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.

### LEADERSHIP COMPETENCIES FOR REAL WORLD CHALLENGES UNIQUE TO EACH LEADER LEVEL

#### 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

#### LEADING THE FUNCTION
- Set vision and build towards the future
- Balance trade-offs between the short- and long-term
- Align the organization for strategy implementation
- Being visionary
- Driving results
- Thinking and acting strategically
- Creating engagement

#### 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

#### 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

#### 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

---

**CCL** is ranked among the world’s top 10 providers of executive education by *Businessweek* and the *Financial Times* based almost entirely on client feedback.

**Founded in 1970, CCL® offers an array of research-based programs, products, and services for leaders at all levels. Our approach is distinct. We work with you to discover your priorities and customize our unique leadership solutions to best fit your needs. Then we draw from a world of experience — across cultures, industries, and disciplines — and show you how to apply this universal perspective to your real-world concerns. We measure the effects of our work and yours to ensure meaningful impact.**

**CCL** will work with you to clarify your priorities so we can customize a unique experience to best fit your needs. But discovery does not stop there. It is a critical and ongoing element that is foundational throughout your journey.

**CCL** will work with you to determine which tailored mix of our Leadership Solutions will deliver the most meaningful results for you. We created many of the industry's best practices, and we also invest in research to continually evolve new approaches from proven successes.

**CCL** will help you measure the impact of our work — and yours — at critical points along the way, to ensure you are achieving your goals.

**CCL® is ranked among the world’s top 10 providers of executive education by *Businessweek* and the *Financial Times* based almost entirely on client feedback.**
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>WHO SHOULD ATTEND</th>
<th>DESCRIPTION</th>
<th>DURATION</th>
<th>TUITION</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEADERSHIP AT THE PEAK (LAP)</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>5 Days</td>
<td>$19,980*</td>
<td>2019 Jul 15 - 19, Dec 9 - 13</td>
</tr>
<tr>
<td>LEADING FOR ORGANIZATIONAL IMPACT: THE LOOKING GLASS EXPERIENCE (LOI)</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>5 Days</td>
<td>$11,300</td>
<td>2019 Oct 21 - 25, 2020 Mar 2 - 6</td>
</tr>
<tr>
<td>LEADERSHIP DEVELOPMENT PROGRAM (LDP)*</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>5 Days</td>
<td>$10,380</td>
<td>2019 Jun 17 - 21, Aug 26 - 30, Sep 23 - 27, Nov 4 - 8, Dec 2 - 6, 2020 Feb 17 - 21, Mar 23 - 27</td>
</tr>
<tr>
<td>MAXIMIZING YOUR LEADERSHIP POTENTIAL (MLP)</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>3 Days</td>
<td>$5,680</td>
<td>2019 Jun 26 - 28, Nov 20 - 22, 2020 Feb 26 - 28</td>
</tr>
<tr>
<td>LEADERSHIP FUNDAMENTALS</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>2 Days</td>
<td>$2,480</td>
<td>2019 Oct 3 - 4, 2020 Jan 16 - 17</td>
</tr>
<tr>
<td>COACHING FOR GREATER EFFECTIVENESS</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>
<td>3 Days</td>
<td>$4,980</td>
<td>2019 Oct 16 - 18</td>
</tr>
</tbody>
</table>

The programs are held in Singapore unless stated.

Please note: Prices are subjected to change without prior notice. Local taxes may apply - contact your local representative for details.

CCL’s open enrollment programs help you develop leaders of all levels which is grounded in research to address challenges unique to each level of leadership.

Why Attend OE Programs With CCL?

**Personalized Attention**
A high faculty-to-student ratio provides the individual attention that fosters sustainable 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 experience and are encouraged to create personal and professional goals.

**Networking**
Participants enjoy the camaraderie of a diverse peer group of bright individuals who share mutual feedback and encouragement.

Develop A Pipeline Of Successful Leaders At All Levels

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

*Pricing includes 5-day accommodation at the Capella Singapore

LDP® offered in Chinese language (Mandarin) in Shanghai, China
COACHING

Coaching has been a key cornerstone in our educational and research efforts in leadership development since our inception. Pioneering the use of Benchmarks® 360 Assessment Suite, we have the expertise to help individual leader, team, or entire workforce unlock their full potential. Even better, we are prepared to help you and your team develop these same coaching skills.

COACHING CULTURE | Better Conversations Every Day®
Culture has become a key differentiator, allowing you to engage the talent you need to beat the competition and achieve your mission. Utilizing a collaborative discovery and design process, we will help you create and execute a road map for infusing your culture with a coaching mindset, creating the space and skills needed for better conversations everyday!

EXECUTIVE COACHING | Personalized development for sustained breakthrough performance
CCL provides customized leadership coaching and a research-based approach ensuring the coach and leader get results. One-on-one customized just-in-time learning allows the coach to unlock personal and professional potential through regular contact, and craft an innovative solution for the individual.

INTEGRATED COACHING | Transfer learning back into the real world
Integrated coaching can multiply the return on your leadership development investment by helping you reinforce and reaffirm the strategies and skills acquired by your team during and after a program. Our coaching can increase the likelihood of sustainable behavior change and improved performance.

TEAM COACHING | Assessment, alignment, action, results
Our coaches work with teams to improve alignment, communication, coordination, cohesion, and group effectiveness. Using individual and team assessments, they help identify common group behaviors and uncover gaps in perception and thinking. This creates shared understanding and increases effectiveness.

COACHING SKILLS | Bring the transformational power of coaching inside your organization
Developing a coaching culture builds learning agility at all levels, giving organizations the necessary resiliency to face challenges. Scalable and transformational, our approach is a game-changer. Designed to help you listen to understand, ask powerful questions, provide sincere challenge and support, give feedback, and create next steps and accountability. Cultivating a coaching culture results in increased employee engagement, job satisfaction, teamwork, trust, transparency, and a stronger leadership pipeline.

CUSTOM SOLUTIONS

Our custom initiatives cater to every client. Whether you are developing talent, culture, or the leadership strategy that delivers on your business strategy, CCL can propel your organization forward. We are a research engine with a delivery arm and believe in co-creation.

Our custom solutions enable your organization to:
- Tailor a solution specific to your unique strategies, cultures, people, and business challenges
- Address individual and organizational leadership development needs simultaneously while establishing systematic, integrated leadership development practices within the organization
- Build a collaborative relationship. Clients often build on the experience and results of initial programs by engaging CCL in multi-phase, multi-year, intensive solutions
- Leverage CCL’s unique approach to developing leadership at all levels of your organization

Custom Solution 6-Step Process

1. DISCOVER Your Business Challenge
   We begin by exploring your organization’s strategic challenges.

2. DIAGNOSE Your Leadership Need
   We assess the capability of your leaders to meet those challenges.

3. DESIGN Your Customised Initiative
   We design comprehensive and customized leadership development solutions.

4. DEVELOP The Training and Materials
   We develop custom training material specific to your organization.

5. DELIVER The Solution
   Our faculty members, work with your senior leaders to implement those solutions and measure their overall impact.

6. DISCERN The Impact
   The end result: a more resilient, collaborative and effective organization.

Organizational Leadership
Great organization need great leadership, especially during times of change. CCL’s integrated, proven organizational leadership solutions effect real change, and leaders are able to drive change collectively and consistently across the organization.

The Value of Leadership is Measured by These Indicators:
Since pioneering the use of assessments and feedback in leadership development, CCL has become the world leader in providing assessments that produce valid, reliable, and actionable results. Our assessments are the choice of industry-leading organizations because they provide:

- Superior-quality normative data from one of the world’s largest leadership assessment databases
- Multiple Language availability
- Decades of world-renowned and constantly-updated CCL assessment research
- Numerous customization options for maximum flexibility and ease of use
- Strict confidentiality for more accurate feedback
- Superior-quality normative data from one of the world’s largest leadership assessment databases

Our assessments and online resources are flexible, user-friendly and give you results you can count on.

**CCL Fusion**

CCL Fusion adopts a 5-step, evidence-based process to formulate the impact of your people on your organization goals. We will partner with you to turn data-driven insights into tailored leadership initiatives that drives sustainable business value.

1. **Set Priorities**
   - We work with key stakeholders to identify strategic priorities and the metrics most critical to your success.

2. **Gather Data**
   - Our surveys and assessments give insight into your culture, employee experience and engagement, and leader behavior and practices.

3. **Analyze**
   - Using data analytics, we develop a predictive model that connects the dots between your people factors and strategic business metrics.

4. **Take Action**
   - CCL partners with you to create targeted action plans and tailored leadership initiatives focused on accelerating strategy and driving sustainable results.

5. **Assess Impact**
   - Follow-up evaluations and quick “pulse” surveys help you monitor progress – documenting strategic impact and your return on investment.

**Licensing**

Licensing CCL proven content can help you accelerate development to:

- Create a common leadership language across your organization
- Increase the scale and strengthen the impact of your training at all levels
- Leverage the talent of your internal facilitators and business leaders

**Key Services**

- Customized Program Licensing
  - CCL partners you to build scalable, licensed programs linked directly to your business strategy or integrated with your own content.

- Lead 4 Success™
  - Lead 4 Success™ moves leaders from average to high performing by developing the four fundamental skills that leaders at any level need to master for success.

- Better Conversations Every Day®
  - Better Conversations Every Day® provides coaching skills throughout your organization that creates cultural change. This fosters sustainable performance which will be the key differentiator that beats the competition.

**LEAD-IT-YOURSELF SOLUTIONS**

CCL’s suite of Lead-It-Yourself solutions are designed to support your internal development initiatives. Packed with research-based and time-tested content, they allow you to develop a variety of essential leadership skills – at your pace, in your place, led by a familiar face. Because, while we know leadership, you know your people.

**Workshop Kits**

Let your HR professionals or experienced team leaders scale-up leadership development in simple, pre-packaged modules. That means we send you everything you need, then you deliver our proven, world-respected content.

**Key Benefits**

- Built on proven CCL research and experience
- Effective, dynamic half-day workshop
- Everything you need is included
- Simple to implement
- Flexible – Choose one or multiple relevant topics
- Trainer support and service available
- No certification required
- Leading People Through Change
- Listen to Understand
- Learning Agility: Unlock the Lessons of Experience
- Selling Your Ideas: Moving from Concept to Reality
- Step Up to Conflict
- Talent Conversations: Engage, Empower, Achieve

**Topics Available**

- Boundary Spanning Leadership: Turning Boundaries into Frontiers
- Creating Accountability: Taking Ownership of Your Responsibility
- Delegating Effectively
- Direction, Alignment, Commitment
- Feedback That Works
- Influence: The Business of Getting Things Done
- Leading People Through Change
- Listen to Understand
- Learning Agility: Unlock the Lessons of Experience
- Selling Your Ideas: Moving from Concept to Reality
- Step Up to Conflict
- Talent Conversations: Engage, Empower, Achieve

**Digital Learning**

Bringing you our vast research and content at your fingertips, CCL has developed digital learning that is accessible to you, focused on your specific needs, and solves leadership challenges as they emerge. Our solutions will flex and scale to your needs; they can be blended and customized to achieve business impact and result that matter to you and your organization.

- Frontier Leadership Impact
- eCourse™Plus
- CCL Compass®
- CCL Boost™

**Facilitation Tools**

CCL’s facilitation tools are packed with research-based and time-tested content that you implement on-site and at your convenience. These materials give you the independence to develop or enhance a variety of leadership skills on your own turf and according to your own needs.

- Leadership Explorer Series
- Self-Assessments
- Publications (eBook or print)
Research has always been the key cornerstone in all we do. Our research agenda is framed by the questions we want to answer for you. We have made our impact in creating societal advancements in areas such as women leadership and we seek like-minded organizations and individuals to advance our work.

For more information on how CCL can transform you, your leaders, or your organization, contact our Leadership Solutions team.

Contact us

SINGAPORE
+65 6854 6000
ccl.apac@ccl.org | www.ccl.org/apac

INDIA, GURGAON
+91 124 451 8600
cclindia@ccl.org | www.ccl.org/india

CHINA, SHANGHAI
+86 21 6881 6683
ccl.china@ccl.org | www.ccl.org/china

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

Results That Matter
Sustained Impact For You, Your Business And The World