



Center for
Creative
Leadership®

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.

SUSTAINABLE LEARNING – Development is a process—not a one-time event. CCL's programs offer coaching sessions, webinars, white papers, and eLearning to apply and sustain participants' learning experience.

NETWORKING – Participants in open-enrollment programs interact with peers from other companies who face similar challenges.

Let's get your transformation started today.



STEP

1 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:

LEADER LEVEL	CHALLENGES	COMPETENCIES
<p>1 LEADING SELF</p> <p>INDIVIDUAL CONTRIBUTORS, PROFESSIONAL STAFF, AND EMERGING LEADERS</p>	<ul style="list-style-type: none"> • Prepare for management or leadership role • Build a common leadership language within an organization • Increase personal effectiveness and performance 	<ul style="list-style-type: none"> • Establishing credibility • Leading with purpose • Delivering results • Doing whatever it takes • Interpersonal savvy • Embracing flexibility • Tolerating ambiguity • Understanding one's own values and culture
<p>2 LEADING OTHERS</p> <p>LEADERS OF INDIVIDUAL CONTRIBUTORS</p>	<ul style="list-style-type: none"> • Transition from individual performer to leading a team • Build relationships to get work done • Deal effectively with conflict • Solve problems successfully 	<ul style="list-style-type: none"> • 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
<p>3 LEADING MANAGERS</p> <p>EXPERIENCED LEADERS WHO LEAD OTHER MANAGERS OR SENIOR PROFESSIONAL STAFF</p>	<ul style="list-style-type: none"> • Integrate cross-functional perspectives in decisions • Handle complexity • Manage politics • Sell ideas to senior leaders • Select and lead managers for high performance 	<ul style="list-style-type: none"> • Thinking and acting systemically • Managing organizational complexity • Negotiating adeptly • Selecting and developing others • Taking risks • Implementing change • Managing globally dispersed teams • Building resiliency
<p>4 LEADING THE FUNCTION</p> <p>SENIOR LEADERS OF ORGANIZATIONAL FUNCTIONS OR DIVISIONS</p>	<ul style="list-style-type: none"> • Set vision and build toward the future • Balance trade-offs between the short-and long-term • Align the organization for strategy implementation 	<ul style="list-style-type: none"> • Being visionary • Driving results • Strategic thinking and acting • Creating engagement • Identifying innovation opportunities for new businesses • Working across boundaries • Leading globally
<p>5 LEADING THE ORGANIZATION</p> <p>TOP EXECUTIVES LEADING THE ENTERPRISE</p>	<ul style="list-style-type: none"> • Set organizational direction • Foster alignments across the organization • Gain commitment for performance • Refine and build strong executive persona 	<ul style="list-style-type: none"> • 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



STEP
2

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 grounded in CCL’s “Fundamental Four” leader competencies, 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.

Fundamental Four Leader Competencies

- SELF-AWARENESS
- LEARNING AGILITY
- INFLUENCE
- COMMUNICATION

Core Development Programs

COURSE	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	PROGRAM LOCATIONS	TUITION
LEADERSHIP FUNDAMENTALS ● www.ccl.org/lf	Individual contributors, professional staff, and emerging leaders	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.	1:25	2 days	Greensboro, NC; San Diego, CA; Singapore; and Brussels, Belgium	\$1,900 S\$2,480 1,900€
MAXIMIZING YOUR LEADERSHIP POTENTIAL ● www.ccl.org/mlp	Leaders of individual contributors	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.	1:12	3 days	Greensboro, NC; San Diego, CA; and Brussels, Belgium	\$4,400 3,900€
LEADERSHIP DEVELOPMENT PROGRAM (LDP)[®] ● www.ccl.org/ldp	Experienced leaders who lead other managers or senior professional staff	Strengthens your ability to manage complexity, balance competing priorities, and collaborate—up, down, and across the organization—to drive tangible results.	1:12	5 days	Greensboro, NC; San Diego, CA; Colorado Springs, CO; Singapore; and Brussels, Belgium	\$7,400 S\$9,980 6,900€
LEADING FOR ORGANIZATIONAL IMPACT: THE LOOKING GLASS EXPERIENCE ● www.ccl.org/loi	Senior leaders of organizational functions or divisions	Enhances your ability to lead while balancing tactical concerns with strategic priorities to improve decision-making.	1:8	5 days	Greensboro, NC; San Diego, CA; Singapore; and Brussels, Belgium	\$8,100 S\$11,300 7,400€
LEADERSHIP AT THE PEAK ● www.ccl.org/lap	Top executives leading the enterprise	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.	1:6	5 days	Colorado Springs, CO; Switzerland; and Singapore	\$12,000 S\$19,880 11,000€

* ● LEADING SELF ● LEADING OTHERS ● LEADING MANAGERS ● LEADING THE FUNCTION ● LEADING THE ORGANIZATION

SPECIALIZED SKILL DEVELOPMENT PROGRAMS provide deep insight and practical tools for success whether leaders need to sharpen their experience in strategic leadership, build critical coaching skills, successfully lead innovation, or create commitment in a team.

Specialized Skill Development Programs

COURSE	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	PROGRAM LOCATIONS	TUITION
LEADING STRATEGICALLY ●● www.ccl.org/lsp	Upper-level executives and senior leaders whose work has strategic implications for their organizations	Provides senior leaders with the tools and practice to apply new leadership skills to more effectively align and execute strategy.	1:12	5 days	Colorado Springs, CO; and Brussels, Belgium	\$7,700 7,500€
LEADING TEAMS FOR IMPACT ●●● www.ccl.org/ltfi	Leaders of cross-functional or dispersed teams	Gives leaders the skills needed to overcome group challenges, maximize team performance, and achieve the results that positively impact the organization.	1:10	4 days	Colorado Springs, CO	\$5,500
COACHING FOR GREATER EFFECTIVENESS ●●● www.ccl.org/cge	Leaders responsible for managing, coaching, or leading others	Provides a framework and the skills leaders need to ask the right questions, encourage exploration, build trust, listen for understanding, and offer effective feedback for effective coaching.	1:4	3 days	Greensboro, NC and Singapore	\$3,950 \$5,980
ASSESSMENT CERTIFICATION WORKSHOP ●●●● www.ccl.org/acw	HR managers, executive coaches, and consultants	Prepares you to design, implement, and facilitate feedback using CCL's 360-degree assessments and includes lifetime access to an online resource library.	1:12	2 days	Greensboro, NC; San Diego, CA; and Brussels, Belgium	\$2,100 1,900€
NAVIGATING CHANGE ●●● www.ccl.org/nvc	Leaders of individual contributors or managers	Builds skills necessary to successfully lead the implementation of organizational change initiatives.	1:18	2 days	Greensboro, NC; Singapore; and Brussels, Belgium	\$2,500 \$3,280 2,500€
DRIVING RESULTS THROUGH INNOVATION LEADERSHIP ●●● www.ccl.org/dril	Leaders of individual contributors or managers	Equips managers to champion innovation throughout their organization.	1:18	2 days	San Diego, CA; Singapore; and Brussels, Belgium	\$2,500 \$3,280 1,900€

* ● LEADING SELF ● LEADING OTHERS ● LEADING MANAGERS ● LEADING THE FUNCTION ● LEADING THE ORGANIZATION

SPECIALIZED AUDIENCE DEVELOPMENT 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 Audience Programs

COURSE	WHO SHOULD ATTEND	DESCRIPTION	TRAINER/PARTICIPANT RATIO	LENGTH OF PROGRAM	PROGRAM LOCATIONS	TUITION
WOMEN'S LEADERSHIP EXPERIENCE ●●● www.ccl.org/wle	Women who are leading managers or functions	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.	1:12	Multi-Phase: 3 days face-to-face; 3 months intersession; 2 days face-to-face	Greensboro, NC; and San Diego, CA	\$8,900
COACHING FOR HUMAN RESOURCE PROFESSIONALS ●●● www.ccl.org/chrp	Mid- to senior-level HR professionals	Provides HR professionals with the skills necessary to understand and build the coaching relationship.	1:4	3 days	Colorado Springs, CO; Brussels, Belgium; and Singapore	\$4,200 \$5,680 3,800€
LEADERSHIP DEVELOPMENT FOR HUMAN RESOURCE PROFESSIONALS ●●● www.ccl.org/ldhrp	Mid- to senior-level HR professionals	Intense learning environment aimed at giving professionals the information, tools, and practice opportunities to shift the HR role from functional to strategic.	1:12	4 days	Colorado Springs, CO	\$6,000
ADVANCING TECHNICAL WOMEN ●●● www.ccl.org/atw	Early- to mid-career women in scientific or technical fields from all industries	Provokes, empowers, and catalyzes high-potential women in technical and scientific positions to break through mid-career barriers and rise to senior and leadership roles.	1:17	Multi-Phase: 2 days face-to-face; 3 months intersession; 2-hour webinar	Varies; view locations	\$2,900



STEP
3 Call today.

CALL US TODAY OR VISIT
WWW.CCL.ORG/PROGRAMS
FOR A LIST OF OUR PROGRAM DATES.



CCL - Americas
www.ccl.org

+1 800 780 1031 (U.S. or Canada)
+1 336 545 2810 (Worldwide)
info@ccl.org

Greensboro, North Carolina
+1 336 545 2810

Colorado Springs, Colorado
+1 719 633 3891

San Diego, California
+1 858 638 8000

CCL - Europe, Middle East, Africa
www.ccl.org/emea

Brussels, Belgium
+32 (0) 2 679 09 10
ccl.emea@ccl.org

Addis Ababa, Ethiopia
+251 118 957086
LBB.Africa@ccl.org

Johannesburg, South Africa
+27 (11) 783 4963
southafrica.office@ccl.org

Moscow, Russia
+7 495 662 31 39
ccl.cis@ccl.org

CCL - Asia Pacific
www.ccl.org/apac

Singapore
+65 6854 6000
ccl.apac@ccl.org

Gurgaon, India
+91 124 676 9200
cclindia@ccl.org

Shanghai, China
+86 182 0199 8600
ccl.china@ccl.org