As the world begins to claw its way out of an historic recession, skill at managing change has never been more important for individual leaders and entire organizations. At CCL, we have a proud history of understanding the complexities of leading through change – and preparing our clients to put that knowledge into action.

Managing change, in fact, is what this report is all about. In it, you will learn about CCL’s freshest thinking on this crucial topic – highlighted by a profile of my colleague Bill Pasmore, who leads our rapidly growing practice in organizational leadership. As Bill – and many executives around the globe – can testify, companies continually institute change management plans to tackle shifting business landscapes and new competitive threats. But the vast majority of these efforts will fail, and the bottom-line impact can be devastating.

Bill and his team are helping clients arrive at far more productive outcomes. Vought, a major supplier for Boeing, offers one such story of profound organizational change – and we’re pleased to share it here. You will learn, too, about how global insurance group Aviva teamed with CCL to reinvent its approach to managing talent. Change is also a daily reality for nonprofit organizations, as you will find in the story about one leader whose agency brings support to the desperately ill.

We are grateful for the privilege of partnering with these fine organizations and many others as well. The global economy remains treacherous, and the year ahead will surely present hurdles for CCL and for you. Together, however, we can overcome these challenges to emerge even stronger than before, and we look forward eagerly to those opportunities.

Warm regards,

John R. Ryan, President and CEO
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 nearly four 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.

For complete information on the Center for Creative Leadership’s programs, products and services, please visit us online at ccl.org.
Creating a Leading Culture


Enter Joy Romero.

As vice president of Vought Aircraft Industries’ Advanced Aero-Solutions Division, Joy, along with her team, is responsible for delivering the aft fuselage section of the new Boeing 787 Dreamliner.

The 787 program – scheduled for first flight this year and first customer delivery in 2010 – represents a radical change in the way Vought and Boeing do business. On the engineering side, the design, the material and the production processes are state-of-the-art. Innovation also comes from a new, more collaborative relationship among Boeing, Vought and other key suppliers. “Integration and collaboration are critical to the success of this project,” says Joy, who joined Vought from Boeing, where she served as director of 787 North American Supply Chain Integration.

Creating a leadership strategy and an operating culture that supports learning, communication, shared responsibility and cross-boundary relationships doesn’t happen automatically.

“We’re learning what it looks like to act interdependently,” she says. “It starts with looking inward, changing my leadership style and working with my leadership team in new ways. It’s a different way of leading for all of us Type-A personalities.”

Joy’s new thinking about leadership was just what Vought’s CEO, Elmer Doty, was looking to foster when he contracted with CCL to support the company’s new work and strengthen all divisions.

CCL created the Leadership Excellence Program for Vought senior managers, and Joy and other executives attended CCL’s Leadership at the Peak (LAP) program. For Joy, LAP was a “real eye-opener” about what she needed to do differently to be effective in a changing industry. “I needed to let go of control and trust my leadership team to be more responsible and accountable,” she says. “I felt I had to absorb all the responsibility. Rather than empowering my team, I was micromanaging them. They felt I didn’t trust them and I felt like I needed to be in control of everything. After CCL, I realized this was something I could change so we could be more successful as a team.”

Now, Joy and her leadership team are focused on workplace culture and leadership strategy. Thanks to CCL’s “Transforming Your Leadership” process and workshop, they’ve identified five critical initiatives, including mentoring middle managers, which will help instill a collaborative learning culture more broadly in the organization.

“It’s easy to say we don’t have time to do this stuff,” says Joy. “But I don’t think we have a choice. If we want to change, all of us need to make it happen.”

“And when the Boeing 787 flies, we will have won the hearts of our employees and, in the process, transformed who we are and how we work.”

2008-09 CCL Highlight

CCL President and CEO John Ryan began exploring key issues in leadership, from managing stress to navigating crisis situations, in a new monthly column for BusinessWeek.com.
Integration and collaboration are critical to the success of this project.

— Joy Romero
Vought Aircraft Industries
CCL’s facilitation of this session was crucial. We needed to take a fresh look at traditional approaches to talent management and, with this group, we were able to challenge big assumptions.

— Arvinder Dhesi
Aviva
Arvinder Dhesi jokes that after he accepted his new job as group talent management director at the insurance group Aviva, the next call he made was to CCL.

While the true timing was measured in weeks not minutes, Arvinder’s sense of urgency and deliberate action was clear from the beginning. He wasted no time in driving a talent management strategy for the entire company — a 300-year-old global operation with 54,000 employees.

Working with CCL’s Kim Lafferty, based in London, Arvinder and his team identified several opportunities to draw on CCL’s expertise, including the design and delivery of Leadership Perspectives, one of Aviva’s ongoing in-house training programs. Center staff has also facilitated segments of other company development programs and issues-based workshops.

In a turning point for the organization, Aviva’s top human resources people gathered with several leadership development and talent management experts for a “Talking Talent” meeting. Under CCL’s direction, the session became a “no-holds-barred” discussion of talent, says Arvinder. “CCL’s facilitation of this session was crucial. We needed to take a fresh look at traditional approaches to talent management and, with this group, we were able to challenge big assumptions.”

Traditional talent management involves three main functions, Arvinder explains: Identify the right competencies, assess the people and invest in the best. This approach, Arvinder and his colleagues agree, is flawed. “The first problem is in knowing what skills are needed. More to the point, what is right today might not be what we need tomorrow.

“The second problem comes when you identify the small percentage of who has the ‘right stuff’ and call them your talent. The corollary is that most people have the ‘wrong stuff,’” says Arvinder. “What is the cost to the organization of implying that the majority of the workforce is not considered talent? Organizations over-invest in a few individuals, rather than investing in the organization as a whole.”

During the Talking Talent gathering, the group dramatically shifted its understanding of talent and how to develop it. Now, Aviva’s talent management and leadership development efforts are geared to creating the capacity to adjust, adapt and be resourceful in the face of change — and to create an environment where everyone will learn and grow.

Rather than focusing on a narrow band of high-potential leaders, “We’re placing bets on a bigger percent of our people so that more leaders emerge. We now view talent management in terms of creating fertile fields for talent so that talent grows itself. Instead of fighting a war for talent, our actions are seeding, feeding, weeding and transplanting.”

CCL and research firm Bersin & Associates issued a groundbreaking report on succession management that explored best practices and found most companies are compromising their overall performance with ineffective succession plans.
Christine Jolly knows to expect the unexpected. As the director of AIDS Care Service, a nonprofit in Winston-Salem, North Carolina, Christine routinely plays multiple roles, manages competing priorities and, literally, deals with life and death issues.

“You never know what’s going to happen,” she says.

“At ACS, we all wear many hats as we try to meet the most pressing needs of people living with HIV/AIDS. As director, I have to be flexible and keep the organization adaptable. Just as in the for-profit world, nonprofits become quickly irrelevant if they don’t constantly change.”

Some days, change at ACS is focused on the long term: evaluating services, embracing new technology or building new partnerships. Other days, change shows up on the door step.

“Everybody has to be good at crisis management,” Christine explains. “When someone walks in our door and needs help, we have to be ready for that.”

The changing economic reality has put additional pressure on small nonprofits, Christine adds. “It’s a very challenging time to be a nonprofit leader. You need to arm yourself with as many tools as you can to survive and meet your mission.”

Recognizing the need for nonprofit organizations to gain new tools and ideas for facing their leadership challenges, CCL and the Kate B. Reynolds Foundation offered Leadership Essentials training to Christine and 60 other nonprofit leaders in November 2008.

CCL’s Lyndon Rego says the desire to bring leadership knowledge to more people spurred the creation of the Leadership Essentials format several years ago. “We had to ask, ‘What are the essentials of what CCL believes and teaches?’ Through programs such as Leadership Essentials, CCL is now extending leadership development to social sector organizations that address public health, poverty, microfinance, conflict, orphan care and education in Africa, India and the U.S.”

For Christine, CCL’s Leadership Essentials program came at the best and worst possible time. Just five weeks before the program, Christine’s husband died unexpectedly at the age of 41. “At first I didn’t know if I could or should go to CCL and it was difficult. But as I took the time to understand who I am as a leader, I was also able to think about who I am as a person and what matters most to me.”

“The CCL program was a gift for me personally and professionally,” she adds. “I’m doing what I love to do, and I’m ready to grow and take my passion to the next level.”
"At first I didn’t know if I could or should go to CCL and it was difficult. But, as I took the time to understand who I am as a leader, I was also able to think about who I am as a person and what matters most to me."

– Christine Jolly
AIDS Care Service
Many good CEOs have a **strong** vision of where they want to go. They have smart people and solid **strategies**. But, for some reason, their companies struggle to manage change and implement critical **initiatives**.

— Bill Pasmore
Center for Creative Leadership
Bill Pasmore is looking for frustrated CEOs. “Many good CEOs have a strong vision of where they want to go. They have smart people and solid strategies. But, for some reason, their companies struggle to manage change and implement critical initiatives,” says Bill, head of CCL’s Organizational Leadership Development practice.

“CEOs are experiencing firsthand what the research shows: 60 to 90 percent of change initiatives fail,” Bill explains. “They know it’s time for something different. That’s where CCL comes in.”

Bill, along with CCL’s organizational research team and coaching and training faculty, has been working closely with senior leadership teams to identify and implement effective change leadership strategies – strategies that clarify needs, build capacity and, over time, transform organizations.

While organizational leadership initiatives are highly tailored to the needs of individual companies, three themes remain consistent:

First, traditional change management fails because it has limited power. Change management is too often about operations, not about people and the real organizational culture. Employees at all levels of the organization, including top leaders, need to change their thinking and behavior in ways that drive and support new business strategies. “What’s missing in most organizations is a leadership strategy that clearly aligns with the business strategy,” says Bill.

Second, it’s crucial to build learning opportunities into the important work of organizations. This kind of action learning creates opportunities to practice new skills as individuals and teams tackle their daily challenges and opportunities, from launching new products to dealing with revenue declines in a down market. “Organizations get powerful and lasting learning; bosses get work accomplished; and individuals are able to do something important for the organization, get recognized for it and learn new skills,” Bill says.

Finally, large organizations frequently have many, disconnected processes for talent management, succession planning, performance management and individual development. “We help organizations sort out these threads within the context of the leadership culture and work out a leadership strategy that aligns far more closely with business priorities,” he notes.

“In a short time, I’ve come to appreciate CCL for the same reasons our clients value us: our passion and commitment, the blend of quality research and real-world practice and a strategic perspective,” says Bill, who joined the Center in January 2008. “It’s gratifying to work side by side with clients as they lead change and bring about organizational transformation – a lofty goal, I know, but one that gives them a powerful and sustainable competitive edge.”

2008-09 CCL Highlight

CCL opened an office in Moscow, marking its arrival with a partnership to train top executives at VimpelCom, a leading telecommunications services provider in Russia.
A Flexible Style

Edie Muehlberger knows something about reinvention. As co-director of Earth Share Texas, she’s helping the nonprofit environmental group adapt to new opportunities. “My job is about being flexible and creative, solving problems, seeing patterns and making connections – all for a cause I’m passionate about.”

With a background in fine art and a first career in politics, Edie turned her passion for the environment into a commitment to Earth Share Texas, first as a board member and then as co-director. For years, the group, which raises money for 70 conservation and environmental organizations across Texas, focused exclusively on workplace-giving fundraising. But recently, Edie and co-director Max Woodfin have broadened the scope. New initiatives have included working with the regional grocery chain H-E-B to implement a special in-store fundraiser.

“We are stepping outside of our traditional path and asking: ‘In what ways should we reinvent ourselves while still raising funds and awareness for our organizations?’” Edie says.

When she was given the chance to apply for the American Express Nonprofit Leadership Academy, co-created by CCL and the American Express Foundation, Edie almost didn’t do it. “I didn’t think I could afford to take a week away. Then I realized I would be doing something positive for all the things I love.”

The Academy, which ran for the first time in June 2008, combined the best of CCL and American Express knowledge.

CCL brought the soft-skills training, fashioning the curriculum after its flagship Leadership Development Program (LDP)®, while American Express brought its expertise in business strategy and operations. The goal was to develop a program focused on building the personal, business and leadership skills needed to run a successful nonprofit enterprise. During the week, top American Express executives, including CEO Kenneth Chenault, presented on key business topics.

“The program was wonderful. The resources and guest speakers were incredible,” says Edie. The personal coaching, provided during the Academy and in three follow-up phone sessions, proved particularly powerful.

“I have a better understanding of how my strengths and my style have worked for me, but I also learned that alternative approaches can be valuable,” Edie explains. “For example, I can easily jump in and give my ideas and answers. But, because I work collaboratively with hundreds of organizations and passionate people, my ability to facilitate a group and let other points and suggestions be heard is often more important – especially since our work is changing. I’m excited about really exploring that.”

2008-09 CCL Highlight

CCL and the Robert Wood Johnson Foundation announced the launch of Ladder to Leadership, a four-year effort to enhance the leadership skills of several hundred emerging executives in community health nonprofits throughout the United States.
My job is about being **flexible** and **creative**, solving problems, seeing patterns and making **connections**.

— Edie Muehlberger
Earth Share Texas
Adults leave so much talent untapped. At CCL, I’m able to help leaders learn how to unlock that potential.

— Cheng Zhu
Center for Creative Leadership
Cheng Zhu is fascinated by the way people learn to lead. “Adults have the challenge of un-learning unproductive behaviors and simultaneously learning unfamiliar modes of perceiving, thinking and acting,” she observes.

One of the newest members of CCL’s faculty, the energetic Cheng draws on her expertise in cross-cultural leadership and developmental psychology as she works with participants in open-enrollment and custom programs. “Adults leave so much talent untapped,” she says. “At CCL, I’m able to help leaders learn how to unlock that potential.”

Cheng sees CCL’s approach to leadership development as especially powerful for leaders struggling with change. “CCL’s clients talk about change all the time – change in their markets or the economy, changes in their organization and changes they need to make in their own mindsets and behaviors,” she says. “The Leadership Development Program and other CCL programs give people transformative learning experiences as a springboard for dealing with change effectively.”

Cheng combines impressive academic and research credentials – a B.A. degree from Beijing University and a master’s and doctorate from Harvard – with a passion for real-world impact. “In school, I was interested in leadership and negotiation from an academic perspective, but also in the ways people handle the daily challenges of leading themselves and others.”

Her doctoral dissertation focused on leadership development of China’s top private-enterprise CEOs, finding themes that both resonate with, and differ from, those reported in Western leadership literature. First, she found that most of the CEOs exhibit a positive outlook and have a high level of learning orientation, responsibility, self-awareness and intrapersonal intelligence. Second, individual CEOs use different combinations of learning strategies, including formal training, lessons from personal experiences, advice from political leaders and spouses and self-reflection. Finally, the CEOs use “trigger events” in a way that accelerates their leadership development.

As she’s transitioned to CCL’s hands-on approach to working with leaders of all backgrounds, Cheng recalls her own stream of exhilarating and frustrating experiences in leadership roles. As president of the Harvard Graduate School of Education Student Government Association, and later as president of the Harvard Graduate Council (the university’s graduate student government) she had to learn new skills, adapt to changing expectations and manage controversy and difficult conversations in the public eye.

“My roles outside the classroom at Harvard helped me to better appreciate what it takes to learn to lead,” she notes. “Getting out of one’s comfort zone forces innovation and learning and, in the process, helps to shape each of us as leaders.”

Lee Yi Shyan, Singapore’s Minister of State for Trade and Industry and a member of Parliament, received CCL’s 10th annual Distinguished Alumni Award in February 2009. He is an alumnus of CCL’s Leadership at the Peak program for top executives.
Hermien Uys is well-educated, motivated and successful. A native Capetonian, she studied at the University of Stellenbosch, South Africa, earning degrees in business and law. While working as an attorney, she completed an MBA and shifted into a career as a tax consultant. Today, she’s legal counsel in the Group Exploration department of De Beers Group.

But Hermien’s top-notch technical expertise and 12 years of experience had its limitations. She realized she needed to improve her team effectiveness and people skills to grow in her career. So when her alma mater sent her information about CCL’s Leadership Development Program (LDP)®, Hermien eagerly signed up.

Hermien was one of 24 people who attended LDP at the University of Stellenbosch in August 2008 – the first to be held on the African continent. The program brought together managers and professionals from African financial companies, the mining industry and non-government organizations based in South Africa, Namibia and Botswana.

Through LDP, Hermien gained insight into the personal side of leadership, something she had not experienced through her academic coursework and day-to-day work. The five-day program focuses on understanding your own behaviors, perspectives and preferences – and how they impact others. “I learned a great deal about the way I think about myself and the reasons for my thinking,” notes Hermien.

“Receiving feedback from my peers and superiors was one of the most powerful elements of the program. I was able to understand how other people see me in the work environment and better understand the impact of my leadership style on other people.” She says a one-to-one session with a CCL coach also proved valuable.

The personal insights, along with practical tools and strategies learned during LDP, are making a difference for Hermien at work. Most notably, she’s changing the way she interacts with others in her team. “I’m able to give feedback in a more constructive manner and to work better as part of a team. Following the program, I have made a concerted effort to ask for input, ideas and advice from colleagues in the Group Exploration Business Management Team. I’m also learning to be more effective in dealing with people from different professional backgrounds than mine.”

Always eager to learn and take on new challenges, Hermien sees her increased ability to work well with others as essential to her future success. “Knowing more about myself – compared with the way other people see me – is making me a well-rounded person and better equipped to lead,” she says.
I learned a great deal about the way I think about myself and the reasons for my thinking.

— Hermien Uys
De Beers Group
Financial Times Ranks CCL in Top 10 Worldwide

For the fifth straight year, the Center ranked among the world’s Top 10 overall providers of executive education in an annual survey by the Financial Times. In 2009, 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. Additionally, CCL ranked No. 7 worldwide for open-enrollment programs and No. 14 for custom programs in the May 2009 survey.

CCL Shares Expertise with Leading Media Outlets

The Center’s visibility in the media increased worldwide, as the global economic downturn put leadership in the spotlight. President and CEO John Ryan launched a monthly column for BusinessWeek.com and served as a panelist on WashingtonPost.com’s new online leadership forum. The New York Times interviewed faculty member Craig Chappelow on the blind spots of executive leaders, and senior researcher William Gentry wrote several pieces for BusinessWeek.com on nonverbal communication in the U.S. presidential debates.

In Europe, leading business and consumer papers ranging from La Gaceta (Spain) and Handelsblatt (Germany) to Vedomosti (Russia) and La Libre Belgique (Belgium) cited CCL research and experts. The Financial Times published a feature about a CCL partnership in South Africa. In Asia, Hong Kong’s South China Morning Post published a CCL mini-series on tips for leading through changing times. Singapore’s TODAY newspaper ran a monthly column by CCL faculty, and a number of media outlets in India, including the Business Standard, covered CCL’s growing presence in the region.

Industry Group Honors CCL as Thought Leader

ISA, an influential international association for training industry leaders, honored CCL with its annual Thought Leadership Award during a March 2009 event in Phoenix, Arizona. The award, accepted by President John Ryan, recognized CCL for ideas and actions that have “not only positively influenced clients and industry colleagues, but have facilitated respect for the learning and performance industry overall.”
Organizations Served

Among the more than 2,000 client organizations CCL worked with in 2008 - 2009 were:

- Alstom Power
- Amerisource Bergin Corporation
- ASSA ABLOY
- AT&T
- Aviva
- AXA Financial
- BAE Systems
- Bank Negara Malaysia
- Bayer Corp.
- Bharti Airtel
- BBVA
- Catholic Healthcare Partners
- Cricket Communications
- Duke Energy
- EADS (European Agency for Defence Systems)
- ENDESA
- Experian
- Ford Motor Company
- Fortis
- Google
- Intel
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- Pfizer Inc.
- Prudential Insurance Company
- Rabobank
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- Titan Petrochemicals Group Limited
- Tata Management Training Centre
- University of Virginia, Darden School of Business
- U.S. Air Force, Army, Navy
- Warnaco
- Wells Fargo
- World Bank/IFC
- Xerox

Scholarships

In 2008 - 2009, the Center funded 206 scholarships at a value of more than $1 million for leaders of nonprofit organizations to attend CCL programs. Among those served are:

- American Dental Association
- American Heart Association
- American Red Cross
- Association of Fundraising Professionals
- Baltimore City Public School System
- Center for Excellence in Aging Services
- Children’s Museum of Denver
- Community Resources for Justice
- Consumer Action
- Emory University
- Fannie Mae
- Habitat for Humanity Atlanta
- Hispanic Metropolitan Chamber
- Ibmec São Paulo
- Industries of the Blind, Inc.
- Kiwanis International
- Lutheran Social Services
- Methodist Healthcare Ministries
- Mount Sinai Medical Center
- Music for All
- National Cancer Institute
- National Crime Prevention Council
- National FAA Organization
- National Institutes of Health
- National Public Radio
- NY City Health and Hospitals Corporation
- Partnership for Excellence in Jewish Education
- Piedmont Environmental Alliance
- Public Health Foundation Enterprises, Inc.
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Winburne King
Smith Richardson Foundation, Inc.
Greensboro, NC

Kathy Kram, PH. D
Professor, Organizational Behavior Department
Boston University School of Management
Boston, MA

Naomi Marrow
Consultant
Chappaqua, NY

Victoria J. Marsick, Ph. D
Professor of Education and Co-Director
The J.M. Huber Institute for Learning in Organization
Department of Organization & Leadership
Teachers College, Columbia University
New York, NY

Marc Noel
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INDIVIDUALS

Anonymous
Thomas F. Bridgers, Jr.
Richard Brooks
Aimee Cabanding
Heather Champion
Shera Clark
Heidi Croel
Bill Drath
Karen Dyer
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Thomas Gaffney
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Message from the CFO

With the emergence of the global economic crisis, the 2008-2009 fiscal year posed significant challenges for CCL, as it did for organizations worldwide. Overall, our operating revenues matched those of the previous fiscal year as we sharpened our focus on strategic partnerships, product development and innovation. At the same time, we managed costs very closely and created efficiencies with enhanced technology and improved business processes.

No one knows precisely when the economy will recover. But CCL is well positioned for a return to steady growth when it does. We are expanding internationally with valued partners in India, the Middle East, Russia, South America and other markets. We are building a strong presence in the realm of organizational leadership, with a proven approach that makes it possible for clients to align their talent and culture with their strategy and operations. We are also reaching out to underserved audiences around the world, from minority youth centers in the United States to war-torn villages in Africa, through our Leadership Beyond Boundaries initiative. You can learn about these and other important services on our Web site at www.ccl.org.

The economic turmoil of the past year reminds us of the importance of broadening our funding base so we can invest more fully in leadership research and scholarships for leaders of civic, educational and nonprofit organizations. Your philanthropic contributions help that work flourish. We are grateful as always to our clients, partners and friends for your generous and loyal support.

Sincerely,

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

Distribution of Operating Revenue 2008 - 2009

- Tuition, Program and Coaching Fees 87.41%
- Products and Publications 6.28%
- Donations and Other Income 0.98%
- Licensee Royalties and Fees 2.26%
- Grants and Research Contracts 3.07%

Total operating revenue FY 2009 - $87,736,114.00

Allocation of Operating Expenses 2008 - 2009

- Education and Research, Products and Publications 91.8%
- General Administration 8.2%
For nearly 40 years, the Center for Creative Leadership (CCL®) has been helping individuals and organizations unlock their potential through an exclusive focus on leadership education and research. Our esteemed faculty of behavioral scientists, researchers and coaches offer unparalleled expertise in addressing the leadership challenges faced by clients around the world. We believe leaders are made – not born – and that they can adapt and change.

We believe in putting our clients first, no matter what organization they represent. 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 10 providers of executive education in the world. How did we get here?

The Center for Creative Leadership concept was inspired by H. Smith Richardson Sr., who is credited for building the Vick Chemical Company, which his father founded, from a one-drugstore operation into an international corporation. His son H. Smith Richardson Jr. and grandson Peter Richardson shared and implemented his vision.

In the years after he built Vick Chemical, Smith Richardson Sr. began to ponder the broad questions of how businesses could have sustainable growth through economic highs and lows, amid changes in the marketplace and with the inevitable succession of management teams. He observed that many businesses eventually fail because management ultimately “loses the ability to recognize and adjust to new and changing conditions.” He recognized the need for leadership training, and in 1957, the Richardson Family Foundation began to fund research by scholars and behavioral scientists on leadership and creativity.

Richardson believed that leadership meant responding creatively to change to avoid or conquer the pitfalls that leaders typically face. If an organization was to sustain its growth, it would need an innovative leadership that covered not just the present or near future, but commanded a broader focus and longer view. This type of leadership would be concerned with the place business holds in society rather than just with profits, markets and business strategies. Richardson envisioned this leadership coming from people with “minds that could do cross-country thinking.” He realized that “creative leadership” was what was needed.

In 1970, the Center for Creative Leadership was founded, fulfilling the dream of an independent institution devoted to the concept of creative leadership. The Smith Richardson Foundation, Inc. provided the initial financial backing and has been a generous supporter throughout our history.

Today, 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 nearly 500 faculty members and staff at its Greensboro, North Carolina headquarters and on campuses in Colorado Springs, Colorado; San Diego, California; Brussels, Belgium; and Singapore.
The Center for Creative Leadership is committed to a policy of equality of opportunity for the admission of all students regardless of race, color, creed, sex, age, national origin, sexual orientation, or disability, and does not discriminate on any such basis with respect to its activities, programs or policies.

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