LEADING FOR ORGANIZATIONAL IMPACT

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 organizations.

For strategy to actually work, perspective is essential.

At a Glance

<table>
<thead>
<tr>
<th>Leader Level</th>
<th>Executives and Senior leaders</th>
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<tbody>
<tr>
<td>Length</td>
<td>5-day intensive</td>
</tr>
<tr>
<td>Class Size</td>
<td>24</td>
</tr>
<tr>
<td>Instructor / Participant Ratio</td>
<td>1:8</td>
</tr>
<tr>
<td>Format</td>
<td>In person</td>
</tr>
<tr>
<td>Location</td>
<td>Americas, APAC, EMEA</td>
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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.

WHAT PARTICIPANTS 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
WHY CHOOSE LEADING FOR ORGANIZATIONAL IMPACT?

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
PREPARING FOR THE PROGRAM: BEGIN THE JOURNEY

Prior to the live program, participants prepare for the experience by completing the required online pre-work. This includes inviting their 360-degree feedback raters and taking their self-assessments. This preparation ensures maximum benefit from the program and supports personal and professional growth.

ENGAGING IN THE EXPERIENCE: 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 Direction</td>
<td>Delivering Results</td>
<td>Leading the Function</td>
<td>Integrating Multiple Perspectives</td>
<td>Transferring the 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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<tr>
<td>• Workplace Big Five Profile™</td>
<td>• Leading for Organizational Impact Survey</td>
<td>• Decision-Making and Impact on Organization</td>
<td>• Synthesis and Next Steps: Compass®</td>
<td>• Resource Groups</td>
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<tr>
<td>• Introduction to SBI Model</td>
<td>• Behavior-Based Feedback Model</td>
<td>• Peer and Faculty Feedback</td>
<td>• Looking Glass, Inc.®: A New Reflection Group</td>
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<tr>
<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>
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<td>• Group Dinner</td>
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APPLYING THE LEARNING: LIVE YOUR STORY

Following the intensive program experience, learning support continues. Participants receive access to toolkits, job aids, and other resources to help them understand their 360 feedback data, plan their next steps, and sustain their learning.

How to get in touch
Leaders need support to succeed. We’re here to provide it.

Give us a call at +1 336 545 2810 or learn more at ccl.org/LOI