DEVELOP
A PIPELINE OF SUCCESSFUL LEADERS AT ALL LEVELS.
WHAT WE PROMISE, WE DELIVER.

Results That Matter –
Sustained Impact for You, Your Business and the World.

What matters most to you?
How individuals thrive, better themselves and lead others? How interdependent teams thrive, collaborate to realize organizational goals and build sustainable performance cultures? How communities thrive, enable lives and advance futures?

What matters most to CCL?
Creating leaders who move their worlds.

CCL’s Levels of Impact:

Whatever your leadership challenges, we can help. CCL draws from a broad, deep array of proven capabilities to deliver the results that matter most to you.
CCL knows learning to lead is an intensely personal experience – and one that shifts over time. Our real-world approach helps you address the reality of your situation, your organization and your goals, aligning your personal advancement to the achievement of actual business objectives. Our programs, custom initiatives, coaching, and assessments are customized to deliver the outcomes that matter most to you.

Our Leader Development Roadmap helps you match the right learning at the right time for each leader, whether it’s Leading Self, Leading Others, Leading Managers, Leading The Function, or Leading The Organization. Our roadmap meets you where you are and takes you where you and your organization want to go. By focusing on the skills critical for success at each level, your organization can see faster results.
We focus on you. Our individual development work is grounded in a comprehensive assessment process that allows us to specifically tailor our programs to your needs.

**CCL’s Leader Development Roadmap meets you where you are and takes you where you want to go.**

The quality of your leadership drives the performance of the organization. CCL accelerates your strategy and business results by unlocking the leadership potential in your organization. CCL drives results by partnering with organizations to align leadership strategy with business goals, optimizing the organizational environment for leadership and harnessing the energy of a well-developed workforce.

“CCL is known globally as the gold standard in leadership development for executives, so the senior leaders we approach know they will be participating in a quality initiative.”

Nancy Coffee,
President and CEO, The Leadership Academy
Client Impact

Sonoco

A CCL-Trained Coach Goes to Work

A few years back, Sonoco hired a woman as plant manager and tasked her with leading some major changes at the facility. Besides being new to Sonoco, she was also the first female in a senior management position at this particular location. Initial feedback from plant employees indicated that she might face significant resistance from her management team, and the workforce as a whole. To help her succeed, Sonoco paired this new manager with an internal CCL-trained coach.

With her coach’s support, she was able to focus on the impact she was making and to continue making progress. Eventually she won the respect of the employees and transformed the existing culture of individuals into a culture of team players. Working together, they completely turned around the plant’s safety record, in addition to other key performances.

Boehringer Ingelheim

Developing Leaders Poised to Succeed in the Face of Change and Complexity.

Sustained Impact:
- 98% of participants report they are now more effective leaders.
- 98% said the lessons learned in the program are relevant to leaders at BI.
- 71% noted an increased ability to handle real-world challenges.

Learning to Lead in Uncertain Times – Customized Leadership Development Initiative.

Participant Impact:
- Deliberately involved and communicated with those who previously might not have been part of the conversation.
- Exhibited more self-awareness and were better able to adapt.
- Increased trust of team members to make decisions and take action.

NACCO Materials Handling Group (NMHG)

We didn’t want to take an academic or didactic approach. Instead we wanted to fully engage our developing leaders in a way that would bring learning to life...”

Sissy McKee
Boehringer Ingelheim Leadership Program Director

Sonoco

Client Impact

4  Individual Development  |  Learn more at www.ccl.org/levelsofimpact
The Leader Development Roadmap connects the challenges leaders face every day with the essential skills they need to be successful. We’ve created a flexible suite of development resources targeted to five levels of leaders:

**Leading Self** - *Individual contributors, professional staff and emerging leaders*

**Leading Others** - *Leaders of individual contributors*

**Leading Managers** - *Experienced leaders who lead other managers or senior professional staff*

**Leading the Function** - *Senior leaders of organizational functions or divisions*

**Leading the Organization** - *Top executives leading the enterprise*

Leadership skills should continue to evolve and adapt in order to meet the constantly changing conditions and challenges of a global marketplace. CCL’s Roadmap connects leaders to the right development at the right time. With the Roadmap, organizations have the information they need to steer leader development, fuel sustained success and prepare all leaders for what’s next.

Browse the following pages to see the array of programs, coaching, assessments, and other resources for each level.
## Challenges
- Prepare for management or leadership role
- Build a common leadership language within an organization
  - Increase personal effectiveness and performance

- Transition from individual performer to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems successfully

- Integrate cross-functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select and lead managers for high performance

- Set vision and build toward the future
- Balance trade-offs between the short- and long-term
- Align the organization for strategy implementation

- Set organizational direction
- Foster alignments across the organization
- Gain commitment for performance
- Refine and build strong executive persona

## Competencies
- Establishing credibility
- Leading with purpose
- Delivering results
- Doing whatever it takes
- Interpersonal savvy
- Embracing flexibility
- Tolerating ambiguity
- Understanding one’s own values and culture

- Coaching and developing others
- Leading team achievement
- Building and maintaining relationships
- Resolving conflict
- Learning to delegate
- Innovative problem solving
- Embracing change
- Adapting to cultural differences

- Thinking and acting systemically
- Managing organizational complexity
- Negotiating adeptly
- Selecting and developing others
- Taking risks
- Implementing change
- Managing globally dispersed teams
- Building resiliency

- Being visionary
- Driving results
- Strategic thinking and acting
- Creating engagement
- Identifying innovation opportunities for new businesses
- Working across boundaries
- Leading globally

- Creating and articulating vision
- Creating strategic alignment
- Developing a leadership and talent strategy aligned with business strategy
- Leading the culture
- Executive image
- Creating a culture of innovation
- Catalyzing change
- Leading outwardly
CCL Core Development Programs build the most critical skills for success at each level of leadership. They are grounded in CCL’s “Fundamental Four” leader skills, driven by essential outcomes and focused on key requirements for success at each level.

CCL’s programs are deeply personal and customized to each learner. CCL’s proven model of development integrates assessment, challenge and support, helping leaders internalize essential lessons and create action plans for improvement.

Alumni consistently rank CCL programs among the top in the world in surveys conducted by the Financial Times and Businessweek. Explore each program to find out why.

**Fundamental Four Leader Competencies:**

- Self Awareness
- Learning Agility
- Influence
- Communication
<table>
<thead>
<tr>
<th>Core Development Programs</th>
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<tr>
<td><strong>LEADING SELF</strong></td>
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<tr>
<td>Leadership Fundamentals</td>
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<tr>
<td>Introduces the fundamentals of effective leadership for greater success, faster.</td>
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<td><a href="http://www.ccl.org/lf">www.ccl.org/lf</a></td>
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<tr>
<td><strong>LEADING OTHERS</strong></td>
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<tr>
<td>Maximizing Your Leadership Potential</td>
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<tr>
<td>Prepares front-line managers to achieve lasting results through people.</td>
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<td><a href="http://www.ccl.org/mlp">www.ccl.org/mlp</a></td>
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<td><strong>LEADING MANAGERS</strong></td>
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<td>Leadership Development Program (LDP)®</td>
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<td>Strengthens your ability to manage complexity, balance competing priorities and collaborate up, down and across the organization to drive tangible results.</td>
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<td><a href="http://www.ccl.org/ldp">www.ccl.org/ldp</a></td>
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<td><strong>LEADING THE FUNCTION</strong></td>
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<td>Leading for Organizational Impact</td>
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<td>The Looking Glass Experience</td>
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<td>Enhances your ability to lead while balancing short-term and long-term strategic perspectives.</td>
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<td><a href="http://www.ccl.org/loi">www.ccl.org/loi</a></td>
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<td><strong>LEADING THE ORGANIZATION</strong></td>
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<td>Leadership at the Peak</td>
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<td>Maximizes personal leadership power to accelerate the organization's commitment, alignment and results.</td>
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<td><a href="http://www.ccl.org/lap">www.ccl.org/lap</a></td>
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Specialized Skill and Specialized Audience Development Programs

Specialized Skill and Specialized Audience Development Programs give leaders an immersion into specific leadership topics. These highly focused experiences are working sessions, designed to help leaders apply what they learn to their current situations – and to their future goals.

Whether leaders need to sharpen their experience in strategic leadership, build critical coaching skills, successfully lead innovation or create commitment in a team, these programs provide deep insight and practical tools for success.
Leading Strategically
Focuses on leveraging the skills necessary to excel as a strategic leader

Leading Teams for Impact
Strengthens ability to manage and lead teams to experience the power of collective effort

Coaching for Greater Effectiveness
Develops skills in coaching others to increase productivity and improve performance

Assessment Certification Workshop
Become certified to administer CCL’s powerful suite of 360-degree assessments

The Women’s Leadership Program
Provides understanding and development in a wide range of issues affecting professional women in organizations

Coaching for Human Resource Professionals
Strengthens coaching skills and shares best practices in coaching

Leadership Development for HR Professionals
Increases leadership capacity to strengthen HR partnerships with senior management

Specialized Skill and Specialized Audience Development Programs
CCL’s assessments are powerful drivers of learning and change. Our assessment and feedback process helps leaders measure where they are, clarify needs and goals and set direction for further development.

CCL pioneered the use of assessments and feedback in leadership development decades ago. Our expertise and state-of-the-art, research-based assessment tools have earned the trust of thousands of HR professionals and consultants because they:

- Easily fit into existing organizational development programs and offer relevant observable and measurable results on leadership skills managers learn through experience.
- Provide options for customization that can increase relevance, ownership and advocacy throughout the organization.
- Provide statistically valid and reliable results that help individuals and teams align their performance objectives with those of the entire organization.
- Provide language options for use with non-English speaking employees.
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<td><strong>36o By Design®</strong>&lt;br&gt;360-Degree Assessment: Customizable development tool measuring key leadership skills and behaviors identified by an organization</td>
<td><strong>Executive Dimensions®</strong>&lt;br&gt;360-Degree Assessment: Address top-level leadership issues</td>
<td><strong>Benchmarks®</strong>&lt;br&gt;360-Degree Assessment: Measure 16 skills and perspectives critical for success and five possible career derailers</td>
<td><strong>Skillscope®</strong>&lt;br&gt;360-Degree Assessment: Assess 15 key job-related skills essential for managerial success</td>
<td><strong>Prospector®</strong>&lt;br&gt;360-Degree Assessment: Gain feedback on the skills most often found in successful executives and the behaviors needed to acquire those skills</td>
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<td><strong>Global6™</strong>&lt;br&gt;360-Degree Assessment: Learn how the impact of leadership style varies across cultural boundaries</td>
<td><strong>WorkLife Indicator™</strong>&lt;br&gt;Self Assessment: Understand and effectively manage the boundaries between work and family</td>
<td><strong>KEYS to Creativity and Innovation</strong>&lt;br&gt;Organizational Assessment: Assess organizational climate for creativity and innovation by measuring specific management practices</td>
<td><strong>Leadership Gap Indicator</strong>&lt;br&gt;Organizational Assessment: Identify and address critical skill gaps in organizational leadership</td>
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**Leadership Assessments**
Steeped in more than four decades of leadership research, and coupled with our experience with hundreds of thousands of leaders, CCL’s coaching helps leaders master new attitudes and behaviors to meet specific goals and drive business results.

Our customized leadership coaching services are effective at all levels of the organization, from a first-time manager to the CEO. Our coaches also work with teams to facilitate learning and improve performance.

CCL has the largest globally managed network of nearly 600 coaches who speak 48 languages.

CCL Leadership Coaching Service provides:
- High quality assessments
- Proven and cutting edge leadership development methods
- Rigorously trained coaches
- A confidential, safe environment for growing as a leader
Programmatic Follow-on Coaching
*Maintain momentum after a development program with goal-focused coaching*

Senior Leadership Team Coaching
*Executive coaches uncover hidden challenges and drive team results*

Coaching Skills Workshops
*Customized coaching skills program within organizations*

Leadership Team Coaching
*Allows teams to work together and create shared understanding to increase effectiveness*

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**Programs**

**Coaching for Greater Effectiveness**
*Three-day program that develops skills to coach others to increase productivity and improve performance*

**Coaching for Human Resource Professionals**
*Strengthens coaching skills and shares best practices in coaching*

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**Services**

**Executive Coaching, Awareness Program for Executive Excellence (APEX)®**
*In-depth, C-suite level leadership coaching*

**Executive Leadership Coaching**
*Drives results with one-on-one, customized leadership development*

**Executive Integration Coaching**
*Helps individual leaders prepare for, or excel at, career transitions*
CCL’s customized services allow organizations to develop the leadership competencies needed to meet specific challenges. All offerings covered in our Leader Development Roadmap can be customized for any size initiative at any level in the organization. CCL’s dedicated design faculty is skilled in understanding the needs of your organization and working with you to develop the specific modules and programs to fit your development needs today, and in the future. Our custom solutions balance the best of thought leadership and business acumen to deliver results with sustained impact. CCL’s rigorous discovery process allows us to perfectly customize distinct, real-world solutions to specific goals.

**Blended Learning**

CCL can further customize your development through the use of several Blended Learning options. CCL provides a variety of customizable blended learning solutions that combine formal and informal learning for maximum impact. Blended learning essentially gives you added flexibility to build more sustainable development models that work when and where you need them.

**Customizable Blending Learning Solutions can include:**

- Activity-based, feedback-rich classroom events
- Assessments
- Coaching
- Self-paced eModules
CCL’s Custom Process

**DISCOVER** your business challenge.
*Examine the internal and external business drivers of the problem.*

**DIAGNOSE** your leadership need.
*Connect your business challenge with the underlying leadership issues.*

**DESIGN** your customized solution.
*Draw the blueprint to your leadership solution.*

**DEVELOP** the initiative.
*Build your customized leadership solution to your specifications.*

**DELIVER** your solution.
*Exceed your expectations.*

**DISCERN** the impact.
*Demonstrate the real results you can deliver back to your organization.*
Notes

WHAT ARE YOUR TALENT DEVELOPMENT STRATEGIES?

WHAT KEY INITIATIVES REQUIRE LEADERSHIP DEVELOPMENT?
Leadership development is ALL we do.

For nearly five decades, we have leveraged the power of leadership to transform individual leaders, teams, organizations and societies. Our innovative solutions are steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels – across six continents and 130 countries. More than a million leaders later, drawing from our extensive experiences and our expert faculty and staff around the globe, we help take your organization to new heights through leadership development.

We are ranked among the world’s Top 10 providers of executive education by Businessweek and the Financial Times, based on feedback from clients. So you can be confident we will deliver the results that matter most to you.

We create leaders who move their worlds. The results are transformative!