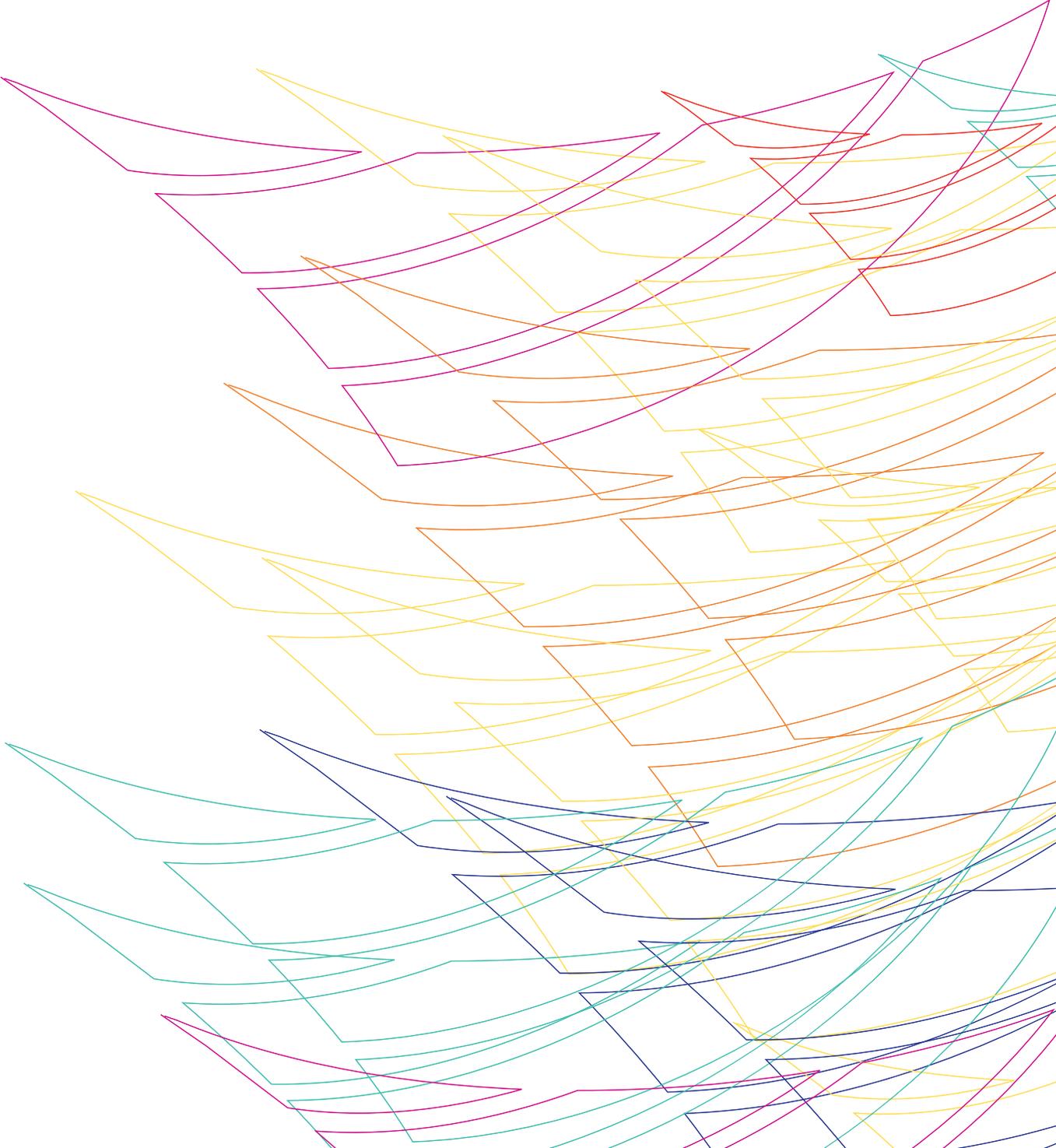


The Leadership Development Program (LDP)[®]

Creating Impact for Managers in the Middle



Center for
Creative
Leadership[®]



Introduction



The longest-running program of its kind in the world, the Leadership Development Program (LDP)[®] is designed to translate insights from a broad range of research and business experience into improved performance for mid- to senior-level leaders.

Because of its long and well-regarded history, LDP also has the advantage of drawing upon the collective experience of tens of thousands of participants from around the world, representing a wide variety of organizational types in many different industries.

Some 130 LDP programs are run on CCL's campuses around the world each year. In the last five years alone, more than 13,000 people have completed it.

LDP has evolved over the past four decades to match the changing business environment. It also continues to incorporate new insights from our research and evolve based on feedback and results gathered from participants.

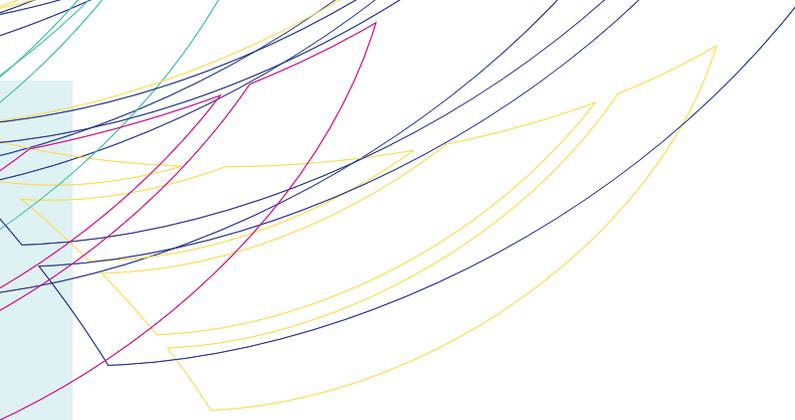
The Leadership Challenge

LDP addresses the specific challenges faced by “managers in the middle.” These individuals are typically mid- to senior-level leaders who supervise other managers. They must respond to and implement strategies set by top leadership and work with peers across and outside of the organization.

There are four key challenges these individual leaders face:

- They must connect corporate strategy set by their superiors to the day-to-day tactical work for which their direct reports are responsible.
 - They must work with others across or outside of the organization, including those in different functional areas.
 - They must manage their day-to-day work and activities in a complex, fast-changing environment where priorities can be ambiguous.
 - They must manage their own stress and energy levels to remain resilient and effective, despite demanding work environments.
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While these “managers in the middle” are typically accomplished professionals, they face different challenges than they did in lower-level positions. To be effective for their organizations and to continue to advance toward senior leadership roles, they must learn new skills. CCL’s Leadership Development Program is designed to address this gap between the more tactical skills of lower-level managers and the strategic competencies of senior leaders.



The Leadership Solution

LDP is a five-day program designed to help participants know themselves better, interact and collaborate more effectively with others, and understand the organizational systems (both official and unofficial) they must navigate to drive performance.

The program equips managers with the ability to:

- Bridge the gap between senior management and the front line to grow alignment, build commitment and manage change.
 - Collaborate across the organization to gain critical perspectives, solve complicated problems, create buy-in and manage politics.
 - Effectively manage complexity to take wise and productive action amid complex, rapidly changing conditions.
 - Leverage the experience gained from multiple life roles to increase leadership effectiveness at work.
 - Build resiliency to effectively manage stress, uncertainty and setbacks.
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LDP is built around a framework of six key factors that are vital to the success of managers: influence, communication, thinking and acting systematically, self-awareness, resiliency, and learning agility. By building capacity in each of these areas, leaders are better able to function effectively in their roles.

In the weeks before the LDP itself, participants complete a number of assessments and reviews, including the Leading Managers 360 assessment, which provides individual feedback on how participants are viewed within their organizations.

The week at CCL includes a mix of group and individual work, discussions and exercises, as well as a highly interactive, hands-on experience that reflects the complexities and challenges faced by managers in the middle. Participants work in small groups with a CCL facilitator to assess how effective they were in this exercise—and how to leverage those insights in their jobs.

Participants also receive a three-hour, one-on-one feedback coaching session to review data and create development goals. Following the program, participants get two additional 45-minute, one-on-one review sessions with a CCL coach to ensure they are acting on and receiving maximum benefit from their action plans.

The Leadership Impact

A CCL analysis of more than 1,000 LDP alums found that 99 percent reported success in enhancing the individual leadership skills most important to their work performance, including communication, influencing across the organization, self-awareness and implementing change.

Among the highlights:

- 89 percent reported an improved or significantly improved ability to handle complex challenges.
 - 88 percent of leaders reported improved or significantly improved awareness of the impact of their behavior on others.
 - 84 percent reported improved or significantly improved ability to use feedback to make changes to their leadership approach.
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At the same time, 98 percent of leaders who attended LDP and 97 percent of the colleagues who rated their leadership effectiveness (including bosses, peers and direct reports) after the program reported strong positive impact on the overall organization. Areas of the greatest impact included organizational management capabilities, organizational effectiveness, cross-boundary collaboration and openness to diverse perspectives.

Following the program:

- 88 percent of leaders' raters reported improvements or significant improvements in their leader's ability to lead change.
 - 84 percent of leaders' raters reported improvements or significant improvements in management capabilities.
 - 82 percent of leaders' raters reported improvements or significant improvements in organizational effectiveness.
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Separately, a study done by a team from Maastricht University, The Netherlands, gathered data from participants who completed LDP through CCL's Brussels campus. The study found that participants were highly satisfied with the program.

Among the benefits:

- Greater self-awareness, which in turn increased resiliency and improved the ability to communicate and collaborate with others.
 - Improved daily management practices.
 - Positive changes in behavior related to negotiation, influence and communication.
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CCL's Leadership Development Program has stood the test of time and continues to evolve to address the most modern leadership challenges. It has helped tens of thousands of participants not only function more effectively, but also advance to the next level of leadership, ultimately helping their organizations accelerate performance.







Center for Creative Leadership®

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 5 providers of executive education by the *Financial Times* and in the Top 10 by *Bloomberg BusinessWeek*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

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