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.
The Center’s mission statement challenges us “to advance the understanding, practice and development of leadership for the benefit of society worldwide.” This is an ambitious ideal, and honoring it requires that we focus increasingly on the international dimensions of our work as educators, researchers and community members. Over the past year, that is precisely what we have done.

We formed a research unit at our Singapore campus that will explore the nature of effective leadership throughout Asia. In Europe, where we celebrated the 15th anniversary of the opening of our Brussels campus, we organized a research conference of leading scholars that will spur valuable learning and partnerships in the coming year. In the classroom, we worked with leaders from more than 120 countries. We made significant progress in translating our assessment instruments into other languages, including French, German and Portuguese. Translations into Chinese and several other languages are also on the way, enabling CCL to work with a greater range of leaders.

As our reach extends internationally, we are also emphasizing innovation. We recently launched Navigating Complex Challenges, an open-enrollment program that helps organizations address their most pressing, real-life challenges through a 12-week experience that blends classroom and virtual learning. We released The Changing Nature of Leadership, a groundbreaking research report that identifies emerging trends in effective leadership. We also enhanced our Web site at www.ccl.org, adding valuable new content and further personalizing it for alumni and other visitors.

We received confirmation that our work is creating impact from many quarters in the past year. The Financial Times ranked CCL among the world’s Top 10 providers of executive education. A columnist for The Wall Street Journal attended one of our open-enrollment programs and wrote a highly favorable two-part series about his experiences. Perhaps most significantly, more than 20,000 leaders and 2,000 organizations turned to us as their source for leadership development.

This report shares some of the many things we are doing together to make a difference. I thank you for your support and ask for your continuing involvement as we move forward in service of CCL’s vital mission.

JOHN ALEXANDER
President
THE CENTER is a nonprofit, educational institution engaged in a continuous and fruitful cycle of turning ideas into action, and action into ideas. In doing so, we strive to remain true to our mission and highly relevant to our clients, who look to us for learning that has a lasting impact on their success. Increasingly, individual leaders and organizations face challenges that are international in scope and dauntingly complex in scale. Helping them lead effectively in this climate requires a global mindset and a commitment to innovation — and over the past year, we invested heavily of our time and resources in further developing our expertise in those areas.

We saw results in three distinct and critical spheres: the understanding, practice and development of leadership. An authentic understanding of effective leadership is grounded in rigorous research; we launched new research programs in Asia and Europe and advanced existing research projects in the United States and around the world. They are already generating knowledge that will be of lasting value to clients and leaders everywhere. We believe that the practice of leadership is enhanced by nurturing a community of learners — and we organized or took part in numerous events and projects that brought together leaders who are passionate about their craft. The development of leadership, meanwhile, is of vital importance to individuals and organizations in every sector of society. We engaged clients of all types and sizes, from major corporations and government entities that influence global affairs to nonprofit and educational institutions that provide vital services close to home. Our goal in each case — and in all our work — is to make leaders and organizations more effective through better leadership, equipping them with skills and knowledge that can make the world a better place.

This report offers a snapshot of that work, of how CCL strives to fulfill its mission by turning ideas into action, and action into ideas.

OUR MISSION is to advance the understanding, practice and development of leadership for the benefit of society worldwide.

Expertise
- Individual Leader Development
- Global Leadership and Diversity
- Leadership Groups, Teams and Organizations

Activities
- Leadership Education
  - Open-enrollment Programs
  - Customized Solutions
  - Assessment and Development Resources
- Knowledge Generation and Dissemination
  - Research, Development and Evaluation
  - Publications
- Leadership Community
  - Alumni and Friends
  - Donations and Grants

Reach
- Asia
- Europe
- North America
- Network Associates
- www.ccl.org
CCL Launches Research Unit in Asia

With the support of the Singapore Economic Development Board, the Center launched a research unit that will conduct three major studies of leadership in Asia over the next three years. The studies will:
- Explore how to lead teams across distances, countries and cultures
- Examine the career and life experiences that shape leadership development in the region
- Compare the leadership skills that are viewed as critical for success in the region with the actual strengths of existing leaders there

Research Efforts Increase in Europe

The Center hosted a research conference in Brussels that brought together 30 European scholars and experts. The session generated interest in potential partnerships that will be pursued in the coming year, including a plan to conduct research on the issue of corporate social responsibility among leaders and organizations in Europe. CCL’s Brussels campus also hired a postdoctoral research fellow who will help expand the Center’s global research into emerging leaders and generational differences in the workplace.

Report Explores Changing Nature of Leadership

A study by CCL researcher André Martin found that nearly 85 percent of managers surveyed believe that the nature of effective leadership has changed in the past five years. *The Changing Nature of Leadership: A CCL Research Report* uncovered some key trends — leadership challenges are becoming more complex; a greater reliance on interdependent work is emerging; and leadership is coming to be viewed as a collective process rather than as the province of individual leaders acting alone.
STUDY OF ORGANIZATIONAL LEADERSHIP GETS UNDERWAY

The Center initiated the “New Approaches to Leadership” study, which will explore the leadership culture and practices of five to 10 organizations that are using new forms of leadership. This work grew out of CCL’s larger focus on Connected Leadership, which approaches leadership as a collective and networked activity. The “New Approaches” study reflects CCL’s increasing emphasis on the importance of organizational leadership development as a necessary complement to the development of individual leaders.

CCL/JOSSEY-BASS ALLIANCE ISSUES COACHING HANDBOOK

The CCL Handbook of Coaching: A Guide for the Leader Coach was published this year through the Center’s alliance with Jossey-Bass. The book gathers a comprehensive store of CCL’s knowledge about leadership development coaching into a single volume. Edited by industry expert Sharon Ting and CCL publications manager Peter Scisco, the book aims to help managers and executives in all sectors of society, many of whom are increasingly called upon to coach colleagues, affect change within their organizations and within themselves.

CCL PRESS RELEASES BOOKS ON KEY CHALLENGES

The Center’s CCL Press published books on several of the biggest leadership challenges facing today’s managers and executives. These titles included:

- Succession Planning and Management: A Guide to Organizational Systems and Practices
- Leading with Authenticity in Times of Transition
- Filling the Leadership Pipeline
- Developmental Assignments: Creating Learning Experiences Without Changing Jobs

Also, Adaptability: Responding Effectively to Change was published as the 29th title in the Center’s Ideas Into Action guidebook series, which helps practicing managers tackle specific leadership challenges.
LEADERSHIP IN ACTION FOCUSES ON ASIA

Produced in alliance with Jossey-Bass, Leadership in Action is a bimonthly magazine that shares practical knowledge gained in the course of CCL’s education and research activities. Articles from the past year covered topics ranging from executive coaching to managing change. The November/December 2005 issue of the magazine focused exclusively on the challenges of leadership development in Asia, particularly in China and India.

LEADERSHIP ACROSS DIFFERENCES PROJECT BROADENS REACH GLOBALLY

Launched in 2001, CCL’s Leadership Across Differences research project aims to identify strategies for leading effectively in the face of racial, religious, gender, ethnic and cultural differences. Over the past year, data was collected in Spain, South Africa, Jordan and Germany; research is now being done in Asia. Efforts to translate findings into practical applications for managers also began. Those tools will be shared in the coming year in a variety of ways, including as part of CCL’s forthcoming Global Program for executives who create strategy and lead across multiple country and cultural boundaries.

NEW RESEARCH PROJECT EXPLORES EXECUTIVE CHURN

A team of CCL researchers began exploring factors associated with the high rate of turnover in senior executive jobs worldwide, a phenomenon known as “executive churn.” An initial report outlined the team’s findings and recommended steps that organizations can take to reduce churn. That report was the prelude to a major, in-depth study of churn that the team will conduct in the coming year.
The Creative Leadership Council (CLC), featuring 24 companies and more than 50 individuals in the Americas and Europe, provides a network for leaders who share the Center’s belief in the pivotal importance of leadership in a changing world. The council’s reach grew over the past year with the addition of Dow Chemical and marketing communications firm MediaSauce to the Americas chapter and telecommunications company U.S. Cellular to the Americas and European chapters.

CLC members help underwrite the Center’s research, publishing and scholarship programs through their philanthropic support, and they gather regularly to network and discuss best practices in leadership. In the Americas, General Mills and AXA EQUITABLE hosted meetings of CLC members in Minneapolis and Jersey City, N.J, respectively. In Europe, council members met in London and later in Amsterdam in a session sponsored by ABN-AMRO Bank NV.

To learn more about the Creative Leadership Council in the Americas or Europe, contact Sue Simmons, Corporate Relations Manager, at +1 336 286 4014 or via e-mail at simmonss@leaders.ccl.org.
GIULIANI, GERGEN HEADLINE CCL LEADERSHIP CONFERENCE

The Center's seventh Friends of the Center Leadership Conference brought together more than 150 managers and executives from nine countries to examine pressing leadership challenges. Rudy Giuliani, the former mayor of New York City, spoke about his key principles of leadership and how they affected his handling of the terrorist attacks of September 11, 2001. David Gergen, an adviser to four U.S. presidents and the current director of Harvard University's Center for Public Leadership, discussed the most important traits for succeeding as a U.S. president.

Other keynote speakers at the three-day event in Jersey City, N.J., included Belle Halpern, an expert on enhancing leadership through theater, stories and song; Roberta Kraus, a CCL faculty member and authority on the mental aspects of peak performance; and Bill Jensen, a best-selling writer on simplifying work. Sponsors for the event included American Express, AXA EQUITABLE, Consulting Psychologists Press, Delta, FedEx, Jossey-Bass, Pearson Performance Solutions and Xerox.

Association for Managers of Innovation Extends Influence

The Association for Managers of Innovation (AMI) is a community of practice that is coordinated by CCL and committed to fostering and leveraging creativity and innovation in organizations and society. During its meetings over the past year, AMI brought together representatives from some of the world's most influential organizations to share experiences, sponsor research and recognize creativity and innovation. This close-knit network of practitioners encompasses more than 40 members from a broad span of organizations, including:

- United States Postal Service
- Armstrong World Industries
- Design Continuum, Inc.
- Future of Health Technology Institute
- The Timken Company
- American Bank of Commerce - Colorado
- The Voice People Ltd.
- San Jose Police Department
- Creative Realities
- Milton Hershey School
- Procter & Gamble Company
- Johnson & Johnson
- Alcoa Technical Center
- Hill's Pet Nutrition
- Intellectual Assets, Inc.
- Kraft Foods
- SC Johnson and Sons, Inc.
- Walgreens Health Initiative
- Computer Science Corporation
- YMCA of the USA
- Experience It, Inc.
- Miliken & Company
- Borg Warner
- VF Corporation
- GlaxoSmithKline
- Wiremold/Legrand
- Greensboro Radiology
- Rio Tinto Minerals-Valencia
- Stetson University
- Hibernian General Insurance
- WWF Baltic Ecoregion Programme
- Eastman Chemical Company
- Taco Bell
- Anthos
- Energizer Battery Co.
- Raytheon Missile Systems
- Prochaska & Company
- Idea Connections Consulting
- Bergmann Associates
- U.S. Borax Inc.
- The Virtual Thinking Expedition Company
- The School for Innovators
- SAIC
- JH Research USA
- Weyerhaeuser Company
- McNeil Consumer and Specialty Pharmaceuticals
- Idea Connections Systems, Inc.
- University of North Carolina at Greensboro
- Bayer Material Science
NHLI RECEIVES DISTINGUISHED ALUMNI AWARD

The nonprofit National Hispana Leadership Institute (NHLI) won the Center’s seventh annual Distinguished Alumni Award. Based in Arlington, Va., NHLI has since 1988 trained more than 400 women who have made significant contributions to society as elected officials, mentors and members of boards and commissions. The organization annually offers about two-dozen Latina professional women from throughout the United States fellowships that feature intensive leadership training. The Center provides scholarships so that each fellow can attend a CCL program in North America as part of their training.

“The National Hispana Leadership Institute performs a vital service by developing Latina leaders who continue to strengthen their organizations and their larger communities throughout the country,” CCL President John Alexander said during the award ceremony.

In honor of NHLI’s unique role as a network dedicated to cultivating minority leaders, this marked the first time that CCL presented an organization instead of an individual alumnus with the award, which honors the accomplishments and continuing growth of individuals and organizations who have taken part in CCL programs.

CENTER FACULTY AND STAFF PRESENT EXPERTISE WORLDWIDE

CCL executives and faculty members shared their expertise with academic and professional audiences throughout Asia, Europe and North America. Research scientist Jennifer Deal discussed human capital in greater China at two conferences in Hong Kong. CCL President John Alexander presented on leadership in uncertain times at a gathering of senior leaders in Singapore, and Michael Jenkins, managing director of CCL-Asia, discussed CCL’s services and research with businesses in India. Sara King, who directs the Center’s global open-enrollment programs, presented on trends in leadership development at CCL’s UK Forum in London. Rudi Plettinx, managing director of CCL-Europe, detailed CCL’s research agenda at an academic conference in Turkey. In North America, senior faculty member Richard Hughes discussed strategic leadership at the American Society for Training and Development’s (ASTD) Leaders Conference. Senior Fellow Cynthia McCauley took part in a symposium on mentoring at the Academy of Management’s annual meeting, and faculty members presented at the annual meeting of the Society for Industrial and Organizational Psychology (SIOP).

Global Management Expert Named Visiting Fellow

As part of a plan to bolster its research agenda internationally, the Center named Andrew Kakabadse its 2005 H. Smith Richardson Jr. Visiting Fellow. Kakabadse, Professor of International Management Development at the Cranfield University School of Management in the United Kingdom, has been assisting CCL with building its research capacity in Europe and Asia.

Kakabadse has published 26 books and nearly 150 articles on leadership, management and other topics. His works include Essence of Leadership, Politics of Management, Working in Organisations (1st edition) and The Wealth Creators. His current interests focus on improving the performance of top executives and top executive teams, excellence in consultancy practice, corporate governance and conflict resolution and international relations. He recently embarked on a major world study of boardroom effectiveness and governance practice. A fellow of the International Academy of Management, Kakabadse has consulted and lectured around the world.

The H. Smith Richardson Jr. Visiting Fellow program, named in honor of CCL’s first chairman of the Board of Governors, is made possible through an endowed fund created to provide Center fellowships to thought leaders and practitioners in the leadership development field. The Fellows spend time in residence at CCL working on projects to advance knowledge in the field and to connect theory and practice. They also interact with our clients, staff, Board and friends in the communities we serve.
Leadership Quarterly Award

In 2005, a paper written by Teresa Amabile was selected for the Leadership Quarterly Award. Amabile, the Edsel Bryant Ford Professor of Business Administration at Harvard Business School, presented her paper on “Leader behaviors and the work environment for creativity: Perceived leader support” at the Center in January 2006. The paper was co-authored by Elizabeth A. Schatzel, Giovanni B. Moneta and Steven J. Kramer.

The paper was the basis for the Leadership Quarterly Award, which is given annually by the Center for Creative Leadership (CCL) and Wake Forest University in the fall of 2003. It includes a foreword by CCL President John Alexander and Thomas Hearn, the retired president of Wake Forest and current chairman of CCL’s Board of Governors. The book features a chapter by senior CCL faculty members Cynthia McCauley and Kathleen Ponder.

Kenneth E. Clark Student Research Award

Franklin T. Kudo won the 2005 Kenneth E. Clark Student Research Award. His paper was titled Transformational Leadership Development in Adolescent Youth: Authoritative Parenting, and the Mediating Effect of Psychological Autonomy and Mastery Orientation. Dr. Kudo’s study explored how adolescent youth can develop into transformational leaders. Dr. Kudo is a recent graduate from the Weatherhead School of Management at Case Western Reserve University with a doctorate in management.

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 CCL.

Walter F. Ulmer Jr. Applied Research Award

Fred E. Fielder, Professor Emeritus of Psychology and Management and Organization at the University of Washington-Seattle, received the 2005 Walter F. Ulmer, Jr. Applied Research Award. He is one of the past century’s leading psychologists. Dr. Fielder advanced the leadership field from research on traits and personal characteristics of leaders to leadership styles and behaviors.

A joint award for best paper is annually presented by the Center and The Leadership Quarterly. The award includes a citation, cash award and invitation to visit CCL.

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 president of the Center.
NEW PROGRAM HELPS LEADERS TACKLE COMPLEX CHALLENGES

Managers and executives increasingly face unexpected and complicated leadership challenges that range from corporate mergers to natural disasters. To help them lead successfully in changing environments, CCL launched Navigating Complex Challenges. This innovative open-enrollment program helps organizations address their most pressing, real-life challenges through a 12-week experience that blends classroom and virtual learning. The program, which launched in March 2006, offers participants the benefit of brainstorming with others in the program, the support of colleagues back home and time with an online coach.

CENTER LAUNCHES RETOOLED PROGRAM ON TALENT DEVELOPMENT

The Center successfully re-launched one of its key open-enrollment programs, Developing Leadership Talent: Strategies and Tools. The revised three-day program teaches human resource managers and organizational learning and development officials how to build leadership talent and capacity in their organizations. Enhancements to the program included new electronic tools for gathering critical leadership data and a process for helping participants design and implement a comprehensive leadership development system for their organizations.

ASSESSMENT TRANSLATIONS INCREASE CCL’S REACH

In an effort to make its services more accessible to managers and executives internationally, the Center launched a three-year effort to translate five of its assessment instruments and other materials into multiple languages. CCL has so far identified nine languages that will be included in the process. Over the past year, translations of various instruments into British English, Dutch, French, German and Spanish occurred. In the coming year, work on translations into Chinese, Italian, Polish and Russian will get underway.
CCL TRAINS WOMEN LEADERS IN TELECOMMUNICATIONS

Through its relationship with Women in Cable and Telecommunications (WICT), CCL has worked with top women executives at leading organizations in the cable and telecommunications industry for more than a decade. Over the past year, WICT doubled the number of groups for its Betsy Magness Leadership Institute to include 52 senior women executives. A team of CCL women executives kicked off the BMLI initiative with two six-day programs for the fellows in 2005, followed by additional sessions on leadership topics for women.

AXA EQUITABLE ENGAGES CCL FOR MAJOR TRAINING EFFORT

Leading financial services firm AXA EQUITABLE wanted to emphasize leadership development as a core aspect of its organizational culture — and it partnered with CCL to make that happen. Over the past year, several members of AXA’s executive management team, including the company’s CEO, have attended the Center’s Leadership at the Peak open-enrollment program for senior leaders. Additionally, more than 300 AXA officers have taken a customized CCL program that includes integrated coaching and a focus on change management, work force empowerment and other key issues. AXA is also piloting the customized program in its European operations.

BBVA TAPS CCL FOR CUSTOMIZED LEADERSHIP DEVELOPMENT

Banco Bilbao Vizcaya Argentaria (BBVA) turned to CCL-Europe for expertise in developing the leadership skills of its global top executives. A major financial group in Spain with significant operations in South America, BBVA tapped CCL to deliver a series of 18 customized programs in Spanish on the topic of strategic leadership along with follow-up coaching sessions. The company also works with CCL to provide corporate leadership programs for its global executives on the next level down. As the company’s chosen global leadership provider, CCL assists BBVA on several issues involving leadership.

CCL TAKES COACHING EXPERTISE TO LATIN AMERICA

CCL-Europe conducted a major, customized coaching program delivery for Endesa, the largest electricity company in Spain and Latin America. Over the course of three weeks in late 2005, the Center delivered 11 programs in Spanish to 280 Endesa managers and executives in multiple Latin American countries, including Argentina, Brazil, Chile, Colombia and Peru. Each of the executives of the Endesa Group attended a two-day coaching workshop designed to enhance his or her leadership effectiveness.
SINGAPOREAN EDUCATORS JOIN WITH CCL FOR U.S. STUDY TOUR

CCL’s Education Sector, which develops the leadership skills of educators, teamed with the Singapore Ministry of Education on a “study tour” for two-dozen school administrators and Ministry officials. As leaders in Singapore’s internationally admired educational system, the educators visited CCL’s headquarters in North Carolina for a customized version of the Center’s flagship Leadership Development Program (LDP). While there, they also visited schools in the Greensboro area and educational institutions throughout the state.

PARTNERSHIP PROMOTES LEADERSHIP SKILLS, KNOWLEDGE IN INDIA

As part of its commitment to developing leaders throughout India, CCL has partnered with the Tata Management Training Centre (TMTC), one of the country’s leading management training institutes. Founded by the Tata Group, an Indian business conglomerate, TMTC will work with CCL over the next two to three years to develop a research unit that will explore pressing leadership issues in India. The partnership will also feature work on a series of leadership education initiatives.

DEMAND FOR FLAGSHIP TRAINING PROGRAM CLIMBS IN ASIA

Due to client demand, several runs of CCL’s flagship open-enrollment offering, the Leadership Development Program (LDP), were offered in Singapore. In its first full year of availability in Asia, LDP attracted dozens of mid- to senior-level managers and executives from a variety of companies throughout the region. As interest in our services continues to increase in Asia, CCL plans to begin delivering open-enrollment programs outside of Singapore in the coming year.

CCL DELIVERS PROGRAM IN CHINESE

In December 2005, CCL reached an important milestone by delivering its first program in Chinese. Working with Kohler China, a leading manufacturer with multiple plants in the country, CCL conducted a customized program designed to enhance the leadership effectiveness of 24 key Kohler executives. Accompanying materials for the program were also translated into Mandarin, ensuring an experience of lasting impact for participants.

"The Leadership Development Program in Singapore was the perfect mixture of nationalities and professions and locations. It was quite an enlightening experience getting feedback about my leadership traits through the eyes of the culture with which I interact.”

- CHRISTOPHER ROGERS, VICE PRESIDENT, GLOBAL INFORMATION TECHNOLOGY, SYKES ENTERPRISES INC.

COACHING UNIT EXTENDS SERVICES GLOBALLY

CCL offers highly customized coaching services that produce results and prepare leaders for success. The Center has long understood the value of honest, insightful and confidential coaching to leaders, and also the challenge organizations face in providing it. Over the past year, CCL developed expanded cadres of coaches who can better support our clients throughout the world, including the launch of coaching services in India and Malaysia. The year was also marked by new research on coaching effectiveness, the publication of The CCL Handbook of Coaching, and the increased use of coaching in our leadership development programs.
**Center Receives Federal Grant to Train Leaders**

The Center will receive $1.2 million over three years to provide leadership training to more than 150 public, private, nonprofit and educational leaders from the twelve counties of the Piedmont Triad region of North Carolina, where CCL is headquartered. The funds derive from a $15 million grant from the U.S. Department of Labor to support workforce development and boost economic growth in central North Carolina, which has suffered in recent years from plant closings and layoffs in the textile, tobacco and furniture industries. The leadership training the Center will provide will focus on helping the leaders of the region work more collaboratively in service of increased global competitiveness.

**Assessment and Development Resources Group Helps Advance Public Health Work**

Through a grant funded by the Centers for Disease Control, the Center’s Assessment and Development Resources group teamed with the University of North Carolina School of Public Health and the Kenan-Flagler Business School to advance leadership in the field of public health. The Assessment group, which offers tools that help individuals, teams and organizations increase their self-awareness and effectiveness, collaborated with its partners on the National Public Health Leadership Institute. The institute provides leadership training for senior international, state and local public health officials who are selected to attend a one-year program as part of a team. These scholars work on action-learning projects tied to key public health issues and receive feedback on critical leadership competencies found in CCL’s Benchmarks® multi-rater assessment.

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**Network Associates**

The Center is able to expand its global reach through network associates who are licensed to offer one or more of our programs to the public or to managers within their organizations. Fifteen network associates spanning six countries are currently licensed by the Center.

- **Canada School of Public Service**
  - Ontario, Canada

- **U.S. Government**
  - Burke, Virginia, U.S.A.

- **Defense Acquisition University**
  - Ft. Belvoir, Virginia, U.S.A.

- **Eckerd College**
  - Management Development Institute
  - St. Petersburg, Florida, U.S.A.

- **FGI**
  - Omaha, Nebraska, U.S.A.

- **JMA Management Center, Inc.**
  - Minato-Ku, Tokyo, Japan

- **Melbourne Business School**
  - Mt Eliza Centre for Executive Education
  - Mt Eliza, Victoria, Australia

- **PSB Corporation**
  - Singapore

- **Rensselaer at Hartford**
  - Hartford, Connecticut, U.S.A.

- **TEAM International**
  - San Antonio, Texas, U.S.A.

- **Technologia Administrativa, Moderna SC**
  - Mexico City, Mexico

- **The Leadership Development Center**
  - Bradley University
  - Peoria, Illinois, U.S.A.

- **The Niagara Institute**
  - Ontario, Canada

- **University of Maryland University College**
  - Leadership Development Institute
  - Adelphi, Maryland, U.S.A.

- **VIMA International, Inc.**
  - Burke, Virginia, U.S.A.

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**Exercising International Reach**

- **CCL-North America** — Headquartered in Greensboro, North Carolina, the Center’s work in North America is anchored by two other training facilities in Colorado Springs, Colorado and San Diego, California.

- **CCL-Europe** — For fifteen years, CCL-Europe has brought the Center’s three decades of research and learning into the European context. Headquartered in Brussels, Belgium, CCL-Europe draws trainers and participants from many countries, enabling a truly global experience.

- **CCL-Asia** — The Center has been delivering programs in Asia since the 1970s. The increased importance of Asia in the world economy and the central role played by Asian managers — as a result of global expansion and integration — provided the impetus for the establishment the Center’s Asia campus based in Singapore.

We served people from 135 countries in 2005-2006.
**FINANCIAL TIMES NAMES CCL AMONG WORLD’S BEST IN EXECUTIVE EDUCATION**

The Center ranked among the world’s Top 10 overall providers of executive education in a 2005 survey by the *Financial Times*. The survey also rated CCL’s open-enrollment programs among the Top 10 globally for the fourth consecutive year. The Center was the only institution focused exclusively on leadership in the survey, placing it in the company of the world’s elite business schools.

**CCL PROGRAMS GAIN NATIONAL RECOGNITION**

Collaborative efforts among CCL researchers and trainers to incorporate findings from the Center’s “Choices and Tradeoffs of High-Achieving Women” research project into the classroom experience were saluted by the American Society for Training and Development (ASTD). The organization awarded CCL an “Excellence in Research-into-Practice Citation” for the project.

A joint effort of CCL and the Central Intelligence Agency to develop a leadership program for middle managers was honored with a “Best Practices” citation in workplace learning and development from ASTD. The program was developed to train new mid-level managers at the CIA in the flexible, collaborative skills they will need to lead the organization through future challenges.

**CCL SENIOR FELLOW WINS PRESTIGIOUS AWARD**

David Campbell, the Center’s Smith Richardson Senior Fellow, was named the Society for Psychologists in Management’s Distinguished Psychologist in Management for 2006. He received the award in March at SPIM’s annual conference in San Francisco. Campbell, who works at CCL’s Colorado Springs campus, is co-author of the widely-used Strong-Campbell Interest Inventory, an assessment tool for career choices. The author of a number of books and other assessment tools, he has lectured and worked with organizations around the world. Campbell spent the spring semester of 2006 as the Hellervik/PDI Visiting Professor in Adult Career Development at the University of Minnesota.

**IN THE PRESS**

The Center continued to serve as one of the media’s foremost sources for leadership expertise. During the year, CCL faculty expertise and research studies were spotlighted routinely in influential North American business and trade publications ranging from *CIO* and *Harvard Management Update* to *The Wall Street Journal* and *The Washington Post*.

In Europe, leading media sources that drew on CCL’s knowledge included the *BBC*, *Financial Times* and *European Business Forum*. The Center’s growing presence in Asia attracted coverage in an array of general interest and business outlets that included *China Staff* magazine, *Hong Kong Economic Times*, *Straits Times* (Singapore) and *Channel News Asia*.

Center faculty members also had research-based articles published or accepted in a variety of leading academic journals, including *Consulting Psychologist Journal*, *Corporate Governance* and the *Journal of Applied Psychology*. 

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Organizations Served
The Center works with a wide range of organizations, from Fortune 500 companies to government agencies to nonprofit and educational institutions. This year we collaborated with more than 2,000 organizations to help meet their leadership and management development goals.

The following is a sample of the client organizations the Center worked with in 2005 – 2006.

ABLOY Group
Alstom Power
American Red Cross
AXA EQUITABLE
Bayer Corporation
BBVA
Buckeye Association of School Administrators
Catholic Healthcare Partners
DaimlerChrysler AG
Duke University
EADS (European Agency for Defence Systems)
Endesa
Fairfax County (VA) Public Schools
Federal Reserve Bank of Richmond
Fortis N.V.
General Dynamics
GlaxoSmithKline
Kohler
Methanex Corporation
New York City Department of Education - Region One
Pfizer, Inc.
Prudential Insurance Company
Rabobank Group
The Ryland Group
SC Johnson Company
Singapore Ministry of Education
Sonoco Products Company
South Carolina Department of Education
Syngenta
Tata Management Training Centre (TMTC)
Unilever
United States Air Force, Army, Navy
United States Postal Service
University of Calgary
Wells Fargo
Women in Cable and Telecommunications
Xerox
YMCA of the USA

CCL Facts and Figures

Scholarships
In 2005 – 2006, the Center funded 192 scholarships at a value of more than $800,000 for leaders of nonprofit organizations to attend CCL education programs. The following are some of the organizations that received CCL scholarships.

Alamance Partnership for Children
American Public Media Group
Arizona State University
Big Brothers Big Sisters of Canada
Brenner Children's Hospital
Children International
Colorado Springs Fire Department
Compassion International
Energy Center of Wisconsin
Geophysical Institute
Government of the District of Columbia
Grantmakers for Education
Latinos United
Los Angeles Unified School District
Make-A-Wish Foundation of America
Mercy Corps
Moses Cone Health System
National Public Radio
National Wildlife Federation
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As a nonprofit organization, CCL’s success depends in part on philanthropic support in the form of individual gifts and research funding. We have been fortunate to have considerable support in this regard, and we ask for your continuing assistance. Individuals and organizations around the world are demonstrating an increasing hunger for leadership development, and we look forward, with your help, to answering that urgent call.

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FINANCIAL HIGHLIGHTS
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.
Our logo, with its intertwining wings, symbolizes the complexities involved in achieving creative leadership. Its wings reach skyward, suggesting flight and the lofty ambitions of all who come to the Center for Creative Leadership.