their practices, and their productivity. The *Leadership Across Differences* project is a five-year, multi-stage initiative designed to generate new knowledge necessary to understand the dynamics of leadership effectiveness in the face of ethnic, racial, religious, gender, and cultural differences; and to develop new tools and techniques to help leaders in all organizational sectors address these challenges in a fruitful and constructive manner. In 2002, the project team completed Stage I of the project with the major outcome being the development of a model of leadership across differences. In Stage II, the team will be looking to expand the model by testing it in a variety of for-profit and nonprofit organizations located in more than a dozen countries. The year’s activities culminated with a knowledge dissemination meeting of the Leadership Across Differences Learning (LADL) Consortium (*please see sidebar*).

**Leadership Across Differences Funding**

The Center gratefully acknowledges the generous support received for the Leadership Across Differences project.

In 2002, the Z. Smith Reynolds Foundation provided the Center with a three-year grant to apply the work of the Leadership Across Differences project in North Carolina, a state with an increasing immigrant population and diverse workforce.

The Leadership Across Differences Learning (LADL) Consortium, consisting of 11 for-profit and nonprofit organizations, has provided philanthropic and intellectual support to the project since December 2001. The Consortium created a unique forum in which members were invited to share concerns and best practices, and were provided access to early insights and models for this leading-edge learning agenda.
CHOICES AND TRADE-OFFS OF HIGH-ACHIEVING WOMEN

As more women claim leadership positions in the workforce, there is an increasing need to understand how they will prioritize and integrate the many new roles and possibilities available to them. The Center’s findings challenge the widely held belief that juggling multiple roles erodes a woman’s effectiveness at work. We have found instead that skills learned in other aspects of a woman’s life accumulate and beneficially impact her ability to perform on the job. Our research in this area was presented in *Standing at the Crossroads: Next Steps for High-Achieving Women*, a new book authored by Marian Ruderman and Patricia Ohlott that was published in 2002. The book examines the fundamental pressures that influence the career and personal decisions high-achieving women make, and identifies strategies for adapting to the many demands that both challenge and enhance their lives.

EMERGING LEADERS PROJECT

This project was launched in 2000 to achieve a better understanding of the different developmental needs of people of different generations. Analyses of the data were underway at the close of our 2002–2003 fiscal year; preliminary findings are beginning to provide a richer understanding of the similarities and differences between the generations. For example, all generations indicate that they are likely to seek development in leadership, team building, problem solving and decision making, as well as skills training in their field of expertise.

“Organizations must effectively motivate, develop, reward and retain employees from every generation, both to maintain current leadership talent and to develop bench strength for future leadership needs. The Center’s Emerging Leaders project will provide useful data and information that will help organizations develop effective strategies to work with current and future leaders.”

JENNIFER J. DEAL
Center Research Scientist
Manager, Emerging Leaders Research Project

PUBLICATIONS

The Center has released an array of publications that encapsulate the learning from three decades of leadership research and education.

CCL PRESS

The Center has published an array of works that disseminate the practical knowledge gained in our 33-year history of leadership development research and education. During the year, our *Ideas into Action* guidebook series surpassed the 100,000-copies-sold mark. The guidebooks, which are independently produced by our in-house CCL Press, offer specific advice for managers dealing with leadership challenges. Among the new CCL Press titles we released this year are *Managing Conflict with Peers*, *Managing Conflict with Direct Reports*, *How to Launch a Team*, and *Managerial Effectiveness in a Global Context.*
LEADERSHIP IN ACTION

Leadership in Action, published jointly by CCL and Jossey-Bass, a Wiley Company, is a bimonthly magazine that presents the practical knowledge gained in the course of CCL's educational and research activities. This year, LiA covered topics such as innovation, adaptability, managing conflict, developing emotional competence, retaining key talent, and leadership during and after a crisis. The magazine also featured interviews with leading voices in the leadership field, such as Jay Conger, Ron Heifetz, Beverly Kaye and Peter Vaill.

VISUAL EXPLORER

Innovation and creativity are important elements of organizational work. The Center's Visual Explorer, which features more than 220 color pictures, is a tool that can help a group conduct a creative dialogue and thereby build a shared understanding of the challenges it faces. This year, the Center revised Visual Explorer by improving the quality of the images, by adding several new pictures, and by licensing About Learning, Inc. to produce an educator’s edition of the tool for use in grades K–12.

Through our alliance with Jossey-Bass in 2002, we published four new books. Over the course of the past five years, the alliance has published 11 books on leadership. The months ahead will see the release of the second edition of the influential Center for Creative Leadership Handbook of Leadership Development.

Success for the New Global Manager: How to Work
Across Distances, Countries, and Cultures
Maxine A. Dalton, Christopher T. Ernst, Jennifer J. Deal, and Jean B. Leslie

"A veritable tool box for any aspiring global manager…"
Clarence Da Gama Pinto
Program Director
Executive Programs,
Mt. Eliza Business School
Victoria, Australia

The Leader’s Edge: Six Creative Competencies
for Navigating Complex Challenges
Charles J. Palus and David M. Horth

“… teaches in a most practical — and interesting — way how to lead and manage effectively…”
Kirpal Singh
Professor and Director
The Centre for Cross-Cultural Studies
Singapore Management University

Standing at the Crossroads: Next Steps for
High-Achieving Women
Marian N. Ruderman and Patricia J. Ohlott

"Finally, a book about women that goes beyond tired jargon and outdated platitudes …"  
Joyce K. Fletcher  
Professor of Management  
Simmons Graduate School of Management  
Boston

Leading in Black and White: Working Across the
Racial Divide in Corporate America
Ancella B. Livers and Keith A. Caver

“Reveals the everyday reality for African-American executives…”
Thomas C. Knudson  
Senior Vice President  
Conoco, Inc.
A core component of the Center for Creative Leadership’s mission is to advance the practice of leadership. We do this through a variety of activities focused on sharing our knowledge and building leadership networks.

PARTNERSHIPS AND ALLIANCES

The Center forges relationships and alliances with organizations and associations that share our interest in leadership.

PUBLIC HEALTH LEADERSHIP INSTITUTE

Through a grant funded by the Centers for Disease Control, the Center partnered with the University of North Carolina School of Public Health and the Kenan-Flagler Business School to advance leadership among senior public health officials. Currently in its third year, the project provides leadership training for senior state and local public health officials who are selected to attend in teams. These Public Health Leadership Institute scholars work on an action-learning project tied to a key public health issue. Teams from most of the 50 states — and as far away as Ireland, Mexico and Australia — have participated in the program.

GLOBAL EXECUTIVES INSTITUTE

Increasingly, companies are requiring their senior executives to address global leadership challenges. The Center is lending its resources to The Global Executives Institute, a three-week program designed to enhance the skills of senior executives who have or will soon have significant international responsibilities. The Institute is a collaboration with the Brookings Institution, Kenan-Flagler Business School and the Rotterdam School of Management.
“There are several strands of constructionist thinking about leadership. The most intriguing to us is a model outlined by Wilfred Drath and Charles Palus at the Center for Creative Leadership. To Drath and Palus, leadership is a type of meaning and sense making that can be understood as a contextualized process that develops over time and in community. It is a social process in which everyone in the community participates.”

LEADERSHIP FOR A CHANGING WORLD

The Center is often called upon to assist with leadership initiatives across the country. One such project is Leadership for a Changing World (LCW), a program of the Ford Foundation in partnership with the Advocacy Institute and the Robert F. Wagner Graduate School of Public Service at New York University. Launched in September 2000, LCW seeks to raise awareness that leadership comes in many forms and from diverse communities. It recognizes outstanding leaders who are not broadly known beyond their immediate communities or fields. When the architects of LCW began staking guideposts for the initiative, they called upon Center faculty members Wilfred Drath and Charles Palus. Drath authored The Deep Blue Sea and, along with Palus, co-authored Making Common Sense: Leadership as Meaning-making in a Community of Practice — two publications that helped provide an initial framework for the project. The Center faculty members have been working with the project team as part of the advisory committee.

HUMAN RESOURCE PLANNING SOCIETY

Through a collaborative partner relationship, the Center is providing expertise in support of the goals of the Human Resource Planning Society (HRPS), a nonprofit organization that is working to improve organizational performance through the transfer of knowledge about strategic human resource management practices. Among the areas of knowledge the Center has shared with HRPS is our work related to global managers, who work across the boundaries of distance, country infrastructure and cultural expectations. At a recent HRPS session, CCL’s Maxine Dalton and Christopher Ernst presented members with outcomes from their study with 211 global and local managers living in 30 countries.

AMI

AMI is a network of individual practitioners of innovation who are committed to fostering and leveraging creativity and innovation in organizations and for society. AMI members, through knowledge sharing and candor, encourage each other to openly explore topics of interest, and support mutual learning and personal development. Members include:

Armstrong World Industries
Bank of Montreal
Bayer Corporation
Borg Warner
BP Amoco
Celestica, Inc.
Center for Creative Leadership
Eastman Chemical Company
Energizer Battery Co.
Fannie Mae
Fidelity Investments
General Mills
GlaxoSmithKline
Hallmark Cards
Hoffmann-LaRoche, Inc.
IBM
Idea Connections
Innovation-TRIZ, Inc.
Intellectual Assets, Inc.
International Sustainable Development Foundation
James Hardie Building Products
Johnson & Johnson
Kraft Foods
McNeil Consumer Healthcare
O.I., Inc.
Principal Financial Group
Prochaska & Company
Procter & Gamble Company
Psi-Phi Communications
Pueblo Bank and Trust
S.C. Johnson
Science Applications International Corporation
The Profile Company
The Timken Company
The Virtual Thinking Expedition Company
U. S. Borax, Inc.
Zurich Life
COUNCILS, CONFERENCES AND FORUMS

CREATIVE LEADERSHIP COUNCIL

The Creative Leadership Council (CLC) has grown into a vital international network of 67 senior decision-makers representing 25 companies (please see sidebar). The corporations that form the Council help underwrite the Center’s research, publishing, and scholarship programs through their philanthropic contributions, and they maintain a close relationship with the Center. CLC representatives gather to exchange ideas on leadership and creativity at meetings hosted by members. Both American and European chapters of the Creative Leadership Council convened twice over the past year to explore important and emerging organizational issues — such as diversity and complex challenges — through presentations and roundtable discussions. Council organizations GlaxoSmithKline, Syngenta, Verizon Communications and CTS Corporation hosted the gatherings.

FRIENDS OF THE CENTER CONFERENCES

The Center’s community of alumni, donors and friends convene each year in North America and Europe.

Friends of the Center European Forum – The second Friends of the Center forum held in Europe provided learning and networking opportunities for the Center’s growing number of alumni and friends on the continent. More than 50 executives attended the gathering held in London on October 4, 2002. Featured presenters included Jagdish Parikh, managing director of the Lemuir Group of Companies and author of Managing Relationships: Making a Life While Making a Living; Malcolm Wright, chief executive of Dumfries & Galloway; and Kim Lafferty, senior associate of Leadership Development/Solutions Design for CCL-Europe. OPP Solutions helped fund the keynote sessions.

"Fear is very energizing and many professionals are conditioned into believing that they function best under danger, stress and pressure. The question is, for how long? The answer is, not long. The real challenge today in leadership is how we attain sustainable peak performance."

JAGDISH PARIKH
Keynote Speaker
Friends of the Center European Forum

CLC AMERICAS MEMBERS

American Express*
Bayer
BD (formerly Becton Dickinson)*
Bristol-Myers Squibb Company
Capital One
Chubb Group of Insurance Companies*
CTS Corporation
Eastman Chemical Company*
GlaxoSmithKline*
Mashantucket Pequot Tribal Nation
Maytag Corporation
Northwestern Memorial Hospital
Novartis*
PricewaterhouseCoopers, LLP
Prudential Financial
SC Johnson
Square D/Schneider Electric*
State Farm Insurance Company
Syngenta (formerly Novartis Crop Protection/Astra Zeneca)*
Verizon*
Wallenius Wilhelmsen*
Whirlpool Corporation

CLC EUROPE MEMBERS

American Express*
BD (formerly Becton Dickinson)*
Chubb Insurance Company of Europe*
Eastman Chemical Company*
GlaxoSmithKline*
Novartis*
Schneider Electric, SA*
Scottish Leadership Foundation
Swiss Re
Syngenta (formerly Novartis Crop Protection/Astra Zeneca)*
Verizon*
Wallenius Wilhelmsen*

*Indicates membership in both Europe and Americas Chapters
Friends of the Center Leadership Conference – In the U.S.A., the fourth annual Friends of the Center Leadership Conference was held in May 2002. It featured Tony Buzan, a leading author on the brain and learning, and Marshall Goldsmith, a top executive coach and a driving force for helping leaders achieve positive, measurable change in their behavior. Also presenting was CCL’s Sara King, group director for Global Open-enrollment Programs and co-author of Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential. The annual conference, which was attended by more than 200 individuals, showcases the most recent developments in the leadership field and provides alumni and friends a chance to gain new insights into their roles as leaders. The gathering was supported in part by contributions from SYMLOG, Jossey-Bass, Reid London House, Consulting Psychologists Press, American Express, Delta Air Lines, Federal Express, PowerBar, PBS Business & Technology Network, NCS Pearson, and Xerox.

CONFERENCE PRESENTATIONS

Over the past year, the Center contributed learning about leadership to a number of professional gatherings. CCL faculty and staff presented at dozens of conferences around the world. These included The Conference Board’s Leadership Development Conference, where Center senior associate Patricia O’Connor co-presented “Building Sustainable Leadership Capacity in Your Organization,” and the American Society for Training and Development (ASTD) Berlin conference where Maxine Dalton, CCL group director for Leading in the Context of Difference, presented “The Effective Global Manager.” The ASTD International Conference included a Center for Creative Leadership “conference-within-a-conference” which featured four presentations by CCL faculty on key issues in leadership. Elsewhere, CCL President John Alexander was active in bringing leadership issues to a number of important events, including the 2002 World Economic Forum in New York, the fourth annual CEO2CEO Conference held in New York, and the Forum for Corporate Conscience in Charlotte, N.C.
AWARDS

Awards are a way to recognize and celebrate innovation and excellence. CCL has received, as well as presented, an array of awards.

KENNETH E. CLARK STUDENT RESEARCH AWARD

Nathan J. Hiller, who has a master's degree in industrial and organizational psychology from Penn State, was the 2002 winner of the Kenneth Clark Research Award for his paper, entitled “Understanding and Measuring Shared Leadership in Work Teams.” Shared leadership addresses the interaction of team members who collectively share in leadership tasks. Hiller's research presents a measure for shared leadership based on four factors: planning and organizing, problem solving, support and consideration, and development and mentoring. As a recipient of the Clark award, Hiller received a cash prize and traveled to CCL's headquarters in March 2003 to present his research. The Kenneth E. Clark Student Research Award recognizes outstanding unpublished papers by undergraduate and graduate students. The award is named in memory of Kenneth Clark, distinguished scholar and former president of the Center.

SIOP AWARD

CCL Board Member Gary Latham became the first psychologist in the history of the Society for Industrial and Organizational Psychology to receive both the Distinguished Scientific Contributions Award and the Distinguished Contribution to Psychology as a Profession Award. The awards Latham received are in recognition of his research and publications work, which have become part of the bedrock of knowledge in the field. Gary Latham joined the CCL Board of Governors in September 2001 and serves on both its research committee and the organization and operations committee.

WALTER F. ULMER JR. APPLIED RESEARCH AWARD

Dr. Bernard Bass received the Center’s 2002 Walter F. Ulmer Jr. Applied Research Award. While Bernie Bass is best known for his research on “transformational leadership,” his long list of contributions include distinguished professor emeritus of organizational behavior at the State University of New York (SUNY) at Binghamton, founding editor of Leadership Quarterly, Ford Faculty Fellow, and Fellow of both the Society of Industrial and Organizational Psychology and the Academy of Management. The Ulmer award is designed to stimulate outstanding field research and its creative application to the practice of leadership. The award is named in honor of Walter F. Ulmer Jr., retired CCL president and chief executive officer.

The Center has designated funds established to receive contributions in support of the Walter F. Ulmer Jr. Applied Research Award and the Kenneth Clark Research Award. These funds help underwrite the costs associated with each award. In 2002-2003, we gratefully acknowledge the contributions of Joan and Dale Gurvis, and retired Vice Admiral of the U.S. Navy, John R. Ryan, whose support funded these award programs. If you are interested in supporting any of these awards, please contact Lynn Fick-Cooper in the Center’s Development Office at fickl@leaders.ccl.org or 336 286 4051.
CCL selected Shalom Schwartz, a professor at the Hebrew University of Jerusalem, as the 2002 H. Smith Richardson Jr. Visiting Fellow. Schwartz is one of the world’s leading scholars in the field of psychology, renowned for his study of values and their impact on both individuals and society as a whole. As a CCL Visiting Fellow, Schwartz is working with CCL faculty member Maxine Dalton on a research project entitled Leadership Across Differences, where they are investigating how differences in values and beliefs play out across different countries and cultures — and what leaders should do in response. Schwartz has written more than 100 articles for professional journals and has received more than two dozen research grants — from organizations as varied as the U.S. National Science Foundation and the Israel Ministry of Education — to explore the link between values and behavior.

The H. Smith Richardson Jr. Visiting Fellow program is made possible through an endowed fund created to provide Center fellowships to thought-leaders and practitioners in the leadership development field. These Smith Richardson Visiting Fellows spend time in residence at the Center working on projects to advance knowledge in the field and to link theory and practice. They interact with our clients, staff, Board and friends in the communities we serve. The program is named in honor of the late Smith Richardson, the Center’s first chairman of the Board of Trustees, long-time chairman of the Smith Richardson Foundation, Inc., and chairman of the board of Richardson-Vicks, Inc., who was an enthusiastic supporter of real-world research that practicing leaders could use.

Last year, our Visiting Fellow was Kathy Kram, a professor of organizational behavior at Boston University School of Management. Jay Conger, author and professor of organizational behavior at London Business School, was the Center’s inaugural Visiting Fellow.
IN THE PRESS

Center faculty contributed dozens of research-based articles to academic and management journals, including *Harvard Business Review, T+D* (Training and Development) magazine, and *Academy of Management Journal*. More broadly, the Center for Creative Leadership has become one of the media’s foremost sources on leadership, and CCL publications and research are the subject of much press attention. Among the research CCL released in 2002 that received press coverage was a study that found that the importance of the “soft side” of leadership increases with the stress an organization faces. During the year the Center was quoted in hundreds of articles that were published in *The Wall Street Journal, The Washington Post, The New York Times, the Chicago Tribune, Wall Street Journal Asia, Strait Times,* and *Newsdaily,* among other publications. We were also tapped for information by broadcast media outlets such as *National Public Radio, Bloomberg TV* and *CNNfn.*

Over the past 12 months, an increasing number of articles featuring CCL’s research findings and developmental offerings have appeared in prestigious European publications such as the *Financial Times* (U.K.), *Le Soir* (France), *Intermediair* (the Netherlands) and *Trends/Tendances* (Belgium). The articles have addressed topics of prime interest to executives and HR professionals in Europe, including developing women leaders, using creativity for complex-problem solving and leveraging emotional intelligence when leading in turbulent times.
Spatial Arrangement II
Maxine Linrey
Multimedia
Acquired 1999
Advancing the Development of Leadership

Strengthening leadership capacity and offering high-quality leadership development to organizations and individuals is an essential part of CCL’s mission. Through our open-enrollment programs, custom services and assessments, we strive to work across all sectors of society to create a better world through better leadership.

OPEN-ENROLLMENT PROGRAMS

The Center’s open-enrollment programs provide an opportunity for individuals to take time out from their busy lives to examine their development needs and aspirations, and chart paths for personal transformation.

LEADING PEOPLE THROUGH TRANSITIONS

Leaders today tackle complex challenges in an environment rife with ambiguity and upheaval. The Center added a new program to its open-enrollment portfolio in 2002 to help leaders deal with change. Leading People Through Transitions (LPTT) is a four-and-a-half day program designed to help experienced managers and executives lead through times of dramatic change. The program is founded on a base of six years of experience in the custom arena. At its core, LPTT offers a dynamic and practical new framework for assessing the competencies needed to lead people through extraordinary times. The program uses an experiential approach to prepare participants to facilitate the process of revitalizing and reenergizing themselves, their colleagues and their organizations.

LEADING PEOPLE THROUGH TRANSITIONS

A healthcare policymaker strengthens her skills as a leader of change

As executive director of the North Carolina Center for Nursing, Brenda Cleary spends her days focused on long-range strategies aimed at avoiding a nursing shortage in the years ahead. Cleary says her experience at CCL’s Leading People Through Transitions is helping her be a more effective planner and advocate of the policies needed to meet the healthcare needs of the citizens of her state.

“We’re trying to take the long view and work forward by creating a shared vision for nursing in North Carolina,” said Cleary, “and that requires collaborative effort. One of the clear, underlying messages I learned from my week at CCL was that if you’re called to lead a change, you have to be able to listen well and be very respectful of different points of view. The program showed me how to be more resilient.”

Leading People Through Transitions features a unique model for examining the paradoxical demands of leading people in difficult times. It’s a model Cleary has found particularly useful as her agency works with educators, nursing professionals and other partners to define how best to recruit, educate and retain nurses. “I’m using the tool as a backdrop for what we’re doing because it shows the continuum of how people think and how they look at change,” she said.

“One of the clear, underlying messages I learned from Leading People Through Transitions was that if you’re called to lead a change, you have to be able to listen well and be very respectful of different points of view. The program showed me how to be more resilient.”

BRENDA CLEARY
Executive Director,
North Carolina Center for Nursing
CCL Launches the Women’s Leadership Program in Europe

In March 2003, the first offering of The Women’s Leadership Program was held in London. The addition of this program to our open-enrollment offerings in Europe was a response to the increasing focus on women’s leadership development issues in the business press and at conferences. The program highlights issues relating to power and influence, and participants explore the choices and tradeoffs they face as women juggling personal and professional objectives. The participants in the pilot program represented a diverse array of countries — Germany, Great Britain, the Netherlands, Spain, Switzerland, South Korea and the United States — and occupations, from senior manager of a high-tech firm to vice president of human resources.

Customized Solutions

The Center structures and delivers more than 200 custom solutions annually for client organizations in the corporate, nonprofit and government sectors. These programs focused on specific organizational challenges including the development of “bench strength,” the alignment of strategic intent, the merging of cultures and innovation.

United States Postal Service

In 2002, the Center completed a customized five-day Leading People Through Transformation program for corporate and field executives in the United States Postal Service (USPS). As one of the nation’s largest employers, the United States Postal Service has an employee base of close to one million. These USPS executives are called upon to exercise leadership in an unprecedented period of change and public scrutiny. The Center designed a program aimed at helping prepare 750 key executives at USPS to better meet the challenges they face. The program is intense and challenges savvy executives to wrestle with the paradoxical demands, personal impact and emotional fallout that come with providing authentic leadership to others during extraordinary times.

U.S. Navy

The Center has provided an extensive array of leadership development programs to senior members of the U.S. Armed Forces through the years. In August 2002, the Center conducted three concurrent programs for the U.S. Navy at our Greensboro campus. Two of these custom programs were for the Navy’s newly designated admirals and their equivalent senior executive service counterparts. An additional program was offered for a select group of spouses of the newly designated flag officers. This new program has been followed by the regular participation of senior Navy officers in both the Leadership Development Program (LDP) and Leadership at the Peak program.
XEROX

Blended learning is one of the ways the Center is helping organizations broaden access to leadership development training. Blended learning refers to an integration of face-to-face classroom and coaching experiences with technology-based tools and processes such as computer-based simulations, online modules teaching specific content, or action learning projects that geographically dispersed teams complete over a period of time. The American Society for Training and Development (ASTD) recognized Xerox Corporation for an innovative blended learning leadership development program designed by the Center. In 2002, Xerox Europe launched this award-winning program in France, Ireland, Hungary, Germany, the United Kingdom, Holland, Spain, Austria, Belgium and Slovakia. The European program is not only a blended program in the technological sense, it also brings together people representing different cultures and functions within Xerox Europe.

CITIGROUP

In June 2002, Citigroup’s Corporate and Investment Banking division teamed up with CCL Europe to initiate a long-term senior leadership development process tailored to support Citigroup’s core value: Lead by Example. In addition to developing individual leadership capability, the curriculum was also designed to promote a shared philosophy, culture and language around leadership at all levels and across all business groups in the management population — from emerging leaders to senior executives across Europe and the United States. The program combined classroom events with individual coaching and on-the-job developmental activities. Six months after the classroom events, program participants completed CCL’s 360-degree REFLECTIONS® survey, which provided information on changes in their individual behavior — as observed by others — since their program attendance.

NETWORK ASSOCIATES

Network associates make the Center’s programs and assessments more widely available across the world. Eighteen network associates are currently licensed by the Center to offer one or more of our programs to the public or to managers within their organizations.

Abbott Laboratories, Abbott Park, Illinois, U.S.A.
Canadian Centre for Management Development, Ontario, Canada
Eckerd College, St. Petersburg, Florida, U.S.A.
Futures Group, Inc., Omaha, Nebraska, U.S.A.
Institute for Productivity Training – Singapore Productivity & Standards Board, Singapore
Japan Management Center, Inc., Minato-Ku, Tokyo, Japan
Mt. Eliza Business School, Mt. Eliza, Victoria, Australia
OPP Limited, Oxford, United Kingdom
Rensselaer Learning Institute, Hartford, Connecticut, U.S.A.
Right ARJ Management Consultants, Lyon, France
TEAM, Inc., San Antonio, Texas, U.S.A.
Technologia Administrativa, Moderna, S.C., Mexico City, Mexico
The Leadership Development Center at Bradley University, Peoria, Illinois, U.S.A.
The Niagara Institute, Ontario, Canada
Union Pacific Railroad, Omaha, Nebraska, U.S.A.
University of Maryland University College, College Park, Maryland, U.S.A.
VIMA International, Burke, Virginia, U.S.A.

1988

The Lessons of Experience, a publication outlining key development events for executives and the lessons that can be learned from them, becomes a CCL best-seller.

1987

The Center releases Breaking the Glass Ceiling — a pioneering publication based on CCL’s women-in-leadership research. The Center’s San Diego location opens its doors.

1983

The Center opens its Colorado Springs location.
CCL-EUROPE

In response to the growing demand for the Center’s offerings in Europe, CCL extended its presence on the continent through new offices in London and Helsinki. Northern Europe is one of the most sophisticated leadership development markets and very receptive to CCL’s research-based approach to adult learning. In March 2003, CCL organized a high-level networking event in Helsinki featuring the U.S. Ambassador to Finland as guest speaker. CCL’s U.K. launch took place in July 2002. It was complemented by a series of leadership roundtable events that were held at the prestigious Institute of Directors in London and attended by top-level executives from major U.K. corporations.

GLOBAL REACH

Our Asia Office

Asia, home to a majority of the world’s people, is expected to be an engine for global economic growth in decades to come. While we have been delivering programs in Asia since the 1970s, the increased leadership demands placed on Asian managers — as a result of global expansion and integration — have encouraged the Center to establish a permanent presence in the region. Our Asia launch activities began in March 2002. Over the past year, we have located office space in Singapore, recruited and trained adjunct staff for custom delivery work, and are recruiting three permanent staff members who will manage the operation. The Center’s initial offerings in Asia will be custom-focused and will address the needs of global multinational organizations, regional companies, and government agencies and government linked companies. Our core team in Asia will be supported by 20 Singaporean adjunct staff, including six senior trainers and 14 adjunct feedback coaches. The training of these Singaporean adjuncts was supported by a grant from the Singapore Economic Development Board.

In late 2002 a CCL team traveled to Japan to deliver The Looking Glass Experience in English for a group of 19 high-level Japanese managers. This English delivery was actually the first step toward licensing by the Japan Management Center, Inc. This will be the Center’s fourth network associate to deliver CCL programs in a foreign language. These partnerships help us meet our mission of disseminating knowledge worldwide.
ASSESSMENT TOOLS

At the Center, assessments are a critical component of open-enrollment, custom and coaching initiatives. Assessment tools serve as both an effective starting point for self-learning as well as a catalyst for change and growth.

EXECUTIVE DIMENSIONS

In 2002 the Center introduced Executive Dimensions, a new 360-degree assessment for senior leaders. This assessment is designed to address the specific leadership challenges that presidents, CEOs, COOs and senior vice presidents must address.

COACHING SERVICES

Coaching offers a highly customized approach that produces quick results and prepares executives in ways traditional developmental approaches cannot. The Center has long understood the value of honest, insightful and confidential coaching to leaders and also the challenge organizations face in providing it. During 2002–2003, 1,207 individuals participated in one of the coaching options the Center offers.

COMMUNITY PARTNERSHIPS

Our mission demands that we work across all sectors of society to create a better world through better leadership. Through donor support and corporate funding we have worked to make leadership development programs available to hundreds of nonprofit managers who are called upon to tackle some of the most complex problems present in our communities.

Bryan Leadership Development Initiative – For more than a decade, the Center has helped superintendents, principals and teachers further develop leadership skills to enhance their effectiveness in the classroom and in the community. In 1998, through a generous grant from the Joseph M. Bryan Foundation, an initiative was launched with the goal of helping Guilford County administrators, teachers, principals and other school personnel understand how others perceive them and how their behavior impacts their effectiveness. Eleven of the 21 BLDI school leadership teams completed their five-year program in 2002. The final presentations they made during the year concentrated on three areas: BLDI team goals, progress towards those goals, and plans to sustain momentum as well as build the capacity of others at the school site and district.
CP&L EXECUTIVE LEADERSHIP PROGRAM

Through a grant from CP&L (now Progress Energy), 130 South Carolina superintendents and principals completed the CP&L Executive Leadership Program in 2002. A special ceremony, attended by CCL President John Alexander, then-South Carolina Governor Jim Hodges, and State Superintendent Inez Tenenbaum, was held in Columbia on August 1, 2002, to honor the educators. Ms. Tenenbaum is the recipient of the Center's 2001 Distinguished Alumni Award.

ROTARY YOUTH LEADERSHIP PROGRAM IMPACT STUDY

In honor of the 20th anniversary of the Rotary Youth Leadership Program, which is conducted through a partnership between CCL and the Greensboro (N.C.) Rotary Club, the Center received a grant from the Rotary Club of Greensboro in 2002 to conduct a formal evaluation of the impact the leadership program has had on the lives and careers of the youth who have participated over the years. Through numerous interviews with previous program participants — who now range in age from their early 20s to their late 30s — we were able to assess outcomes from the program, including the value of learning leadership skills at an early age, experiencing new cultures, thoughts and ideas, and developing broader relationships.

EDUCATION SECTOR ADJUNCT FACULTY

In an effort to expand the capacity of CCL to deliver programs to educators, 20 educators from Texas, North Carolina and Virginia were trained during the year to start delivering CCL programs to educational institutions in their respective geographical regions.

PROJECT AND INITIATIVE FUNDING

We gratefully acknowledge the support and involvement of corporate, foundation and individual sponsors whose contributions have been directed to specific activities and projects at the Center. Funding these projects has allowed the Center to work with leaders in the non-profit and education sectors.

Joseph M. Bryan Foundation
Bryan Leadership Development Initiative for the Greater Greensboro (N.C.) Public School System

Guilford County, N.C. Schools
Supporting research on educational leadership

Reid London House
Supporting Campbell™ Instruments research

Rotary Club of Greensboro
Supporting an impact study of the Rotary Youth Leadership Program

Z. Smith Reynolds Foundation
Supporting the application of the Leadership Across Differences research project in North Carolina
Scholarships

In 2002–2003, the Center funded 266 scholarships at a value of nearly $1 million for leaders of nonprofit organizations to attend CCL educational programs. The following organizations are among those who sent participants as a result of the scholarship program.

American Cancer Society
American Friends Service Committee
American Red Cross
America’s Second Harvest
Big Brothers & Big Sisters
Boys & Girls Town of Missouri
C.A.R.E.S.
California Arts Council
Carolina Children’s Home
Center for Women & Enterprise
Children’s Mercy Hospital
City of Colorado Springs
City of Coral Springs
Colorado Springs Fire Department
Commission for Labor Cooperation
Compassion International
Council for Entrepreneurial Development
Council on Foundations
Dallas Conilio of Hispanic Services Organization
Denver Public Schools
Economie de la Sante
Educo Wilderness School
El Camino College
Fairfax County Public Schools
Fountain Police Department
Friends of the Australian Flying Doctor Service
Goals for Memphis
Greensboro Police Department
Guilford County Department of Public Health
Habitat for Humanity International
Harlem Hospital Center
Heart of America United Way
Howard University
Leadership Charlotte
Make-A-Wish Foundation
MercyCorp
Michigan Commission on Spanish Speaking Affairs
Michigan Theater Foundation
Mountain Film in Telluride
National Aquarium in Baltimore
National Conference for Community & Justice
National Multiple Sclerosis Society
New Detroit
Oistes, The Massachusetts Latino Political Organization
Oregon Center for Public Policy
Outward Bound
Peace Corps
San Diego Fire Department
San Diego Police Department
Save the Children
Society for Human Resource Management
State of California Governor’s Office
State of Georgia
The City of San Diego
The Cleveland Orchestra
Thompson Children’s Home
Trinity Care Hospice
United Jewish Federation
United States Olympic Committee
USAID Tanzania
Winston-Salem State University
World Economic Forum
YMCA of the USA
Yosemite Institute


Scholarship Recipients

- Education 31%
- Social Service 24%
- Government 13%
- Other 15%
- Healthcare 6%
- Cultural 11%
LEADERSHIP IN A CHANGING WORLD

SCHOLARSHIP INITIATIVE

A San Diego firefighter goes through The Looking Glass Experience

Following the events of September 11, 2001, we looked for ways to help our nation’s emergency workers respond to the immense challenges that had been suddenly thrust upon them. Through our Leadership in a Changing World scholarship initiative, the Center is providing 100 scholarships each year for two years to public health and safety managers and leaders. Recipients have included fire departments in our host communities of Greensboro, Colorado Springs and San Diego, as well as the American Red Cross.

“Who, me?” That was the reaction from Buzz Miller when he was approached by a member of the training division at the San Diego Fire Department to participate in a leadership development program at the Center for Creative Leadership.

“I just felt that someone in a higher position could benefit more than I could in my position,” said Miller, a fire engineer with the City of San Diego Fire Department.

Miller is one of the recipients to receive the Center for Creative Leadership’s Public Health and Safety scholarships. The Center is waiving more than $1 million in tuition fees to offer free training to public health and safety managers.

“The program was great,” said Miller, who participated in the Center’s Looking Glass Experience in July 2002 at CCL’s San Diego campus. “Any concerns I had about whether I would fit in with the mostly business and corporate types immediately vanished. I learned that the set of skills I’ve developed fit well in other professional arenas. As a result of the program I now have better insight and understanding of how my individual contributions impact the overall organization. I could not have attended the program without the scholarship.”

The Center is actively seeking philanthropic support to provide scholarships to nonprofit leaders. To add your support and make possible this education, please contact Lynn Fick-Cooper in the Center’s Development Office at fickl@leaders.ccl.org or 336 286 4051.
ORGANIZATIONS SERVED

The Center works with a wide range of organizations, from Fortune 500 companies to government agencies to nonprofit and educational institutions. Last fiscal year, we collaborated with more than 1,000 organizations to help meet their leadership and management development goals.

THE FOLLOWING IS A SAMPLE OF THE CLIENT ORGANIZATIONS THE CENTER WORKED WITH IN 2002–2003:

- Abn Amro Holding N.V.
- Alstom Power
- Amgen Inc.
- Bayer Corporation
- BOC Group (British Oxygen Company)
- Boral Industries
- Bristol-Myers Squibb Company
- Bryan Leadership Development Initiative
- Bureau of Alcohol, Tobacco and Firearms
- Bureau of Reclamation
- Catholic Healthcare Partners
- Chubb Group of Insurance Companies
- Ciba Specialty Chemicals
- Citigroup, Inc.
- Colgate-Palmolive Company
- Comerica Bank
- Cornell University
- CTS Corporation
- DaimlerChrysler Ag
- Eastern Management Development Center (WMDC/OPM)
- Eastman Chemical Company
- Federal Executive Institute (FEI/OPM)
- FLS Industries
- Fortis N.V.
- Franklin & White
- Gambro
- Georgia Leadership Academy
- GKN Automotive NA
- GlaxoSmithKline
- Hewlett-Packard
- Hillenbrand
- IDEA of KOC
- Interbrew
- Invesco
- Johnson & Johnson, Inc.
- Kenan Foundation
- Kimberly-Clark Corporation
- Koç Industries
- LearnTech Associates, LLC
- Mashantucket Pequot Tribal Nation
- Maytag Corporation
- Methanex Corporation
- Merrill Lynch & Co., Inc.
- Microsoft Corporation
- Mt. Eliza Business School
- National Wildlife Federation
- Nokia
- Novartis
- Orkla ASA
- PepsiCo Food & Beverages
- International LT
- Pepsi Bottling Group
- Pfizer, Inc.
- Pharmacia
- PriceWaterhouse Coopers, LLP
- Prudential Financial
- SC Johnson
- SHRM
- Sara Lee
- Siemens Medical Systems
- Singapore Economic Development Corporation
- Sollectron
- Sonoco Products Company
- South Carolina Department of Education
- Square D/Schneider Electric North America
- Standard Bank Investment Corporation
- State Farm Insurance Company
- Syngenta
- Swiss Re
- The Prudential Insurance Company of America
- The Ryland Group
- The Trane Company
- Torstar Corporation
- Unilever HPCE
- United Defense
- U.S. Air Force
- U.S. Army
- U.S. Navy
- United States Postal Service
- Verizon Communications, Inc.
- WalleniusWikkelmsen
- Western Management Development Center (WMDC/OPM)
- Whirlpool Corporation
- Women in Cable and Telecommunications
- Xerox Corporation

2002 PARTICIPANT PROFILES

NUMBER OF PARTICIPANTS

- Custom programs: 11,447
- Open-enrollment programs: 4,911
- Network associate programs: 3,188

ORGANIZATIONS SERVED

- Education 6%
- Public 9%
- Nonprofit 5%
- Private 80%

GENDER

- Male 65%
- Female 35%

LEVEL IN ORGANIZATION

- Executive Management: 22%
- Upper-Middle Management: 35%
- Middle Management: 27%
- First-Level Management: 4%
- Other: 6%
- Top Management: 6%
Supporting CCL

Friends of the Center Special and Designated Funds

The following funds have been created to acknowledge the accomplishments and interests of donors, special contributors, or friends, or to support a Center-wide activity of lasting importance. Donors who have designated their contribution to a specific fund are identified by the symbols below.

❖ Center Staff Knowledge Management & Dissemination Fund – Supports resources in the electronic medium to assist Center staff to share and distribute business and enterprise information. Established in 2001 with funding from Michael M. Lombardo and Robert W. Eichinger.

❖ Thomas F. Bridgers Jr. Center Development Fund – Supports professional development for the Center’s faculty and staff members. This fund honors one of the Center’s founding staff members who, regardless of position and title, spent more than 30 years advocating the personal development of Center staff.

❖ David P. Campbell Creativity & Artistry Fund – Supports the maintenance of tools of creative expression and honors Smith Richardson Senior Fellow, David P. Campbell.

❖ Kenneth E. Clark Research Award Fund – Supports the Clark Award to recognize outstanding unpublished papers by undergraduate and graduate students. The fund is named in memory of Ken Clark, distinguished scholar and former president of the Center.

❖ Francis H. Freeman Reference Collection Fund – Supports reference collection acquisition for the Center’s library. The fund honors Frank Freeman, the Center’s chief librarian from 1970 to his retirement in 1999.

❖ Greensboro Leadership Fund – Established in 2000, with an initial grant from The Weaver Foundation, this fund provides financial aid to nonprofit executives working in Greensboro, N.C.

❖ H. Smith Richardson Jr. Visiting Fellowship Fund – Created in 1999 to honor the memory and contributions of H. Smith Richardson Jr., this fund provides support for visiting practitioners, scholars and other leaders-in-residence at the Center. Mr. Richardson was chairman of the Center’s governing boards for more than 25 years.

❖ Walter F. Ulmer Jr. Applied Research Award Fund – Supports the Ulmer Award designed to stimulate outstanding field research and its creative application to the practice of leadership. The award is named in honor of retired president and chief executive officer of the Center, Walter F. Ulmer Jr.

❖ Leadership for a Changing World Scholarship Fund – Established in 2001 in response to the tragic events of September 11, this full-tuition scholarship program is for U.S. public health and safety leaders to develop their capabilities to meet the challenges of our rapidly changing world.
Honor Roll of Donors to the Friends of the Center General and Special Funds

Gifts designated to specific funds are indicated by symbols. Refer to the Friends of the Center Special and Designated Funds list for specific fund descriptions. This year, we have added the inaugural lifetime members of the John W. Red Jr. Circle, an elite community of individual donors who have given cumulatively $10,000 or more to the Center.

Benefactor
Smith Richardson Foundation

Red Circle
(Lifetime Membership)
James and Mary Bruce
Robert W. Eichinger
Robert A. Ingram
Michael M. Lombardo
Peter L. Richardson
Stuart (Dick) Richardson
Melvin Sorcher
Margaret Waddington, M.D.

Leadership Circle
($10,000 – $24,999)

Individuals
Robert W. Eichinger
Michael M. Lombardo

Organizations
JMA Management Center, Inc.
F. M. Kirby Foundation
Recruit Co., Ltd.

Friends’ Society
($5,000 – $9,999)

Individuals
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Nancy and Dana G. Mead
Peter Richardson
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Sherwood H. Smith Jr., in honor of William C. Friday

Organizations
Piedmont Financial

Sustainers
($1,000 – $4,999)

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Organizations
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Davida Sharpe, in honor of
Mary Ann & David Jones
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A. William Wiggenhorn

ORGANIZATIONS
Bower Marketing, LLC
❖ The Houston Exploration Company

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($250 – $499)

INDIVIDUALS
Donald Brady, in honor of
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❖ Dr. Prudence Bradley
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❖ Karen McNeil-Miller, in memory of Daniel Buck
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Wayne and Gay Mullins
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The Leadership Programs of the
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Lincoln FoodService
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Association, in honor of Al Calarco
❖ Pueblo Bank & Trust
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(UP TO $249)

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♦ Stan Gryskiewicz
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Gigi Renaud
Stelian Stoichev
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ORGANIZATIONS
Bennett College, in honor of Lily Kelly-Radford
David J. Joseph Company
iCST

SPECIAL SUPPORT
The support of these organizations, which provided the Center with material gifts or services on a pro bono or reduced-fee basis, is gratefully acknowledged.

American Express Travel Services
Delta Airlines
Miller Brewing Company
Power Bar
SYMLOG
Xerox

FRIENDS OF THE CENTER
SPECIAL AND DESIGNATED FUNDS

❖ Center Staff Knowledge Management & Dissemination Fund
♦ Thomas F. Bridgers Jr. Center Development Fund
◆ David P. Campbell Creativity & Artistry Fund
♦ Kenneth E. Clark Research Award Fund
◆ Francis H. Freeman Reference Collection Fund
❖ Greensboro Leadership Fund
◆ H. Smith Richardson Jr. Visiting Faculty Fellowship Fund
◆ Walter F. Ulmer Jr. Applied Research Award Fund
❖ Leadership for a Changing World Scholarship Fund

See full fund descriptions on page 30.
MESSAGE from the CFO

I am pleased to report that the Center grew revenues by four percent in our 2002–2003 fiscal year despite the uncertainty present in the global economy. We are heartened that, notwithstanding belt-tightening efforts, many organizations continue to see leadership development as essential to their effectiveness and efficiency. At the Center we too have increased our efforts to trim costs, while continuing to invest in expansion, innovation, and program and process improvements.

Among the changes at the Center is an increased focus on the global marketplace. CCL experienced healthy growth in Europe as our offerings and reputation have become better known internationally. Following a year of careful preparation, we are ready to extend our operations in Asia through a campus in Singapore.

Another area of emphasis for the Center is to offer increased access and efficiencies using online technologies. The Center is making more assessment instruments available online through our Internet Assessment System, and is continuing to advance the scope of our blended learning services, which have received accolades in the industry. We are also working on a major Web site redesign that will enable our constituents to access more content and complete a wider array of transactions at their convenience.

The Center is also making a sustained effort to broaden our funding base, so that we may continue to invest in leadership research and provide scholarships to hundreds of nonprofit leaders. As we begin a fresh fiscal year, I thank you for the philanthropic support you provide that makes our work and impact possible.

BRADLEY E. SHUMAKER
Chief Financial Officer and
Vice President, Strategy, Planning and Finance

FINANCIAL HIGHLIGHTS

DISTRIBUTION OF OPERATING REVENUE 2002–2003

ALLOCATION OF OPERATING EXPENSES 2002–2003

Total operating revenue 2002–2003
$56.9 million (unaudited)
GOVERNANCE

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WALTER F. ULMER JR.
1985 – 1994

ROBERT J. LEE
1994 – 1997

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Dean of the Ontario Institute for Studies in Education
University of Toronto

2002: SHALOM SCHWARTZ
Professor, Department of Psychology
Hebrew University of Jerusalem

2001: KATHY KRAM
Professor, Organizational Behavior
Boston University School of Management

2000: JAY CONGER
Professor, Organizational Behavior
London Business School

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U.S. Army Retired

2002: NANCY L. SNYDERMAN, M.D.
Practicing surgeon and medical correspondent
for ABC News

2001: INEZ TENENBAUM
Superintendent of Education, South Carolina

2000: LOYD D. WARD
Former CEO for the U.S. Olympic Committee
Former CEO of Maytag Corporation

1999: GEN. H. NORMAN SCHWARZKOPF
U.S. Army Retired

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Governance
The Center for Creative Leadership is working to shape and fit the theories and ideas of the behavioral sciences with the practical concerns of managers and leaders. The Center as an institution remains something of a cross between a university business school and a research institute — serving as a clearinghouse for innovative ideas and techniques for creative leadership development and education. Though negotiating the elements of this complex charter can be difficult, the rewards are rich when theory informs practice and deeper acquaintance with practice widens the compass of theory.

Because of its unique faculty — a blend of talented, widely recognized behavioral scientists and creative training practitioners — the Center is able to conduct broad research into issues of leadership and development in complex organizations, while at the same time applying new knowledge in training programs to develop better managers and leaders.

The inspiration for this unusual organization and its mission — to advance the understanding, practice and development of leadership for the benefit of society worldwide — came from H. Smith Richardson Sr., who was largely responsible for building the Vicks Chemical Company. His vision is shared and has been implemented by his son, H. Smith Richardson Jr., and grandson Peter Richardson. In the years after the elder Richardson had built Vicks from a one-drugstore operation into a major international corporation, his thoughts turned to the broad questions of how businesses can remain vital and continue to provide useful, innovative products and services through economic ups and downs, in the face of changes in the marketplace, and in spite of the inevitable succession of management groups.

He was particularly interested in this last issue. Many enterprises eventually fail, he deduced, because management sooner or later “loses the ability to recognize and adjust to new and changing conditions.” What organizations needed was not just leadership for the present and the near future, but a kind of innovative leadership with a broader focus and a longer view. Such leadership would be concerned not with profits, markets and business strategies alone, but with the place of business in society. This sort of leadership would come from people, Richardson said, with “minds that could do cross-country thinking.” Only by taking into account the broader implications of decisions could a business remain stable and productive “throughout future decades and generations.” What was needed, he realized, was creative leadership.

The dream of an independent institution devoted to the concept of creative leadership was realized with the founding of the Center for Creative Leadership in 1970. The Smith Richardson Foundation Inc. provided the initial financial underpinning and has been a generous supporter for more than 30 years.

Today, our research and training programs are widely respected by scholars and professional managers alike. Every year, some 20,000 managers and executives, educators, government administrators, and community service and volunteer leaders attend our programs, and our publications, products and research initiatives reach a worldwide audience.
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