THE LEADERSHIP DEVELOPMENT ROADMAP

A Guide for Developing Successful Leaders at All Levels
CCL’s Leadership Development Roadmap meets you where you are...
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 Leadership 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.
Leadership Challenges and Competencies

The Leadership 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.
<table>
<thead>
<tr>
<th>LEADER LEVELS</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEADING SELF</td>
<td>• Prepare for management or leadership role</td>
<td>• Establishing credibility</td>
</tr>
<tr>
<td></td>
<td>• Build a common leadership language within an organization</td>
<td>• Leading with purpose</td>
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<tr>
<td></td>
<td>• Increase personal effectiveness and performance</td>
<td>• Delivering results</td>
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<tr>
<td></td>
<td>• Transition from individual performer to leading a team</td>
<td>• Doing whatever it takes</td>
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<td></td>
<td>• Build relationships to get work done</td>
<td>• Interpersonal savvy</td>
</tr>
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<td></td>
<td>• Deal effectively with conflict</td>
<td>• Embracing flexibility</td>
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<tr>
<td></td>
<td>• Solve problems successfully</td>
<td>• Tolerating ambiguity</td>
</tr>
<tr>
<td></td>
<td>• Integrate cross-functional perspectives in decisions</td>
<td>• Understanding one’s own values and culture</td>
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<tr>
<td></td>
<td>• Handle complexity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Manage politics</td>
<td></td>
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<tr>
<td></td>
<td>• Sell ideas to senior leaders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Select and lead managers for high performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Set vision and build toward the future</td>
<td>• Coaching and developing others</td>
</tr>
<tr>
<td></td>
<td>• Balance trade-offs between the short-and long-term</td>
<td>• Leading team achievement</td>
</tr>
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<td></td>
<td>• Align the organization for strategy implementation</td>
<td>• Building and maintaining relationships</td>
</tr>
<tr>
<td></td>
<td>• Set organizational direction</td>
<td>• Resolving conflict</td>
</tr>
<tr>
<td></td>
<td>• Foster alignments across the organization</td>
<td>• Learning to delegate</td>
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<td></td>
<td>• Gain commitment for performance</td>
<td>• Innovative problem solving</td>
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<td></td>
<td>• Refine and build strong executive persona</td>
<td>• Embracing change</td>
</tr>
<tr>
<td></td>
<td>• Being visionary</td>
<td>• Adapting to cultural differences</td>
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<td></td>
<td>• Driving results</td>
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<td></td>
<td>• Strategic thinking and acting</td>
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<tr>
<td></td>
<td>• Creating engagement</td>
<td></td>
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<td></td>
<td>• Identifying innovation opportunities for new businesses</td>
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<td></td>
<td>• Working across boundaries</td>
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<tr>
<td></td>
<td>• Leading globally</td>
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<tr>
<td>LEADING OTHERS</td>
<td>• Integrate cross-functional perspectives in decisions</td>
<td>• Creating and articulating vision</td>
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<td></td>
<td>• Handle complexity</td>
<td>• Creating strategic alignment</td>
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<td></td>
<td>• Manage politics</td>
<td>• Developing a leadership and talent strategy aligned with business strategy</td>
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<td>• Sell ideas to senior leaders</td>
<td>• Leading the culture</td>
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<td>• Select and lead managers for high performance</td>
<td>• Executive image</td>
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<td></td>
<td>• Set vision and build toward the future</td>
<td>• Creating a culture of innovation</td>
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<tr>
<td></td>
<td>• Balance trade-offs between the short-and long-term</td>
<td>• Catalyzing change</td>
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<tr>
<td></td>
<td>• Align the organization for strategy implementation</td>
<td>• Leading outwardly</td>
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</tbody>
</table>

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Core Development Programs

CCL’s Core Development Programs build the most critical skills for success at each level of leadership. They are grounded in CCL’s “Fundamental Four” leader competencies, 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 Bloomberg Businessweek. Explore each program to find out why.

• www.ccl.org/programs

Fundamental Four Leader Competencies

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

• [www.ccl.org/programs](http://www.ccl.org/programs)
## Leader Levels

<table>
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</thead>
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| **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 |
| **Driving Results Through Innovation Leadership**  
Trains leaders to connect innovation with results |
| **Navigating Change**  
Provides an understanding of how a leader’s approach to change can impact a team and an organization |
| **The Women’s Leadership Experience**  
Helps women define and implement their own personal leadership strategy |
| **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 |
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.

*www.ccl.org/assessments*
The document provides an overview of various leadership assessments and development tools offered by the Center for Creative Leadership. Here is a summary of the key points:

**360-Degree Assessments**
- **Benchmarks® by Design™**
  Customizable development tool measuring key leadership skills and behaviors identified by an organization.
- **Benchmarks® for Executives™**
  Address top-level leadership issues.
- **Benchmarks® for Managers™**
  Measure 16 skills and perspectives critical for success and five possible career derailers.
- **SKILLSCOPE®**
  Assess 15 key job-related skills essential for managerial success.
- **Benchmarks® for Learning Agility™**
  Gain feedback on the skills most often found in successful executives and the behaviors needed to acquire those goals.

**Self Assessments**
- **WorkLife Indicator™**
  Understand and effectively manage the boundaries between work and family.
- **Campbell Leadership Descriptor**
  Understand leadership characteristics.
- **Job Challenge Profile**
  Use job assignments to develop valuable skills.
- **Learning Tactics Inventory**
  Articulate preferred learning behaviors and styles.

**Organizational Assessments**
- **Leadership Gap Indicator**
  Identify and address critical skill gaps in organizational leadership.
- **KEYS to Creativity and Innovation**
  Assess organizational climate for creativity and innovation by measuring specific management practices.
Leadership Coaching Services

With approximately 600 coaches who collectively speak 48 different languages, CCL has one of the largest global networks for leadership coaching services in the world. Our customized coaching services are effective at all levels of an organization, from a first-time manager to the CEO. Our coaches also work with teams to facilitate learning and improve performance.

• www.ccl.org/coaching

**Individuals**

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

Programmatic Follow-on Coaching
Maintain momentum after a development program with goal-focused coaching

**Teams**

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

**Coaching Skills Development**

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

Assessment Certification Workshop
Receive certification to administer all of the 360-degree assessments in CCL’s assessment suite

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

Action Learning Coaching
Maximizes individual leadership competencies, team and individual learning agility and the ability to work within a team

Action Development Coaching
Ensures successful implementation of strategic initiatives while increasing an organization’s capacity to adapt to change
Blended Learning & Customized Solutions

Blended Learning Options: CCL provides a variety of customizable blending learning options that combine formal and informal learning to maximize impact. Utilized a variety of different tools like e-learning and real-time simulations offers you development models that work when and where you need them.

- www.ccl.org/blendedlearning

Customized Solutions: All of the offerings covered in our Leadership Development Roadmap can be customized to meet the individual needs of a specific organization. CCL’s dedicated design faculty is skilled in understanding the needs of your organization and working with you to develop specific research-based modules and programs to fit your organization’s needs today and in the future.

- www.ccl.org/custom