ACCELERATE BOLD STRATEGIES THAT DRIVE SUSTAINABLE RESULTS.
WHAT WE PROMISE, WE DELIVER.


What matters most to you?
How individuals thrive, better themselves and lead others? How interdependent teams thrive, collaborate to realize organizational goals and build sustainable performance cultures? How communities thrive, enable lives and advance futures?

What matters most to CCL?
Creating leaders who move their worlds.

CCL’s Levels of Impact:

Whatever your leadership challenges, we can help. CCL draws from a broad, deep array of proven capabilities to deliver the results that matter most to you.
Executing on strategy, addressing business challenges, building capability for the future – these are just some of the hard-hitting scenarios our clients are faced with in today’s VUCA environment – and CCL has developed a robust and effective way to help our clients approach these challenges in customized ways and from various starting points.

**We help to address the questions of:**

- Do we have the leadership strategy we need to execute our business strategy?
- Is our organization able to handle strategic challenges effectively?
- Do we understand and are we building the capabilities we’ll need to succeed in the future?
- Why aren’t we achieving our performance potential?
- Are we leading our change efforts in the best and most effective way?

"We had to appreciate that we had to change ourselves first in order to change the culture. CCL helped us talk to each other. ... Now we can openly challenge each other and achieve better outcomes because we can all be on the same page and work much faster."

Vance Tang, Former CEO
KONE Americas
Our Organizational Transformation work helps organizations change where they need to change and build the leadership capability to enable sustained performance.

How?
We start with Leadership Strategy – a process resulting in a roadmap for the development of the critical leadership capabilities in your organization. It explicitly links to your business strategy and the leadership culture, talent systems and organizational design elements necessary to execute on that business strategy.

Once a Leadership Strategy is set in place, we help organizations transform where necessary – a significant undertaking that requires an informed and tested approach. Our research and experience focuses on the whole system – a necessary perspective for lasting and impactful change.

More about our approach?
CCL meets you where you are. Whether you are involved in an organizational change initiative or you are wrestling with a major, immediate challenge, CCL has the breadth and flexibility to start where you need to start. From large-scale global plans to smaller, targeted initiatives, we’re experienced in working with CEOs and executive leadership teams or starting anywhere in the organization and building momentum.

Leadership Strategy
Aligns investments in leadership development with the goals, strategies and aspirations of your organization. Provides the roadmap for the development of leadership capability, explicitly linking your business strategy and aspirations to the leadership culture, talent systems and organizational design needed to support it.

“Every leader is aware of the value of a well-defined business strategy. Few, however, give thought to the leadership that will be required to implement strategies that call for changes in the direction or capabilities of the organization.”

William Pasmore, PhD
Center for Creative Leadership
CCL Core Capabilities
For more than 40 years, CCL has developed key capabilities to unlock your organization’s potential:

- **Change Leadership and Change Management**
  Increase the success rate of change by developing the people and culture simultaneously with systems and structures.

- **Leadership Culture**
  Build your ideal culture by discovering and changing the beliefs and practices that drive behavior.

- **Boundary Spanning**
  Leverage key techniques to bridge the silos in your organization.

- **Collaboration and Interdependence**
  Create an environment of ownership and interconnectedness that leads to results.

- **Polarity Management**
  Proactively address the complexity and seemingly opposing organizational tensions to achieve a higher purpose.

- **Innovation**
  Combat uncertainty by empowering new ideas, embracing new ways of working and leading an innovation culture.

- **Executive Leadership Teams**
  Strengthen individual and collective leadership within and across your executive leadership team.

- **Organizational Networks**
  Understand how to harness the power of networks within and beyond your organization.

- **Leading Strategy**
  Determine your key strategic drivers and how to lead strategy development and execution processes.

- **Organizational Design**
  Connecting the workings of organizational structure, systems and processes to business results and performance.

- **Talent Management & Sustainability**
  Developing a talent strategy and plan to ensure the best talent now and for the future.

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CCL researches and utilizes a broad array of tools, assessments and techniques to provide insight into aspects of leadership and the work environment that impact workgroup performance. For the complete list, visit www.ccl.org/levelsofimpact.

**Contact us today to get started.**
The people who have been through the programme have a maturity and a resilience that we’ve needed to get through tough times, and we will continue to rely on. Their perception of the organization is broader; they ask different questions. We’re seeing better planning and better execution.”

James Prior, Head of Executive Development
Barclaycard

It is clear the program has had a positive impact on our retention of valued employees. More of them are motivated to go above and beyond their defined role, feel they have opportunities to achieve personal career goals and say they have trust and confidence in our executive team.”

Sissy McKee, Leadership Program Director
Boehringer Ingelheim

Developing Leaders Poised to Succeed in the Face of Change and Complexity Delivering

Sustained organizational impact:
- 98% of participants report they are now more effective leaders.
- 75% indicated an increased readiness for leadership responsibilities.

“ Client Impact

Boehringer Ingelheim

Barclaycard

Connecting Strategy and Leader Development

Participants are developing and leveraging networks and relationships to drive company strategies:
- 100% increased both the size and quality of their internal and external networks,
- 100% leveraged their networks to benefit Barclaycard.

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A Critical Mass of Leaders Adapt, Collaborate

Sustained impact for the organization:

- Improvement in working across organizational boundaries and dealing with complex challenges.
- Improvements in clinical effectiveness, patient safety and patient satisfaction as a result of action learning projects.
- More comprehensive focus on diversity in the workplace.
- Clarity in partnerships with other healthcare facilities.

The CHP Leadership Academy has “delivered results for us — helping us manage change, develop a leadership cadre, and build an organization that grows through continuous learning.”

Jon Abeles, Senior Vice President
talent Management and Diversity
Catholic Health Partners

The leadership culture of KONE is absolutely changing as a result of our work with CCL.”

Vance Tang, Former CEO
KONE Americas

Strategic Success, Real Results by Transforming the Leadership Culture

Powerful organizational results:

- Customer satisfaction tripled.
- Employee engagement reached world-class levels.
- Safety incidents dropped over 70 percent.
- Market share and profits rose significantly.
- Senior leadership team chartered four strategy teams focused on leadership, profitable growth, environmental excellence and financial excellence.

Leadership development is ALL we do.

For nearly five decades, we have leveraged the power of leadership to transform individual leaders, teams, organizations and societies. Our innovative solutions are steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels – across six continents and 130 countries. More than a million leaders later, drawing from our extensive experiences and our expert faculty and staff around the globe, we help take your organization to new heights through leadership development.

We are ranked among the world’s Top 10 providers of executive education by Businessweek and the Financial Times, based on feedback from clients. So you can be confident we will deliver the results that matter most to you.

We create leaders who move their worlds. The results are transformative!