SHAPING THE WAY
LEADERSHIP PERSPECTIVES
ENABLE WHAT MATTERS MOST TO YOU

GUIDE TO DEVELOPING
LEADERS OF ALL LEVELS
The Center for Creative Leadership (CCL) has almost 50 years of experience in developing leaders around the world. Continually advancing focused research in the field of leadership development and over a decade of experience in APAC, we offer you a perceptive understanding of the challenges in today’s disruptive environments.

With a comprehensive array of solutions to develop your leaders, we believe that when it is done right, leadership development transforms individuals, teams, organizations, and society.

We don’t just develop leaders. We change lives.

PROVEN IMPACT
Experience transformation and impact your organization’s performance

Challenge
Organizations today are more aware than ever that leadership development is an important answer to their biggest challenges. But they need evidence that leadership programs provide the value and impact they expect. In many cases, the impact of these programs is not clearly defined.

Solution
An extensive analysis of global data proves that CCL’s leadership programs create measurable impact by:

Making leadership development a learning process, not just an event
Informing the learning experience with cutting-edge global research
Tying what participants learn in the classroom to key leadership challenges they face on the job

Impact
Results created through our leadership development programs:

- 94% effectiveness as a leader
- 97% preparation for future leadership responsibilities
- 97% relevant to the challenges they face
- 96% application to their job
- 97% of the participant’s colleagues reported organizational impact
- 81% of the participant’s colleagues rated the participant post-program as better than other leaders within or outside their organization
- 99% achieved success on their target goals

Based on responses from 5,000 participants and 8,765 of their colleagues 2–3 months after attending CCL programs.
BUILD LEADERSHIP CAPABILITY AND PERFORMANCE

DEVELOP THROUGH OUR CORE PROGRAMS

Open Enrollment Programs
Developing critical skills for success at each leader-level

DEVELOP THROUGH OUR SPECIALIZED PROGRAMS

Specialized Skill & Specialized Audience Development Programs
Providing leaders an immersion into specific leadership topics with highly focused experiences, deep insights and practical tools for success

DEVELOP THROUGH A CORPORATE MEMBERSHIP

Leadership impact for Everyone (L.I.F.E)
Designed exclusively for organizations in APAC, this is an affordable platform to jumpstart or fill the gaps of your leadership strategy

DEVELOP WITH LEAD-IT-YOURSELF SOLUTIONS

Workshop Kits
Single topic kits for your internal development that can be delivered by HR professionals or experienced team leaders at their own pace and space

Digital Learning
Learn, practice, and solve leadership challenges as they emerge at your own time and pace

DEVELOP YOUR ORGANIZATIONAL LEADERSHIP

Customized Solutions
Solve your specific business challenges to build and extend leadership capacity throughout your organization

Coaching Solutions
Taking leadership development to deeper and sustainable levels
### LEADERSHIP COMPETENCIES FOR REAL WORLD CHALLENGES UNIQUE TO EACH LEADER LEVEL

Match the right learning at the right time for your leader by focusing on the skills critical for success at each level. Fuel sustained impact and prepare your leaders for the future.

#### LEADER LEVEL

<table>
<thead>
<tr>
<th>LEADING THE ORGANIZATION</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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<tbody>
<tr>
<td></td>
<td>• Set organizational direction</td>
<td>• Creating and articulating vision</td>
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<tr>
<td></td>
<td>• Foster alignments across the organization</td>
<td>• Creating strategic alignment</td>
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<tr>
<td></td>
<td>• Gain commitment for performance</td>
<td>• Developing a leadership and talent strategy aligned with business strategy</td>
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<td></td>
<td>• Refine and build strong executive persona</td>
<td>• Leading the culture</td>
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<thead>
<tr>
<th>LEADING THE FUNCTION</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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<tbody>
<tr>
<td></td>
<td>• Set vision and build towards the future</td>
<td>• Being visionary</td>
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<td></td>
<td>• Balance trade-offs between the short- and long-term</td>
<td>• Driving results</td>
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<td></td>
<td>• Align the organization for strategy implementation</td>
<td>• Strategic thinking and acting</td>
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<thead>
<tr>
<th>LEADING MANAGERS</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Integrate cross-functional perspectives in decisions</td>
<td>• Thinking and acting systemically</td>
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<td></td>
<td>• Handle complexity</td>
<td>• Managing organizational complexity</td>
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<td></td>
<td>• Manage politics</td>
<td>• Negotiating adeptly</td>
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<td></td>
<td>• Sell ideas to senior leaders</td>
<td>• Selecting and developing others</td>
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<tr>
<td></td>
<td>• Select and lead managers for high performance</td>
<td>• Taking risks</td>
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<thead>
<tr>
<th>LEADING OTHERS</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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<tbody>
<tr>
<td></td>
<td>• Transition from individual performer to leading a team</td>
<td>• Coaching and developing others</td>
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<td></td>
<td>• Build relationships to get work done</td>
<td>• Leading team achievement</td>
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<tr>
<td></td>
<td>• Deal effectively with conflict</td>
<td>• Building and maintaining relationships</td>
</tr>
<tr>
<td></td>
<td>• Solve problems successfully</td>
<td>• Resolving conflict</td>
</tr>
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<tr>
<th>LEADING SELF</th>
<th>CHALLENGES</th>
<th>COMPETENCIES</th>
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<tbody>
<tr>
<td></td>
<td>• Prepare for management or leadership role</td>
<td>• Establishing credibility</td>
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<tr>
<td></td>
<td>• Build a common leadership language within an organization</td>
<td>• Leading with purpose</td>
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<tr>
<td></td>
<td>• Increase personal effectiveness and performance</td>
<td>• Delivering results</td>
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Build Critical Skills For Success At Each Leader Level
https://www.ccl.org/apac/open-enrollment-program/
DEVELOP THROUGH OUR CORE PROGRAMS

WHO SHOULD ATTEND
- Leadership at the Peak (LAP)
  Top executives leading the enterprise
- Leading for Organizational Impact: The Looking Glass Experience (LOI)
  Senior leaders of organizational functions or divisions
- Leadership Development Program (LDP)
  Experienced leaders who lead other managers of senior professional staff
- Maximizing Your Leadership Potential (MLP)
  Leaders of individual contributors
- Leadership Fundamentals (LF)
  Individual contributors, professional staff and emerging leaders

DESCRIPTION
- Leadership at the Peak (LAP)
  Strengthens your ability to lead while balancing tactical concerns with strategic priorities to improve decision-making.
- Leading for Organizational Impact: The Looking Glass Experience (LOI)
  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.
- Leadership Development Program (LDP)
  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.
- Maximizing Your Leadership Potential (MLP)
  Intensive, personalized feedback & coaching
- Leadership Fundamentals (LF)
  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.

SPECIAL FEATURES
- Leadership at the Peak (LAP)
  • Intensive individual and peer feedback
  • Half-day one-to-one coaching and two after your program experience coaching calls with CCL Coach
  • e-Learning to reinforce learning after your program experience
- Leading for Organizational Impact: The Looking Glass Experience (LOI)
  • Intense, personalized feedback & coaching
  • Interactive, hands-on format prepares participants to take action back at work
  • Coaching & take-home tools support newly enhanced skills of influencing, conflict resolution & communication
- Leadership Development Program (LDP)
  • Global business simulation: Looking Glass, Inc.
  • Detailed feedback from coworkers, CCL facilitators and classroom peers
  • Comprehensive suite of assessments creates deep self-awareness
- Maximizing Your Leadership Potential (MLP)
  • Intense, personalized feedback & coaching
  • Interactive, hands-on format prepares participants to take action back at work
  • Coaching & take-home tools support newly enhanced skills of influencing, conflict resolution & communication
- Leadership Fundamentals (LF)
  • Dynamic experiential exercise
  • Customized action plan, development toolkit and e-Learning
  • Lively, interactive peer-to-peer learning

LENGTH OF PROGRAM
- Leadership at the Peak (LAP) 5 Days
- Leading for Organizational Impact: The Looking Glass Experience (LOI) 5 Days
- Leadership Development Program (LDP) 5 Days
- Maximizing Your Leadership Potential (MLP) 3 Days
- Leadership Fundamentals (LF) 2 Days

PROGRAM DATES AND LOCATIONS
- Leading for Organizational Impact: The Looking Glass Experience (LOI) 2017: Sep 18 – 22
- Leadership Development Program (LDP) 2017: Sep 18 – 22
- Leadership Fundamentals (LF) 2017: Dec 11 – 15

TUITION
- Leadership at the Peak (LAP) $9,980
- Leading for Organizational Impact: The Looking Glass Experience (LOI) $12,680
- Leadership Development Program (LDP) $9,980
- Maximizing Your Leadership Potential (MLP) $5,680
- Leadership Fundamentals (LF) $2,480

FUNDAMENTAL LEADER COMPETENCIES ACROSS ALL LEVELS
- Self-Awareness
- Learning Agility
- Influence
- Communication

DEVELOP THROUGH A CORPORATE MEMBERSHIP

Leadership Impact for Everyone (L.I.F.E)
Gain access to world-class leadership development tools and develop up to 80 leaders at all levels in your organization.

- Leadership Gap Assessment
- In-house Leadership Workshop
- Full Collection of Leadership Guidebooks
- Specialized eCourses & Webinars

- Members Only Program Discounts
- Learning & Networking Events
- Annual Leadership Research Study

 DEVELOP WITH LEAD-IT-YOURSELF SOLUTIONS

Workshop Kits
Developed based on CCL research and experience, these half-day workshop kits enable you and your leaders to train your own teams.

Topics Available:
- Feedback that Works
- Influence: The Business of Getting Things Done
- Leading People Through Change
- Step Up to Conflict
- Selling Your Ideas
- Boundary Spanning Leadership

Digital Learning
Enabling learning to happen 24/7 at your leaders’ convenience through a comprehensive array of cutting-edge digital services and solutions.

- eCourse Plus
- eBooks
- Webinars
- Virtual Programs
- Digital Performance Support
**DEVELOP THROUGH OUR SPECIALIZED PROGRAMS**

**SPECIALIZED SKILL & SPECIALIZED AUDIENCE DEVELOPMENT PROGRAMS**

<table>
<thead>
<tr>
<th>Program</th>
<th>Who Should Attend</th>
<th>Description</th>
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<tbody>
<tr>
<td>Coaching for Greater Effectiveness (CGE)</td>
<td>Leaders responsible for managing, coaching or leading others</td>
<td>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.</td>
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<td>Leading Strategically (LS)</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>
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<tr>
<td>Leading Teams for Impact (LTI)</td>
<td>Leaders of cross-functional or dispersed teams</td>
<td>Gives leaders the skills needed to overcome group challenges, maximize team performance, and achieve the results that positively impact the organization.</td>
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<tr>
<td>Driving Results through Innovation Leadership (DRIL)</td>
<td>Leaders of individual contributors or managers</td>
<td>Equips managers to champion innovation throughout their organization.</td>
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<tr>
<td>Navigating Change (NVC)</td>
<td>Leaders of individual contributors or managers</td>
<td>Builds skills necessary to successfully lead the implementation of organizational change initiatives.</td>
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<tr>
<td>Coaching for Human Resource Professionals (CHRP)</td>
<td>Mid- to senior-level HR professionals</td>
<td>Provides HR professionals with the skills necessary to understand and build the coaching relationship.</td>
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<tr>
<td>The Woman Leader (tWL)*</td>
<td>Mid- to senior-level women managers with 8–15 years of work experience who aspire to rise up the ranks</td>
<td>A multi-phased experience that provides successful women leaders with the insights needed to expand their individual impact in the organization.</td>
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**DEVELOP YOUR ORGANIZATIONAL LEADERSHIP**

**Customized Solutions**

Enable your organization to develop the leadership competencies, capabilities and culture needed to meet specific challenges and business realities.

**CCL’s Approach**

For each organization, we deploy a consistent approach but the outcome is one-of-a-kind.

**Organizational Capabilities**

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<tr>
<th>Change Leadership</th>
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<tr>
<td>Ignite Innovation</td>
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<td>Talent Development</td>
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<td>Leadership Strategy</td>
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<tr>
<td>Leadership Culture</td>
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<tr>
<td>Executive Team Development</td>
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<tr>
<td>Executive Culture</td>
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**Coaching Solutions**

Our 600+ coaches worldwide have a deep understanding of your industry and the expertise to help an individual leader, team, or entire workforce unlock their full potential.

**Coaching Culture**

Better conversations, every day

**Executive Coaching**

Personalized development for ultra-high performance

**Leadership Program Support Coaching**

Reaffirm and reinforce leadership lessons

**Team Coaching**

Assessment, alignment, action, results

**Coaching Skills**

Bring the transformational power of coaching to your organization

**CCL’s Coaching Nexus™**

An intuitive portal created to support large-scale executive coaching engagements.

**Diagram:**

- Discover your business challenge
- Diagnose your leadership need
- Deliver your solution
- Discern the impact
- Develop the training and materials
- Design your customized initiative
CCL DELIVERS RESULTS THAT MATTER – SUSTAINED IMPACT FOR YOU, YOUR TEAM, YOUR BUSINESS, AND THE WORLD

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CCL’s global presence also includes campuses in the Americas, Europe, the Middle East, Africa with affiliated locations all around the world.

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