

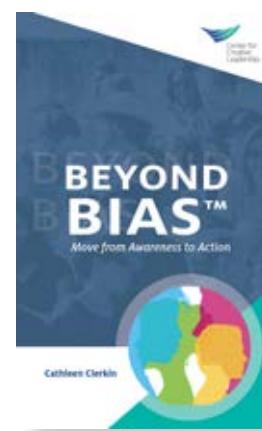


Center for
Creative
Leadership®

Executive Reader

Ideas Into Action Series

2022 Edition



01/2022

Ideas Into Action Executive Reader

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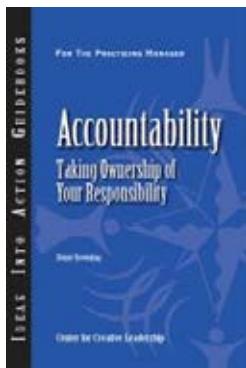
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Leadership doesn't always come naturally and it's unlikely to be born in response to a single dramatic moment. The capacity to lead is developed over a lifetime of experience. 46



Accountability: Taking Ownership of Your Responsibility

Also available in Portuguese for Europe and Polish.

Henry Browning
(Stock No. 00451)

More and more managerial challenges require leaders to be accountable—to take initiative without having full authority for the process or the outcomes. Accountability goes beyond responsibility. Whereas responsibility is generally delegated by the boss, the organization, or by virtue of position, accountability is having an intrinsic sense of ownership of the task and the willingness to face the consequences that come with success or failure.

Executive Summary

An increasing number of organizations are putting in a lot of effort to measure engagement and foster empowerment in order to develop a culture of accountability—taking ownership of projects, processes, and problems that cut across lines of position and formal responsibility.

The role of managers is to create an environment in which acting with greater accountability is rewarded and something that is not to be feared. To do so, managers need to provide five key elements.

The first is *support*, which needs to come from three levels: senior leadership (organizational), the direct supervisor, and the work team.

The second component is *freedom*. If there is too much direction from the top or from the immediate supervisor, the individual will have no ownership of the process or the results. The employee needs freedom to decide how to achieve the goal or task.

Information is the third element. Whether it is from the supply chain, the customer value chain, or the internal information system, managers need to have access to data in order to make sound decisions that they are willing to stand behind.

Resources are the fourth component. To be accountable, managers need to believe that they have enough resources to succeed. Lacking the necessary resources can undermine feelings of accountability.

The fifth and most important element is *goal and role clarity*. People need to know to whom they are accountable and for what, and they need to be able to balance accountability for both the process and the results.

In the final analysis, a culture of accountability is one that provides a free flow of information, works to secure viable resources, keeps fear to a minimum, rewards risk taking, and treats mistakes as learning opportunities and not career-ending events.



Active Listening: Improve Your Ability to Listen and Lead, Second Edition

Translations of the First Edition are available in Chinese, Spanish for Spain, French, and German.

Center for Creative Leadership
(Stock No. 00471)

Listening well is an essential component of good leadership. You can become a more effective listener and leader by learning the skills of active listening. Working relationships become more solid, based on trust, respect, and honesty. Active listening is not an optional component of leadership; it is not a nicety to be used to make others feel good. It is, in fact, a critical component of the tasks facing today's leaders.

Executive Summary

Active listening is a person's willingness and ability to hear and understand. You can become a more effective listener and leader by learning the skills of active listening: paying attention, suspending judgment, reflecting, clarifying, summarizing, and sharing.

By paying attention to your behavior and that of the other person, you create the setting for productive dialogue. Pay attention to your frame of mind and your body language, as well as the other person's nonverbal and verbal behavior.

Suspending judgment makes it possible for you to be open to new ideas, new perspectives, and new possibilities—to understand how the other person sees the world. Practice empathy, indicate your open mind, acknowledge difference, and be patient.

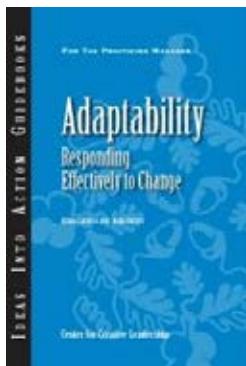
Reflecting the other person's information, perspective, and feelings is a way to indicate that you hear and understand. Use paraphrasing to confirm your understanding. Don't assume that you understand correctly or that the other person knows you've heard.

Clarifying is double-checking on any issue that is ambiguous or unclear. Use open-ended, clarifying, and probing questions to do so.

Summarizing helps people see their key themes, and it confirms and solidifies your grasp of their points of view. It may lead to additional questions as a transition to problem solving. It also helps both parties to be clear on mutual responsibilities and follow-up.

As you gain a clearer understanding of the other person's perspective, it's time for sharing—introducing your ideas, feelings, and suggestions, and addressing any concerns.

Active listening can make a huge difference in our interactions with others. Working relationships become more solid, based on trust, respect, and honesty. Leaders benefit from the depth of engagement and information that can come as a result—it lets them plan and proceed with greater insight and knowledge.



Adaptability: Responding Effectively to Change

Also available in European French and French Canadian

Allan Calarco and Joan Gurvis
(Stock No. 00428)

In today's business world, the complexity and pace of change can be daunting. Adaptability is a necessary skill for leaders to develop in order to respond effectively to this change. This guidebook contributes to a greater understanding of adaptability and the cognitive, emotional, and dispositional flexibility it requires. Leaders will learn how to develop their own adaptability and to foster it in others, thereby becoming more effective for themselves, the people they lead, and their organizations.

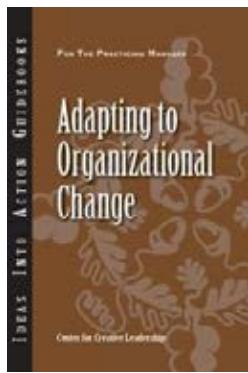
Executive Summary

Given the current complexities of work, the sheer volume of information flowing in, and the rapid changes taking place, leaders must be adaptive. Adaptability is no longer a nicety or a coping mechanism. Adaptability is a leadership imperative.

Change can be unsettling, unnerving, and intimidating. Even anticipated or welcomed change can cause fear, stress, resentment, and resistance. For leaders, these reactions to change are often viewed as a roadblock that must be overcome. But rather than denying emotions and negative reactions, or being tough and bulldozing through change, effective leaders allow the transition process to take place. Reactions to change often follow a series of stages: denial; resistance; exploration, questioning, and reflection; and finally, commitment. Through this process, people can develop greater adaptability in the face of change.

Adaptability consists of three kinds of flexibility: cognitive, emotional, and dispositional. Cognitive flexibility is the ability to use different thinking strategies and mental frameworks. Leaders with cognitive flexibility scan the environment to identify changes as they occur, develop a collective understanding of situations, and create multiple strategies to prepare for whatever may develop. Emotional flexibility is the ability to vary your approach to dealing with your own emotions and those of others. Leaders with emotional flexibility understand and manage their own emotions, connect with and address the emotions of others, engage emotionally to help others get on board, and maintain a balance between emotion and action. Dispositional flexibility is the ability to remain optimistic and at the same time realistic. Leaders with dispositional flexibility are genuinely and realistically optimistic about change, and they communicate that optimism to others. They balance expressions of uncertainty with a positive attitude, support others through the process of change, and know their own tendencies related to change.

Developing adaptability takes practice. You can practice cognitive, emotional, and dis-positional flexibility and improve your overall adaptability. This will make you more effective for yourself, your people, and your organization.



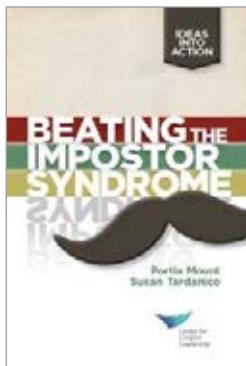
Adapting to Organizational Change

Center for Creative Leadership
(Stock No. 00457)

No matter where you are in your career, you've probably dealt with some form of organizational change. Change can be a frightening prospect, and if you do not handle it correctly, it can lead to derailment. To be a successful leader, you must learn to adapt to a wide variety of situations, opportunities, and environments. This guidebook will show you how change affects you, your thoughts, and your emotions. It will give you tools and strategies that will allow you to take action not just to survive change, but to thrive in it.

Executive Summary

Change is a constant in today's workplace, and leaders must learn strategies to deal with change successfully, or otherwise face derailment. To succeed, you must first understand how changes within your organization are affecting you, and then use that understanding to help manage the transition from the old way to the new way of doing things. This transition typically occurs in three distinct phases: the ending, where you accept the conclusion of the old way of doing things; the neutral zone, where you begin to adapt to the confusion of the new way of doing things; and the new beginning, where you accept the new way of doing things and begin to successfully move forward in the new environment. Furthermore, by understanding how you and other individuals perceive your organization, you can gain a greater awareness of how to specifically manage the transition. Once you have done this, you will be able to move forward, helping yourself and the individuals you lead to survive and thrive.



Beating the Impostor Syndrome

Also available in German

Portia Mount and Susan Tardanico

(Stock No. 00464 formerly 1002)

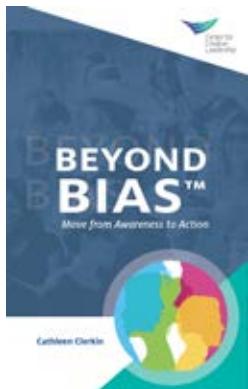
Do you feel like you're faking it? Are you afraid that someone is going to discover you are an impostor, and that you don't deserve your achievements and successes? You could be suffering from the Impostor Syndrome. This book will explore what the Impostor Syndrome is, why many high-achieving and driven leaders suffer from it, and how, with the right techniques, you can beat the Impostor Syndrome and embrace your success.

Executive Summary

The Impostor Syndrome is a well-researched, well-documented phenomenon that occurs when successful and intelligent professionals feel they do not deserve their accomplishments and that they have faked their way to success. This syndrome can cause negative stress, fear, anxiety, loss of confidence, and can eventually lead to derailment. However, by overcoming inaccurate beliefs about yourself and your abilities, you can overcome the Impostor Syndrome and enjoy a more fulfilling career.

First, you should focus on the facts of your success, and document what skills and techniques you possess helped you achieve those successes. Next, you should identify and challenge your limiting beliefs. These beliefs may hold you back from really owning your accomplishments, because they give you an inaccurate picture of what success actually looks like. Then, you should get clear on the strengths you possess, instead of just focusing on your weaknesses, and take the time to maximize and showcase those strengths. Finally, you should talk to others to help obtain a clearer picture of your skills and your accomplishments. Additional perspectives can help you see the flaws in your own perspective, and give you the information you need in order to accurately view yourself as competent.

By completing these four steps, you can overcome the debilitating nature of the Impostor Syndrome, and truly embrace your accomplishments and abilities.



Beyond Bias: Move from Awareness to Action

Cathleen Clerkin
(Stock No. 00474)

The quickly escalating globalization and diversification of the workforce, coupled with the increased social demand for justice, equity, diversity, and inclusion has made understanding bias critical for anyone with leadership aspirations or responsibilities. Happily, there are things that leaders can do to not only increase their awareness of bias in their lives, but break the habit of unchecked bias. This book will help you understand what bias is, how you can recognize it, and what you can do about it using the SCRIPt™ toolkit.

Executive Summary

Bias is an intentional or unintentional preference for or against a specific group or individual that can lead to assumptions and faulty conclusions. Leaders who understand and work to eliminate bias are more likely to be seen as prepared to lead diverse groups and increase their ability to notice new trends, read situations, and calculate risks. If leaders leave biases unchecked in their organizations, it becomes a habit that can make employees feel unvalued, excluded, and unsafe.

Scientists have heavily researched two types of bias:

- **Cognitive Biases** are common irrational mental shortcuts, including biases to stay around people with the same traits as you or that reconfirm your beliefs.
- **Implicit Associations** occur when we make connections between otherwise unassociated concepts based on cultural norms.

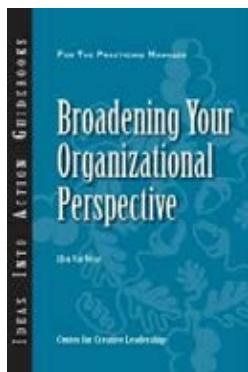
While some biases are neutral (such as liking spicy foods), when aimed at specific identities or groups bias can be detrimental. **Social identities** are parts of your identity derived from group memberships like gender, race, sexuality, religion, generation, (dis)ability, political affiliation, profession, etc. These identities can remain stable or change over time and can trigger bias through our tendency to like others similar to ourselves. **The Beyond Bias Model** helps demonstrate how the interaction of bias and social identity goes beyond your brain and leads to the following outcomes:

- *Stereotypes* are generalized beliefs created through reinforcement and repetition.
- *Prejudice* is an unfavorable emotional or affective reaction toward a group and its members.
- *Discrimination* is differential treatment of others because of their social identities derived from group memberships.

The SCRIPt™ toolkit will help you understand and eliminate biases from your workplace.

- **Self-care** decreases bias by helping you increase self-awareness, emotion regulation, concentration, and decision making.
- **Contact** people with different lived experiences and backgrounds than you, even if first uncomfortable, to learn about different social identities and celebrate diversity.
- **Recognize & Replace** your initial reactions with non-biased ones.
- **Information** is about asking questions, gathering data, and challenging assumptions to avoid stereotyping others.
- **Perspective Taking** adopts the viewpoint of someone different from you and imagines yourself living with their perspective.

By working through this book, you can break down the habit of bias to increase justice, equity, diversity, and inclusion in the workplace and in your life.



Broadening Your Organizational Perspective

Ellen Van Velsor
(Stock No. 00456)

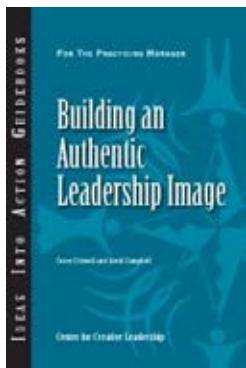
Advancing in an organization is often a top priority for leaders, but a narrow organizational and personal perspective can severely limit your ability to advance. Broadening your organizational perspective—understanding not just your own area of expertise, but how your organization works as a whole—can greatly enhance your ability to move upward. This guidebook will help you understand how to widen your perspective by showing you what obstacles may be holding you back, and what challenges and experiences you can learn from in order to advance.

Executive Summary

As a manager, you may seek to advance within your organization, to move upward and to take on additional levels of responsibility in order to gain personal rewards and achieve greater organizational results. However, advancing can be tricky. The most effective way to do it is to gain a broad organizational perspective that allows you to see beyond your own functional area and to understand how other areas interrelate and support the organization.

First, you must seek out the things that are holding you back, such as organizational or personal forces. For instance, an organization can hold individuals back by developing them in a stovepipe and limiting their opportunities for expanding their perspective. Or an individual may have an extremely limited view of career advancement, and only seek to move upward rather than gain experience across the organization.

To combat these negative forces, you should seek out learning opportunities and challenging experiences. By learning about other areas in your organization and participating in challenging experiences that broaden your horizons and push you out of your comfort zone, you can gain a broad perspective that will allow you to successfully advance as a leader.



Building an Authentic Leadership Image

Corey Criswell and David Campbell
(Stock No. 00436)

Your image can be either an asset or a liability for you as a leader. Image building is neither superficial nor unimportant. It's not about creating a false image, but recognizing genuine aspects of yourself that should be coming across to other people—but aren't. Crafting your image requires you to gain a clear picture of the image people are currently perceiving, decide what image you would like to portray, and develop the skills to close the gap.

Executive Summary

Your image is the concept that others form about you as a result of the impressions you make on them. It can be either an asset or a liability as you engage in the tasks and roles of leadership.

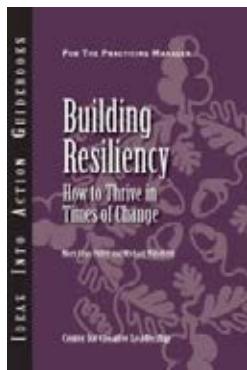
Many leaders assume that image building is superficial and therefore unimportant. However, you can benefit from knowing how you come across to others and making improvements if necessary. Crafting your image requires you to gain a clear picture of the image people are currently perceiving, decide what image you would like to portray, and develop the skills to close the gap.

It isn't easy to see yourself the way others see you. But a clear-eyed look at the image others have of you is essential for understanding how your image is helping or hindering your effectiveness.

Developing your leadership image requires you to have a vision of that image. This doesn't mean choosing an image to put on and replace at whim. Managing your image is not about creating a false image; rather it is about recognizing genuine aspects of yourself that should be coming across to other people—but aren't for some reason.

This process doesn't need to be incredibly complicated. Often, gaining the awareness of your current image and its limits goes a long way. To achieve your desired leadership image, use techniques to address content, as well as verbal and nonverbal behaviors. You might also draw on the expertise of others.

Once you have taken a close look at your current image, chosen your desired image, and set goals for closing the gap, the best strategy for crafting your image is to practice. It takes skill and practice to be comfortable in your leadership role and to have an image to match.



Building Resiliency: **How to Thrive in Times of Change**

Also available in European French and French Canadian

Mary Lynn Pulley and Michael Wakefield
(Stock No. 00413)

It may be human nature to resist change—particularly when it's delivered as a hardship, disappointment, or rejection. But by developing resiliency managers can not only survive change, but learn, grow, and thrive in it. In fact, for leaders, developing resiliency is critical. Resiliency helps managers deal with the pressures and uncertainties of being in charge in organizations today.

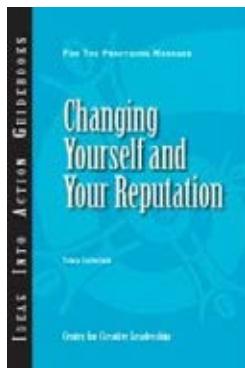
Executive Summary

Resiliency allows you to recover quickly from change, hardship, or misfortune. Resilient people demonstrate flexibility, durability, an attitude of optimism, and openness to learning. A lack of resilience is signaled by burnout, fatigue, malaise, depression, defensiveness, and cynicism. Resiliency not only gives you the tools to handle hardship and disappointment, but it allows you to develop new skills and perspectives that lead to continued success at work and away from the job.

People often view resilient people as characteristically unflappable, strong, or unaffected. But being resilient isn't the same as being tough, even though dogged determination—especially the determination to learn from mistakes and successes—plays a key role. A resilient person gets that way by broadening his or her perspective, by being open to change, and by being willing to learn.

Resiliency is important because change is so pervasive. Today's organization typically encounters all kinds of change that can affect your leadership skills, your managerial performance, even your career. It can change its mission, its global focus, or its strategy. Changes can occur to the environment in which an organization works or to the marketplace it serves. You can survive and even flourish during such times of constant and complex change by building skills in resiliency.

Resiliency can be developed. It's possible to change your views, habits, and responses by modifying your thoughts and actions in nine areas: acceptance of change, continuous learning, self-empowerment, sense of purpose, personal identity, personal and professional networks, reflection, skill shifting, and your relationship to money. By becoming resilient you can absorb and learn from personal and career changes, making them key components of your leadership development.



Changing Yourself and Your Reputation

Talula Cartwright
(Stock No. 00445)

This book offers help in making changes—and in getting people to notice them. Changing is hard work. One part of that work is the change itself. You must decide to change and then make the change happen. That in itself is a big accomplishment. But what if you're doing all that work and making significant changes—and no one notices? It can be very discouraging! But take heart! This book shows you how to move on with the second part of the work, the follow-through: getting people to notice that you are changing.

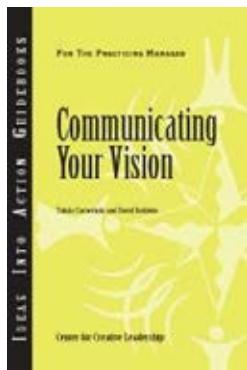
Executive Summary

Changing is hard work. Part of that work is the change itself. You must decide to change and then make the change happen. Another important part is the follow-through: getting people to notice that you are changing.

Start by assessing your strengths and weaknesses. You may notice that they relate to the same quality. In that case, try to improve the weakness while maintaining the strength. You may have another commitment that conflicts with your goal. If so, figure out a way to honor that commitment. You can successfully change when you no longer see the two as an either-or choice. You may have to work on a habitual behavior—one that has become automatic. To change such a behavior, you have to make yourself conscious of it and bring it back into your active thought process. Then you can identify the impulse, think before you act, and change the behavior.

Once you have set a goal and started working on it, you need to get people to notice that you are changing. You can lead their perceptions by making a public announcement of your goal. Doing so marks the intended change for others, and it also invites feedback and assessment, which are essential to your development.

Other tactics involve feedback, coaching, and other developmental relationships. When you receive feedback, thank the person who has given it to you. Expressing your appreciation is an opportunity to publicize the changes you are making. You can also help people notice your changes by giving them a stake in the outcome. You can do this by asking them to coach you on the goal. Other developmental relationships include those with a mentor, a boss, a colleague, or a spouse. Such relationships help by building support that helps you make changes and by publicizing the changes you are making.



Communicating Your Vision

Talula Cartwright and David Baldwin
(Stock No. 00432)

One part of your job as a leader is to create commitment to your organization's vision. In order to do this, you have to communicate the vision effectively. In this guidebook we suggest many ways to communicate a vision. We also discuss how to deal with a resistant audience and what to do in the event that you yourself are resistant. You'll learn how to communicate a vision to others in ways that will help them understand it, remember it, and then go on to share it themselves.

Executive Summary

A vision is an imagined or discerned future state that clearly captures an organization's direction and defines its destination. One part of your job as a leader is to create commitment to your organization's vision. In order to do this, you have to communicate the vision effectively.

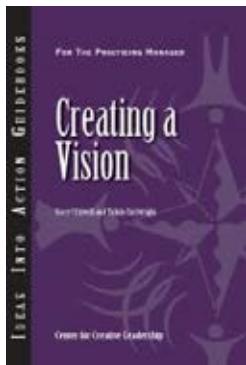
One way of communicating the vision is by telling a story. A story gives life to the vision, helps people see and remember it, and grounds it in common values and truths. If you don't have enough time to tell a story, you can use an elevator speech—a concise and convincing statement that communicates the vision in the amount of time of a typical elevator ride.

The more channels you open, the better your chances of communicating. Your organization's vision should be out front on its Web site, as well as on coffee mugs, T-shirts, pencils, notepads, and anything else that will keep it in the minds of employees, stakeholders, and customers.

Another effective strategy for communicating the vision is to engage others in one-on-one conversations. Personal connections give leaders opportunities to transmit information, receive feedback, build support, and create energy around the vision.

In your efforts to communicate the vision, you may encounter resistance from your audience. Resistance usually represents a competing priority, so it's important to figure out a way to address that priority. Keep communicating in as many ways as possible, and be patient. If you yourself are the one who is resistant, you are the one you need to work on. Even though you're still bringing yourself along, you need to model full commitment.

A vision has to be shared in order to do the things it is meant to do: inspire, clarify, and focus the work of your organization. Your job as a leader is to communicate the vision to others in ways that will help them understand it, remember it, and then go on to share it themselves.



Creating a Vision

Also available in Spanish for Latin America, Polish, International Spanish, and Portuguese for Europe

Corey Criswell and Talula Cartwright
(Stock No. 00447)

If you want to be an effective leader—at any level—you should pay attention to vision. Leaders who communicate a strong vision are seen by their bosses and coworkers as more effective in several important areas than those who do not. The content of your vision affects employees' perception of your *organization*. Your articulation of the vision affects their perception of your leadership effectiveness. Taken together, vision content and vision articulation give your employees, colleagues, and other stakeholders a powerful image of how good your organization is and how skilled you are as a leader.

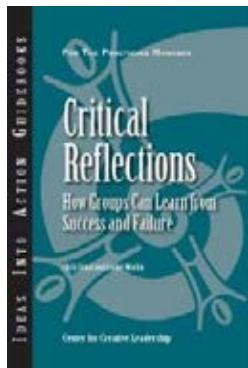
Executive Summary

If you want to be an effective leader—at any level—you should pay attention to vision. Leaders who communicate a strong vision are seen by their bosses and coworkers as more effective in several important areas than those who do not: the ability to lead change, being dynamic, competence in strategic planning, being farsighted, inspiring commitment, being original, and having a strong executive image. The content of your vision affects employees' perception of your *organization*. Your articulation of the vision affects their perception of your leadership effectiveness. Taken together, vision content and vision articulation give your employees, colleagues, and other stakeholders a powerful image of how good your organization is and how skilled you are as a leader.

A compelling vision includes five content elements. The big idea is an ideological goal; it is the strongest predictor of a strong vision. The values are your basic principles about what is important in business and in life. The story provides a frame of reference. The growth factor describes the health of the organization. The change factor acknowledges how the organization may need to adjust. Developing the content of your vision may prove to be a challenge. If so, try getting a different perspective with journaling, using images, and collecting information from the people involved in the work.

The way you communicate your vision is also important. Five articulation factors that contribute to having a strong vision are an inspirational personal image, inclusive language, clarity, a genuine challenge, and specific tasks and goals.

Vision is also a powerful component of resilience—the ability to adjust and recover from adversity, challenge, and change. As a leader, you have a role to play in creating the vision and helping to bring it to life—a role that brings tangible benefits to yourself and your organization.



Critical Reflections: How Groups Can Learn from Success and Failure

Chris Ernst and André Martin
(Stock No. 00429)

When people work together over time, certain key events stand out as having the potential to teach lasting lessons for the future. Leaders can use the Critical Reflections process to help their groups learn these lessons, whether the key event was a great success or a wretched failure. The goal is to affect future outcomes in similar situations: either to repeat the current success or to avoid repeating the same mistake.

Executive Summary

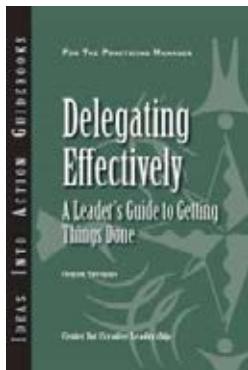
To capture the best repeatable practices and identify avoidable mistakes, groups need to be able to learn as they work. Critical Reflections helps you simultaneously achieve organizational results and new learning and growth.

Before calling your group together for the Critical Reflections process, you as the leader need to identify the key event (positive or negative), allocate time and space for the process, and prepare to orient your group.

The basic process includes three stages: exploring, reflecting, and projecting. In the exploring stage, the goal is to allow your group members to relive the event—to share perceptions, to appreciate differences, to identify overlaps and disconnects of personal experiences. The reflecting stage provides the opportunity to interpret the event. How was it possible for the event to happen, and why did it? Then, based on the group's understanding of what happened and how and why it happened, move into the projecting stage. What lessons can be learned? What should your group members keep doing, what should they stop doing, and what should they do differently? What do they need to do either to repeat the current success or to avoid making the same mistake again?

When you're familiar and comfortable with the basics, you may want to consider a more extensive version of the process. Advanced options include personal story writing and collage for the exploring stage, affinity mapping and gallery walk for the reflecting stage, and reframing and journey map for the projecting stage. You or your organization may also have tools of your own that will work well in the process.

By implementing the Critical Reflections process, you give yourself, your group, and your entire organization a powerful way to make continuous learning concurrent with the continuous work that must go on.



Delegating Effectively: A Leader's Guide to Getting Things Done

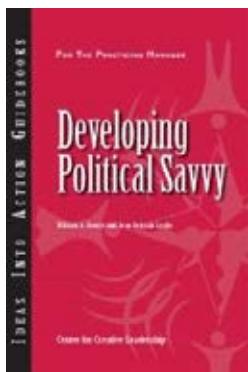
Also available in French, International Spanish, Portuguese for Europe, Polish, and German

Clemson Turregano
(Stock No. 00454)

In today's organizations, leaders are neither able nor expected to do everything themselves. The consequences of trying to do so can be dire. That's why the ability to delegate effectively—to assign new projects and responsibilities to individuals or a team and providing the authority, resources, directions, and support needed to achieve the expected results—is an essential leadership skill. This guidebook outlines the benefits of effective delegation and the fears and concerns that can prevent or hinder it, then offers four key ideas that leaders can use to enable better delegation.

Executive Summary

In today's organizations, leaders are neither able nor expected to do everything themselves. The consequences of trying to do so can be dire. That's why the ability to delegate effectively—to assign new projects and responsibilities to individuals or a team and providing the authority, resources, directions, and support needed to achieve the expected results—is an essential leadership skill. Delegation starts with creating an environment of trust and dialogue reflecting your understanding of your colleagues and the tasks that need to be accomplished. Delegation is not simply task assignment; rather, it involves giving someone the authority to do something that is normally part of the leader's job. Effective delegation is the mark of a good leader who has developed his or her team members, direct reports, and even supervisors to readily accept and excel at myriad challenges. It is important for work efficiency as well as effectiveness. Effective delegation contributes to teamwork, demonstrating trust, and sharing authority, allowing all team members to participate in a task. This guidebook outlines the benefits of effective delegation and the fears and concerns that can prevent or hinder it, then offers four key ideas that leaders can use to enable better delegation.



Developing Political Savvy

William A. Gentry and Jean Brittain Leslie
(Stock No. 00452)

Organizational politics is a natural part of everyday life in the workplace; it is neither good nor bad. Once you accept these facts, you can build your capacity to lead effectively. You can be regarded as someone with effective political savvy, someone who can influence and persuade others in an authentic manner.

Executive Summary

Organizational politics is not about being false; instead, it's about using your skills, behaviors, and qualities to be effective, and sincerity is vital.

One way to develop political savvy is to mingle strategically. The ability to build strategic relationships and garner the support of others is essential. Leaders who possess a strong networking ability build cooperative, beneficial relationships with their colleagues.

Building political savvy also involves the ability to read the situation. Politically savvy managers tend to be perceptive observers of others and of social situations. This kind of social astuteness involves observation, self-awareness, and the ability to adapt and tailor behavior to different environmental conditions.

It's important to determine the appropriate behavior before acting. Impulse control is necessary when you're in conflict, and it can also help you avoid a mistake such as sharing an idea prematurely, shooting down another person's idea, telling an inappropriate joke, or using humor at the wrong time. The ability to resist or regulate impulsive behavior is a key factor in building political influence and putting your colleagues at ease.

Finally, leave people with a good impression. Avoid being manipulative. Being authentic—honest, sincere, trustworthy, and genuine—inspires others to trust and have confidence in you.



Direction, Alignment, Commitment: Achieving Better Results through Leadership, Second Edition

Translations of the First Edition are available in Arabic, French, German, Portuguese for Europe, International Spanish, Spanish for Latin America, Polish, and Japanese.

Cynthia McCauley and Lynn Fick-Cooper
(Stock No. 00472)

If your team isn't getting results, you may think the problem starts with a failure in leadership. While the person in charge may have issues, a leadership problem doesn't necessarily mean you have a "leader" problem. Leadership is not just about the people at the top, but is a social process, enabling individuals to work together as a cohesive group to produce collective results. This book will show you how to diagnose problems in your team by focusing on the three outcomes of effective leadership: direction, alignment, and commitment. By assessing where your group stands in each of these outcomes, you can plan and implement the changes necessary to get better results.

In this new edition, we've updated and refined how we talk about the three outcomes of effective leadership, as well as refining the included DAC Leadership Framework model and DAC Assessment.

Executive Summary

Effective leadership generates three crucial outcomes: direction (agreement in the group on overall goals), alignment (coordinated work within the group), and commitment (mutual responsibility for the group). By examining the whole system of leadership, which includes all the members of the group, you can begin to understand what particular leadership problems your group is encountering.

First, use the "DAC Assessment" to assess current levels of direction, alignment, and commitment in the group. For instance, you may find that your group has great direction and good alignment, but lacks the commitment necessary to achieve its goals. Or, your group might need help in direction and alignment, but not necessarily commitment.

Next, look for factors that could be contributing to low levels of direction, alignment, and/or commitment. Does your group have an unclear direction because of a lack of communication? Is your group not aligned because coordination between group members is poor? Do group members lack a sense of belonging and thus commitment to the group and its goals? Obtain multiple perspectives, both inside and outside your group, on these factors. Doing so will give you a more accurate picture of the specific challenges your group is facing.

Finally, identify changes that could improve each of these outcomes. You might hold discussions with group members about problematic behaviors and plan possible remedies. Or, you could seek additional expertise, such as coaching, leadership development programs or resources, or feedback from more experienced members of your organization. Once you begin making changes, engage in a continuous learning process, regularly evaluating your group's progress and making adjustments as necessary.

By examining leadership through the outcomes of direction, alignment, and commitment, you can assess your group's performance and determine what steps your group needs to take to increase its effectiveness and achieve success.



Feedback That Works: How to Build and Deliver Your Message - Second Edition

Also available in International Spanish, German, French and Arabic.
Translations of the First Edition are available in Bahasa Indonesian, Chinese, Dutch, French, German, Japanese, Russian, Swedish, Spanish for Spain, Brazilian Portuguese, and Portuguese for Europe.

Center for Creative Leadership
(Stock No. 00470)

Effective feedback, whether it's meant for your boss, your peers, or your direct reports, is built around three steps. First, capture the situation. Then, describe the other person's behavior you observed in that situation. And finally, explain the impact that behavior had on you. The result is a clear message that can inspire action and productive change.

Executive Summary

One of the best development actions you can take is to communicate a specific message based on observed performance. You may have told a fellow manager, a coworker, or even your boss that he is a good leader, or that she communicates well, or that he needs to be more strategic. You may believe that such statements are helpful examples of feedback. But such statements only evaluate or interpret; they don't describe a specific behavior so that a person can learn and develop by repeating or avoiding that behavior.

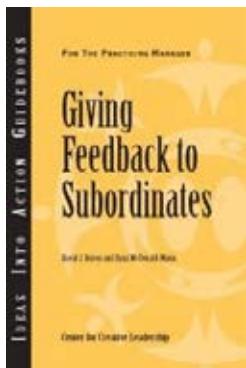
Effective feedback is developmental. It should enable the person receiving the feedback to understand exactly what he or she did in a particular situation and the impact it had on others. When feedback is this specific and this direct, there is a better chance that the person getting the feedback will be motivated to begin, continue, or stop behaviors that affect performance.

During the course of giving feedback to tens of thousands of people over many years, CCL has developed a feedback technique we call SBI Feedback, shorthand for Situation-Behavior-Impact. Using this technique, you can deliver feedback that can help the recipient see more easily what actions he or she can take to continue to improve performance or to change behavior that is ineffective or even an obstacle to performance.

SBI Feedback has three components. First, capture the situation. Then, describe the other person's behavior you observed in that situation. And finally, explain the impact that behavior had on you.

As you practice this technique and put it into action, there are some pitfalls of which you should be aware. For example, don't back out of the feedback with "second thoughts." Don't cushion your feedback with such phrases as "You aren't going to want to hear this . . ." as it tends to put your audience on the defensive. And, don't forget to keep the medium in mind – giving feedback remotely, for instance, will require you to adapt to the limitations of the virtual setting.

Review the situation, behavior, and impact steps that build effective feedback and practice those steps at every opportunity. Take time to reflect on your feedback efforts. As you become more familiar with the approach and more comfortable with the delivery, your feedback skills will become more and more effective, and the people around you will benefit from your improved leadership in this area.



Giving Feedback to Subordinates

Also available in Spanish for Latin America

Raoul J. Buron and Dana McDonald-Mann
(Stock No. 00403)

For whatever reason, managers find it hard to give feedback to their direct reports. To succeed in your leadership role, make feedback a part of developing your direct reports to their full potential. Learn how to provide effective feedback that is empowering, not damaging; that is constructive, not debilitating.

Executive Summary

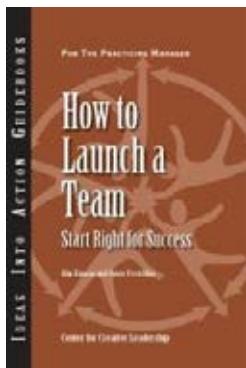
Given its potential to bolster improved performance, managers should eagerly supply feedback to their subordinates. But it doesn't happen often. Most people work without the benefits of effective feedback.

Giving feedback often gives you the best chance of reinforcing positive behavior and of influencing change in unacceptable behavior. You should also give feedback in a timely manner, and not wait too long to comment on a direct report's behavior. Making employees aware of potential opportunities and providing constructive steps they can take to achieve those goals are key motivations for providing effective feedback to subordinates. Addressing a performance problem is also a good use of feedback.

When giving feedback to your direct reports, be specific, keep it simple, and steer clear of interpreting behavior. It helps if you can catch direct reports doing things right, so that all your feedback isn't focused on negative behavior.

Giving feedback can provoke an emotional reaction. In dealing with feedback's emotional impact, take into account the individual situation; recognize that people process information differently; factor in health, personal, and family problems; and draw on your direct report's problem-solving abilities.

Like the other leadership skills you have developed, giving feedback to subordinates may at first feel unnatural and uncomfortable. Don't be concerned if your initial attempts are awkward. Take that first step. The ability to provide feedback to direct reports is a skill that, with practice, you can carry out with confidence and with great effectiveness.



How to Launch a Team: Start Right for Success

Kim Kanaga and Sonya Prestridge
(Stock No. 00417)

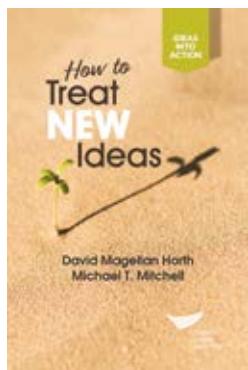
Getting your team off on the right foot is critical to its success. To launch a team so that it increases its chance of success, managers and team leaders should pay attention to four critical points: setting purpose and direction, defining roles and responsibilities, designing procedures and practices, and building cooperation and relationships. Understanding and implementing these elements is key to helping your team accomplish its mission.

Executive Summary

When an organization sponsors a team, it's usually to address a challenge deemed essential to organizational success. Meeting that challenge might mean implementing new ways of working, entering new markets, or developing a new product. Teams can produce innovative solutions to complex problems, enabling organizations to be faster, more responsive, more competitive, and more successful in meeting their missions. But these kinds of results aren't guaranteed. It's not always easy for teams to deliver high performance. A good start is crucial to ensuring that your team will function successfully.

To launch a team toward success, managers and team leaders should pay attention to four critical points: setting purpose and direction, defining roles and responsibilities, designing procedures and practices, and building cooperation and relationships. Understanding and implementing these elements are key to a successful launch and, in the end, essential to a team's achieving the organization's goals.

Setting purpose and direction hinges on your team's understanding its mission, creating its goals, and being able to act upon its goals. Defining roles and responsibilities requires team members to have a clear understanding of what they contribute to the team and what the team is asking of them. Designing procedures and practices means paying attention to how decisions are made on your team, working out how to handle team communication, and having the team understand and agree to team norms. Building cooperation and relationships during the team launch means establishing a sense of camaraderie, managing conflicts, reviewing and monitoring external relationships, identifying critical success factors, and defining the relationship between the team and its leader. Team members need to feel inspired by the opportunity, and confident that they will have the resources and support needed for success. A strong launch sets a clear direction, an inspiring challenge, and a cooperative spirit that will enable your team to serve the organization with exceptional performance.



How to Treat New Ideas

David Magellan Horth, Michael T. Mitchell
(Stock No. 00468)

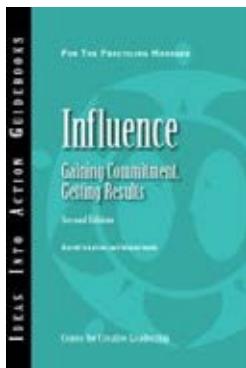
Ask any leader about innovation and you are likely to hear how critical it is to their organization. Innovation provides a way to stand out from competitors around the globe, and to address ever-rising customer expectations for products, services, and experiences that are new, different, and make life easier. Despite what we say about innovation, however, how we act is often in direct contradiction to our words. *How to Treat New Ideas* shows you the important steps you can take to become more self-aware, and to treat new ideas and those who suggest them with the respect and consideration they deserve.

Executive Summary

Most of us are quick to see new ideas as a risk – lacking all the evidence and detail we need to make us feel comfortable. Rather than embracing new ideas and nurturing them along the way, we tend to discard them out of hand – sabotaging the very creativity we need to fuel innovation. However, there are six simple strategies you can implement to encourage new ideas, push and pull them in new directions, build on their potential, and turn them into something truly innovative:

- Resist the instinct to kill a new idea. Become self-aware of how you physically and emotionally react to a new idea, and learn to resist the “fight or flight” response so that you can assess new ideas fairly.
- Practice innovation thinking. Instead of business thinking, which emphasizes facts and feasibility, embrace ambiguity, potential, and intuition.
- Frame and clarify the idea’s purpose. Get beneath the surface of a new idea to understand what it’s really about.
- Use the POINT technique. POINT gives you a broad method of assessing new ideas, focusing on the positives as well as the opportunities for improvement.
- Connect ideas to ideas. Some ideas don’t stand on their own, but what happens when you combine them with other new ideas?
- Build a prototype of the idea. Even if simple, a tangible model can help you reframe your thinking and uncover new insights.

Continual use of these six strategies can put you and your organization on the path to embracing new ideas, and further your overall innovation efforts.



Influence: Gaining Commitment, Getting Results (Second Edition)

Also available in Chinese, French Canadian, and Spanish for Latin America

Harold Scharlatt and Roland Smith
(Stock No. 00448)

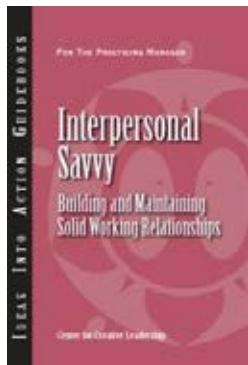
Influence is an essential component of leadership. Your position in an organization and the power it gives you aren't always enough to motivate people to do what you ask. You may negotiate with or persuade people to make short-term behavioral change, but to create sustained change, you will need to influence them, which includes negotiation, persuasion, and other methods. Developing your skill at using different influence tactics can help you achieve results when you use those tactics to get support from direct reports, peers, bosses, and even clients and vendors.

Executive Summary

Influence is an essential component of leadership. Your position in an organization and the power it gives you aren't always enough to motivate people to do what you ask. Developing your influence skills can help you gain commitment from people at all levels: direct reports, peers, and bosses.

Leaders are often challenged in learning how to influence different stakeholders. A leader with highly developed influence skills almost always has some sense of individual personalities, the goals and objectives that people are responsible for, and the organizational roles that people play. That knowledge alone can't strengthen influence skill, but it reminds leaders that positive results often depend on using a variety of influence tactics.

To increase the range of influence tactics available to you, it's helpful to note which ones you rely on heavily and which ones you tend to avoid. Then, by considering whom you want to influence, you can settle on a tactic that is likely to produce the best result. Reviewing the outcome of those episodes creates an opportunity to learn from your experience and to become a more influential leader and a more powerful contributor to your organization's ongoing success.



Interpersonal Savvy: Building and Maintaining Solid Working Relationships

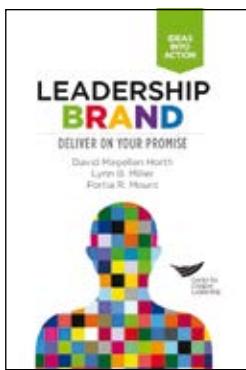
Also available in Polish, International Spanish and Portuguese for Europe

Center for Creative Leadership
(Stock No. 00455)

The success of your daily interactions with others, whether during formal meetings or encounters at the water cooler, can make or break your success in the workplace. Having interpersonal skills will allow you to motivate, inspire, and successfully lead others, as well as further your own career development. This guidebook will show you how, through self-awareness and strategic implementation of behaviors, you can utilize interpersonal savvy to make the most out of negative situations, develop and lead others, and create a positive working environment despite daily challenges and hardships.

Executive Summary

Interpersonal savvy is the ability to build and maintain solid working relationships with your superiors, colleagues, and direct reports. It helps you make the most out of everyday interactions, using skills such as good listening, empathy, sincerity, and teamwork. Your behaviors shape how others perceive you in the workplace, and a firm knowledge of interpersonal savvy will allow you to best shape those perceptions to achieve the greatest results. Self-awareness of the positive qualities you want to demonstrate, combined with specific actions to implement those qualities, will lead to positive outcomes in how others view and interact with you. One thing to watch out for is taking a good quality too far—for example, letting your self-respect become arrogance. Being on the lookout for these scenarios and taking the time to implement more positive alternatives will further help to raise your interpersonal skills. By continuing to develop interpersonal savvy, whether you think you have the skills or not, you will become a more thoughtful, friendly, approachable, and trustworthy leader who can achieve results.



Leadership Brand: Deliver on Your Promise

Also available in German

David Magellan Horth, Lynn B. Miller, and Portia R. Mount
(Stock No. 00467)

Everyone has a reputation. Whether good or bad, your reputation precedes you, and can inhibit or enhance your professional goals. However, how do you actively nurture, develop, and manage how others see you? In this book, we'll discuss how crafting a brand can give you control of how you're perceived at work. From proven strategies from CCL experts, to practical advice you can implement immediately, *Leadership Brand: Deliver on Your Promise* can help you figure out the leader you want to be, and how to build the brand that can get you there.

Executive Summary

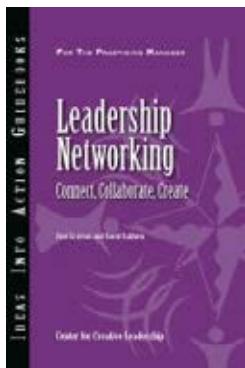
Your reputation is the total of your past experiences and interactions with others. A brand, however, is who you are now, and how you want to be seen in the future. It is crafted in the present, aspirational, and can enhance or impede your effectiveness in life. Your leadership brand is how your brand plays out in the social process of leadership, and there are several strategies to creating an aspirational brand that will help you achieve your leadership goals.

First, self-awareness of your current state is essential for determining what changes you need to make to achieve your desired future state. Consider several questions about your current leadership role—for instance, what is your skill level and knowledge related to that role? How would others view your performance so far? Establish a baseline so you can determine what changes you need to make.

Next, ensure that your brand is authentic; that is, aligned with your sense of purpose, your values, and what matters most to you. An inauthentic brand can come across as deceiving or unbelievable. As you think about changes you would like to make to your brand, take time to ensure those changes align with your own beliefs and values.

Also, use social media and your internet presence to enhance your brand. Think about what someone would find if they searched for you on the internet and, if possible, take steps to ensure you're presenting the image you want others to see. Take advantage of social media platforms to communicate your brand with others, and participate in communities aligned with your own beliefs and goals.

Your leadership brand should continually evolve throughout your career, so take time to revisit your values and beliefs as you progress. By intentionally crafting and shaping your brand, you can take control of how others see you at work, and create opportunities for growth and development throughout your career.



Leadership Networking: Connect, Collaborate, Create

Curt Grayson and David Baldwin
(Stock No. 00433)

Leadership networking is not about collecting business cards or schmoozing. It's about building relationships and making alliances in service of others and in service of your organization's work and goals. This book will show you how to enhance your networks and become effective at leadership networking. By seeing networking as an integral part of your role as a leader and by taking action to develop and nurture related skills, you create benefits for yourself, your group, and your organization.

Executive Summary

Leadership networking demands authenticity. It trades in resources. It calls for a thoughtful and deliberate use of the power gained from your reputation, your alliances, and your position. Leadership networking requires skillful communication, negotiation, and conflict management.

In the process of building and maintaining relationships, you are likely to face a number of barriers, such as operational differences, level differences, demographic differences, and personal preferences. Other barriers include a lack of understanding of the big picture that your organization is working toward, time, location, previous relationship history, and change. Any one barrier can pose a challenge to effective networking; often a number of factors conspire to prevent good networks from developing.

In order to assess your network, think about your current priorities or leadership challenges. Create a network diagram directly related to your key challenge. Rank the people in your diagram in terms of their importance to you in facing your challenge, and in this way identify your most important relationships. Then diagnose any weaknesses and gaps in your network. Reflect and clarify your situation prior to setting networking goals.

Once you understand how your present network is structured, who is involved, and where you can push your network to the next level, you can take action using these eight strategies: learning from others, inviting others, inviting yourself, asking for feedback, working with others, being direct, being an information hub, and making allies.

Many of the roles and skills expected and required of leaders today are connected to networking. By seeing networking as an integral part of your role as a leader and by taking action to develop and nurture related skills, you begin to create benefits for yourself, your group, and your organization.



Leadership Trust: Build It, Keep It

Also available in Spanish for Latin America and Castilian

Christopher Evans
(Stock No. 00463)

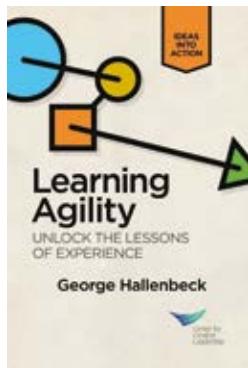
Trust is a mechanism of people's decision-making processes that mediates nearly every interaction in their lives. Identifying and discussing the specific issues or behaviors that increase or decrease one's willingness to trust—to be vulnerable to the actions of others—helps leaders increase their comfort in dealing with today's volatile, uncertain, complex, and ambiguous world. Developing fluency in initiating trust conversations helps both leaders and their colleagues open up to the possibility of creating greater responsibility throughout their relationships, teams, and business units.

Executive Summary

This book helps leaders create a common language and understanding around issues of trust that show up in the organizational environment. It's important for leaders to be clear on how they are experiencing a situation that's causing a lack of trust before they initiate discussions on trust itself. Leaders need to be grounded in the observable actions or behaviors that are affecting their willingness to interact. To identify these behaviors, this book looks at interpersonal trust through factors of perceived trustworthiness, or dimensions of trust.

Next, leaders need to prepare for and engage in trust-advancing conversations. This book provides some examples of initiating both individual and team-level trust conversations around specific issues that deal with ability, integrity, and loyalty. You'll learn to choose between sharing performance feedback and initiating deeper trust conversations.

By developing both your awareness of the causes of trust problems and your skill in engaging in focused trust conversations, you can help create clearer accountability with others, reduce discomfort for you and your team, and advance your own leadership effectiveness.



Learning Agility: Unlock the Lessons of Experience

Also available in Spanish for Latin America

George Hallenbeck
(Stock No. 00466)

Experience is vital for a leader's success, but merely having an experience (such as a challenging new job, a stretch assignment, or an unexpected hardship) isn't enough. The best leaders know not just how to seek out developmental experiences, but how to extract the essential lessons within each experience and apply them to future situations. This book will walk you through a four step process for making the most out of your experiences. You will learn how to seek out beneficial experiences, make sense out of both old and new experiences, internalize the most useful lessons from each experience, and apply those lessons to new, unfamiliar, and challenging situations. By becoming learning agile, you'll be able to use the lessons of experience to meet the challenges headed your way.

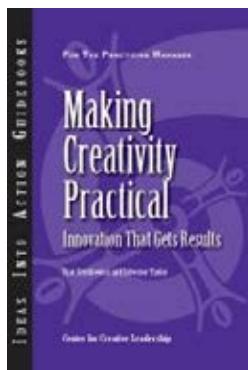
Executive Summary

The ability to learn from experiences and apply those lessons to future situations is an essential skill for your development. Individuals who can consistently engage in this ability at a high level utilize a set of behaviors collectively called learning agility. Anyone can learn these behaviors and apply them to past, present, and future experiences.

Learning Agility has four specific behaviors:

- **Seeking:** Developing learning agility requires an intentional willingness to immerse yourself in new and challenging situations that broaden and expand your experiences. Learning agile individuals see these situations as prime opportunities for new learning and growth.
- **Sensemaking:** Learning from experience is a highly active and ongoing process marked by curiosity and a willingness to experiment. Asking "Why?" "How?" and "Why not?" are essential to gaining the insight and perspective that fuels learning.
- **Internalizing:** Learning doesn't end with the experience. Seeking feedback and taking time to reflect are critical for deepening insight and embedding critical lessons for recall and application.
- **Applying:** A lesson is not truly learned until it is applied. Learning agile individuals excel at adaptive learning—accessing principles and rules of thumb from previous experiences and applying them to navigate new and challenging situations.

By continually engaging in these behaviors, you can confidently use the lessons of the past to meet the challenges of the future.



Making Creativity Practical: Innovation That Gets Results

Stan Grysiewicz and Sylvester Taylor
(Stock No. 00421)

Creative solutions can be challenged and defended in the pursuit of profitability. But first, creativity must be demystified. The process of making creativity practical provides leaders with a problem-solving approach that produces high-quality ideas that are appropriate to the task—which means groups and organizations can implement them with less risk.

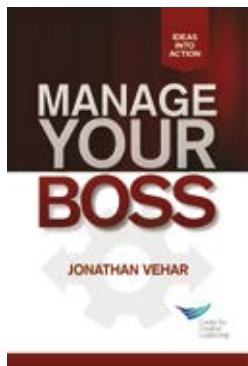
Executive Summary

Creativity is crucial to an organization's survival. Managers know this, and often they are responsible for instigating and implementing creativity in their organizations because they are called to solve problems and deliver results. A process of practical creativity can help leaders manage innovation in a way that produces answers that the organization can implement.

To make creativity practical, managers will want to carry out five related activities. One, they will want to state the problem in a way that encourages creative problem solving. Two, they should become familiar with different problem-solving styles. Three, they should learn and understand creative pathways connected to problem-solving styles in order to set a direction for their innovation efforts. Four, they need to lead their teams or work groups in generating ideas. Finally, leaders will want to evaluate those ideas to select those that are most likely to be effective.

Managers who doubt that the creative process can reliably produce results—that it can be made practical—are reminded that only the idea-generation stage needs to run without limiting interference. Managers are free, and are encouraged, to guide other parts of the process toward results that their organizations can support and implement. In essence, this is the core of practical creativity.

Practical creativity reconciles creativity with management and is linked to the context of problem solving, grounded in reality, and focused on productivity. Managers are often trained to minimize risks and to value predictability, but creativity is risky and unpredictable. Managers can use a process of practical creativity to solve problems efficiently and to manage the problem-solving process by altering it to more closely align with the organization's current challenges.



Manage Your Boss

Jonathan Vehar
(Stock No. 00465)

The relationship between you and your boss is important in determining your success at work. However, having a good relationship isn't just a matter of lucking out with the right boss. It takes a focused effort by both parties to forge a strong working relationship that achieves results. Just as it's your boss's job to manage you, it's up to you to manage your boss. By taking an active role in managing your boss, you can decrease misunderstandings, improve day-to-day communication, and become even more successful in meeting the needs of your boss and your organization.

Executive Summary

Effectively working with your boss is essential for your mutual success. Like it or not, you and your boss depend on each other, and when this relationship works, you both have effective communication, clear expectations, and a lack of unwelcome surprises. When this relationship doesn't work, you'll encounter frustration on both sides, anger, recrimination, unpleasant surprises, and work that doesn't achieve your goals. Such discord also costs the organization in terms of missed deadlines, inefficient use of resources, and increased turnover of employees.

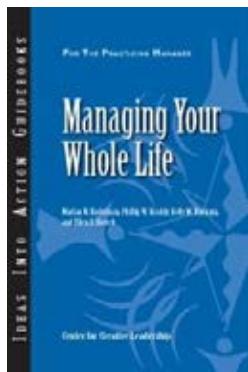
To effectively manage your boss, you need to ensure three things happen:

- You get what you need.
- Your boss gets what he or she needs.
- The organization gets what it needs.

However, issues such as unclear communication, disagreements on which problems need to be solved, disagreements about the amount of direction you need from your boss, and differing working styles can impair an effective working relationship.

To work more effectively with your boss, you can implement a variety of strategies. For instance, you can seek to understand how your boss prefers to communicate (such as how and when they want to be communicated with, and how often your boss needs updates on your work). You can also figure out how your boss likes to approach and solve problems, and then tailor your interactions and requests to best suit their preferences.

By taking responsibility for your boss, and reframing your role from direct report to a partner in achieving strong results, you can increase the quality of your work, create opportunities for advancement for both you and your boss, and even contribute to a stronger organization.



Managing Your Whole Life

Also available in German and Spanish for Latin America

Marian N. Ruderman, Phillip W. Braddy, Kelly M. Hannum, and

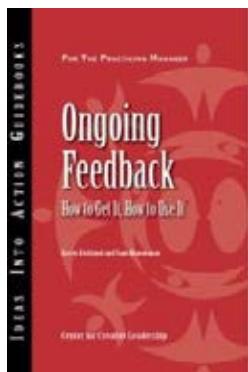
Ellen E. Kossek

(Stock No. 00458)

Managing the demands of the workplace and the responsibilities of the rest of your life can be tricky, especially when you're a driven leader who wants to succeed. This book will show you how to successfully establish and manage work-life boundaries so that you can be more successful at work and at home.

Executive Summary

Managing work-life boundaries is essential for optimizing productivity and effectiveness at work and at home. Blurring or otherwise not successfully managing these boundaries can lead to a variety of problems, such as mistakes at work, decreased organizational coordination, and increased stress and tension. Successful leaders use a variety of techniques to approach their whole life, including setting clear boundaries, utilizing effective time management, managing transitions between work and family roles, and using goals as a means to organize their lives. To understand your current work-life situation, you must analyze your behaviors (what you're currently doing), your identity (where you prefer to invest your time and energy), and your perceived control (your ability to decide when, where, and how to take care of work and family responsibilities). Combining data from these three categories, you can come up with a comprehensive development plan that will allow you to achieve your goals at home and at work, leading to a successful, fulfilling life.



Ongoing Feedback: How to Get It, How to Use It

Karen Kirkland and Sam Manoogian
(Stock No. 00400)

Do you want feedback that will really do you some good? Consider the source. Think about who to ask, when to ask, and how to ask. But don't stop there. Learn to evaluate the content of the feedback you've received so you can use it effectively.

Executive Summary

Many managers know that they need feedback but are unsure about how to get it. To gain the feedback that can benefit you most, consider who to ask, when to ask, and how to ask.

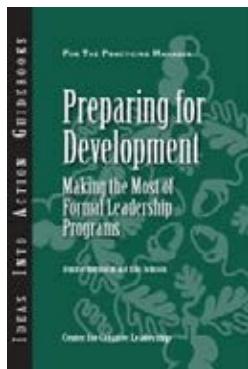
When you think about who to ask for feedback, think of a person whose opinion you respect and who will encourage you to improve your effectiveness. It's also helpful if you ask someone whose work style is different from your own so that you gain access to a new point of view. The person from whom you seek feedback should be someone with whom you must interact in order for you both to get results—that gives both of you a vested interest in the feedback process.

In choosing when to ask for feedback, keep in mind that you should first identify your development goals. Another consideration is frequency. The more often you receive feedback, the more often you can put your goals into action.

You know who to ask and when—now you need to know how. CCL recommends using a method it calls the Situation-Behavior-Impact (SBI) model. This means of receiving feedback is very effective and simple, as it directs the person giving you feedback to stick to the situation in which he or she observed you, describe your behavior in that situation, and then tell you what kind of impact your behavior had.

Getting feedback is valuable in managing your own leadership development, but you have to know how to use that feedback to reach your development goals. First, evaluate the content of the feedback you've received. Is it accurate? What value does it have for you? How important is it to you?

With continued practice you will find seeking and receiving feedback easier to do, welcomed by others, and more rewarding both professionally and personally.



Preparing for Development: Making the Most of Formal Leadership Programs

Jennifer Martineau and Ellie Johnson
(Stock No. 00409)

If you want to get a good return on your investment in a leadership program, make sure you have clear expectations, goals, and a plan to put what you learn into practice when you return to the office. If you follow those steps you can substantially increase the benefits to yourself and to your organization.

Executive Summary

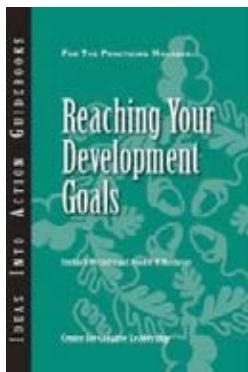
Many managers, either through their own initiative or through company sponsorship, attend formal leadership development programs. But many of those managers show up for such programs without clear expectations, goals, or a plan to put what they learn into practice when they return to the office. Managers can substantially increase the benefits to themselves and to their organizations by preparing for any formal developmental experience they are scheduled to attend.

That preparation includes clarifying expectations, understanding and increasing motivation for attending, and making sure that the work environment supports the changes in behavior and perspective that lead to more effective leadership.

Managers can clarify their expectations by determining the content of the program and by mapping that content to their specific development needs, both in their immediate circumstances and with an eye toward their long-term career goals. Managers should also connect their personal leadership development goals to their company's strategic goals. Another way for managers to prepare for a formal developmental experience is for them to gauge their enthusiasm for attending and making sure they are motivated to make the most from the experience.

Participating in a formal development program is just the first step in building skills that can make a manager a more effective leader. When managers return from such a program to their established routine, they may find that organizational constraints hinder their putting into practice what they've learned. Managers can prepare their work environment so that it is more supportive of their developmental efforts by assessing any possible roadblocks to their development, sharing their goals with others, integrating what they've learned into everyday work life and personal life, setting aside time for practicing what they've learned, and asking for feedback on their new behaviors.

With the right preparation, motivation, and action a formal development program can provide managers with a deeper understanding of the skills and perspectives required to lead people and organizations.



Reaching Your Development Goals

Cynthia D. McCauley and Jennifer W. Martineau
(Stock No. 00401)

Managers can use three strategies to develop their technical and interpersonal skills in their drive to reach their development goals. First, seek challenging assignments. Second, get targeted training when appropriate. Third, build relationships at work and off the job that provide support.

Executive Summary

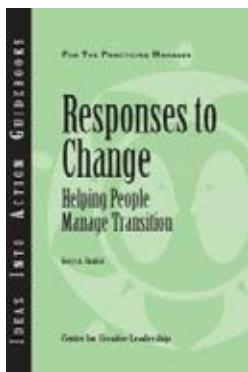
CCL research and practice shows that managers who commit to pursuing goals immediately following a feedback experience are much more likely to capitalize on their strengths and set a productive path for growth. There are three strategies that you, as a manager, should fully use in your effort to learn, grow, and change.

One, seek challenging assignments. When you set a development goal, it makes sense to seek out challenging assignments that will force you to work toward your goal. This is a potent development strategy because it allows you to practice the skills and behaviors you are trying to improve. You learn by doing, seeing what works and what doesn't, and trying it again. This strategy also motivates you to improve. If you don't improve the skills and behaviors you've targeted, you'll likely not do well in the assignment. It will be obvious to you and others that you aren't reaching your development goals.

Two, you should seek training for targeted skills. In addition to choosing some challenging assignments, you will want to explore training opportunities. Training programs are most useful when you have identified a specific skill that will help you reach your development goal. For example, if your goal is to become better at influencing peers, honing your negotiation skills could help you reach that goal. Such programs also provide a safe place within which to practice the new skills.

Three, you should seek developmental relationships. As you work toward your development goals, you will need others to help you along the way. Begin by thinking about the kind of data, advice, pushing, encouraging, and supporting you most need to reach your development goal. Then think of who could best serve those needs. Don't think too narrowly. Seek people outside your immediate work group, family, and circle of friends. Once you have identified the needed roles and potential people to provide those roles, go to those individuals, explain how you need their help, and enlist them in your developmental work.

Self-development is a lifelong pursuit. There are always opportunities and reasons to improve your performance. Make it a point to revisit your accomplishments, monitor them, and consider setting new goals.



Responses to Change: Helping People Manage Transition

Also available in European French and French Canadian

Kerry A. Bunker
(Stock No. 00442)

The ongoing state of many organizations is one of change. People who experience major change tend to exhibit one of four patterns of response: entrenched, overwhelmed, poser, or learner. The people in each group need different kinds of help in order to make the transition. This guidebook will help you understand how people, including yourself, are responding to change and what you can do to help them move forward.

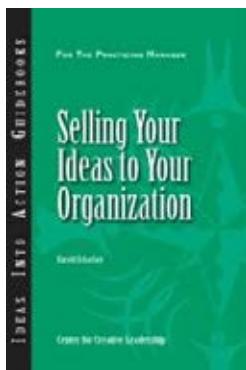
Executive Summary

The ongoing state of many organizations is one of change. As a leader, you need to understand the patterns of response that people express and to customize intervention strategies to help them move forward.

People who experience major change tend to exhibit one of four patterns of response. Those in the entrenched group don't feel ready or able to make the transition, but they often have the capacity to do it better than they realize. Those in the overwhelmed group don't feel ready or able to make the transition—and in the moment they are correct. The posers probably feel more ready and able to make the transition than they really are. Learners are ready and able to make the transition successfully.

The people in each group need distinct kinds of help. The overwhelmed, who feel both weak and powerless, need to be developed in place, and they need support from superiors and peers. The entrenched, who tend to underestimate strengths and worry about weaknesses, need carefully paced learning activities, a safe place to test the new things they are learning, job opportunities that are developmental, and encouragement along with their feedback. The posers, who overestimate strengths and underestimate weaknesses, need regular, objective, and accurate feedback, and they need to focus on development rather than taking action. The learners, who accurately assess both strengths and weaknesses, need high-impact developmental assignments.

The included worksheets will help you assess how people are responding to change and what you can do to help them. You can also use the worksheets to reflect on your own response to the changes unfolding around you. Being a leader in no way exempts you from experiencing the fallout from change. Leading others through transition is an inside-out process that begins with the insight to lead yourself.



Selling Your Ideas to Your Organization

Also available in International Spanish

Harold Scharlatt
(Stock No. 00439)

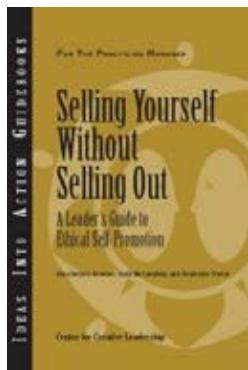
If you've got an idea you want to sell, you need to do two things: scan your environment and use effective tactics. This guidebook explains how to scan your environment and provides a collection of tactics you can use to sell your idea. Using this systematic approach will make you more likely to accomplish your objective—solving a problem or making an improvement for the benefit of individuals, groups, and the organization as a whole.

Executive Summary

When you want to sell an idea to your organization, there are two important things to consider: an environmental scan and a collection of tactics.

Scanning your organizational environment lays the groundwork for success. You should assess how well your idea fits with your organization's goals, where you and your group are positioned in the true hierarchy of your organization, the level of support you need from key people in key groups, the kinds and amounts of resources you need, your own group's commitment to your idea, others who can help you sell or implement your idea, the possibility that others may feel threatened by your idea, and the possibility that your idea may be misinterpreted. Assessing these points will tell you what you know—and don't know.

When you've completed your scan of your organization, you can start to work on actually selling your idea. The following tactics can help: drawing attention to the need or opportunity, creating a favorable perception of your idea, leveraging past support, starting with your most likely allies, considering possible adjustments, and timing it right. You can also work on a small scale to build momentum, build in room to negotiate, and explain the potential rewards and consequences. The more tactics you have to draw on, the more precise and effective action you can take in different situations. Start by building as many options into your repertoire as you can so that when one tactic doesn't work or isn't available in a specific circumstance you can draw on another and keep moving forward.



Selling Yourself without Selling Out: A Leader's Guide to Ethical Self-Promotion

Gina Hernez-Broome, Cindy McLaughlin, and Stephanie Trovas
(Stock No. 00431)

Even high-performing individuals and groups can be overlooked and underestimated. The antidote is self-promotion—the act of generating personal visibility in service of your work and career. In this guidebook, we discuss how you can benefit from self-promotion and maintain your integrity and authenticity. We help you reframe common beliefs that get in the way of effective self-promotion, and we provide numerous strategies and activities that can become part of your repertoire.

Executive Summary

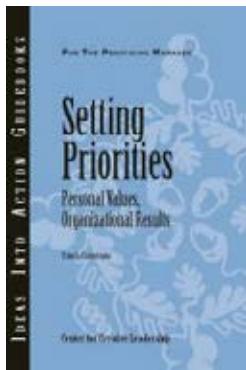
The purpose of self-promotion is to gain visibility for the contributions you and your group make to the organization. When used intentionally and strategically, self-promotion can be rewarding for individuals as well as the organization. Many leaders expect visibility and recognition to result from doing good work, but simply doing good work may not be enough to achieve those results. Self-promotion is an additional component that creates visibility and communicates value, and thus it is an essential part of being a leader. It is a key to effectiveness and long-term success.

The visibility created by effective self-promotion has benefits for the individual leader. Promoting yourself and your group provides many enhancements to your work life, including pay and promotion, rewarding opportunities, recognition and reward for your contributions, confidence, increased self-worth, credibility, and influence. Your self-promotion efforts can also have benefits for others: your direct reports, your boss, your group, and your organization as a whole.

Many leaders have beliefs or mind-sets that get in the way of effective self-promotion, and as a result, avoid promoting themselves, their work, and their groups. Unfortunately, they and their organizations miss out on the benefits of greater visibility. To overcome your hesitancy or aversion, it is helpful to reframe your limiting beliefs.

Techniques for promoting yourself include connecting with others, developing yourself, and creating opportunities. Connecting with others addresses strategies and tactics that help you build your network, create relationships, and gain visibility in the organization. Developing yourself focuses on skills and behaviors that are useful in your efforts to promote yourself. Creating opportunities is about the where and when of self-promotion—specific actions that lend themselves to visibility and self-promotion.

To develop strong, effective self-promotional skills, leaders need to find the sweet spot between bragging and being overly modest. To do so, stay focused on the value of the work. By focusing on the work itself, you will not go overboard with bragging, nor will your hesitancy to be in the spotlight become a liability.



Setting Priorities: Personal Values, Organizational Results

Talula Cartwright

(Stock No. 00434)

Successful leaders get results. To get results, you need to set priorities. This book can help you do a better job of setting priorities, recognizing the personal values that motivate your decision making, the probable trade-offs and consequences of your decisions, and the importance of aligning your priorities with your organization's expectations. In this way you can successfully meet organizational objectives and consistently produce results.

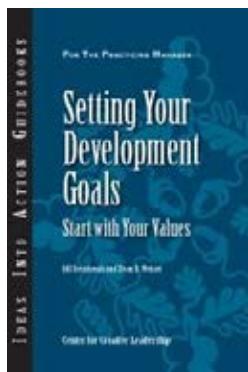
Executive Summary

Successful leaders get results. They can be trusted with the toughest and most complex assignments, they engender commitment and loyalty from their teams and their staffs, and they develop organizational credibility. Consistently getting results depends in large part on your ability to set priorities.

Your personal values act as motivators and have an impact on setting priorities. Even when you focus your priorities on your organization's goals, your personal motivators play a role. Moreover, the priority choices you make based on your personal motivators will have trade-offs and both positive and negative consequences. You must be able to recognize what motivates you to set a priority and what the trade-offs and consequences are likely to be. In order to achieve your primary goals, you also need to be aware of any competing priorities.

You must also take into account how your priorities match up with the ways your organization measures performance. Look for both formal and informal cues about its performance measures. The ability to produce results that meet business objectives depends, in part, on achieving a balance between what personally motivates you and your organization's expectations of your performance. To achieve this balance, you need to maintain your understanding about both things—your motivators and your organization's expectations—and use them as a guide for making choices.

Setting priorities is an interdependent activity, linked to personal, professional, and organizational motivators. Leaders who want to blaze a trail of accomplishment make sure to align their priorities with how their organizations measure performance. By doing that, they successfully meet organizational objectives and produce results.



Setting Your Development Goals: Start with Your Values

Bill Sternbergh and Sloan R. Weitzel
(Stock No. 00411)

There are three main reasons why your goals may fail to inspire and motivate change. One, the goal isn't valued—you haven't committed your mind and heart. Two, your goal isn't specific—it's too broad and overwhelming. Three, your goal isn't supported—you don't have someone to be your coach, cheerleader, or mentor.

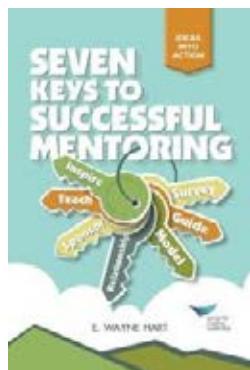
Executive Summary

When setting a goal, it's crucial that you motivate both your mind (what you think you should do) and your heart (what you value). If you bring both into the picture you're more likely to arrive at goals that are meaningful to you and that you can achieve. To bring your heart back into the goal-setting process, examine how your goals align with your values—the underlying life principles you believe are important. There's little motivation for success if you don't connect your goals to your values.

Of course, to make all this work you need to know exactly what your values are. How do you spend your time and energy? What are you passionate about? What do you need to do more of? What should you cut back on? What is missing? CCL suggests looking at five areas of your life—career, self, family, community, and spirit—and considering how in each of those areas you are living out your values. Gaining this perspective will give you some ideas about what you might like to change or improve.

At this point you're ready to cast those ideas into the form of a SMART goal. A SMART goal is specific, measurable, attainable, realistic, and timed. After drafting your SMART goals, you can take action to achieve them. Plan how you can break your goals into small, specific steps that will move you in the right direction. Ask friends, family, and co-workers for their support as you work toward your goals. Revisit your goals at regular intervals to make sure you're on track and to re-energize your efforts.

Choosing and planning your goals is hard work. It takes time. It takes commitment. The rewards, however, are great. By aligning your head with your heart you will set meaningful, attainable goals that will help you make progress toward what you truly value in your life.



Seven Keys to Successful Mentoring

Also available in Spanish for Latin America

E. Wayne Hart
(Stock No. 00443)

Both mentors and mentees realize many benefits from mentoring, as do organizations that encourage, structure, and support mentoring. Effective mentors develop the leadership capacity of their mentees while increasing their own skills. They transfer their knowledge and expertise back into their organizations. They nurture the alignment between employee aspirations and organizational imperatives, and they create depth and loyalty within their organizations. Leaders who take mentoring seriously and handle it effectively have a profound impact.

Executive Summary

Mentoring is an intentional, developmental relationship in which a more experienced and more knowledgeable person nurtures the professional and personal life of a less experienced, less knowledgeable person. Mentoring relationships are developmental—in many cases, for mentor and mentee alike. Mentoring can be either a formal or informal process. Both mentors and mentees realize many benefits from mentoring, as do organizations that encourage, structure, and support mentoring.

A mentor acts on behalf of a mentee, with an eye to the well-being of the organization or profession. In doing so, a successful mentor performs most or all of seven functions. First, the mentor develops and manages the mentoring relationship, keeping these key points in mind: his or her readiness to be a mentor, selecting a mentee, getting acquainted with the mentee, self-disclosure, building trust, handling the power differential, setting goals together, monitoring the mentoring process and mentee follow-through, clarifying expectations, and the potential pitfalls of the mentoring experience.

The mentor also surveys the environment for threats and opportunities, keeping his or her mentee's welfare in mind. The mentor sponsors the mentee's developmental activities, advocating on behalf of the mentee and recommending him or her for appropriate opportunities. Mentors also guide and counsel, teach, model effective leadership behavior, and motivate and inspire. These functions are appropriate in different amounts in different relationships.

Leaders who mentor effectively transfer their knowledge and expertise back into their organizations. They nurture the alignment between employee aspirations and organizational imperatives, and they create depth and loyalty within the organization. They help employees and organizations realize their hopes for each other. Mentors help to develop the leadership capacity of their mentees while increasing their own skills. If they take mentoring seriously and handle it effectively, their impact can be profound.



Supporting Innovators: Trust, Purpose, Partnership

Michael T. Mitchell
(Stock No. 00469)

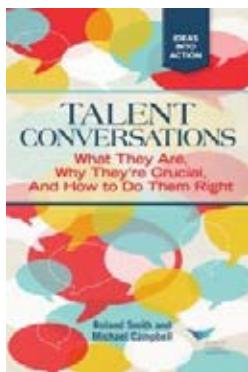
Most companies and their leaders consider innovation vital. In fact, in a recent Center for Creative Leadership survey of leaders, 94 percent told us just that. But those same leaders also admitted that most of their organizations aren't very good at it. Just 14 percent said their companies were effective innovators. Innovation work is risky, stressful, and emotionally draining, and the only way to span this gap, and to address the needs of innovators, is effective leadership. *Supporting Innovators* discusses the three key pillars of leading innovators, and how you can give your innovators the focus, direction, and support they need to close the innovation gap.

Executive Summary

Innovation, according to the Center for Creative Leadership, is the creation and implementation of something new that adds value. Developing a new product, business model, technology, or process can be exhilarating and terrifying for innovators, with dramatic ups and downs in their emotions as they move from initial idea to final outcome. To maintain their focus and motivation through such stressful work, innovators need their leaders to support them in three specific ways.

- **Trust:** Innovators are working to solve a problem for which no one knows the solution, and for which no one is certain to find the answer. Innovators will only succeed if they're confident enough to stretch their abilities as far as they'll go. And they'll only do that if they feel their leaders trust them, even if they encounter failure and setback.
- **Purpose:** Innovation efforts usually have a specific goal in mind, though that goal may change throughout the effort. Innovation leaders need to help their teams stay focused on the purpose of the work, especially if that purpose changes or evolves as the project moves forward.
- **Partnership:** Innovation leaders should share in the work, rewards, and failures as an equal member of the innovation team. Rather than being just the boss, celebrating success or admonishing failure, innovation leaders need to be on the front line with their innovation teams, and use their own talents, organizational authority, and reputation to help the team succeed.

These three pillars can help you support your innovation teams, giving them the focus, direction, and support they need to close the innovation gap of other individuals from different groups. And the more that happens, the better it is for the organization as a whole.



Talent Conversations: What They Are, Why They're Crucial, and How to Do Them Right

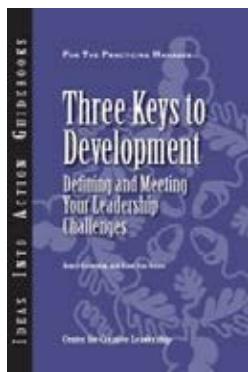
Also available in Bahasa Indonesian and German

Roland Smith and Michael Campbell
(Stock No. 00449)

You as an individual leader are in the best position to have a significant amount of influence over your talented employees. Having effective talent conversations is both a retention strategy and a significant lever for increasing organizational performance.

Executive Summary

Talent management is the work of designing and implementing the strategies, systems, and processes needed for talent sustainability—an organization's ability to continuously attract, develop, and retain people with the capabilities and commitment needed for current and future organizational success. Evidence from Gallup's Q12 employee-engagement research shows that people want a relationship with those who lead them and that if they feel that their leaders and the organization overall care about their individual growth, development, and career success, they are more satisfied, committed, and engaged. Individual leaders can have a significant amount of influence over the development of organizational talent. One of the simplest yet most effective ways to achieve this is the talent conversation—a way of building on relationships that are based on rapport, collaboration, and mutual commitment in order to help the individuals you lead improve performance, focus development, and reach positive outcomes. From this guidebook you will learn how to prepare for and facilitate effective talent conversations by using the Center for Creative Leadership's development framework of assessment, challenge, and support.



Three Keys to Development: Defining and Meeting Your Leadership Challenges

Henry Browning and Ellen Van Velsor
(Stock No. 00404)

If you want to develop your leadership capacity, look toward three critical elements: assessment, challenge, and support. Learn what your strengths and your development needs are. Challenge yourself with new assignments that stretch your abilities. And create a support network of people who can offer encouragement and feedback.

Executive Summary

For most people, the capacity for leadership must be continuously developed over a lifetime of experience. At the Center for Creative Leadership, we believe there are three key elements that drive leadership development: assessment, challenge, and support.

Assessment is information, presented formally or informally, that tells you where you are now; what are your current strengths, what development needs are important in your current situation, and what is your current level of effectiveness. Assessment is necessary whenever your situation changes. At a minimum, make an assessment when you take on a new role, when your job changes, when there has been a major organizational change, or when you haven't made an assessment for 12–18 months. As you plan your assessment, keep in mind these three guidelines: (1) assess yourself and your situation; (2) use formal and informal assessment techniques; and (3) balance self-assessment with data from other sources.

Challenge means you are stretched beyond your current capabilities. Depending on how much of a stretch it is, you may feel comfortable facing a challenge, or you may feel overwhelmed. Challenge may call for skills and perspectives not currently available to you, or it may create imbalance for you and provide an opportunity to question established ways of thinking and acting. A work situation that challenges you too little carries its own problems. After completing the same type of assignments over and over you are prone to boredom and burnout.

Support enhances self-confidence and provides reassurance about your strengths, current skills, and established ways of thinking and acting. It can guide your acquisition of new skills. Building support is key to your managing and even reducing the challenges you face, bringing them in line with your current skills. Increased support will help you reach the point where your situation is more balanced between the challenges you face and the skills you possess. From a strong balanced position you are better able to learn, to grow, and to build skills and perspectives that help you develop as a leader.



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