LEADERSHIP DEVELOPMENT PROGRAM GUIDE
OPEN ENROLLMENT

We don’t just develop leaders.
We change lives.
You don’t just go through our leadership program.  
You go through a transformation.

Our open enrollment programs are designed for everyone from emerging leaders who are learning the basic skills to experienced leaders who manage large organizations. We provide the tools to succeed in your current role and the ongoing support to help you get ahead.

**PERSONALIZED ATTENTION** – A high faculty-to-student ratio provides the individual attention that fosters personalized support.

**ASSESSMENT AND FEEDBACK** – The power of 360-degree feedback combined with individual assessments offers a well-rounded picture of strengths, development needs, and leadership styles—frequently cited as the most valuable part of our programs.

**A SAFE ENVIRONMENT** – A safe, confidential environment is created for candid sharing and experimenting with new behaviors vital to development.

**EXPERIENTIAL LEARNING** – Special activities and breakout sessions offer participants the chance to practice new behaviors while learning from their program peers.

**GOAL SETTING** – Participants are given time to integrate the lessons of their leadership training experience and encouraged to create personal and professional goals.

**PEER LEARNING** – Program participants interact with and learn from peers at other companies who face similar challenges.

**ONGOING SUPPORT** – Because we are committed to our participants’ sustained success, we provide continuing support, development, and shared learning opportunities to our program graduates through suggested application exercises and free membership to our CCL Connect Alumni Community.

*Let’s get your transformation started today.*
Choose Your Leader Level.

**LEADER LEVEL CHALLENGES**

**LEADING SELF**
- Prepare for management or leadership role
- Build a common leadership language within an organization
- Increase personal effectiveness and performance

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

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

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

**LEADING THE ORGANIZATION**
- 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
Choose Your Development Program.

- LEADING SELF
- LEADING OTHERS
- LEADING MANAGERS
- LEADING THE FUNCTION
- LEADING THE ORGANIZATION

CCL Open Enrollment Programs Build the most critical skills for success at each level of leadership. They are driven by essential outcomes and focused on key requirements for success at each level. Our proven model of development integrates assessment, challenge, and support, helping leaders internalize essential lessons and create action plans for improvement.

### Core Development Programs

<table>
<thead>
<tr>
<th>COURSE</th>
<th>DELIVERY METHOD</th>
<th>WHO SHOULD ATTEND</th>
<th>DESCRIPTION</th>
<th>TRAINER/PARTICIPANT RATIO</th>
<th>LENGTH OF PROGRAM</th>
<th>PROGRAM LOCATIONS</th>
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<tbody>
<tr>
<td>LEAD 4 SUCCESS™</td>
<td>Live Online</td>
<td>First-time managers or emerging leaders without direct reports</td>
<td>Moves leaders from average to high performing by developing the 4 fundamental skills (self-awareness, learning agility, influence, and communication) that leaders at any level need to master for success</td>
<td>1:16</td>
<td>16 hours—4 half days Live Online</td>
<td>Online</td>
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<tr>
<td>FRONTLINE LEADER IMPACT</td>
<td>Moderated Online</td>
<td>Leaders of individual contributors</td>
<td>Expands your leadership experience while focusing on six key competencies that are essential for all frontline managers to master</td>
<td>1:24</td>
<td>18 hours self-paced over 6 weeks</td>
<td>Online</td>
</tr>
<tr>
<td>MAXIMIZING YOUR LEADERSHIP POTENTIAL</td>
<td>Live Online</td>
<td>Leaders of individual contributors</td>
<td>Guides participants in making the shift from successful individual contributor to effective manager by learning to understand others, motivate others, and meet the needs of diverse teams</td>
<td>1:14</td>
<td>Online: 20 hours over 5 days</td>
<td>Online Americas APAC EMEA</td>
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<tr>
<td></td>
<td>Face-to-Face</td>
<td></td>
<td></td>
<td></td>
<td>Face-to-Face: 3 days</td>
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Choose Your Development Program.

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<tr>
<td>LEADERSHIP DEVELOPMENT PROGRAM (LDP)®</td>
<td>Live Online Face-to-Face</td>
<td>Experienced leaders who lead other managers or senior professional staff</td>
<td>Strengthens your ability to manage complexity, balance competing priorities, and collaborate—up, down, and across the organization—to drive tangible results</td>
<td>1:12</td>
<td>5 days</td>
<td>Online Americas APAC EMEA</td>
</tr>
<tr>
<td>LEADING FOR ORGANIZATIONAL IMPACT: THE LOOKING GLASS EXPERIENCE</td>
<td>Face-to-Face</td>
<td>Senior leaders of organizational functions or divisions</td>
<td>Enhances your ability to lead while balancing tactical concerns with strategic priorities to improve decision-making</td>
<td>1:8</td>
<td>5 days</td>
<td>Americas APAC EMEA</td>
</tr>
<tr>
<td>LEADERSHIP AT THE PEAK</td>
<td>Face-to-Face</td>
<td>Top executives leading the enterprise</td>
<td>Maximizes personal leadership power to develop clear action plans for organizational challenges, clarify organizational vision, and improve external influence skills with boards, shareholders, partners, and critical stakeholders</td>
<td>1:6</td>
<td>5 days</td>
<td>Americas APAC EMEA</td>
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SPECIALIZED 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.

### Specialized Programs

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<td>BETTER CONVERSATIONS &amp; COACHING LEVEL 1</td>
<td>Live Online</td>
<td>HR leaders, as well as leaders at any level or function who want to improve their coaching skills</td>
<td>Working in small groups of 4, each paired with a coaching expert, leaders will learn proven techniques to accelerate development and mastery of coaching skills</td>
<td>1:4</td>
<td>20 hours Live Online (20 hours over 5 days) plus 10 additional hours of asynchronous work, group practice, and mentor coaching (for a total of 30 hours)</td>
<td>Online</td>
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<tr>
<td>BETTER CONVERSATIONS EVERY DAY™</td>
<td>Live Online</td>
<td>Better Conversations Every Day is for everyone at every level of an organization</td>
<td>Creates a common mindset, skillset, and language and equips leaders with the tools to break down communication barriers and bring your business strategy to life</td>
<td>1:24: participants also work in small groups of 4 each paired with an executive coach</td>
<td>Kickoff + 8 hours over 2 days</td>
<td>Online</td>
</tr>
<tr>
<td>ASSESSMENT CERTIFICATION</td>
<td>Self-directed Online</td>
<td>HR managers, executive coaches, and consultants</td>
<td>Prepares you to design, implement, and facilitate feedback using CCL’s 360-degree assessments and includes lifetime access to an online resource library</td>
<td>Rolling enrollment</td>
<td>10 hours</td>
<td>Online</td>
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STEP 3

CONTACT US TODAY OR VISIT WWW.CCL.ORG/LEADERSHIP-PROGRAMS TO LEARN MORE.
The Center for Creative Leadership (CCL)® is a top-ranked, global, nonprofit provider of leadership development. Over the past 50 years, we've worked with organizations of all sizes from around the world, including more than 2/3 of the Fortune 1000. Our cutting-edge solutions are steeped in extensive research and our work with hundreds of thousands of leaders at all levels.