With an epic global recession finally starting to wane in some regions, it’s time once again for leaders and organizations to focus on growth instead of survival. But wanting to increase the bottom line and actually doing it are not the same – and innovation is very often the difference.

Spurring innovation is a top priority for many of our clients globally, and it’s the theme of this year’s Annual Report. “If you’re not traditionally an innovative company, you don’t become innovative overnight by bringing someone in for a lecture or a project,” renowned innovation expert Dan Buchner says. “There’s work to be done.” Specifically, there’s leadership work to be done. So Buchner’s design firm Continuum joined with CCL to launch a global Innovation Leadership Program. The two-day course gives leaders the practical tools they need to foster innovation in their companies – and you can read about it in this report.

You can also read about the groundbreaking efforts of KONE, a leading manufacturer of escalators and elevators, to accelerate performance by changing its leadership culture. You’ll learn how international biotechnology firm Innogenetics continues to reinvent itself through teamwork and communication. Innovation, though, is not just for global corporations. As the story of Kenya’s Bancy Kubutha reminds us, fresh, economical approaches to leadership training are empowering university and high school students throughout Africa.

We are proud of our No. 3 overall ranking in the Financial Times’ annual survey of executive education and privileged to partner with so many superb leaders and organizations everywhere. As we celebrate CCL’s 40th anniversary this year, we look forward to continuing our work with them and helping new friends and clients tackle their leadership challenges innovatively and effectively.

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 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 www.ccl.org.
David Horth, Senior Enterprise Associate, CCL

Dan Buchner, Innovation Consultant, Continuum
Leadership by Design

“We want to create the iPod of our industry.”

Dan Buchner hears that a lot from clients these days. His reply? “Do you have Steve Jobs as your CEO?”

Buchner, an award-winning designer, entrepreneur and innovation consultant with global design firm Continuum, may not always be so blunt. But he’s getting at an essential, but often overlooked, element of successful innovation: leadership.

“If you’re not traditionally an innovative company, you don’t become innovative overnight by bringing someone in for a lecture or a project,” says Dan. “There’s work to be done.”

“In particular, there is leadership work to be done,” adds CCL’s David Horth.

Dan and David have spearheaded a partnership between the two organizations to teach “innovation leadership.” Nearly two years ago they realized that Dan’s “design thinking” model for innovation mapped almost directly to David’s work on creative leadership skills. They knew they were on to something.

The design thinking process has six key elements, which are applied to help leaders reframe their challenges, rapidly prototype solutions and focus on the customer experience. “Managers often know some techniques and principles for innovation,” says Dan. “What they don’t know is how to deal with the organizational issues around that. How do I foster this kind of activity? What can I do within my span of influence?”

Before focusing on leading for organizational innovation, Dan and David believe that leaders themselves must develop new ways of thinking and apply this to leadership tasks. “Throughout organizations, we need to bring new thinking and different actions to how we lead, manage and go about our work,” David explains. “We need to be asking ourselves, how can we think differently about our roles? How can we be agile and quick in the absence of information or predictability?”

To help leaders answer the questions at the intersection of innovation and leadership, CCL and Continuum launched the Innovation Leadership workshop. Offered globally as a two-day open-enrollment program, Innovation Leadership sessions are also available as in-house workshops and can be adapted as part of custom programs.

Interest in innovation and the power of design is not new. Businesses, institutions and agencies have talked a lot about innovation in recent years. With the recession, many feel constrained, yet pushed to do more and do better. “In just a couple years, we’ve seen that innovation has shifted from a buzz word to a reality,” Dan notes. “People are realizing, ‘We can’t just mouth the words. We have to actually try and make innovation happen.’”

“Managers and executives are saying, ‘I’ve got to be able to do things in radically different ways, but I’m not sure how to do that,’” says David. “Our role is to help them lead, think and act in support of innovation.”
Bancy Kubutha never expected her curiosity and determination to turn into a passion for leadership. But in just seven years, the 28-year-old from Nakuru, Kenya, has become a committed advocate for growing leadership in her hometown and throughout the region.

At the age of 21, Bancy agreed to lead a church youth group while she pursued her university degree. “I was not prepared for the role,” she recalls. “I had no exposure to any leadership concepts and had no understanding of what being a leader meant.”

She sought information and advice about how to lead others—not through a course or library or mentor, but on the Internet. When she found CCL’s Leading Effectively newsletter, the information in it captivated her. “The articles were a great resource. Although some of the concepts were extremely complex to me at the time, they were useful and provided insight to real situations.”

Later, as a program administrator for ERMIS Africa, a regional non-governmental organization (NGO), Bancy was inspired to help more Kenyans access leadership resources. A simple e-mail request to CCL—“Could you help me set up a leadership library in Kenya?”—resulted in a donation of books and resources to ERMIS. And, unexpectedly, an ongoing connection to CCL.

At the time, CCL was exploring avenues for reaching underserved populations through what is now its Leadership Beyond Boundaries initiative. Bancy’s enthusiasm opened the door to collaboration with ERMIS, with a half-day leadership workshop for NGOs in Nakuru. In 2007, ERMIS, CCL and Leap Africa jointly delivered a three-day leadership program for leaders working in business, education, government and other organizations.

By 2008, CCL had identified a strategy of putting its Leadership Essentials tools in the hands of local leaders so that they, in turn, could teach others. Bancy participated in one of CCL’s first Training-of-Trainers programs—a two-week, in-depth workshop in Addis Ababa, Ethiopia. “This comprehensive training opened me up to a whole new world, stretched my vision and mind,” she explains. “It was an opportunity that challenged me, built my confidence and ignited my passion for leadership development.”

Since then, Bancy and her colleagues have designed and delivered leadership workshops to more than 200 university students, high school prefects and university lecturers. “The support I have received from CCL has been overwhelming,” says Bancy, who continues to work with ERMIS while serving as the chief executive director of the Center for Transformational Leadership—an organization focused on fostering leadership skills among young people in Kenya. “CCL has followed my work over the years, celebrating my little achievements and always encouraging me to move on further.”
Natalie Saiz, Director of Human Resources for NASA's Johnson Space Center
You don't move up the ranks at NASA without being driven. “High achiever” isn't an accolade; it's an assumption. But even with an exceptional pool of talent, there's room for improvement. In 2006, Johnson Space Center (JSC) Director Mike Coats charged Natalie Saiz, JSC’s director of HR, with improving the organization's ability to prepare the best and brightest for large, complex program- and project-management roles.

“Program managers at NASA have the most difficult jobs,” says Natalie. “These are huge, multi-year, multi-billion dollar programs. Program managers have to lead across the NASA centers, across functions and internationally. How do we develop our people so that they have the functional skills and experience as well as the leadership ability to be successful in these challenging roles?”

Natalie and her team developed three 18-month programs, each with a leadership component provided by CCL. The Space Systems Engineering Development Program is for lead systems engineers looking to move on to larger, more visible strategic projects. Similarly, the Project Leadership Program is for experienced technical professionals and administrators preparing for assignments that are larger in scope. Finally, for senior-level managers who are on track for program-management roles, NASA created the Program/Project Management Development Program.

All program participants are experienced leaders. They have significant and proven technical skills. They solve complex challenges, make effective decisions and are agile learners. “Developing a program for this audience isn’t an off-the-shelf process,” says Natalie. “We need to give them powerful experiences, and our partners have to establish their credibility in a very short amount of time. It was clear from the start that CCL had done its homework and understood the cultural context.”

That up-front work by CCL staff, led by Cindy McLaughlin, helped effectively tailor the program content and processes. During the programs, CCL could easily address issues that were significant to each group. “If you create that sort of learning environment, our leaders are receptive. They will take risks, talk in a group, try new things and learn,” Natalie notes.

At the individual level, the in-depth feedback and coaching have been extremely valuable. JSC is seeing “vast improvement” in collaboration. Taking this “win” a step further, Natalie brought in McLaughlin to facilitate a leadership retreat with Coats and his senior staff.

“NASA continues to be seen as a very important agency. Even so, we are constantly responding to political dynamics and shifting priorities,” Natalie explains. “But JSC’s commitment to improve our program and project-management leadership and to work effectively as a senior team is unwavering. We have had excellent leadership in the past, and our job is to continue that legacy.”

CCL and American Express trained dozens of emerging nonprofit leaders from across the United States through the American Express Nonprofit Leadership Academy, which features in-depth sessions with CCL faculty and American Express senior executives.
Competition to Collaboration

Translating the science of biomedical research into real-world patient care is a complicated business, contends Dr. Sally Shumaker, senior associate dean for research at Wake Forest University School of Medicine.

“Connecting basic science and discovery with effective healthcare practices can take a long time. The process takes many turns before the science has an impact on public health.”

To speed up that process and strengthen the ties between research and care, the medical school opened the Translational Science Institute (TSI) in 2007. The Institute draws together diverse groups within the WFU School of Medicine and the affiliated WFU Baptist Medical Center to improve the way that research informs practice and practice connects back to research. Much of TSI’s work is rooted in collaboration: Teams must work together across different disciplines, and researchers must rely heavily on others.

“Multidisciplinary teams are not new, but they are increasingly important as biomedical research has become more complicated. The technology needs have grown, avenues of information are greater and an individual cannot be an expert in everything,” Sally explains.

But in the highly competitive world of medical academia, multidisciplinary work brushes up against long-established systems and a strong culture of individual achievement. To realize the benefits of effective, often complex, collaborative relationships, TSI needed to rethink processes and incentives, as well as invest in individual and team-level skills. Sally turned to CCL to help inject the organization with new perspectives and practical tools that would support more effective multidisciplinary teams.

CCL, partnering closely with Sally, her colleague Dr. Claudine Legault and staff from TSI, developed a two-tiered program. The goal of the initial one-day session is to solidify the line between collaboration and critical work outcomes, while also working on communication skills and techniques. The second one-day session focuses on group dynamics, building trust, stages of team development and the various roles of leaders. So far, 135 researchers, assistants, technology and administrative personnel have taken part in the training.

Participants gained valuable insights, practical skills and “they were eager to learn,” Sally says. “We thought they might be hesitant, but, if anything, they wanted more. This is a group of very dedicated researchers, and they know the benefits of translating their research. They saw the CCL program as an opportunity to learn new skills and tools for making it happen.”

2009–10 CCL HIGHLIGHT

In partnership with Unity University in Addis Ababa, Ethiopia, CCL opened its first office in Africa to support its “Leadership Beyond Boundaries” initiative, which serves social-sector clients throughout the continent.
KONE Executives Chuck Moore, Senior Vice President of Human Resources, and Vance Tang, CEO
Creating Cultural Change

For 100 years, KONE has been a global leader in the elevator and escalator industry. With urban environments growing briskly in recent decades, the company’s expertise offers tremendous potential for growth.

In 2007 in the Americas, concerns over internal matters typically overruled customer needs. Safety incidents were occurring too often and operational discipline was lax and inconsistent. But what most alarmed new CEO Vance Tang was the level of comfort with this performance within the organization. He expected more from KONE — and he viewed leadership development and culture change, ultimately focused on the customer, as the best way to get there.

Faculty from CCL’s Organizational Leadership practice worked with KONE in a developmental process called *Transforming Your Organization*, collaborating with the KONE senior leadership team in designing each step. The senior leadership team members did not delegate leadership development. Rather, they started with themselves. According to Vance, “We had to appreciate that we had to change ourselves first in order to change the culture. CCL helped us talk to each other. We spent time on feedback, trust and dialogue. Now we can openly challenge each other and achieve better outcomes because we can all be on the same page and work much faster.”

Then came the next step: engaging the top 100 KONE Americas leaders in a two-day event dedicated to strategic direction and, just as significantly, the changes in mindset and leadership needed to enact the strategy. Vance began by laying out the vision of getting from No. 4 to becoming THE industry leader. The senior leadership team members then did something remarkable. They engaged in dialogue among themselves while onstage in front of everyone. They talked about how they were changing personally and as a leadership team facing big changes. They explored the leadership style necessary for achieving their new vision and plotted concrete steps to reach it.

CCL’s work with KONE remains in progress — and continues to deliver results. Customer satisfaction has tripled and employee engagement has reached world-class levels. Safety incidents dropped over 70 percent. Market share and profits rose significantly despite the global recession. In another sign of progress, the senior leadership team chartered four strategy teams focused on leadership, profitable growth, environmental excellence, and financial excellence, with membership straddling functions and levels in the organization. According to Chuck Moore, KONE’s senior vice president of Human Resources, “An eagerness to think about strategy is permeating the culture. People all over are weighing in. The goal is to let the best ideas win.”

*Transforming Your Organization* “is not a step-by-step plan. It’s not an HR program. It’s a more complicated journey of shared leadership. We had to learn how to collaborate and be interdependent in order to make this journey,” says Chuck.
Christiaan De Wilde, CEO of international biotech firm Innogenetics, has a background in finance and an eye for innovation.

“The business was built on innovation and discovery. Our history and culture was about excelling in research and science,” says Christiaan, who joined Innogenetics as chief financial officer following a 17-year career with Johnson & Johnson. He became CEO in 2007 and is the winner of CCL's 2009 Distinguished Alumni Award. “But as the business changed, so did the culture. With restructuring, external demands and decisions to stop some programs, employees started to say ‘we’re not innovative anymore’.”

“One of my priorities now is to re-install innovation,” he continues. “But not just in R&D. We need innovation across the business – in finance, in HR, in IT, in management.”

Christiaan, who attended both CCL’s Leadership Development Program and Leadership at the Peak, is clear about his role: “I’m not the most innovative guy, but I’ve never been a typical number cruncher either. My job is to create the environment for others to innovate.”

Creating a culture of innovation requires collaboration and communication across silos. “We all have to move out of our area of competence or expertise. We have to hear and understand multiple views. When people talk to each other and interact, we get more fresh ideas.”

Christiaan also is intent on supporting employees when they speak up, take risks and try new things. “We can make mistakes. We just need to learn,” he explains. “In the past, people felt they would be punished for making mistakes. I have to make sure people are not afraid. If you are afraid, you can’t be innovative.”

Another key to innovation at Innogenetics? “We are killing bureaucracy. We had too many people creating procedures and layers of administration. When we kill bureaucracy, it gives us more oxygen for innovation, more space to be more creative.”

Christiaan’s leadership strengths – including his ability to bring together strong teams, draw on the skills and perspective of others, manage conflict and keep pushing himself and others to learn – evolved over the years.

“I always thought a good finance guy needed to be more than the numbers,” he recalls, adding that his experiences with CCL broadened his perspective even more. “What stands out most for me is the value of the assessments and feedback. Throughout the process, you are confronted with who you are – as a person and as a leader;” he says. Leadership at the Peak was particularly powerful, giving Christiaan insights that served him well both at Johnson & Johnson and in the move to Innogenetics. “Making this move was the best decision. The CCL training was deep and in-depth, and it is something I keep going back to.”

2009-10 CCL HIGHLIGHT

CCL named Christopher Gergen, founding partner of the entrepreneurial leadership development company, New Mountain Ventures, as its Innovator-in-Residence for 2010 to explore youth leadership, product development and social innovation.
Christiaan De Wilde, CEO, Innogenetics, and 2009 CCL Distinguished Alumni Award Winner
Financial Times Ranks CCL Among World's Best

CCL jumped three spots to No. 3 overall in the 2010 Financial Times worldwide survey of executive education. It was CCL's highest ranking since it began taking part in the Financial Times survey in 2002. Additionally, CCL ranked No. 6 worldwide for custom programs and No. 7 for open-enrollment programs. It was the only institution in the survey focused exclusively on leadership education and research.

CCL Claims Top 5 Rankings in BusinessWeek Survey

In its biennial survey of executive education, BusinessWeek rated CCL No. 3 worldwide for custom programs and No. 5 for open-enrollment programs. In an accompanying article, Steve Hellman, vice president for leadership and organizational development at medical-device maker Boston Scientific, discussed why his company continued to invest in CCL training during the recession. “It’s something of critical importance to our future,” he said.

Top Media Outlets Tap CCL for Expertise

The world’s best-known media outlets routinely turned to CCL for insight into leadership challenges. The Center contributed a monthly column to Forbes.com that featured CEO John Ryan and numerous faculty and researchers. Senior faculty members Clemson Turregano and Bill Adams, who specialize in leadership training for governments, wrote columns on WashingtonPost.com about leadership in Afghanistan and fostering teamwork among federal agencies. The Wall Street Journal published an online interview with senior faculty member Cindy McLaughlin on smart ways to get credit for good performance at work.

In Europe and Africa, leading business and consumer publications ranging from Ejecutivas (Spain) and Vedomosti (Russia) to EFMD Global Focus and Cape Times (South Africa) cited CCL research and experts. Singapore’s Business Times interviewed Sureish Nathan, vice president of CCL’s Asia operations, and The Straits Times wrote about CCL's services. The South China Morning Post, the leading English-language paper in Hong Kong, published a two-part series on CCL’s research into the leadership gaps that organizations face globally.
Key Facts and Figures

Organizations Served
Alstom Power
Amerisource Bergin Corporation
Aviva
AXA
BAE Systems
Bank Negara Malaysia
Bayer Corp.
Bharti Airtel
BBVA
Boston Consulting
Booz Allen Hamilton
Cape Fear Valley Health System
Catholic Healthcare Partners
Cricket Communications
Duke Energy
EADS (European Agency for Defence Systems)
ENDESA
Experian
Ford Motor Company
Fortis
Google
Intel
Intelsat
Kohler
Lee Kuan Yew School of Public Policy
Methanex Corporation
Pfizer Inc.
Prudential Insurance Company
Rabobank
RPM International Inc.
RTI International
S. C. Johnson & Son, Inc.
Singapore Economic Development Board
Singapore Workforce Development Agency
South Carolina Department of Education
SPX Corporation
Surbana International Consultants Pte Ltd
Syngenta
The Ryland Group
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

Program Participants by Sector
- Private: 63%
- Nonprofit: 12%
- Education: 3%
- Public: 22%

Level in Organization
- Middle: 23%
- Upper: 30%
- Executive: 22%
- Other: 14%
- First Level: 6%
- Top: 5%

Number of Program Participants
- Custom: 75%
- Open-enrollment: 17%
- Network Associates: 8%

Gender
- Male: 61%
- Female: 39%
Scholarships

In 2009-2010, the Center for Creative Leadership funded over 100 scholarships at a value of more than $470,000 for leaders of nonprofit organizations to attend CCL programs.

Active Living By Design
American Heart Association
ASTRO
Barrio Logan College Institute
Birmingham-Southern College
Blood Systems, Inc.
Brisbane Grammar School
California Healthcare Institute
Caloundra City School
Central Arizona Project
Chicanos Por La Causa, Inc.
Christ Fellowship Church
Christ School Alumni Association of North America
Cibola General Hospital
Community Connections
Don Colvin
Education Trust
Elon School of Law
Elon University
Emory University
Finger Lakes Health
First Presbyterian Church
Florida Community College
FPSC Financial
Fred Hutchinson Cancer Research Center
Grace Church
Greater Jamaica Development Corp.
Green Acres Baptist
Greensboro Day School
Helpstartshere.org
HR Magazine, Society for Human Resource
Keystone Symposia
Knox County Government
KU School of Medicine-Wichita
KVC Behavioral HealthCare Nebraska, Inc.
Lancaster County Historical Society
Latino Leaders Network
LCMS World Mission
Leadership Institute for Congressional School Educators
League of Minnesota Cities
Lubbock Christian University
Marine Corps Scholarship Foundation
Milton Academy
Multnomah County Department of Community Justice
National Hispana Media Coalition
New Latino Visions
Nina Mason Pulliam Charitable Trust
North Carolina State University
North Oakland Community Charter School
Oncology Nursing Certification Corp
Opening Latino Doors, LLC
Portland Community College
Portola Family Connections
Project Grad LA
Propel Schools
Quentin Mease Geriatric
R Adams Cowley Shock Trauma Center
Redeemer Covenant Church
Safe Horizon, Inc.
Scripps Mercy
Self Help Services Corp.
Society for Human Resource Management
Society of Hispanic Professional Engineers
Tera
The Children's Hospital
The Gay & Lesbian Victory Fund and Leadership Institute
The Nielsen Company
The Pennsylvania Horticultural Society
UCSD Rady School of Management FlexMBA Program
UNC Chapel Hill
UNC School of Public Health
UNCG
United Way of Southeastern Idaho
United Way of Southeastern Pennsylvania
University of Hawaii JABSOM
University of Hawaii-Manoa
University of Kansas School of Medicine
University of Maryland
Vanderbilt University Career Center
Wake Forest University Health Sciences
West Virginia University
Westminster Library
Westminster Presbyterian Church
YMCA of Central Maryland
Governance and Distinguished Associates

MEMBERS
Eric R. Calhoun  
President  
Richardson Properties  
Greensboro, NC

Haynes G. Griffin  
Buzz Off Insect Shield, LLC  
Greensboro, NC

W. Winburne King, III, Esq.  
Smith Richardson Foundation  
Greensboro, NC

L. Richardson Preyer, Jr.  
Deep Springs Management  
Hillsborough, NC

Peter L. Richardson  
President  
Smith Richardson Foundation, Inc.  
Westport, CT

Tyler B. Richardson  
Richardson Properties  
Greensboro, NC

Ingmar Skaug  
President and Group Chief Executive Officer  
Wilh. Wilhelmsen ASA  
Lysaker, Norway

BOARD OF GOVERNORS
Raymond M. Burse  
Vice President & General Counsel  
GE Consumer and Industrial  
Louisville, KY

Sue W. Cole  
Principal  
Granville Capital, Inc.  
Greensboro, NC

Vice Admiral Cutler Dawson, USN (Ret.)  
President and Chief Executive Officer  
Navy Federal Credit Union  
Vienna, VA

General John W. Handy, USAF (Ret.)  
President and CEO  
JHandy Consulting  
Charlotte, NC

W. Winburne King, III, Esq.  
Smith Richardson Foundation  
Greensboro, NC

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 Noël  
Chairman  
Noël Group, LLC  
Wake Forest, NC

Nenad Pacek  
Founder and President  
Global Success Advisors Ltd.  
Oberwaltersdorf, Austria

Peter L. Richardson  
President  
Smith Richardson Foundation, Inc.  
Westport, CT

Thomas W. Ross  
President  
Davidson College  
Davidson, NC

John R. Ryan  
President & CEO  
Center for Creative Leadership  
Greensboro, NC

Ingmar Skaug  
President and Group Chief Executive Officer  
Wilh. Wilhelmsen ASA  
Lysaker, Norway

David A. Thomas, Ph.D.  
Professor,  
Harvard Business School  
Boston, MA

Ilene C. Wasserman, Ph.D.  
ICW Consulting Group  
Narberth, PA

Carolyn Y. Woo, Ph.D.  
Dean, Mendoza College of Business  
University of Notre Dame  
Notre Dame, IN

EXECUTIVE TEAM
John R. Ryan  
President and CEO

David G. Altman, Ph.D.  
Executive Vice President  
Research, Innovation and Product Development

Bruce Byington  
Vice President, Americas

Paul Draeger  
Vice President and Chief Talent Officer

Mona Edwards  
Vice President, Chief of Staff and Secretary to the Board of Governors

Portia Mount  
Vice President, Global Marketing

Suresh D. Nathan  
Vice President and Managing Director, Asia Pacific

Bill Pasmov, Ph.D.  
Sr. Vice President, Global Organizational Leadership Development

Rudi Plettinx  
Vice President, Managing Director, Europe, Middle East and Africa

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

continued on next page
Governance and Distinguished Associates (continued)

SENIOR FELLOWS
David P. Campbell, Ph.D.
Colorado Springs, CO
H. Smith
Richardson Fellow
Emeritus

Jean Leslie, M.A.
Greensboro, NC

Cindy McCauley, Ph.D.
Greensboro, NC

Marian N. Ruderman, Ph.D.
Greensboro, NC

Ellen Van Velsor, Ph.D.
Greensboro, NC

HONORARY
SENIOR FELLOWS
Barry Berglund, MPA
James S. Bruce
Roger Conway, D.P.A.
David L. DeVries, Ph.D.
Robert C. Dorn, Ph.D.
Wilfred H. Drath III
Robert C. Ginnett, Ph.D.
Stanley S. Gryskiewicz, Ph.D.
Victoria Guthrie
Robert E. Kaplan, Ph.D.
Roger T. Kelley
Robert J. Lee, Ph.D.
Carole A. Leland, Ph.D.
Michael M. Lombardo, Ed.D.
Ann M. Morrison
Russ Moxley
David M. Noer, D.B.A.
Luke Novelli, Ph.D.
Gary Rhodes
William W. Sternbergh
Supporting CCL

BENEFACtor
Smith Richardson Foundation

LEADERSHIP LEGACY SOciety
(Planned Gifts)
Joseph F. Carroll
Lily Kelly-Radford
Karen McNeil-Miller
Dr. Margaret M. Waddington

RED CIRCLE
(Lifetime Membership—Cumulative Gifts of $10,000+)
John R. Alexander
John S. Bowen
Mary and James Bruce
Eric R. Calhoun
Robert W. Eichinger
General John W. Handy, USAF (Ret.)
Robert A. Ingram
W. Winburne King, III, Esq.
Kathy E. Kram
P.Y. Lai
Yung Bong Lim
Michael M. Lombardo
Naomi and Paul Marrow
Cindy McCauley
Marc Noël
Dana G. Mead
Marc Noël
L. Richardson Preyer, Jr.
Peter L. Richardson
Tyler B. Richardson
John R. Ryan
Ingar O. Skaug
SUSTAINERS
($1,000 - $4,999)
INDIVIDUALS
Bruce Byington,
in memory of Mary Lynn Pulley
Eric R. Calhoun
 Sue W. Cole, 
in honor of John Ryan
Leary and Joy Davis,
in support of the Legal Profession Initiative
Vice Admiral Cutler Dawson,
USN (Ret.)
Paul J. Draeger,
in honor of Bruce Byington
Robert W. Eichinger
Haynes G. Griffin
James (“Gus”) Gustafson
W. Winburne King, III, Esq.
Greg and Barb Laskow
Michael M. Lombardo
Victoria J. Marsick
Jennifer W. Martineau,
in honor of Herb and Ellen Wells

www.ccl.org
The support of these individuals and organizations, which provided the Center with material gifts or services on a pro bono or reduced-fee basis, is gratefully acknowledged.

William F. Adams
Bill Drath
California Pizza Kitchen
Chipotle
Community Health Foundation of Western & Central New York
Continuum
Dr. Anne Tsui
Edward Marshall
Embassy Suites Hotel
Felici Photography
Gourmet Group
Greensboro-High Point Marriott Airport Hotel
Hyatt Regency La Jolla
Tom Francis
Kate B. Reynolds Trust
Lauren Lee Design
Northwest Health Foundation
O. Henry Hotel
Peter Scisco
Philomena Rego
Proximity Hotel
Royal Cup
Sarah Glover
Swank Audio Visual
Sysco Foods
The Albuquerque Community Foundation
The Cleveland Foundation

The Community Foundation of Greater Birmingham
V.J. Munusamy
William W. Sternbergh
Women’s Global Network

SPECIAL SUPPORT

We’d like to thank the following partners for their support of special initiatives:

George Mason University
Guilford County
Harvard University
Kansas State University
National Health Services (NHS)
U.S. Department of Justice
Vangent

SPECIAL AND DESIGNATED FUNDS

John R. Alexander Scholarship Fund
The Thomas F. Bridges, Jr. Center Development Fund
David P. Campbell Creativity & Artistry Fund
Lombardo & Eichinger Staff Knowledge Dissemination Fund
Francis Freeman Reference Collection Fund
The Greensboro Leadership Fund
The Thomas K. Hearn, Jr. Scholarship Fund
Kenneth E. Clark Research Award Fund
Leadership Beyond Boundaries Fund
The Stanley S. Gryskiewicz Positive Turbulence Fund
Walter F. Ulmer, Jr. Applied Research Award Fund
Youth Leadership Fund
Funding Priority for 2009-2010
The global recession caused significant declines in revenue for virtually all providers of executive education during the 2009-2010 fiscal year, including CCL. Managing costs wisely and finding efficiencies through technology and streamlined business processes is always a top priority for us—and assumed even greater importance over the past year. With demand for our services temporarily down, we invested our time and talent in better positioning CCL for the future.

The result: an expanded portfolio of programs and products designed to help clients in every sector accelerate their performance. Highlights included the redesign of several core programs; new services to help clients link their leadership strategy and business strategy through our Organizational Leadership practice; and the expansion of our social sector work throughout Africa. Please visit our Web site at www.ccl.org to learn more about these and other key initiatives.

We also sought to broaden our funding base to invest more fully in training, research and scholarships for leaders of civic, educational and nonprofit organizations. Already that work has yielded a series of grants from major foundations, the U.S. government and other high-profile funders. Your individual philanthropic contributions remain critical as well in helping leaders flourish worldwide.

As CCL celebrates its 40th anniversary, we thank our clients, partners and friends for your generous and ongoing support and look forward to many great years ahead.

Sincerely,

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

Distribution of Operating Revenue, Fiscal Year 2010
(April 1, 2009 - March 31, 2010)

Total operating revenue FY 2010 - $69.1 million

- Tuition, Program and Coaching Fees 84.2%
- Products and Publications 7.4%
- Donations and Other Income 0.7%
- Licensee Royalties and Fees 2.3%
- Grants and Research Contracts 5.4%

Allocation of Operating Expenses 2009 - 2010

- Education and Research, Products and Publications 90.2%
- General Administration 9.8%
For 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 for Creative Leadership has evolved into one of the world’s top-tier leadership development enterprises, integrating cutting-edge research with innovative training, coaching, assessment and publishing. The Financial Times and BusinessWeek rank 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.

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.
CCL’s Global Locations

CCL - Americas
One Leadership Place
PO Box 26300
Greensboro, NC • 27438-6300
p: +1 336 545 2810
f: +1 336 282 3284
e-mail: info@ccl.org

CCL - Europe, Middle East, Africa
Avenue de Tervueren 270
Tervurenlaan • B-1150
Brussels, Belgium
p: +32 (0)2 679 09 10
f: +32 (0)2 673 63 06
e-mail: ccl.europe@ccl.org

CCL - Russia
CCL LLC
8th Marta Street 10
Building 14
Moscow Russia • 127083
p: +7 495 662 31 39
f: +7 495 662 31 39
e-mail: ccl.cis@ccl.org

CCL - Asia-Pacific
238A Thomson Road #16-06/08
Novena Square Tower A
Singapore • 307684
p: +65 6854 6000
f: +65 6854 6001
e-mail: cclasia@ccl.org

Other CCL Locations:
Colorado • 850 Leader Way, Colorado Springs, Colorado, 80905, USA, p: +1 719 633 3891
California • 8910 University Center Lane, Tenth Floor, San Diego, California, 92122-1029, USA, p: +1 858 638 8000
Africa • Unity University, Sub-City: Bole, Kebele: 11, House No: 632, PO Box 6722, Addis Ababa, Ethiopia, p: +251 913204547
India • 238 Regus Connaught Place, Level 2, Kumar Connaught Place, Bund Garden Road,
Pune - 411 001, India, p: +91 20 4014 7709/10

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 • Mt. Eliza, Victoria, Australia • Ontario, Canada •
Peoria, Illinois, USA • St. Petersburg, Florida, USA