SEE THE BIGGER PICTURE SO YOU CAN MAKE A BIGGER IMPACT.

Functional leaders have a lot on their plates. And it’s all a priority. They’re responsible for whole business units, geographical regions, and important functions that are essential to the success of the entire organization. So, when everything needs attention, how do leaders make sure the day-to-day needs of people, processes, and systems are not only being met, but balanced with organizational strategy and priorities? With so much to manage, connection is key — whether it’s across the boardroom, across the office, or across the globe.

That’s where we come in. Leading for Organizational Impact gives executives and senior leaders an opportunity to recognize both the nuances and the big picture of their organization’s overall mission and how they fit inside it. Through immersive, learning exercises in a dynamic, peer-based learning environment, leaders leave the program with the skills and support necessary to be more strategically effective within their organization.

At a Glance

<table>
<thead>
<tr>
<th>Leader Level</th>
<th>Executive and senior leaders</th>
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<tbody>
<tr>
<td>Length</td>
<td>5 Days</td>
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<tr>
<td>Average Class Size</td>
<td>24</td>
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<tr>
<td>Instructor / Participant Ratio</td>
<td>1:8</td>
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<tr>
<td>Format</td>
<td>In Person</td>
</tr>
<tr>
<td>Location</td>
<td>Americas, APAC, EMEA</td>
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For strategy to actually work, perspective is essential.
The Looking Glass® Experience

At the heart of the program is Looking Glass, Inc.®, a powerful and proven business simulation that provides in-depth feedback and critical skills practice in a safe, supportive environment. This immersive experience helps participants make the necessary shift from a narrow, tactical focus to a broader, yet more connected, perspective.

- Hands-on learning and skills application
- Address complex, real-life challenges in real-time
- Develop an action plan based on personalized leadership competencies

What You’ll Learn

- How to balance tactical concerns with strategic thinking and acting
- Ways to navigate the organization as leadership responsibilities increase
- How to work more effectively across boundaries to build strategic ties and gain new perspectives
- Tools to develop a deeper self-awareness to leverage leadership and boost personal resilience
- Ability to identify the behaviors required to inspire others and align people to organizational outcomes

Challenges Addressed

We understand the challenges faced by functional senior leaders today, and Leading for Organizational Impact tackles them head on:

- Managing self in such a way as to inspire confidence of followers
- Building personal credibility as a leader
- Leading successfully during tense and complex situations
- Navigating the transition to a new role
- Creating systemic strategies and structures to address organizational talent needs
Let’s Dive Right In

For 5 days, our highly-qualified instructors invite participants to join them in a dynamic, group-driven learning atmosphere designed specifically to address the challenges faced by executives and functional leaders.

Business Simulation and Real-World Challenge

It’s one thing to have an intellectual understanding of a concept, but to experience it makes it all the more real. During a high-impact business simulation, participants experience their job in a whole new way, complete with real-life practice and real-time feedback.

Personalized Feedback

A customized 360-degree assessment reveals strengths, growth opportunities, and what matters most for the success and effectiveness of each leader.

Cutting-Edge Research

Our Leading for Organizational Impact program was expertly designed using the latest research-based content that focuses on the issues that matter most for leaders of functions and divisions.

Build Connections

The opportunity to build a network of supportive peers and fellow senior leaders who are on the same path and facing similar challenges.

“The course was an exceptional opportunity for me to explore my own leadership but to also understand more about those around me in my organization. The program feedback enabled me to reflect on my own strengths as well as areas that I wish to improve in my leadership. I have found that I was able to return to my organization with a renewed but informed sense of clarity around the goals that I wish to work on. I would recommend this course to all who are genuinely interested in challenging themselves and growing in their leadership.”

~ Leisa Harper, Principal, Fraser Coast Anglican College
PREPARE — GETTING STARTED
Before the program begins, participants complete several web-based assessments, including a 360-degree assessment, self-assessments, and an interview with their colleague. These will help establish a foundation for significant personal and professional growth.

ENGAGE
PROGRAM AGENDA

<table>
<thead>
<tr>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
<th>DAY 5</th>
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<tbody>
<tr>
<td>Setting</td>
<td>Delivering</td>
<td>Leading the</td>
<td>Integrating Multiple</td>
<td>Transferring the</td>
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<tr>
<td>Direction</td>
<td>Results</td>
<td>Function</td>
<td>perspectives</td>
<td>Learning</td>
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<tr>
<td>- Leading the Function Challenges</td>
<td>- Day-Long Business Simulation: Looking Glass Inc.®</td>
<td>- Group Discussion and Debrief</td>
<td>- Leading the Function 360</td>
<td>- Planning for Action</td>
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<td></td>
<td>- Introduction to SBI Model</td>
<td>- Peer and Faculty Feedback</td>
<td>- Looking Glass Inc.®: A New Reflection Group</td>
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<tr>
<td></td>
<td>- Introduction to and Preparation for Looking Glass Inc.® Simulation</td>
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<td>- Discussion and Debrief</td>
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<td>- Resource Groups</td>
<td>- Behavior-Based Feedback Model</td>
<td>- Group Dinner</td>
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APPLY — SUSTAIN YOUR LEARNING
Following the live experience, leaders continue to apply the learning through the Reflections® 360 survey; access to CCL Compass™ to help turn 360 feedback data into actionable insights and immediate next steps; and induction into the CCL Connect alumni community.

How to get in touch
Leadership at this level is challenging. We’re here to help. Give us a call at +1 336 545 2810 or visit ccl.org/LOI to register.