President’s Message

Creative leadership, as we view it at the Center, is the capacity to think and act beyond the boundaries that limit your effectiveness. For 38 years, our groundbreaking work in leadership education and research has been driven by a simple premise: creative leadership can be learned.

Forward-thinking clients, innovative partners and CCL’s own talented men and women are all essential ingredients of creative leadership. In this report, we’ll show you what it looks like in action.

For Baker & McKenzie, the world’s largest law firm, creative leadership means bridging international boundaries to nurture a deep pool of talent. For CHF International, it is about helping communities in Africa experiment with new models of leadership. For senior government executive John Robinson, it has meant breaking down walls of privacy he built between himself and colleagues. And for CCL researcher Alessia D’Amato, creative leadership involves helping organizations blend talented workers of all ages into an effective work force.

At CCL, we are in the business of delivering impact. That’s what you expect of us and what we demand of ourselves. The stories in this report confirm the difference that creative leadership makes for individuals and organizations around the world. So do several other indicators from the past year. The Financial Times and BusinessWeek ranked CCL among the world’s top providers of executive education. High-profile media outlets, including CNN Money.com; MarketWatch and The New York Times, turned to CCL for expertise. Perhaps most persuasively, more than 20,000 leaders and 2,000 organizations – from Egypt and Hong Kong to the United Kingdom and Uganda – partnered with CCL to enhance their leadership skills.

We feel privileged for the opportunities to live out our mission that our clients, partners and friends present to us each day. Let us celebrate our achievements together over the past year and commit to even greater accomplishments in the year ahead.

Sincerely,

John R. Ryan, President
Our Mission

CCL’s mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide. We live out that mission each day by developing better leaders through an exclusive focus on leadership education and research. Our specialty is helping clients in every sector cultivate creative leadership — the capacity to think and act beyond boundaries to achieve more than imagined.

Driven by our educational mission and nonprofit heritage, we offer an objective approach to solving clients’ leadership challenges. Our innovative offerings are grounded in more than three decades of research, and each year we serve clients in more than 120 countries on six continents. For individuals and organizations committed to enhancing their leadership capacity, CCL makes a lasting impact.
As an African-American growing up in the segregated southern United States in the 1950s, John Robinson learned from the pressure of discrimination and danger to keep his thoughts to himself and to be suspicious of others. For many years, his guarded style served him well. He earned degrees from Brown University and Tuskegee University and served as a U.S. Naval officer, earning a Navy Commendation Medal. He held various administrative positions in higher education, including a post as a senior dean at Brown.

As he rose through the leadership ranks in his career, he never thought about changing his style – until a program at CCL changed his mind.

John attended CCL's Leadership Development Program (LDP)® in 1987. He credits the experience with increasing his own self-awareness and advancing his career. During the program, he was able to better understand his leadership strengths, as well as behaviors that were limiting him. He also, for the first time, saw clearly how others perceived him in the context of work.

John learned that his natural reserve and wariness of people around him were inhibiting his effectiveness in leadership roles.

"The higher you climb in organizations and the more visible your role is, the less private you can be," says John. "You have to be more open, and people need to know more about you and what you’re thinking. CCL helped me understand that."

Today, John is the director of the Office of Civil Rights and chief diversity officer for the U.S. Department of State – an appointment made in March 2008. He serves as primary advisor to Secretary of State Condoleezza Rice and her senior leadership on equal employment opportunity (EEO), diversity, affirmative employment and related issues.

Prior to this appointment, John was the first chief of EEO and Diversity for the Office of the Director of National Intelligence. He served in a similar role for the Internal Revenue Service from 2001 to 2005, and held posts in the U.S. Department of Energy, U.S. Department of Labor and the Rhode Island Department of Employment and Training.

Looking back at his CCL experience, John sees clearly that his “pretty good academic administration career really took off after CCL.” He became more open to new opportunities and soon accepted a new role in government service. The lessons of CCL remained with him, inspiring him to continue to learn and embrace challenge throughout the years.

John also supports leadership development opportunities for others. Since his transformational experience two decades ago, John has sent dozens of his employees through CCL programs and referred many others. He maintains that CCL is still the organization that “sets the standard by which I judge other leadership development providers.”

Recently, John’s leadership development experience came full circle when he visited CCL’s San Diego campus to receive our 2007 Distinguished Alumni Award. It was his turn to inspire us.
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Leading change is always a challenge. But professional orchestras have their own complex variation on the theme.

“A nonprofit arts organization is a very different creature than a for-profit business, and the executive directors of orchestras have unique challenges in bringing forth change,” says John McCann, co-founder and director of the Institute for Cultural Policy and Practice at Virginia Tech. The Institute manages the Orchestra Forum, a 10-year program designed to help orchestras in the U.S. adapt and thrive as their mission and audience change.

Supported by a generous grant from the Andrew Mellon Foundation, 14 diverse and artistically vital orchestras participate in the Orchestra Forum. In collaboration with Richard Evans, president of EmcArts, an arts management consultancy working with the Institute, John asked CCL to create a leadership development program specifically for the executive directors of these orchestras.

“The operating structure of an orchestra puts a lot of pressure on the executive director,” John explains. The executive is responsible to a board of trustees, a music director and staff, the musicians and funders, as well as to the local community. They are expected to help their organizations adapt and innovate to meet the changing demographics, societal interests and business conditions, while at the same time honoring tradition, supporting superb artistry, and making room for new and adventurous musical works.

“The executive is required to lead the organization but does not have authority over the orchestra’s multiple stakeholders,” John adds. “Executives need to be able to articulate a vision and then engage and influence their constituents in order to steer the orchestra toward a viable and successful future.”

The Orchestra Forum Executive Leadership Development Program (OFELDP) brings together chief executives from orchestras differing in size, budget and focus for five three-day sessions over three years. In between, participants work on their projects and goals, complete online activities and work with a leadership coach.

Taking into account the complexities and uniqueness of the way orchestras are managed, CCL tailored the program to emphasize the competencies the executives would need most. Already seasoned professionals when they began work with CCL, the executives report that they are better able to create a vision, solve complex problems, and engage staff and the board in developing and implementing the strategic direction of the organization.

Working closely with their peers, as well as with CCL faculty, the executives have opened up to more creative ways of thinking and working, gained support and insight and tested out their ideas. The participants say the program has given them new tools and skills that are providing long-term value to their orchestras, and also that the program has helped them personally by giving them renewed energy and enthusiasm for their work.

“The commitment to leadership development that has been shown by the executives, their orchestras, the program funders and CCL is wholly unique in the nonprofit, professional arts field,” says John. “Our working assumption was that leadership development was critical to innovative and sustainable orchestras. We’re now quite certain that’s the case!”
The Center hosted its first Leadership Beyond Boundaries program, a train-the-trainer initiative designed in response to requests from non-governmental organizations. Participants in this first program represented 10 different countries, including Kenya, South Africa, Nigeria and Zimbabwe.

"Executives need to be able to articulate a vision and then engage and influence their constituents..."
“At CCL, we are connected with the world. We spot what organizations are striving for and dealing with,” says Alessia. “That is our starting point. Then we use our academic research skills to put light on those needs.”

As the head researcher on CCL’s Emerging Leaders study in Europe and a study on Leadership for Corporate Social Responsibility, Alessia knows that “organizations want information that is serious enough to be based on strong academic constructs, yet practical enough to provide good guidance in the real world.”

“When we started the Emerging Leaders work, I found that no research was being done in Europe; everyone was relying on American data and frameworks,” says Alessia. “What we’ve learned is that generational issues are not exactly the same on this side of the Atlantic.”

One difference, she notes, is that generational leadership is difficult to discuss and study “across Europe” because of the many different country cultures. Another difference is demographics. In the U.S., the push to develop young leaders is fueled largely by the older generation approaching retirement, leaving fewer younger workers to fill the gap. “In Europe, it is not about the numbers; it is a shortage of skills,” says Alessia. “We need more people to be prepared to do the work and to be ready to fill positions and jobs that don’t even exist today.”

Among the findings from CCL’s research is the fact that “family” is the most important value for the youngest generation. “This has surprised many clients who see this as an older value,” says Alessia, noting that this finding alone could spur new thinking within many organizations on the issue of work/life balance, for example.

Another shift – in both Europe and the U.S. – is that “the younger generations want their leaders to be good coaches and mentors,” says Alessia. “This mindset didn’t make sense 20 years ago; now it is typical.”

Alessia and her colleagues are also breaking new ground in the area of corporate social responsibility. The academic and professional literature is being flooded with discussions about the need for new business models, sustainability and “triple bottom line” strategies. “This is an issue that is of great interest in the EU, and it is an area where the role of leaders and leadership is not yet unveiled,” says Alessia, who regularly presents CCL’s research to business schools, corporations and human resources groups in Europe and North America. “They are eager for information and tools for developing the leadership capacity needed for organizations to operate in a responsible, sustainable way.”

Alessia, who has a Ph.D. in Industrial/Organizational Psychology and recently had two articles published in the European Journal of Work and Organizational Psychology, is gratified that her work makes a difference. “Often in the academic setting, it is ages before the research moves forward or connects directly to the people who can use it. Instead, at CCL, we are able to study and explore issues that are front and center in the minds of today’s leaders.”
“At CCL, we are connected with the world. We spot what organizations are striving for and dealing with.”

Alessia D’Amato: Center for Creative Leadership
Changing Culture, Building Capacity

Six years ago Jon Abeles was charged with developing a succession planning process for Catholic Healthcare Partners. Jon studied the issue, consulted with experts, evaluated best practices and presented a plan to the Corporate Leadership Team, which included CHP president and CEO Mike Connelly. After discussing the research findings and a potential plan of action, Connelly stated “I’m not sure that we are culturally ready for this initiative.”

Jon’s assignment changed that day. Instead of working on a conventional succession plan, he was asked to find a way to develop leaders who could effectively collaborate and cross organizational boundaries to improve the work of the entire organization and to demonstrate their leadership capabilities for all to see.

“It was clear that to implement succession planning in a meaningful way, we needed to change our vision,” says Jon, now CHP’s senior vice president for talent management and diversity. “We had no way to create meaning around systemwide succession planning when the culture was in many ways locally focused.”

The organization, currently one of the largest nonprofit healthcare systems in the United States, includes 38,000 associates spread throughout 100 corporations in five states within the Midwest. As CHP grew through acquisitions over many years, it had implemented many efficiencies and systems across the organization. “But the idea of looking at talent across the organization was still foreign. The instinct at the local level was to develop talent — then retain it,” Jon explains.

Jon, and a dedicated team from CCL, set about creating a program that would allow CHP to identify high-potential executives and help them develop their skills in critical leadership areas. Equally important was the need to imbue executives with a greater sense of “systemness” in both mindset and behavior, as well as to renew commitment to the organization’s mission and values.

Within four months, the first Leadership Academy for high-potential executives was under way. The Academy, a 14-month process, combines classroom time, individual and team coaching, and action learning projects. “From the beginning, we knew this was a special program from a content and design perspective,” says Jon. “But just as important was the opportunity for executives to connect with their peers from different regions and functional specialties. Our leaders got to know one another, from Scranton to Paducah to Youngstown, and for the first time they saw that they are all smart, all on top of key issues, and that they could and should work together.” And our executives saw the potential of this program for developing sustainable leadership capacity systemwide.

The positive impact of the Leadership Academy was palpable. The participants began to connect with the overall system and mission of CHP, learned to work across boundaries, and showed an eagerness to tackle strategic, complex and critical issues. And the program set an industry standard, receiving several best practice awards in 2008 from the American Society for Training & Development.

With more than 100 senior executives involved in the Leadership Academy, “We have created a critical mass of leaders who are connected, collaborative and committed to our mission,” says Jon. “We are working more as a learning organization and leveraging our strengths in ways we never anticipated.”
Jon Abeles: Catholic Healthcare Partners

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“Changing Culture, Building Capacity”

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Baker & McKenzie is no run-of-the-mill law firm. With 10,000 employees in 70 offices in 38 countries, over 700 equity partners and $1.8 billion in fee income, Baker & McKenzie is the largest law practice in the world. It provides local and international corporate and commercial work in 17 practice areas. The lawyers and other professionals in the firm are citizens of more than 60 countries, have been educated at more than 1,200 institutions, and speak more than 70 languages.

But beyond the numbers is the caliber of the people, according to Greg Walters, chief talent officer. “Our lawyers are highly qualified and have deep legal subject matter expertise,” he says. “We also invest in developing effective leaders, outstanding client relationship managers, and teams that are able to collaborate locally and across cultures.”

Greg, who joined Baker & McKenzie three years ago following more than 20 years of global experience with Ernst & Young, AT&T and Motorola, has been instrumental in building leadership capacity into the firm’s overall development framework. “Law firms and attorneys usually operate on the strong belief that being a good lawyer is about subject matter expertise and quality advice,” Greg says. “Leadership is a neglected part of the equation.”

Leadership is essential for managing the firm in an effective, strategic way, but also for recruiting and retaining associates. “The old model was that firms would hire young people out of law school and if they worked hard, they would eventually become partners. That model is long-since gone. Associates are looking for a variety of things, including leaders who will coach them and care about their future.”

Focused on creating a customized process for honing leadership skills among the Baker & McKenzie partners, Greg and his team worked closely with CCL to create the year-long Partner Leadership Program (PLP). The first session of PLP began in 2007 with 20 Baker & McKenzie partners. By the end of 2008, more than 100 principals will have participated in the program.

During the 12 months, partners go through an in-depth assessment and discovery process; participate in a week-long, feedback-intensive course at CCL; and work with an executive coach, fellow partners and the Baker & McKenzie talent management team. They also attend a two-day meeting that allows them to reconnect, share successes, refine goals and reinforce the value of their efforts.

The week spent at CCL’s campus in Colorado Springs is a powerful one that creates the foundation for the rest of the program. Participants gain insight into their leadership strengths and challenges, receive detailed feedback from peers and CCL coaches, and even go through a health and stress evaluation. Participants also work in small groups to provide recommendations about real business issues.

“The Colorado week is as powerful an experience as I’ve found from any program. The reaction from very senior partners was incredible,” says Greg. “So far, we’ve seen that PLP has tremendous value to the individual partners, but ultimately, this process is about developing a pool of effective leaders that, together, will steer and nurture the organization. That’s where we are headed.”
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Investing in Leadership

CCL - Asia worked closely with partners in India, China and Singapore to identify the key events and experiences that have influenced senior executives in the region. Findings from the Lessons of Experience research initiative will be used to develop new training programs, tools and publications.

“The Colorado week is as powerful an experience as I’ve found from any program.”
Debra Millar’s career as a critical care nurse took a sharp turn when, with her two young children in tow, she left the U.S. for what was to be a one-year stint as a medical dispensary nurse for a tribe in Kenya.

“I fell in love with the work, the country and the people,” says Debra. Out of that passion came 22 years of working in the area of public health and HIV/AIDS prevention in Kenya and other African countries.

During her years in Africa, she saw a huge increase in grassroots health providers’ organizational capacity and technical skills. These improvements were particularly marked in her role as the Kenya country director for CHF International, a global non-governmental organization (NGO) based just outside of Washington, D.C., which is building the capacity of over 30 grassroots HIV-focused community-based service providers in Kenya. “I knew we were doing tremendous organizational capacity building,” says Debra. “Yet I came to realize that we can put all the systems in place, but the result is not going to be strong or sustainable if there is no solid leadership at the top.”

“In recent years, CCL has been paying attention to how it can better address the needs of populations that don’t have access to leadership development. In 2006, CCL began an initiative called the Global Voice of Leadership (GVOL) project that led to learning expeditions to East Africa, India, the Czech Republic, Liberia, Egypt, Sri Lanka, Ukraine and Laos. One of the earliest connections that CCL’s GVOL staff made was with Debra Millar in Kenya.

In December 2006, Debra pulled together her staff from CHF Kenya, along with several people from community and regional organizations, for a one-day session with CCL. The lessons learned went both ways: CCL gained insight into the region’s challenges and the participants came away with new ideas and tools for leading their organizations.

“It was like putting a dry sponge in water,” Debra recalls. “We all soaked it up. From that initial one-day session with CCL, I knew this was a road we needed to walk down.”

Seven months later, CCL staff returned to Nairobi to deliver a three-day Leadership Essentials Workshop for CHF International’s senior leadership team in Kenya and with representatives of their more than 30 NGO partners. “The participants were so appreciative of what they learned,” says Debra. “It wasn’t just a typical workshop; it was something they took home from deep within their hearts. They had new information, a new way to look at their role. They felt different about themselves and their potential to make a difference in their organization and even in their country.”

Debra recently returned to live in the U.S. and, as senior health advisor for CHF International, she continues to work on new ways of bringing leadership development into the capacity-building equation.

In February 2008, Debra and several CHF International colleagues joined public health leaders from Nigeria, South Africa, Jamaica, Barbados, India and the United States for a two-week training session at CCL in Greensboro. The Leadership Beyond Boundaries workshop was developed to transfer CCL’s knowledge, tools and methodology in a way that allows local leaders to be the arms and legs of leadership development in their own organizations and communities.

“It’s very clear to me that the most impactful wave of assistance needs to be in the form of leadership development. These young, dedicated leaders can change the face of their countries,” says Debra, while acknowledging that the stakes are high. “If sound ethical leadership doesn’t develop in a typical for-profit organization, it doesn’t make as much money, or it goes out of business. But if we fail to develop ethical leadership in troubled regions, the consequences are far, far greater.”
Debra Millar: CHF International

CCL researchers advanced the Leadership Across Differences initiative, a multi-year, multi-country research project examining the challenges of leading in a context of difference. The project seeks to understand how leadership can address conflicts that arise from ethnic, racial, religious, gender or cultural differences.

2007-08 CCL Highlights

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Walking New Roads
Bridging Cultures

Every day, T.C. Yeo brings a practical approach and a penchant for big ideas to his work.

As a senior enterprise associate and director of open-enrollment programs based in CCL’s Singapore office, T.C. facilitates leadership development programs, oversees the integrity and quality of programs, and develops the pool of adjunct trainers and coaches.

But while he maintains his focus on CCL's existing efforts to develop leaders, T.C. has expansion on his mind. “With countries in Asia – especially China and India – developing their economies at such an enormous rate, the need to develop great leaders abounds,” says T.C. “We would like to create opportunities for these leaders to experience what CCL has to offer.”

Open-enrollment programs, such as the Leadership Development Program (LDP)® and Advancing Global Leadership are often the best way for an organization to provide its leaders access to “the magic of the CCL leadership experience” according to T.C.

“When LDP runs in Asia, we have participants representing five or more nationalities and working for organizations that are located across a half-dozen countries. This diversity brings with it the opportunity to be creative, a chance to think and act beyond the boundaries that limit our effectiveness,” says T.C.

Similarly, Advancing Global Leadership brings together diverse participants in a way that fosters new thinking and new behaviors. Designed for leaders with regional or global responsibilities, the program connects 40 participants with one another from CCL campuses in North America, Europe and Asia.

“Participants coming to CCL programs have an opportunity to gain insights into their own leadership capabilities, liberate their thinking and explore new ways to handle their leadership challenges.”

When he’s not promoting the value of CCL’s open-enrollment programs, T.C. seeks to expand CCL’s reach and relationships in China. As the leader for CCL’s strategy in China, he initiates and pursues collaborative partnerships, works with existing clients based in China, and seeks out potential clients in China. He is also responsible for ensuring that CCL’s assessments and materials are translated into the Chinese language.

T.C. says he’s especially excited about his work, not only because it allows him to share CCL’s ideas and approach to “my part of the world,” but because of the opportunity to bring new wisdom into the CCL world.

“China, with its several thousand years of history, has much to offer in terms of new insights into leadership development,” says T.C. “Moving into China will allow CCL to tap into new, rich resources. Our research teams will gain new insights about leaders and leadership development in the Chinese context.”

This two-way learning is essential to CCL’s growth strategy worldwide. But T.C. says that this approach is especially apt for working in China. “China is not a market to be underestimated. Many claim to understand the Chinese, but few really do. Our ability to understand the nuance of Chinese leadership will allow CCL to work well with leaders and organizations with deep roots in China and also to share our insights with other newcomers.”

2007-08 CCL Highlights

CCL-Asia ran its first offering of the flagship Leadership Development Program (LDP)® in India, led by a team of India-based leadership coaches with specialized business knowledge.
Every day, T.C. Yeo brings a practical approach and a penchant for big ideas to his work. As a senior enterprise associate and director of open-enrollment programs based in CCL's Singapore office, T.C. facilitates leadership development programs, oversees the integrity and quality of programs, and develops the pool of adjunct trainers and coaches.

But while he maintains his focus on CCL's existing efforts to develop leaders, T.C. has expansion on his mind. "With countries in Asia – especially China and India – developing their economies at such an enormous rate, the need to develop great leaders abounds," says T.C. "We would like to create opportunities for these leaders to experience what CCL has to offer."

Open-enrollment programs, such as the Leadership Development Program (LDP)® and Advancing Global Leadership are often the best way for an organization to provide its leaders access to "the magic of the CCL leadership experience," according to T.C. "When LDP runs in Asia, we have participants representing five or more nationalities and working for organizations that are located across a half-dozen countries. This diversity brings with it the opportunity to be creative, a chance to think and act beyond the boundaries that limit our effectiveness," says T.C.

Similarly, Advancing Global Leadership brings together diverse participants in a way that fosters new thinking and new behaviors. Designed for leaders with regional or global responsibilities, the program connects 40 participants with one another from CCL campuses in North America, Europe and Asia.

"Participants coming to CCL programs have an opportunity to gain insights into their own leadership capabilities, liberate their thinking and explore new ways to handle their leadership challenges."

When he's not promoting the value of CCL's open-enrollment programs, T.C. seeks to expand CCL's reach and relationships in China. As the leader for CCL's strategy in China, he initiates and pursues collaborative partnerships, works with existing clients based in China, and seeks out potential clients in China. He is also responsible for ensuring that CCL's assessments and materials are translated into the Chinese language.

T.C. says he's especially excited about his work, not only because it allows him to share CCL's ideas and approach to "my part of the world," but because of the opportunity to bring new wisdom into the CCL world. "China, with its several thousand years of history, has much to offer in terms of new insights into leadership development," says T.C. "Moving into China will allow CCL to tap into new, rich resources. Our research teams will gain new insights about leaders and leadership development in the Chinese context."

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Bridging Cultures

"With countries in Asia developing their economies at such an enormous rate, the need to develop great leaders abounds."

T.C. Yeo: Center for Creative Leadership
Financial Times Ranks CCL in Top 10 Worldwide

The Center ranked among the world’s Top 10 overall providers of executive education in a 2008 survey by the Financial Times. CCL was the only institution in the survey focused exclusively on leadership education and research, placing it in the company of the world’s elite business schools. CCL ranked No. 6 worldwide for open-enrollment programs – the seventh year in a row it has appeared in the Top 10 in that category.

ASTD Honors CCL, Catholic Healthcare Partners

Faced with a critical gap in leadership skills and a pending culture shift, Catholic Healthcare Partners (CHP) joined with the Center for Creative Leadership (CCL) to build a team of talented leaders and a more vibrant organizational future. Five years later, this innovative partnership has helped transform CHP – one of the nation’s largest nonprofit health systems.

The American Society for Training and Development (ASTD) recognized CHP and CCL for their collaboration on CHP’s innovative “Leadership Academy” for executives and managers. ASTD’s annual best practices contest awarded CCL and CHP two Excellence in Practice Awards in the Managing Change and Workplace Learning and Diversity categories, and a citation in Organizational Learning category. Of 97 total entries in the ASTD contest, only 12 received awards and just 31 were awarded citations.

Top Media Outlets Spotlight CCL

The Center’s profile in the media continued to rise, with many of North America’s most influential media outlets turning to it for expertise. CNNMoney.com featured work by faculty members Gina Hernez-Broome, Cindy McLaughlin and Stephanie Trovas on career advancement. Forbes.com quoted researcher Cindy McCauley on talent management. BusinessWeek, The New York Times, and The Washington Post also cited CCL programs and research.

In Europe, the Financial Times highlighted CCL’s work with global insurance company Aviva. The Dutch business magazine Vacature ran a series of columns by CCL-Europe Managing Director Rudi Plettinx. Global Focus, a publication of the European Foundation for Management Development, interviewed CCL President John Ryan. In Asia, the South China Morning Post, Hong Kong’s leading English language daily, published a series featuring CCL’s expertise. The Economic Times of India spotlighted CCL research, and TODAY, a daily newspaper in Singapore, ran a series of articles by CCL faculty members.
Key Facts and Figures

Organizations Served
Among the more than 2,000 client organizations CCL worked with in 2007 - 2008:
- Alstom Power
- ASSA ABLOY
- Aviva
- AXA Financial
- Bank Negara Malaysia
- Bayer Corp.
- Bharti Airtel
- BBVA
- Catholic Healthcare Partners
- EADS (European Agency for Defence Systems)
- ENDESA
- Fortis
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- Kohler China
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- Singapore Workforce Development Agency
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- South Carolina Department of Education
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- Syngenta
- The Ryland Group
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- Tata Management Training Centre
- U.S. Air Force, Army, Navy
- Wells Fargo
- Xerox
- American Red Cross
- Applied Development Research Solutions
- Bay City (MI) Public Schools
- Boys & Girls Town of Missouri
- Colorado Springs (CO) Police Department Training Academy
- Columbus State Community College
- Greensboro (NC) Jewish Federation
- Habitat for Humanity International
- Hispanic College Fund
- Hospice & Palliative Care Charlotte (NC) Region
- Korean Management Association
- Make-A-Wish Foundation of America
- Mercy Corps
- Mount Sinai School of Medicine
- National Public Radio
- National Hispana Leadership Institute
- Piedmont Land Conservancy
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- The Christian & Missionary Alliance
- The Kidney Foundation of Canada
- United Way of Rhode Island
- University of New Mexico
- Wake Forest University
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Scholarships
In 2007 - 2008, the Center funded 255 scholarships at a value of more than $1 million for leaders of nonprofit organizations to attend CCL programs. Among those served:
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Message from the CFO

With a heightened focus on global reach, strategic partnerships and enhanced client service, the Center increased operating revenues by nine percent in the 2007-2008 fiscal year. Carefully trimming costs and streamlining business processes helped us invest more heavily in research, innovation and program improvements.

We experienced particularly healthy growth in Asia and Europe, where our offerings and impact continued to grow. In both regions, we also advanced a series of groundbreaking research projects and look forward to sharing some findings in the year ahead. A variety of partnerships helped extend our reach to individuals and organizations in Africa and the Middle East. We also continued to integrate into our organization new technologies that will add to the quality of service for our clients. These initiatives included redesigning our Web site at www.ccl.org.

We continue to broaden our funding base with an eye toward investing in leadership research and providing more scholarships to leaders of nonprofit organizations from around the globe. Your philanthropic support helps make that work - and its powerful impact - possible. We thank all of our clients, partners and friends for the invaluable assistance you so consistently offer.

Sincerely,

Bradley E. Shumaker - Executive Vice President,
Chief Financial and Administrative Officer

Distribution of Operating Revenue 2007 - 2008

Total operating revenue 2007 - 2008 - $87.7 million

Tuition, Program and Coaching Fees 87%
Products and Publications 7%
Donations and Other Income 1%
Licensee Royalties and Fees 3%
Grants and Research Contracts 2%

Allocation of Operating Expenses 2007 - 2008

Education and Research, Products and Publications 91%
General Administration 9%

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For nearly 40 years, the Center for Creative Leadership (CCL®) has been helping people become more effective leaders. Through our esteemed faculty of behavioral scientists, researchers and coaches, we offer unparalleled expertise in solving the leadership challenges faced by individuals and organizations around the world. We believe leaders are made, not born, and that they can adapt and change.

Every leader and organization encounters obstacles that are difficult to overcome. It could be corporate executives confronting the complex global marketplace or educators trying to raise student achievement. Or it might be nonprofit groups and government agencies struggling with tight budgets to solve critical social issues.

We believe in putting our clients first. Our nonprofit heritage and educational mission give us a unique flexibility in a world where profit motives often drive actions. We have the freedom to be objective and wary of short-term trends. Likewise, we have the freedom to focus on our clients’ success, consistent with our mission to advance the understanding, practice and development of leadership for the benefit of society worldwide.

The Center has evolved into one of the world’s top-tier leadership development enterprises, integrating cutting-edge research with innovative training, coaching, assessment and publishing on five global campuses. The Financial Times regularly ranks the Center among the top providers of executive education in the world.

Our research and training programs are widely respected by scholars and professional managers alike. Each year, more than 20,000 managers and executives, educators, government administrators, community and volunteer leaders around the world attend our programs. Our publications, products and research initiatives reach a global audience as well. The Center employs more than 500 faculty members and staff at its Greensboro, NC, headquarters and on campuses in Colorado Springs, CO, San Diego, CA, Brussels, Belgium, and Singapore.
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For nearly 40 years, the Center for Creative Leadership (CCL®) has been helping people become more effective leaders. Through our esteemed faculty of behavioral scientists, researchers and coaches, we offer unparalleled expertise in solving the leadership challenges faced by individuals and organizations around the world. We believe leaders are made, not born, and that they can adapt and change.

Every leader and organization encounters obstacles that are difficult to overcome. It could be corporate executives confronting the complex global marketplace or educators trying to raise student achievement. Or it might be non-profit groups and government agencies struggling with tight budgets to solve critical social issues.

We believe in putting our clients first. Our non-profit heritage and educational mission give us a unique flexibility in a world where profit motives often drive actions. We have the freedom to be objective and wary of short-term trends. Likewise, we have the freedom to focus on our clients' success, consistent with our mission to advance the understanding, practice and development of leadership for the benefit of society worldwide.

The Center has evolved into one of the world's top-tier leadership development enterprises, integrating cutting-edge research with innovative training, coaching, assessment and publishing on five global campuses. The Financial Times regularly ranks the Center among the top providers of executive education in the world.

Our research and training programs are widely respected by scholars and professional managers alike. Each year, more than 20,000 managers and executives, educators, government administrators, community and volunteer leaders around the world attend our programs. Our publications, products and research initiatives reach a global audience as well. The Center employs more than 500 faculty members and staff at its Greensboro, NC, headquarters and on campuses in Colorado Springs, CO, San Diego, CA, Brussels, Belgium, and Singapore.

Affiliate Locations:
- Bellville, South Africa
- Cairo, Egypt
- College Park, Maryland, USA
- Copenhagen, Denmark
- Dubai, UAE
- Hartford, Connecticut, USA
- Mexico City, Mexico
- Minato-Ku, Tokyo, Japan
- Moscow, Russia
- Mt. Eliza, Victoria, Australia
- Ontario, Canada
- Peoria, Illinois, USA
- St. Petersburg, Florida, USA