Open Enrollment Program Guide

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 customized development.

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 the experimentation 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. Custom program participants often spend time with managers from across their business, facilitating internal collaboration.

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 our CCL Connect Alumni Community. Learn more.

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

The Open Enrollment (OE) Program Guide is an at-a-glance overview of the flexible suite of development resources targeted to five levels of leaders:

<table>
<thead>
<tr>
<th>LEADER LEVEL</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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</table>
| **LEADING SELF** | • Prepare for management or leadership role  
  • Build a common leadership language within an organization  
  • Increase personal effectiveness and performance | • Establishing credibility  
  • Leading with purpose  
  • Delivering results  
  • Doing whatever it takes  
  • Interpersonal savvy  
  • Embracing flexibility  
  • Tolerating ambiguity  
  • Understanding one’s own values and culture |
| **LEADING OTHERS** | • Transition from individual performer to leading a team  
  • Build relationships to get work done  
  • Deal effectively with conflict  
  • Solve problems successfully | • 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 |
| **LEADING MANAGERS** | • Integrate cross-functional perspectives in decisions  
  • Handle complexity  
  • Manage politics  
  • Sell ideas to senior leaders  
  • Select and lead managers for high performance | • Thinking and acting systemically  
  • Managing organizational complexity  
  • Negotiating adeptly  
  • Selecting and developing others  
  • Taking risks  
  • Implementing change  
  • Managing globally dispersed teams  
  • Building resiliency |
| **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 | • Being visionary  
  • Driving results  
  • Strategic thinking and acting  
  • Creating engagement  
  • Identifying innovation opportunities for new businesses  
  • Working across boundaries  
  • Leading globally |
| **LEADING THE ORGANIZATION** | • Set organizational direction  
  • Foster alignments across the organization  
  • Gain commitment for performance  
  • Refine and build strong executive persona | • 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

CORE DEVELOPMENT 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.

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.

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<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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<tr>
<td>LEAD 4 SUCCESS™</td>
<td>Live Online</td>
<td>Emerging Leaders with no Direct Reports or First Time Managers</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>1:12</td>
<td>30-minute program orientation is followed by 16 hours of learning divided into 4 ½ day sessions.</td>
<td>Online</td>
<td>$1,650 1,500€</td>
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<tr>
<td>LEADERSHIP FUNDAMENTALS</td>
<td>Classroom</td>
<td>Individual contributors, professional staff, and emerging leaders</td>
<td>Introduces the fundamentals of effective leadership by helping participants develop a personal leadership brand, move beyond comfort zones to work with others, solve problems, and drive results.</td>
<td>1:25</td>
<td>2 days</td>
<td>Greensboro, NC; San Diego, CA; Singapore; and Brussels, Belgium</td>
<td>$1,900 $2,480 1,900€</td>
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<tr>
<td>FRONTLINE LEADER IMPACT</td>
<td>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></td>
<td>18 hours Over 6 weeks</td>
<td>Online</td>
<td>$1,500</td>
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<td>MAXIMIZING YOUR LEADERSHIP POTENTIAL</td>
<td>Classroom</td>
<td>Leaders of individual contributors</td>
<td>Guides participants in making the shift from successful individual contributor to effective manager by helping them acquire the ability to understand others, motivate others, and meet the needs of diverse teams.</td>
<td>1:12</td>
<td>3 days</td>
<td>Greensboro, NC; San Diego, CA; Singapore; and Brussels, Belgium</td>
<td>$4,400; $5,680; 3,900€</td>
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<td>THE EFFECTIVE LEADER™</td>
<td>Live Online</td>
<td>Experienced leaders who lead other managers or senior professional staff</td>
<td>Prepares leaders for the ever-changing needs of the new world of work by developing critical skills needed to succeed: leading virtual teams, building resiliency, collaborating with others, and solving complex challenges</td>
<td>1:12</td>
<td>17.5 hours; 90-minute kick-off session one week prior to the course start date is followed by 4 hours per day over 4 days.</td>
<td>Online</td>
<td>$3,700; $5,700</td>
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<td>LEADERSHIP DEVELOPMENT PROGRAM (LDP)®</td>
<td>Classroom</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>Greensboro, NC; San Diego, CA; Colorado Springs, CO; Singapore; and Brussels, Belgium</td>
<td>$7,600; $10,380; 6,900€</td>
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<td>LEADING ACROSS THE ORGANIZATION™</td>
<td>Live Online</td>
<td>Senior Leaders of Organizational Functions or Divisions</td>
<td>Provides leaders of divisions or functions who have the tactical skills needed for success, with a high-impact learning experience that challenges them to develop a more strategic mindset.</td>
<td>1:8</td>
<td>17.5 hours; 90-minute kick-off session one week prior to the course start date is followed by 4 hours per day over 4 days.</td>
<td>Online</td>
<td>$4,100</td>
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<td>LEADING FOR ORGANIZATIONAL IMPACT: THE LOOKING GLASS EXPERIENCE</td>
<td>Classroom</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>Greensboro, NC; San Diego, CA; Singapore; and Brussels, Belgium</td>
<td>$8,200; $11,300; 7,400€</td>
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<td>LEADERSHIP AT THE PEAK</td>
<td>Classroom</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>Colorado Springs, CO; Switzerland; and Singapore</td>
<td>$12,800; $19,880; 11,000€</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.

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<td>LEADING STRATEGICALLY</td>
<td>Classroom</td>
<td>Upper-level executives and senior leaders whose work has strategic implications for their organizations</td>
<td>Provides senior leaders with the tools and practice to apply new leadership skills to more effectively align and execute strategy.</td>
<td>1:12</td>
<td>5 days</td>
<td>Colorado Springs, CO; and Brussels, Belgium</td>
<td>$7,800 7,500€</td>
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<td>BETTER CONVERSATIONS &amp; COACHING</td>
<td>Live Online Classroom</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 four, 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>3 days</td>
<td>Brussels, Belgium; Colorado Springs, CO; Greensboro, NC; San Diego, CA</td>
<td>$4,200 3,800€</td>
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<tr>
<td>BETTER CONVERSATIONS EVERY DAY™</td>
<td>Live Online</td>
<td>Everyone can benefit from better conversations. 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 facilitator to 24 participants; participants also work in small groups of 4 each paired with an executive coach</td>
<td>9 hours, 1-hour live kick-off on Day 1, followed by two ½ day increments on Days 2 and 3.</td>
<td>Online</td>
<td>$1,350 1,200€ $51,500€</td>
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<tr>
<td>CCL’S ASSESSMENT CERTIFICATION</td>
<td>Live Online Classroom</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>1:12 (Classroom) Online option is self-paced</td>
<td>2 days (Classroom) 10 hours (Online)</td>
<td>Virtual, Greensboro, NC; San Diego, CA; and Brussels, Belgium</td>
<td>$2,100 1,900€</td>
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<tr>
<td>WOMEN’S LEADERSHIP EXPERIENCE</td>
<td>Classroom</td>
<td>Women who are leading managers or functions</td>
<td>A bold three-month development engagement designed to equip women who are already proven leaders with the knowledge and skills needed to have greater impact and broader influence within their organizations.</td>
<td>1:12</td>
<td>Multi-Phase: 3 days face-to-face; 3 months intersession; 2 days face-to-face</td>
<td>Greensboro, NC; and San Diego, CA</td>
<td>$9,100</td>
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STEP 3

Call today.

CALL US TODAY OR VISIT WWW.CCL.ORG/PROGRAMS FOR A LIST OF OUR PROGRAM DATES.
The Center for Creative Leadership (CCL®) is a top-ranked global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations, and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world’s top providers of executive education, CCL has offices in countries worldwide.