

CENTER FOR CREATIVE

# LEADERSHIP

2011-2012 ANNUAL REPORT

WHAT'S NEXT FOR LEADERSHIP?

## 5 BIG IDEAS

GET YOUR BRAIN  
IN THE GAME PAGE 4

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Center for  
Creative  
Leadership

[www.ccl.org](http://www.ccl.org)

## ABOUT THE CENTER FOR CREATIVE LEADERSHIP

The Center of Creative Leadership (CCL®), now in its 42nd year, ranks among the world's top-tier executive education enterprises, differentiated by our exclusive focus on leadership education and research. Our esteemed faculty, researchers and coaches bring unparalleled expertise to addressing leadership challenges faced by clients around the globe. We believe leaders are made — not born — and that they can adapt to new and changing conditions. Above all, we believe in putting our clients first, no matter whether they represent private industry, nonprofit or government sectors. Our nonprofit heritage and educational mission give us a unique flexibility in a world where profit motives often drive actions. We have the freedom to focus the success of our clients, consistent with our mission — to advance the understanding, practice and development of leadership for the benefit of society worldwide. For complete information on our Center's programs, products, services and history, please visit us online at [www.ccl.org](http://www.ccl.org).

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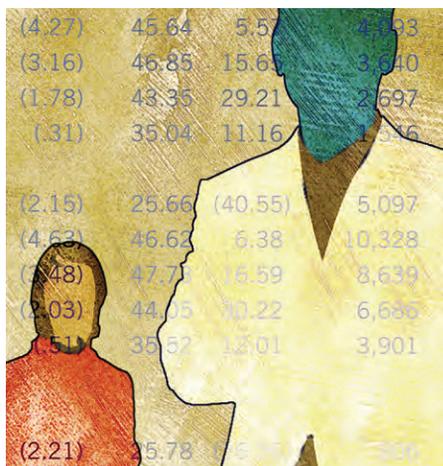
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# What's Next for Leadership?

## 5 BIG IDEAS

BY JOHN R. RYAN  
PRESIDENT AND CEO

**W**HAT'S ON THE MINDS OF LEADERS THESE DAYS? Judging from the explosion of books and articles on the subject, it's quite obvious: their own minds. The burgeoning field of neuroscience — the study of the nervous system and the brain — has gone mainstream. The race is on to translate its insights into practical applications at work.

At the Center for Creative Leadership, we are deeply intrigued by neuroscience's potential for enhancing leadership effectiveness. Success as a leader, after all, often comes down to specific behavioral traits. The more we know about how to encourage positive behavior and change limiting behavior in ourselves and others, the better we will meet our challenges. For the past year, in fact, we have conducted special gatherings of neuroscience experts from around the United States.

But when it comes to tracking important trends in leadership development — and finding ways to make them practical for you — neuroscience has been far from our only focus.



Communication technologies, too, are opening the door to a future where leadership development looks very different than it does today. Apps for your smart phone will play a critical role in learning. New ways of gathering and using data will steer development in more precise and powerful directions.

At the same time, innovation in leadership development can also be decidedly low-tech. Some of the most exciting work in our field lies in finding low-cost, high-impact ways to deliver leadership training in rural, poor and underserved communities around the world — the very places that need it most.

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As we explore what's new and meaningful on the frontiers of leadership development, we do know this: The context in which leadership happens is changing every day in every sector. We are living in a VUCA world — one characterized by Volatility, Uncertainty, Complexity and Ambiguity — and will be for years to come. In a dizzying swirl of socio-political upheaval, natural disasters and volatile business markets, many of us stay awake at night wondering if our skills and knowledge are enough to see us through tomorrow or the next quarter. Seeing farther than that is even more daunting — and yet we have to keep searching.

"Discomfort comes with the territory," says Bob Johansen, a senior fellow at the Institute for the Future. His second and extensively updated edition of his groundbreaking book *Leaders Make the Future: Ten New Leadership Skills for an Uncertain World* was just released. Bob is candid about the stiff challenges of leading in our unpredictable world. He believes, too, that "the future will also be loaded with opportunities. Leaders must have the skills to take advantage of those opportunities, as well as the agility to sidestep the dangers."

And at CCL, that is the very challenge that fires our imaginations: staying at the forefront of leadership development by applying technology in thoughtful and creative ways, serving new audiences and introducing unexpected ideas and solutions. It keeps us digging in every corner of the world for insight that will help women and men in business, government, educa-

tion and non-governmental organizations ace their day-to-day tests and realize their long-term visions.

In this report, we examine five big ideas that are driving the future of leadership development: advances in neuroscience, organizational network

**At CCL, that is the very challenge that fires our imaginations: staying at the forefront of leadership development by applying technology in thoughtful and creative ways, serving new audiences and introducing unexpected ideas and solutions.**

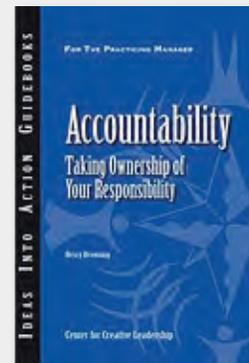
analysis, the democratization of leadership education, investments in next-generation nonprofit leaders, and the development of metrics for leadership coaching.

CCL is pleased to play a key role in bringing these game-changing ideas to life in service of our clients and our mission. That excitement, in fact, is what Bob Johansen calls *maker instinct*, the ability to leverage our inner drive to build and grow things and connect with others in the process.

"I am making the future is a call to action, with an attitude," Bob says. "Leaders *will* make the future — but not by themselves and not without new skills."

So summon your maker instinct. Explore. Learn. Join or deepen your involvement in CCL's community as we create new ways to become smart, inspiring and effective leaders of the future. **CCL**

## DID YOU KNOW?



In January 2012, CCL issued its 50th "Ideas Into Action" guidebook, entitled **Accountability: Taking Ownership of Your Responsibility**. The guidebook series, launched in 1998, offers practicing managers information on a wide range of leadership topics.

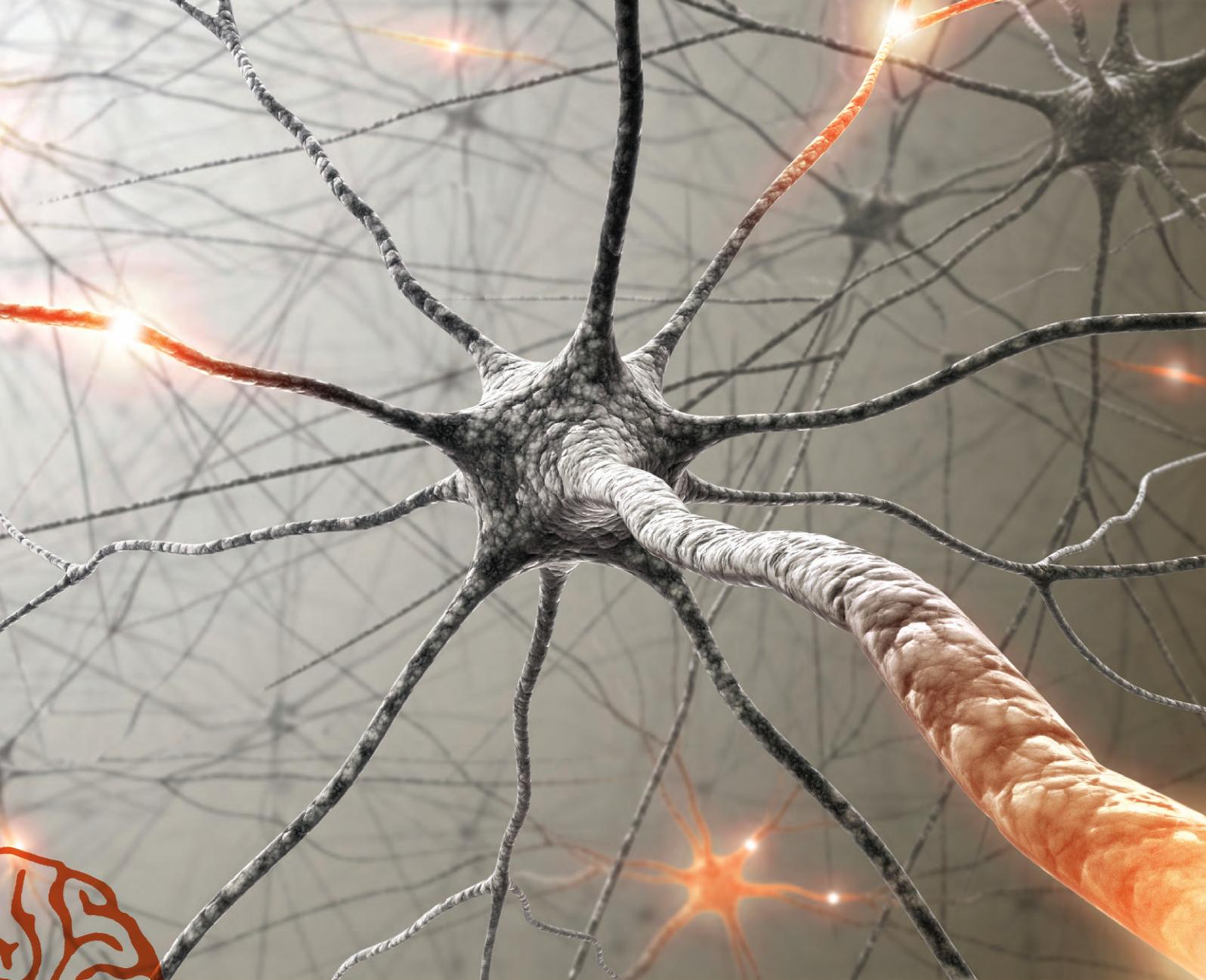
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# **BIG IDEA #1**

## **GET YOUR BRAIN IN THE GAME**

The Merging Fields of Leadership and Neuroscience

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Complexity, volatility and stress are not going away. In every corner of our organizations, the heat is on to do more with less, do it quickly and show results. Threats — real and perceived, low-grade and intense — are everywhere.

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**H**

**ERE'S THE PROBLEM:**

when your brain reacts to perceived threat, you are less likely to be creative, optimally solve complex problems, make connections, see new perspectives and be productive.

"When experiencing perceived threat, the prefrontal cortex of your brain, which is responsible for higher order analysis and thinking, goes offline," explains Carol Connolly, a CCL senior faculty member. "This reaction is perfect wiring for physical danger and survival but not the best time to make a strategic business decision. You've been hijacked at a time when you need to be at your best."

By drawing resources from the ancient, threat-ready regions of our brains rather than higher-level cognitive systems, this response has been very helpful for humankind, keeping us out of harm's way when we faced threats from hungry animals in the wild. It is less helpful today when the threats come from the ongoing stresses of the modern world. Our brains and bodies continue to react with the same chemicals and hormones that we need to run from physical danger, even though our workplace stress is completely different.

The connection between stress and brain function is one area of neuroscience that will "change the landscape of leadership development," predicts Marian Ruderman, senior fellow and research director. "Advances in neuro-

science are giving us insight into how people learn and remember, how we manage our emotions, how we behave in the moment, and how we build long-term resiliency."

Ruderman and Connolly are leading CCL's efforts to apply advances in neuroscience to leadership development. In addition to understanding relevant science, the duo are building relationships and drawing on ideas from experts in positive psychology, mindfulness and meditation and various technology fields.

"One way we're approaching this work is to take something we know about leadership development and consider what changes when you add neuroscience," Ruderman says.

For example, CCL's long-standing model of leadership development is >

## CCL'S MARIAN RUDERMAN ON NEUROSCIENCE & LEADERSHIP

### IS NEUROSCIENCE CHANGING THE WHAT OF LEADERSHIP OR THE HOW OF DEVELOPMENT?

I think it's all around the how. Leadership is not changing; it's still about achieving direction, alignment and commitment. What is changing is that we will be moving away from the competency-based approach to understanding the being part of leadership — who we are, how we present ourselves, and how that aligns for people. Neuroscience is also helping us understand resilience, renewal and self-regulation.

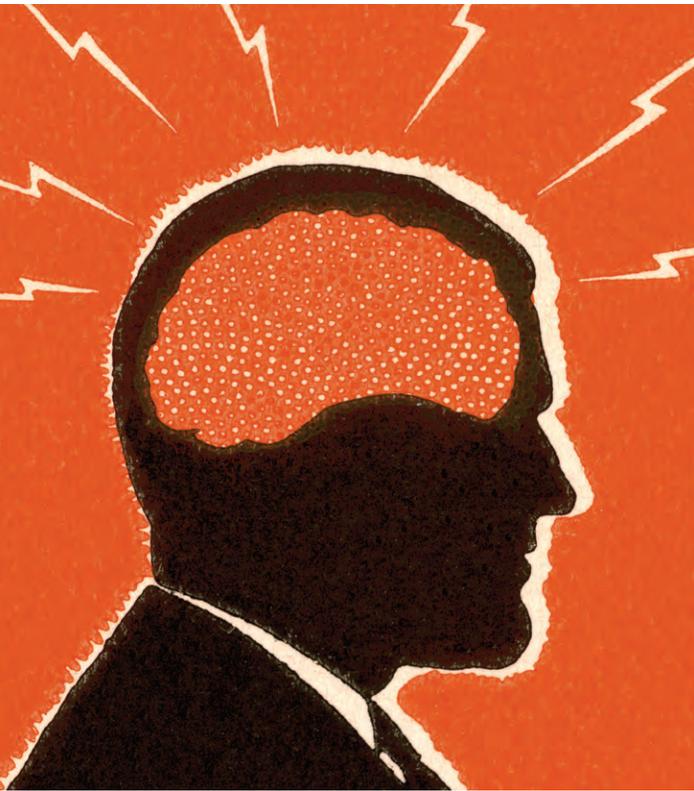
### HOW MUCH BRAIN SCIENCE DOES A PERSON NEED TO KNOW TO USE AND BENEFIT FROM THE TECHNOLOGIES OR PRACTICES THAT ARE BEING DEVELOPED?

Until recently, I would have said people don't have to know the science, just know the implications. But I've been persuaded that people do need to understand some of the basic biological phenomena — what happens to the brain and body when we feel threatened; how chronic stress affects us; and, in contrast, what the brain does with positive inputs.



### WHAT IS THE MOST IMMEDIATE APPLICATION OF NEUROSCIENCE TO CCL'S WORK?

The idea of self-regulation. If you can have greater control of your nervous system, you can control your responses. This can help in all sorts of leadership activities and is especially valuable in delicate or difficult situations. Self-regulation can be a powerful underpinning for anyone who wants to be more effective in leadership roles.



based on Assessment, Challenge and Support (ACS). The importance of these three things will remain, but the details could be very different.

Biofeedback devices or special sensors could provide you with real-time physiological assessment as you go about your day. You could get data about your reactions or feedback on nonverbal behaviors to help you see patterns or gain awareness. Technologies could also serve as an early-warning system, reminding you to slow down and choose a response rather than defaulting to an automatic reaction. This kind of self-regulation not only makes you more effective in managing relationships, understanding situations and making

decisions, but also produces physical changes in the brain that lead to greater resiliency.

The challenge conversation can also change. You could more precisely pinpoint the “right” amount of challenge for optimal learning. Goals could be set based on questions such as, How could you diffuse your brain’s “threat response” to work more effec-

“One way we’re approaching this work is to take an element of leadership development and consider what changes when you add neuroscience.”

## CCL'S 2011-2012 NEUROSCIENCE AND LEADERSHIP SPEAKER SERIES



**BETHANY KOK.** Doctoral Candidate, University of North Carolina, Chapel Hill. *The BLESS Project: Results and Implications for Work Environments.*

**ROBERT E. QUINN.** Chaired Professor at the University of Michigan's Ross School of Business. *Teaching Leadership: A Discussion Based on the Positive Lens.*

**BEN WABER.** Doctoral Candidate at MIT in the Human Dynamics Group and President & CEO of Sociometric Solutions. *Sensible Organizations: Using Sensors to Understand Behavior in the Workplace.*

**WAYNE BAKER.** Director of the Center for Positive Organizational Scholarship of the University of Michigan. *Paying It Forward: Dynamics of Reciprocity in Organizations.*

**JESSICA PAYNE.** Director of the Sleep, Stress and Memory Laboratory and Assistant Professor of Psychology at the University of Notre Dame. *Where Business Meets Neuroscience: How Sleep, Stress, and Emotion Influence the Brain.*

**BRUCE CRYER.** CEO of HeartMath. *The Rhythms of Leadership.*

**SAM HOLT.** President of Brain Performance Technologies and Brain Balance Technologies. *Use of Neurofeedback and Brain Training.*

**GABRIELE OETTINGEN AND PETER GOLLWITZER.** Professors of Psychology, New York University. *Behavior Change by Mental Contrasting with Implementation Intentions (MCII).*

**DAN SIEGEL.** Clinical Professor of Psychology, UCLA School of Medicine and Founder of Mindsight Institute. *The Interface of the Brain, Mind, and Relationships.*

tively with your team? What could you do differently to reduce stress?

The definition of support may expand with a greater emphasis on “self-support.” Positivity or mindfulness practices, for instance, can provide daily support and buffer you against feeling overwhelmed or helpless.

It’s early days for the merging fields of leadership and neuroscience, but CCL believes that this work will enhance and accelerate leadership development. Meanwhile, getting brain science to matter to managers and executives requires a practical approach.

“When we talk with leaders about this today, we start with their challenges,” says Connolly. “We ask, what’s the hardest thing you’ve got to be doing right now? We show them why better brain function will help them deal with what is on their plate. Then they can pick just one or two things to better manage their stress and boost their cognitive health.”

“It doesn’t have to be complicated. The innovative technologies will make a difference in the future, but leaders need strategies for now,” she adds. “I tell them, if nothing else, breathe slowly and deeply. It will shift your brain and emotional states.” **CCL**

**INSOMNIA COSTS THE  
AVERAGE U.S. WORKER**

**11.3** DAYS  
**OR \$2,280**  
IN LOST PRODUCTIVITY  
EACH YEAR

According to a study in the September issue of the journal SLEEP. SOURCE: The American Academy of Sleep Medicine

**SLEEP IS NOT OPTIONAL!**



**JESSICA PAYNE** is a cognitive neuroscientist who runs the Sleep, Stress and Memory Lab at the University of Notre Dame and studies the effects of sleep (or lack of sleep) on the brain, cognition and performance.

It turns out the quality and quantity of our sleep influences everything from memory function, to positive and negative attitude throughout the day, decision-making, innovation and a whole

host of creative processes that are extremely important to the business community.

At the same time, most senior leaders are getting by on little sleep. But working harder by working more is actually very ineffective.

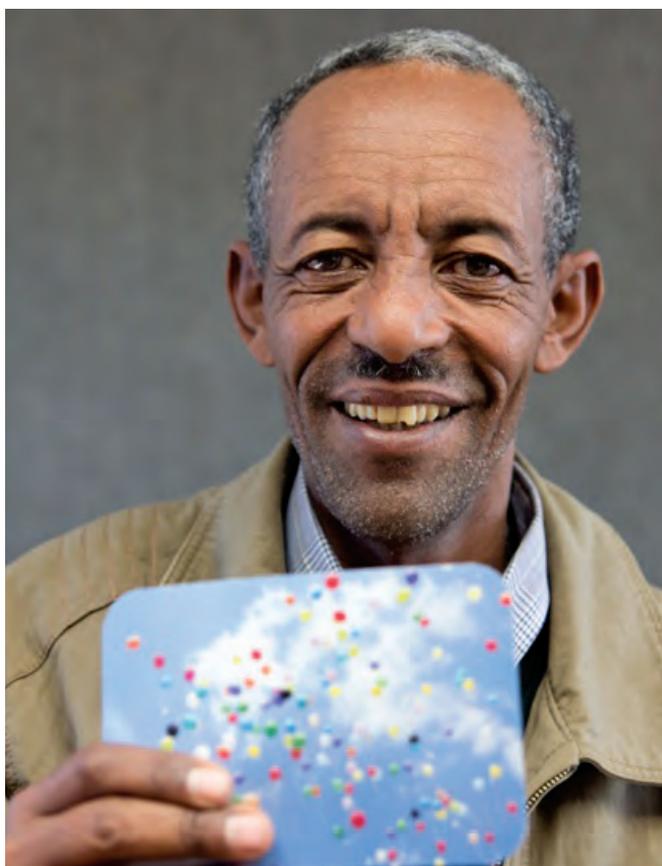
“Sleep is not optional,” says Payne. “The sleeping brain is busy processing and transforming information — and at times is more active than when you are awake.”

“If you want to be on the cutting edge, if you want to have novel ideas, if you want to have incredible, inferential ability and insight, then you need to let your brain go off-line,” she continues. “High-quality sleep is best, but even naps during the day or getting out of the office, taking a walk or doing a five-minute meditation changes your neurochemistry in a way that helps you process information.”

#### **PAYNE’S PREDICTION FOR THE FUTURE?**

“We have a long way to go before sleep is valued as much as it should be. But smart companies will start to harness it. Sleep is easy, it comes naturally and it’s not just cheap — it’s free. People will be OK to take a 15-minute nap, knowing they will be more productive the rest of the day.





CCL'S VISUAL EXPLORER PICTURE CARDS HELP PROGRAM PARTICIPANTS WORLD-WIDE TO LISTEN DEEPLY TO EACH OTHER AND FRAME THEIR IDEAS USING IMAGES, METAPHORS AND STORIES.

# BIG IDEA #2

## EXPAND THE LEADERSHIP EQUATION



## LEADERSHIP FUNDAMENTALS FOR OVERLOOKED LEADERS

**CCL'S EARLY FORAYS** into democratizing leadership focused on bringing scalable, affordable leadership lessons to underserved people, sectors and countries. It required a major re-think of "what matters most."

As we learned to translate key themes and lessons into smaller bites, simple practices and context-specific initiatives, we realized that our work had implications for our corporate sector clients.

Who are the underserved groups in corporate life, we asked? Overlooked leaders are the people who are working on project teams, influencing others and taking on ever-larger and more complex assignments — but they aren't considered people managers yet.

CCL developed *Leadership Fundamentals*, a new program aimed at experienced professionals and early-career employees. As individual contributors, they are informal leaders. They are the engineers and designers, the sales and marketing professionals, the medical staff or the scientists who manage projects, serve on cross-functional teams and influence decisions. As they navigate their work and the organization, they have many opportunities to lead.

Participants in *Leadership Fundamentals* begin to see leadership as a process, not as a job title. Rather than looking for someone else to be a leader, they start to ask: "What am I bringing to the leadership process?" and "How can I better facilitate effective leadership in my group or on my project team?"

"The truth is, investing in leader development isn't an exact science," says CCL's Joel Wright. "Often a leadership program has a way of waking someone up to their own potential. When you find ways to get leadership development to a broader group, you're guaranteed to have some surprising wins!"

## What would the world look like if all people had access to leadership development?

### WHAT'S THE

**DRIVING QUESTION** that keeps me going with our work," says CCL's Joel Wright. "We are gaining the experience and evidence that suggest things would be very different."

Wright, Early Leadership Development director, and a growing group of CCL faculty and staff, partners and volunteers are pursuing the goal to make leadership development more affordable and accessible in the world.

Through our Leadership Beyond Boundaries (LBB) initiatives, CCL is bringing leadership development to groups as diverse as young people living in India's slums, orphans in Uganda, entrepreneurs in Brazil, public health workers in the Caribbean and high school students in the United States. An array of LBB programs and tools has been shared with more than 50,000 people in 20 countries across five continents since 2006.

"What each of these groups has in common is an ability to absorb enormous amounts of leadership knowledge in a short time and make powerful connections to their everyday work and life," says Steadman Harrison, director of CCL's Africa operations based in Addis Ababa, Ethiopia.

In Africa, much of LBB's work is done in partnership with NGOs and other large institutions working to solve problems and build capacity in

developing areas. As a result, people from rural villages and urban centers alike are seeing each other — and their challenges — in new ways.

In isolated Gambella, Ethiopia, women are finding new roles as mentors and managers. Mary Naywan Chol, a resident of Gambella joined CCL in October 2011 to manage a young women's mentoring program

**"What each of these groups has in common is an ability to absorb enormous amounts of leadership knowledge in a short time and make powerful connections to their everyday work and life."**

funded by USAID. Today, 100 women are mentoring 400 teenage girls. Mary has three children, speaks six languages and is passionate about investing in teenage girls in Gambella.

After a program for youth in Nairobi, Kenya, "students went from believing 'I come from a slum, nothing good can come from a slum,' to believing they could do better," one trainer wrote to CCL. "They began looking >



at problems positively. One youth organized other youth in the slum to clean up for a fee; another started assisting other youth in their homework.”

In CCL’s office in Addis, the power of LBB is also personal. All staff receives leadership training and ongoing support to take on leadership roles and contribute to the mission. Habtamu Gizaw, a former commander in the Ethiopian army, was working as a taxi driver when he met

Steadman Harrison. Habtamu became invaluable to Harrison, and when CCL opened an office in Addis, he was hired as a project manager. Today, Habtamu continues to grow in his role and is able to share his own experience of personal empowerment.

“We are at the beginning of something very big,” says Lyndon Rego, global director, Leadership Beyond Boundaries. “The world is calling for new forms of leadership. Increasingly,

people who have been marginalized by economics or society will have new, vital roles in creating the future.”

“A few years ago we talked about the idea of trying to scale CCL’s core work out to many more people across language and culture barriers,” adds Harrison. “Today, it is taking place at a rapid clip. We are on an amazing growth curve and the world is starting to take notice. These are exciting times.” **CCL**

**AROUND THE WORLD: LEADERSHIP BEYOND BOUNDARIES HIGHLIGHTS 2010-2011**

**UNITED NATIONS DEVELOPMENT PROGRAM (UNDP) ETHIOPIA.** LBB worked with UNDP-E to build leadership capacity within the Democratic Institutions Program and conducted a two-day boundary spanning workshop with 35 senior managers. We have now trained more than 120 UNDP-E staff and contributed to that organization’s Year of Transformation goals.

**LIBYA WOMEN’S LEADERSHIP ESSENTIALS PROGRAM.** LBB was tapped by the European Center for Electoral Support (ECES) to design a program and train Arabic-speaking facilitators to support women’s empowerment in Libya.

**PEACE CORPS ETHIOPIA.** LBB brought Leadership Essentials to 295 American volunteers and their Ethiopian counterparts. With the Peace Corps, we are now developing an Action Learning Toolkit — tailored to be culturally relevant — to bring leadership development experiences into rural Ethiopia.

**LEADERSHIP FOR STREET CHILDREN.** Supported by the Marrow Fund, LBB has partnered with six organizations serving street children in Addis Ababa, Ethiopia. A group of 500 children who have been “written off” by many (including themselves) are learning from several experiential leadership activities and programs including a two-night camping experience.

**YMCA BLACK AND LATINO ACHIEVERS PROGRAM.** With a grant from the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) and in partnership with the Greensboro, NC YMCA, we established an innovative program of leadership, mentoring and support for African-American and Latino youth during their high school years. We have reached more than 400 youth; trained over 200 adult and college student mentors; and designed a 28-module, freshman-to-senior leader-

ship curriculum that will help other youth organizations provide and sustain similar programs.

**GOLDEN LEAF SCHOLARS LEADERSHIP PROGRAM.** Working with the Golden LEAF Foundation in North Carolina, we are providing leadership training for college students from rural counties that are tobacco-dependent and/or economically distressed across the state. The second year of the program includes 129 incoming freshmen and continues support for 60 sophomores who attend a four-year academic institution in North Carolina and have received a scholarship from the Golden LEAF Foundation.

**INFUSING LEADERSHIP IN EDUCATION.** Partnering with Southern Methodist University’s Lyle School of Engineering, we are developing a system to incorporate leadership content into the curriculum for all 800 engineering students. LBB and Life Entrepreneurs have begun a multi-faceted leadership development program involving students, faculty, staff, board members and parents for Ravenscroft, a K-12 private school in Raleigh, NC.

**MICROFINANCE MIDDLE MANAGERS IN INDIA.** The role of these managers is to translate microfinance’s lofty mission into a sustainable and scalable operation. The pace and complexity of their work require effective leadership, yet middle managers are often poorly equipped to deal with this challenge. LBB is creating a scalable effort to boost these managers’ capacity to learn quickly, collaborate and lead through change.

**ECONOMIC DEVELOPMENT IN EL SALVADOR.** LBB has partnered with RTI International to deliver a train-the-trainer program that will allow local NGOs to cascade leadership development to local leaders in 50 municipalities across El Salvador. Funded by a grant from USAID, this grassroots leadership development effort is the first of its kind.



A CCL TRAINER CONDUCTS A SESSION FOR ETHIOPIAN HEALTHCARE WORKERS WHO CARE FOR HIV PATIENTS.

What am I bringing to the leadership process?

How can I better facilitate effective leadership in my group or on my project team?



LYNDON REGO, GLOBAL DIRECTOR, LEADERSHIP BEYOND BOUNDARIES

**BIG IDEA**

**#3**

**NURTURE  
YOUR NETWORKS**



ROB CROSS, ASSOCIATE PROFESSOR, SCHOOL OF COMMERCE, UNIVERSITY OF VIRGINIA

Consider this: Five percent of the people in your organization hold 30 percent of the relationships. Even fewer hold the ties that bridge organizational roles and functions. And most of your relationship “brokers” aren’t considered formal “leadership.”



**HAT'S NOT AN UNLIKELY SCENARIO,"** says Rob Cross, an associate professor at the University of Virginia's McIntire School of Commerce. "Often a network analysis shows a few key individuals, outside the formal structures, play an instrumental role in holding together a critical and strategic process."

The upshot of this situation is that you'll have bottlenecks and layers, difficulty working across silos or in matrixed units and an unrecognized power base.

Cross, through his research and consulting, focuses on how relationships and informal networks in organizations can be analyzed and improved for both individual and organizational benefit.

"From my view, a network is about patterns of interaction and whether

those interactions support or don't support strategic objectives," says Cross. "It's about understanding information flow, decision-making, trust and energy among groups of people."

Organizational network analysis can be done in different ways. Cross has developed a Web-based survey that draws on more than a decade of research about what the networks of high performers look like. It gives individuals insight into their personal networks: Are they too isolated, too central or not strategically plugged in? On the organizational side, it gives a detailed picture of where networks are working well and where networks are ineffective or missing.

"We can identify key people who connect others and make work productive, and see if groups are collaborating or not in ways that strategically matter," explains Cross. "We start to see where innovation is happening and how those groups work. We identify points of overload — where

people rely too heavily on one person or role. We also look at how many decision-making interactions don't need to happen. What could be taken out and streamlined?" >

## IS YOUR NETWORK WORKING FOR YOU?

**RESEARCH FROM ROB CROSS,** associate professor at the University of Virginia's McIntire School of Commerce, says you will be happier and more effective when your network allows you to do three things:

**1 RECHARGE**  
Draw on trusted friends and family members to vent, think out loud or just hang out. Breakfasts or lunches, phone calls and off-hours gatherings will leave you re-energized and enthused.

**2 FIND BALANCE**  
Commit to one or two things you regularly do outside of work and with other people. It could be physical (a sports team, yoga group or running partner) or a hobby — anything that focuses your mind and feeds your soul. This keeps you invested in something other than the immediate deliverable at work.

**3 MANAGE TOXIC TIES**  
Seek out and invest in relationships that leave you enthused and engaged. Break off or minimize ties with people who create misery and drain your energy. And when those interactions are unavoidable, don't get pulled into a spiral of negativity.

## ACHIEVING INTERDEPENDENT LEADERSHIP

**A TWO-DAY CONFERENCE** held at CCL-Greensboro brought together senior executives and thought leaders to explore the new world of networks. Presentations included:

*Connected: The Pervasive Way Networks Affect our Health and Well-Being.* Nicholas Christakis, one of *TIME* magazine's Top 100 Most Influential People in the world.

*Driving Results through Personal & Social Networks.* Rob Cross, leading researcher of how networks in organizations can be analyzed and improved to promote performance and innovation.

*Boundary Spanning Leadership.* Chris Ernst, a recognized thought leader in developing collaborative leadership capabilities.

*Driving Organizational Change through Participative Networks.* Bill Pasmore, an international authority on organizational leadership.

**5%**  
OF THE PEOPLE IN YOUR  
ORGANIZATION HOLD

**30%**  
OF THE RELATIONSHIPS

Chuck Palus of CCL's Research, Innovation and Product Development group, loves the "energy" questions used in Cross's work. "Who leaves you feeling energized and who drains you? This is an important personal question, but powerful for driving your culture as well," he explains. "Energizing people become central carriers of culture in organizations, people cluster around them. De-energizers tend to be black holes of connectivity.

**"From my view, a network is about patterns of interaction and whether those interactions support or don't support strategic objectives. It's about understanding information flow, decision-making, trust and energy among groups of people."**

"Network analysis demystifies a lot of what's going on in organizations," Palus continues. "It has enormous face validity. Managers get it and say, 'that's exactly what I need to do my job' — especially when we pair it with CCL's boundary spanning work and our work on developing more interdependent leadership cultures."

"The big connection between organizational network analysis and boundary spanning is the need to collaborate effectively — for individuals and the organization as a whole to work across those silos of level, function, demography, culture and so on," adds Cross. "Our analysis allows the leadership team to see where there are collaborative breakdowns or silos that are really going to undermine mission-critical work. Seeing these boundaries is the first step to bridging them. Then CCL's boundary spanning practices can be applied with the people and in the junctures that matter most." **CCL**



|       |           |         |           |          |          |         |          |          |     |     |
|-------|-----------|---------|-----------|----------|----------|---------|----------|----------|-----|-----|
| \$ 88 | \$(19.76) | \$18.88 | \$ (-.78) | \$(1.39) | \$(2.17) | \$25.78 | (40.54)% | \$28,192 | 83% | 80% |
| 95    | 2.60      | 3.55    | (1.01)    | (3.63)   | (4.64)   | 46.83   | 6.40     | 57,445   | 79  | 74  |
| 71    | 6.49      | 7.20    | (.77)     | (2.71)   | (3.48)   | 47.92   | 16.63    | 57,407   | 79  | 75  |
| 62    | 9.99      | 10.61   | (.72)     | (1.32)   | (2.04)   | 44.20   | 30.25    | 50,209   | 81  | 76  |

Nonprofit leaders are in a bit of a bind. Funding is tight, time is short and staffing is barebones. Entire models for fundraising, communicating and meeting the mission are changing. The pressure is on to show *exactly* how their work is making a difference.

**U**NFORTUNATELY, THE DEMANDS OF THE NONPROFIT SECTOR have not been matched by investment in leadership talent. Equipping people to lead through change and challenge has been largely overlooked.

“The nonprofit sector is growing and the need for nonprofit leaders is growing,” says Richard Brown, vice president of Philanthropy at American Express. “But investing in leadership is difficult for nonprofit organizations.”

Nonprofits rarely have the structures or funding for providing development opportunities for employees.

Long-established leaders often hold tightly to their roles, and most funders don’t place a high priority on building a leadership pipeline.

“The sector is beginning to see the implications of this neglect,” says Karen Dyer, director of CCL’s Education and Nonprofit sector. “We have a capacity gap that will require significant investments and new approaches to attract, keep and grow effective, creative nonprofit leaders. Some executives in the corporate sector are eager to take this on now. Looking ahead a few years, I expect — and hope — to see many more.”

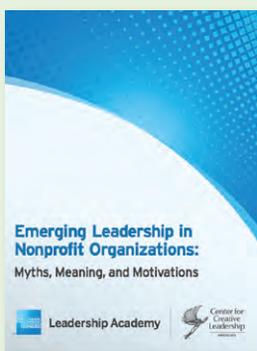
A four-year collaboration between American Express and CCL is one model that is working, Dyer notes. The American Express Nonprofit

Leadership Academy has helped more than 300 emerging leaders in not-for-profit organizations build the skills needed to lead and run a successful organization.

During the weeklong program, managers from American Express provide training in career development, business strategy, customer service, brand management and marketing. CCL facilitates 360-degree assessments, information sessions, exercises and coaching to help participants gain insight and start to build new leadership skills. A highlight of the week is the Authentic Leadership discussion — led by American Express CEO Kenneth Chenault.

When the week is over, participants have access to online network-

## PASSION GETS PEOPLE INTO NONPROFIT ... BUT IT'S NOT ENOUGH TO KEEP THEM THERE.



**THAT'S ONE OF THE FINDINGS** in a 2011 report from American Express and CCL. The report, *Emerging Leadership in Nonprofit Organizations: Myths, Meaning and Motivations*, is based on responses from 3,874 U.S. leaders surveyed by CCL from 2008 to 2011. It also draws on small-group interviews involving more than 50 nonprofit leaders and graduate students who have experience in the nonprofit sector.

### KEY RECOMMENDATIONS INCLUDE:

- > **FOSTER LEARNING AND BUILD TALENT AT ALL LEVELS IN ORGANIZATIONS.** Having new experiences and opportunities to learn is important for employee motivation and for building bench strength.
- > **FOSTER LEARNING AND BUILD TALENT THROUGHOUT THE SECTOR.** Many employees of nonprofits are more committed to causes than to individual organizations. Investing in talent across nonprofits will boost the sector overall.
- > **ADAPT TO CHANGING WORK AND WORKPLACE EXPECTATIONS.** Flat organizational structures and mobile technologies are changing the what, how, when and where of work.
- > **MEASURE, COMMUNICATE AND CONNECT TO IMPACT.** Staff, as well as volunteers and donors, want to know they are making a difference.

|    |      |       |        |        |        |       |       |        |     |     |
|----|------|-------|--------|--------|--------|-------|-------|--------|-----|-----|
| 95 | 2.60 | 3.55  | (1.01) | (3.63) | (4.64) | 46.83 | 6.40  | 57,445 | .79 | .74 |
| 71 | 6.49 | 7.20  | (.77)  | (2.71) | (3.48) | 47.92 | 16.63 | 57,407 | .79 | .75 |
| 62 | 9.99 | 10.61 | (.72)  | (1.32) | (2.04) | 44.20 | 30.25 | 50,209 | .81 | .76 |
| 43 | 3.45 | 3.88  | (.51)  | —      | (.51)  | 35.63 | 12.08 | 37,515 | .83 | .82 |



RICHARD BROWN, VICE PRESIDENT OF PHILANTHROPY AT AMERICAN EXPRESS



KAREN DYER, DIRECTOR OF CCL'S EDUCATION AND NONPROFIT SECTOR

ing tools, Webinars, coaching calls, goal checkpoints and a one-year review of their progress. They can also apply for a continuing education grant for additional coaching or other learning opportunities.

**“The sector is beginning to see the implications of this neglect. We have a capacity gap that will require significant investments and new approaches to attract, keep and grow effective, creative nonprofit leaders.”**

American Express’s commitment to nonprofit leader development extends to supporting research [see sidebar] and building partnerships. In November 2011, Chenault and Brown, along with CCL’s CEO John Ryan, participated in the White House Forum on Nonprofit Leadership in Washington, DC. The Forum launched *The Initiative for Nonprofit Talent and Leadership*, which aims to better prepare, train and sustain leaders to constructively and collaboratively address the complex challenges our society faces.

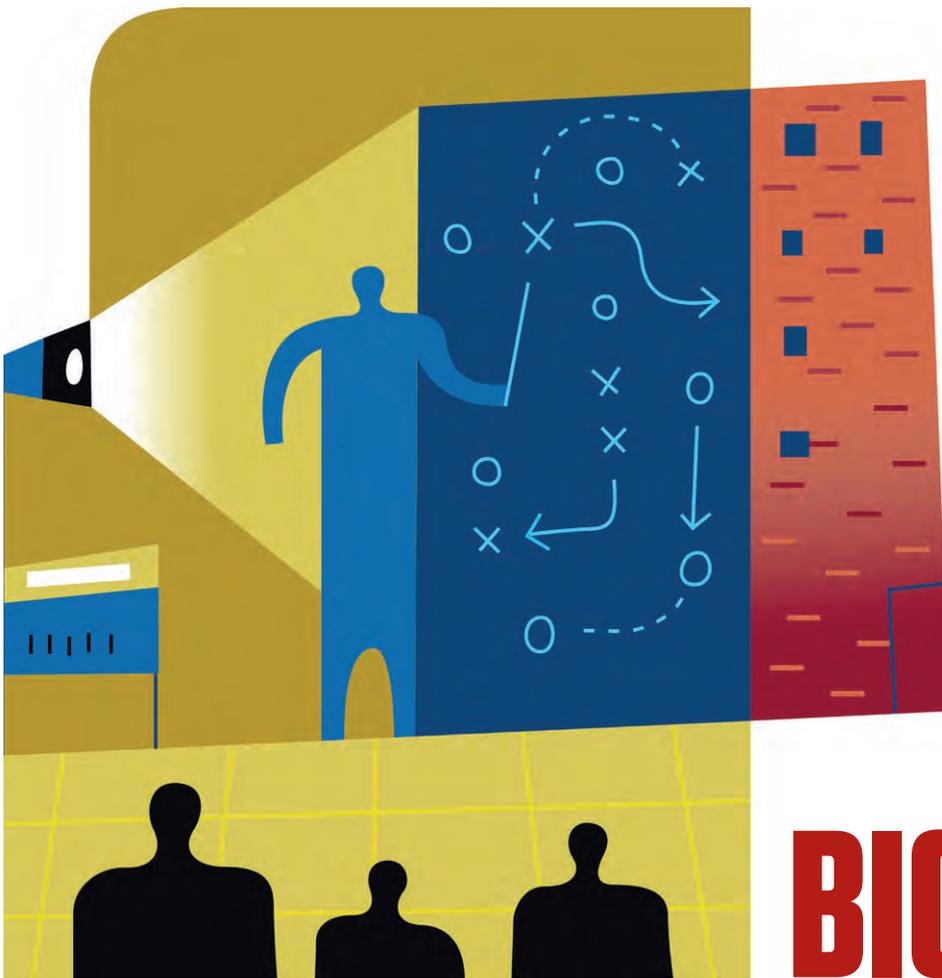
“We are all working at ways to create more opportunities for leaders in the nonprofit sector and, at the same time, show impact,” says Dyer. “This is where the conversation is headed: What might make leadership development most effective? What research is needed? What are the right metrics? What are the roadblocks and variables, how can we overcome them, and what new collaborations and partnerships are going to get us there?” **CCL**



THE AMERICAN EXPRESS LEADERSHIP ACADEMY

**46%** OF NONPROFIT EXECUTIVES  
 REPORTED THEIR ORGANIZATION  
 HAD CASH RESERVES THAT WOULD  
 LAST FEWER THAN **3** MONTHS

SOURCE: A 2011 report from CompassPoint and the Meyer Foundation



# BIG IDEA #5

## ELEVATE COACHING IMPACT

### CCL'S COACHING EVALUATION ASSESSMENT

A **NEW TOOL** from CCL provides critical information about the impact of coaching by measuring:

- > The coaching process.
- > Goal progress.
- > Behavior change.
- > Organizational impact.

“Coaching is powerful because it is personal,” says Jen Habig, CCL’s Coaching Portfolio manager. “But that individualization also makes it difficult for organizations to know its impact.”

**“F**

**EW COMPANIES**

**HAVE THE SYSTEMS** or information they need to use coaching strategically and in ways that will have the most benefit,” she continues.

At Dow Corning, for example, coaching efforts have been decentralized and implemented in an ad hoc way, according to Diego Gomez, director of Organizational Development for

the company. “We know the value of coaching, but I’m not convinced we have been effective in measuring if our coaching efforts have delivered in the intended purpose.” he says

For Dow Corning and many of CCL’s clients, the difficult coaching question is, how do you know you are getting desired results?

Lack of metrics, limited research to quantify impact, and inconsistent coaching standards all contribute to the difficulty businesses face in evaluating results. For example, of the esti-

mated 400 coach training organizations that offer education and certification, none of them formally evaluate their coaches after they are certified. Word of mouth and coachee satisfaction tend to drive decisions about what makes a good coaching engagement.

"It's nearly impossible for a corporate coaching manager to evaluate or compare possible coaches," says Habig.

CCL aims to bring about a new era for coaching evaluation with a new customizable tool, the Coaching Evaluation Assessment. The CEA combines goal-setting, 360-degree assessment and coach feedback in one system.

This tool is first used at the beginning of the goal-setting phase of a coaching relationship, as the coachee identifies key leverage points that would have the greatest impact on business challenges. At the end of the coaching engagement, the CEA measures the perception of progress on goals and behavior changes by important stakeholders. It also measures the impact of coaching on the leader being coached, the leader's direct reports and the groups he or she leads in the areas of performance, development, attitudes, interpersonal skills and business objectives.

"The CEA will be fantastic," predicts Dow Corning's Gomez. "It will be the proof point for us to say why we use coaching and why we think it's a key strategic lever for us going forward. We will have data to know if we have the right people being coached, the right coaches and the right quality to steer development and provide business value."

Over time, CCL will use CEA data to compare highly successful coaching engagements to those that were less successful. With data in hand, CCL will gain new insight into questions such as:

➤ **What business challenges are best addressed by coaching?**

➤ **What are the best practices that lead to productive coaching relationships?**

➤ **How does an organization find, select and match the right coaches with individuals?**

➤ **What leads to successful coaching relationships at different levels of leadership, in different industries or in different cultures?**

"The CEA is a game-changer for the field and for our clients," Habig says. "We will have a data-driven answer to the question, 'How do we know coaching is doing what we need it to do?'" **CCL**



JEN HABIG, CCL'S COACHING PORTFOLIO MANAGER

## COACHING EVOLVES IN EUROPE AND ASIA

**COACHING IS A \$2 BILLION INDUSTRY** and growing. Half of that business is generated in the United States, but coaching is increasingly popular in Europe and Asia.

"In the current economic environment, executive teams have to accomplish more with fewer resources," says Corrine Ferstad, an executive coaching consultant for CCL-EMEA. "Coaching is seen as a good investment for developing key leaders to work smarter, build leadership skills and handle complex challenges."

"Interest in coaching has increased as executives need to navigate external and internal complexity, and develop new personal skills," agrees Kaushik Gopal, coaching talent manager for CCL, Asia-Pacific.

Over the next decade, coaching will become more targeted, regulated and focused on outcomes. As Ferstad says, "Companies seek coaches who are able to deliver results."

**THE CEA IS CURRENTLY UNDERGOING VALIDATION TESTING WITH SEVERAL EARLY-ADOPTER CLIENTS. CCL IS LOOKING FOR ADDITIONAL CLIENT PARTNERS TO USE CEA IN 2012 AND EARLY 2013 PRIOR TO ITS GLOBAL LAUNCH.**



## GLOBAL CLIENTS SERVED

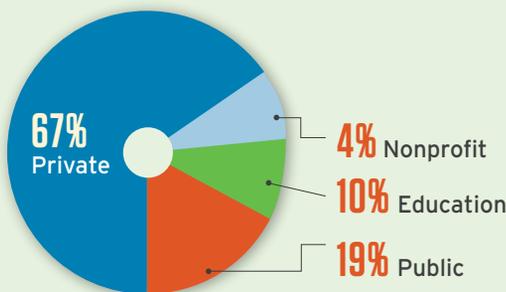
Ageas  
 Allianz Global Investors Asia Pacific GmbH  
 Alstom Power  
 A.S. Watson Group  
 Aviva  
 AXA Global  
 Ball Aerospace and Technologies Corp.  
 Barclays PLC  
 BASF  
 Bayer Corp.  
 BBVA  
 Bharti Airtel  
 Boston Consulting Group  
 Brambles  
 Bowne & Co. Inc.  
 Cadbury  
 Cape Fear Valley Health  
 Catalina Marketing  
 Catholic Health Partners  
 CNN  
 Coach  
 Coty  
 DAKO  
 Denso  
 Diaverum  
 D'leteren  
 Dorchester Collection  
 Duke Energy  
 EADS (European Agency for Defence Systems)  
 EFG-Hermes  
 Experian

Fazer  
 Ford Motor Company  
 Fortum  
 Foschini Group  
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 Grupo Ferrovial  
 Hydro  
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 Kellogg  
 Kohler  
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 Mondi AG  
 National Life  
 Orkla  
 Palm Hills Developments  
 Pfizer Inc.  
 Philips  
 Rabobank  
 Raytheon Systems  
 Razak School of Government (RSOG)  
 RPM International Inc.  
 RTI International  
 SABIC  
 Santander  
 Saudi Electricity Company  
 S. C. Johnson & Son, Inc.  
 Sime Darby Berhad

Singapore Economic Development Board  
 Singapore Workforce Development Agency  
 Smithfield  
 SNCF  
 Sodexo  
 Solvay  
 Sony Ericsson  
 South Carolina Department of Education  
 Sotheby's  
 SPX Corporation  
 Surbana International Consultants Pte Ltd  
 Syngenta  
 Tata Management  
 Time Warner  
 Time Warner Cable  
 Titan Petrochemicals Group Limited  
 Total  
 Trelleborg  
 Turner Broadcasting System  
 TVS Motor Company Ltd.  
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 U.S. Department of Defense  
 U.S. Marine Corps  
 U.S. Navy  
 Volvo  
 Wells Fargo  
 Whirlpool Corporation  
 Wilh. Wilhelmsen  
 World Bank/IFC  
 WWF

## Participant Demographics, Fiscal Year 2012 (April 1, 2011 - March 31, 2012)

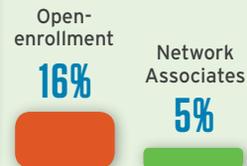
PROGRAM PARTICIPANTS BY SECTOR



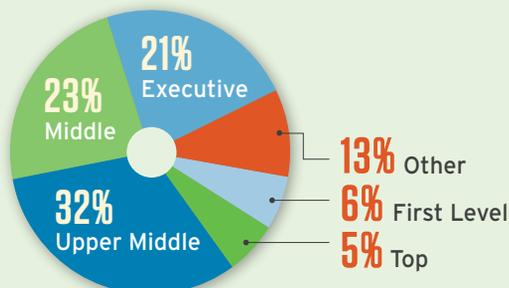
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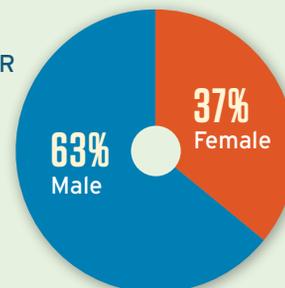
NUMBER OF PROGRAM PARTICIPANTS



LEVEL IN ORGANIZATION



GENDER



## SCHOLARSHIPS

**In 2011-2012, the Center for Creative Leadership funded 203 scholarships at a value of more than \$809,000 for leaders from the following nonprofit organizations to attend CCL programs.**

A Shared Initiative, Inc. (ASII)  
Action Greensboro  
Active Living by Design  
The Advancement Foundation  
Albany, GA Tools for Change  
Alliance of Women Coaches  
American Civil Liberties Union (ACLU)  
American Express  
American Heart Association  
American Jewish Joint Distribution Committee  
AspenPointe  
Association of Fundraising Professionals NC Triad Chapter  
Association of Governing Boards of Universities and Colleges  
Aycock Drumline & Dance Team Booster Club  
Bay Area Transportation Authority  
Bell House, Inc.  
Biofuels Center of North Carolina  
Black Child Development Institute of Greensboro, Inc.  
Boys & Girls Clubs of Newark  
California Department of General Services  
California State University, San Bernardino  
Canon City School District  
Career College of California  
Carolina Adoption Services  
Catholic Health Association  
Chapel Hill Kehillah Synagogue  
China Association for Internet  
Christ Church Charlotte  
Christ Fellowship Church Child Development Center  
City of Longmont  
Cleveland Foundation  
CMR Institute  
Coastal Community Foundation of South Carolina  
College of New Jersey  
Community Foundation of Greater Greensboro  
Community Health Foundation of Western & Central New York  
Community Research Foundation of San Diego  
Compassion International  
Cone Health  
Connected in Hope Foundation  
Council for the Advancement of Muslim Professionals (CAMP)  
County of Summit Developmental Disabilities Board  
The Darryl Hunt Project for Freedom and Justice  
Devereux  
Directions, Inc.  
DonorsChoose.org  
Doris Duke Charitable Foundation  
Drive Smart Virginia  
Duke University School of Law  
Dustin's GreenHouse  
Elizabeth Glaser Pediatric AIDS Foundation  
Emerge! Center Against Domestic Abuse  
Engineering World Health  
Exploratorium  
Feeding America San Diego  
Foster Friends of North Carolina  
Fund for Public Health in New York (FPHNY)  
Georgia Institute of Technology  
GlobalGiving  
The Greensboro Partnership  
Great Atlantic International  
Guilford Child Development  
Guilford County Department of Social Services  
Guilford County Resource and Referral Center  
Guilford Green Foundation  
Habitat for Humanity International  
Habitat for Humanity of Greater Greensboro  
Hayes Taylor Memorial YMCA  
Health Care Coalition of Lafayette County  
Helvetas  
High Point University  
Hispanic Association on Corporate Responsibility  
Hope Cancer Ministries  
Horizon Foundation, Inc.  
Hull Public Schools  
Institute for the Arts and Humanities, University of North Carolina at Chapel Hill  
Institute of Nuclear Power Operations (INPO)  
Institute of Potential Leaders (IPL)  
International Civil Rights Center & Museum  
Jewish Federations of North America  
Kinston Community Health Center  
League of American Orchestras  
LexArts  
Loyola University Chicago  
Malachi House II  
Management Institute for National Development (MIND)  
Mayo Clinic  
Meeting Street  
Mi Casa Resource Center  
Milanof-Schock Library  
Ministry of Budget, Public Accounts, and Civil Administration of France  
Montessori School of Winston-Salem  
National Association of County and City Health Officials (NACCHO)  
National Hispana Leadership Institute (NHLI)  
National Multiple Sclerosis Society  
The Nature Conservancy

## SCHOLARSHIPS, continued

NCCJ of the Piedmont Triad  
Network for Good  
North Carolina A&T State University  
North Carolina Community Health Center Association  
North Carolina State University  
Northern Illinois University  
Northwest Health Foundation  
Oak Hill Elementary  
OMG Center for Collaborative Learning  
Oncology Nursing Society  
Oregon College of Oriental Medicine (OCOM)  
PACE of Guilford and Rockingham Counties, Inc.  
Peacehaven Community Farm  
Peconic Land Trust, Inc.  
Positive Community Impact (PCI)  
Project HOPE of Winston-Salem/Forsyth County Schools  
RARE  
Restoration Place Ministries  
The Robert Wood Johnson Foundation (RWJF)  
Room at the Inn  
San Diego Hospice  
Seward House Museum  
SHRM Society for Human Resource Management  
SightLife  
Singapore Institute of International Affairs  
South University  
Southern California Rugby Football Union  
St. Andrew's Anglican College  
The State University of New York (SUNY)

Thistle Communities  
Tipping Point Community  
Traverse City Area Chamber of Commerce  
United Way of Greater Greensboro  
United Way of Lee County (NC)  
University of Alaska  
University of Alaska Fairbanks  
University of Arizona, McGuire Center for Entrepreneurship  
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University of South Alabama  
The University of Utah  
US Fund for UNICEF  
US Hang Gliding & Paragliding Association  
Victoria Foundation  
Wake Forest University School of Medicine  
Ward Street Community Resources, Inc.  
Weatherspoon Art Museum at the University of North Carolina at Greensboro  
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The Women's Fund of the Winston-Salem Foundation  
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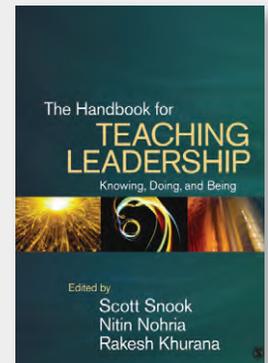
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Three CCL authors – Charles Palus, John McGuire and Chris Ernst – contributed a chapter to *The Handbook for Teaching Leadership: Knowing, Doing, and Being*, a significant new book on leadership education edited by Harvard Business School's leadership faculty.



A joint study by CCL Asia-Pacific and the Human Capital Leadership Institute answers important questions about accelerating the development of future top leaders in Asia's increasingly complex operating environment.

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\* Funding Priority for 2011-2012

## DID YOU KNOW?

**CCL-EMEA's new regional headquarters and training campus opened April 1, 2012 in Brussels, Belgium. The new campus, with a contemporary design, open spaces and high-tech focus, will enhance the learning experience of clients from around the world. (right)**

**In May 2012, CCL opened a new office in Addis Ababa, Ethiopia, launching its first base in Africa from which to better serve leaders throughout that region.**





# Message from THE CFO

BY BRADLEY E. SHUMAKER  
EXECUTIVE VICE PRESIDENT,  
CHIEF FINANCIAL AND ADMINISTRATIVE OFFICER

**E**VEN AMID A VOLATILE GLOBAL ECONOMY, CCL's revenues grew 17 percent in Fiscal Year 2012 to \$99.2 million, a new record for us. This is especially significant because healthy revenues make it possible to accelerate our investments around the world in CCL's core mission: advancing the understanding, practice and development of leadership for the benefit of society worldwide.

Over the past year, living out our mission has meant many things for the thousands of individual leaders and organizations we serve worldwide. In addition to helping businesses of all sizes unlock their full potential, CCL worked with a wide range

of non-governmental organizations, educational institutions and government agencies. This year's World Economic Forum-Africa, for example, emphasized the crucial importance of effective leadership in securing the continent's future. We are proud to be

**CCL's revenues grew 17% in Fiscal Year 2012 to \$99.2 million, a new record for us.**

at the forefront of equipping Africans with leadership skills through our groundbreaking Leadership Beyond Boundaries initiative. In Asia-Pacific, meanwhile, we partnered with Singapore's Human Capital Leadership

Institute on a major report about best practices for developing top leaders. In a region where growth potential is enormous and reliable research on how to harness leadership potential in great demand, we disseminated our findings widely.

We also extended our efforts to serve social sector clients through scholarships, including a free session of our Leadership Fundamentals program for emerging talent that was delivered to dozens of nonprofit employees across the U.S. This work was supported by private gifts and major grants from leading foundations, agencies and other sources, including your generous philanthropic contributions. Please know how grateful we are for your support — and how you are making a difference for the many clients we serve. **CCL**

## CCL RECEIVES HIGH RANKINGS IN *FINANCIAL TIMES* AND *BLOOMBERG BUSINESSWEEK*



For the 11th consecutive year, CCL received a Top 10 ranking in the 2012 *Financial Times* worldwide survey of executive education. The Center was ranked No. 6 overall, the same spot it held in 2011.

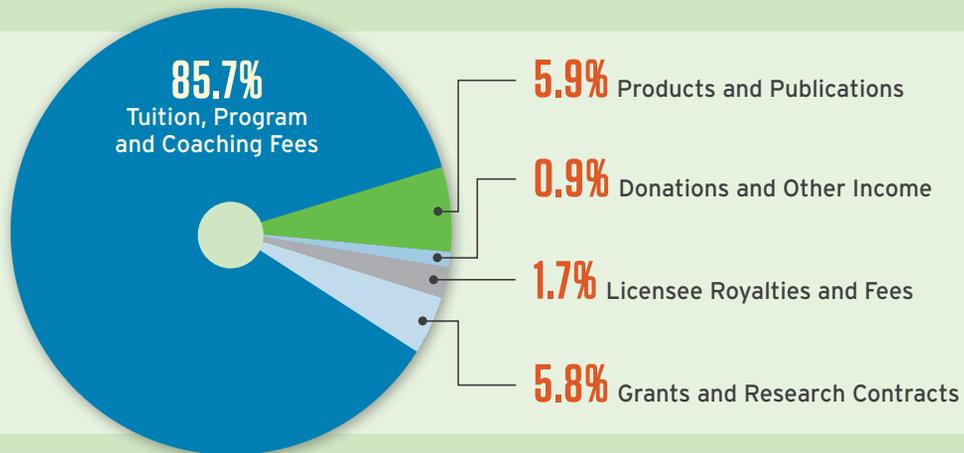
### Bloomberg Businessweek

In *Bloomberg Businessweek's* 2011 biennial survey, CCL again

was ranked among the Top 10 institutions worldwide in open-enrollment (No. 6) and custom (No. 9) programs. CCL also placed in the Top 10 in the publication's last survey in 2009.

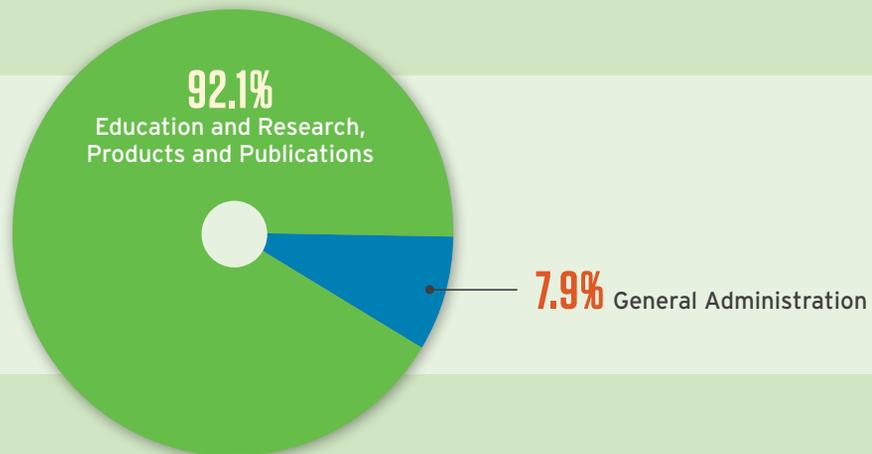
## FINANCIAL HIGHLIGHTS

### Distribution of Operating Revenue, Fiscal Year 2012 (April 1, 2011 - March 31, 2012)



**\$99.2 million** TOTAL OPERATING REVENUE IN FY 2012

### Allocation of Operating Expenses, Fiscal Year 2012 (April 1, 2011 - March 31, 2012)



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