Leading for Organizational Impact: The Looking Glass Experience
It’s all important. We know.

This program is for senior executives responsible for organizational functions, divisions or business units. Their scope may be local, regional or global.

Senior leaders of organizational functions or divisions have proven track records and impressive skills. But expertise and past success aren’t everything. Leadership at this level requires something more. Leaders of functions are challenged to:

- **UNDERSTAND AND NAVIGATE MARKET FORCES** including global and economic trends, networks and business cycles.
- **SHOW AGILITY** to deal with strategy, people, processes and systems across the organization.
- **STRENGTHEN RELATIONSHIPS** to bridge differences and build strategic ties.
- **BALANCE COMPETING PRIORITIES** when everything is important and personal reserves are slim.

The Center for Creative Leadership (CCL®) understands that senior leaders face immense challenges and the bar for effective leadership is high.
We're committed to delivering Results That Matter: visit www.ccl.org/loi

Enhance your ability to lead a function or division while balancing short-term and long-term strategic perspectives.

Why Leading for Organizational Impact?

- A powerful, proven GLOBAL BUSINESS SIMULATION—Looking Glass, Inc.—is at the heart of the program.
- A customized 360-degree assessment—Leading the Function 360—shows WHAT MATTERS MOST FOR SUCCESS and the effectiveness of each leader.
- 1:8 faculty-to-participant ratio. Faculty offer DETAILED FEEDBACK, in-depth simulation debriefs and INDIVIDUAL DISCUSSIONS.
- RESEARCH-BASED CONTENT draws on the experience of thousands of functional-level leaders.
- At least 30 sessions are offered GLOBALLY each year at locations in North America, Europe and across the world.

This five-day program provides:

- UNDERSTANDING of leadership and organizational challenges—and ways to be more effective.
- EXPERIENCE that reinforces the impact of the leader on the organization.
- MOMENTUM to apply learning immediately back in the workplace.
Leading for Organizational Impact focuses on the leadership skills that drive and sustain organizational success.

The program revolves around a global, day-in-the-life business simulation that provides a clear view of how individual leaders work across boundaries, adopt a strategic perspective and impact organizational outcomes.

This program leverages an approach that utilizes three development phases – Prepare, Engage and Apply. Each phase advances the participant in their learning and provides the support necessary for maximum learning transfer and sustainable impact.

Prepare:
Before the program week, participants, plus selected direct reports, peers and supervisors, complete several web-based assessments.

Engage:
Led by highly qualified faculty, the program addresses key challenges faced by senior leaders through a personalized leadership experience. For five days, participants gain insights and experiences that challenge, inspire and teach. Much of the program revolves around a global, day-in-the-life business simulation that provides a clear view of how individual leaders work across boundaries, adopt a strategic perspective and impact organizational outcomes. Leaders connect the simulation experience to their specific challenges and personal development needs. Before leaving the class, each participant will create a plan for moving forward based on the leadership competencies that matter most for success in their organization.

Apply:
At the end of five days, participants will return to their job and begin implementing the plan they created in the classroom. CCL will continue to support the participant and help them apply what they learned by providing additional development resources and ongoing communications.
What will participants gain as a result of the program?

The ability to:

1. Navigate the organization as they take on a broader scope of responsibility.
2. Work more effectively across boundaries to build strategic ties and gain new perspectives.
3. Draw on deeper self-awareness to leverage leadership and boost personal resilience.
4. Balance tactical concerns with strategic possibilities to respond to and influence market forces.
CCL’s leadership programs can be customized or delivered at your place of business to best fit the goals of your organization, department or team.

When you invest in leadership programs for multiple managers and executives on an annual basis, you will receive additional tools and resources to develop your talent. As an added benefit, we pass on the savings to you.

Call us today to learn about registering multiple participants, customization or on-site delivery.
Who will be joining you in the Leading for Organizational Impact program?

Participants come from a wide variety of industries, organizations and backgrounds. They represent corporate, governmental and nonprofit organizations.

**Participant Mix:**
- 72% Business Sector
- 15% Private/Nonprofit Sector
- 13% Public Sector

**Organization Size:**
- 27% 1,000-4,999
- 30% 100-999
- 25% 10,000+
- 10% 5,000-9,999
- 8% 1-99
- 8% 5,000-9,999

**Tuition***: $8,200

**Tuition**: $11,300

**Tuition**: 7200€**

**Length**: 5 days

**Average Class Size**: 24

**Instructor/Participant Ratio**: 1:8

**Locations**:
- Greensboro, NC; San Diego, CA; Brussels, Belgium; Singapore
- (Additional program locations are offered through network associates.)

**Language**: English

**Scale-up Option**: Send multiple managers to CCL or run a customized program at your location.

*Tuition price is based on regional point of delivery and is subject to change.

**Excluding VAT.
Leading for Organizational Impact: 
*The Looking Glass Experience* Registration

To speak with someone immediately, register by phone or learn about customized options, contact us:

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Register online: www.ccl.org/loi

The Center for Creative Leadership (CCL®) is a global provider of leadership development and research. Ranked among the world’s Top 10 institutions for executive education by *Financial Times* and *Bloomberg Businessweek*, it helps clients leverage leadership to drive results that matter.