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.
Message from the CEO

In survey after survey, executives around the world rank leadership development as a top priority for their organizations.

Why?

Because they know that it drives results, through stronger bottom-line performance, talent attraction and retention, and greater organizational alignment and agility.

And nobody knows leadership development like CCL.

We’ve focused on it exclusively for more than four decades, and our practical experience and research database in this field are unparalleled. Last year, working from our 10 office locations in Africa, Asia, Europe and North America, we were privileged to serve more than 30,000 leaders and 2,000 companies at the individual, team, organizational and societal levels.

This report offers a snapshot of that work and of CCL’s commitment to creating Results That Matter: Sustained Impact for You, Your Business and the World.

In these pages, you will see how we are accelerating leadership through solutions that are both proven and cutting edge. You will learn how our universal perspective assimilates the best leadership thinking from around the world for your benefit. And you will see how CCL is partnering with clients in every sector, from corporations and government agencies to educational institutions and NGOs, to build better businesses and a better world.

If you are already part of the CCL community, we are grateful for your support and look forward to continuing our leadership journey together. If you have yet to connect with us, we hope this report inspires you to consider the possibilities that arise when we leverage the full power of leadership.

Warm regards,

John R. Ryan
President and CEO
Center for Creative Leadership
Driving Results: Creating Leaders Who Move Their Worlds

At CCL, we help individuals transform their interpersonal skills and better lead others. We help teams drive organizational success and sustained performance. We help communities thrive, enable lives and advance futures.

How do we do that?

Through a commitment to accelerating your leadership, providing universal perspective on your leadership challenges and delivering results that help you and your organization build a better business and a better world. The following pages offer just a few examples of the newest CCL services, knowledge and partnerships that are driving Results That Matter.
“Always On, Never Done?”, a white paper about rising work-life imbalances by CCL senior research scientist Jennifer Deal, was cited by NBC “Nightly News” with Brian Williams.

Jossey-Bass published the 2nd edition of Becoming a Strategic Leader, which draws on CCL’s Leading Strategically program, by current and former CCL faculty members Katherine Colarelli Beatty, David L. Dinwoodie and Richard L. Hughes.

Wiley released Experience-Driven Leader Development, an authoritative resource about on-the-job development. The book’s editors include CCL senior fellow Cynthia D. McCauley and director Sylvester Taylor.

CCL and the University of Cincinnati organized the Thought Forum on Network Leadership and Leadership Networks, which brought together leading scholars who work at the intersection of collective leadership and network science.

CCL’s in-depth work with Barclaycard has enhanced collaboration, improved influencing skills and spurred greater overall leadership effectiveness through the global financial company’s Executing Strategy Programme.
Universal Perspective

World View & Focused on You

At CCL, *Universal Perspective* means our world view is informed by our global presence and many partnerships with thought leaders and organizations — and that our leadership solutions are customized precisely to clients’ needs.

CCL’s office in Shanghai, which opened in 2013, is serving multinational corporations and domestic businesses throughout China as they seek to develop global leaders.

In 2014, CCL announced a leadership development and research partnership with Insper, a well-regarded higher education institution in Brazil, that will serve leaders and organizations throughout the country.

Peter Ping Li, professor of Chinese Business Studies at Copenhagen Business School in Denmark, was named H. Smith Richardson Jr. Visiting Fellow and will help CCL explore West-meets-East models for leadership.

Drawing on its extensive research and work with leaders in different cultures and disciplines, CCL partnered successfully with industrial technology firm Ingersoll-Rand on a gender diversity program aimed at broadening the company’s pool of global leaders.

CCL and Brandix, the largest apparel exporter in Sri Lanka, announced a partnership in 2014 that will build Brandix’s bench strength by developing more than 1,100 high-potential executives.
CCL ranked No. 4 overall in the 2014 *Financial Times* worldwide survey of executive education, based on client feedback. CCL also placed No. 4 globally for Custom programs and No. 9 for Open-Enrollment programs. For the 13th consecutive year, CCL is the only institution — from more than 75 in the rankings — that focuses exclusively on leadership development.

Based solely on feedback from clients, *Bloomberg BusinessWeek*’s biennial survey of executive education in 2013 ranked CCL No. 6 globally in the Open-Enrollment category and No. 8 in the Custom category.

CCL and American Express extended their partnership on the American Express Leadership Academy, which has trained more than 450 nonprofit leaders from across the United States since 2008.

The Organization Development Network, an influential, international professional association, named CCL the winner of its 2013 Outstanding Achievement in Global Work Award for CCL’s *Leadership Beyond Boundaries* initiative, which delivers low-cost, high-impact leadership development annually to more than 10,000 adults and young people around the world.

CCL’s partnership with global pharmaceutical company Boehringer Ingelheim made a significant impact on the company’s bottom line, with graduates of two leadership programs generating millions of dollars in cost savings and increased revenues.
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Thanks to the generosity of our many donors and partners, CCL continues to expand the leadership equation, providing access to leadership development to more leaders, in more places, than ever before.

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In 2013–14, the Center for Creative Leadership awarded 129 scholarships at a value of more than $863,600.00.

Scholarships Awarded by Sector

- Nonprofit: 81 63%
- Higher Education: 29 22%
- K-12 Education: 9 7%
- Foundations: 1 1%
- State/Local Gov’t: 9 7%
With the strong support of loyal clients and donors, CCL concluded its Fiscal Year 2014 with revenues of $106.1 million — the second-highest total in the history of our organization.

The investments our clients make in leadership development with CCL make it possible for us, in turn, to invest in our core mission of the past 44 years: advancing the understanding, practice and development of leadership for the benefit of society worldwide.

Over the past year, CCL has helped clients in a wide range of business sectors grow by accelerating their leadership performance. At the same time, we maintained our longstanding focus on the entities that help the world’s social sector thrive — educational institutions, non-governmental organizations and government agencies.

Our innovative work in this arena has garnered international recognition. The Organization Development (OD) Network, an influential, international professional association, named CCL the winner of its 2013 Outstanding Achievement in Global Work Award. The award honored our Leadership Beyond Boundaries initiative, which annually delivers low-cost, high-impact leadership development to more than 10,000 adults and young people around the world.

As the OD Network noted, “From community health leaders in the Caribbean to women’s self-help groups in Africa and Asia and high school principals and police in India, the LBB program has trained and supported individuals who can have more impact as leaders among their local communities.”

In addition, over the past year CCL’s scholarship program provided more than 125 scholarships, valued at nearly $900,000, to non-governmental leaders globally. Our work in the social sector was strongly supported as well by private gifts and major grants from leading foundations, agencies and other sources, including your generous philanthropic contributions.

Thank you as always for your commitment to our mission and for helping CCL drive results each day in every corner of the world.

Warm regards,

Bradley E. Shumaker
Executive Vice President
Chief Financial and Administrative Officer
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