Evidence based.
Unparalleled Insight.

Executive Outlook

CCL 2019 Summary of Leadership
Development Research

Center for
Creative
Leadership®

Introduction to the Executive Outlook

The Center for Creative Leadership (CCL)'s mission is to advance the understanding, practice, and development of leadership for the benefit of society worldwide. To that end, we aspire to create new knowledge that advances our field and that positively transforms the way leaders, organizations, and societies confront the most difficult challenges of the 21st century.

Research is an integral part of CCL's rich history. Our founder, H Smith Richardson Jr., dreamed of an institute that created research to understand how leaders succeed. Since 1970, CCL has been conducting academic and applied research involving clients like you in real-world situations. Our commitment to you is to leverage evidence-based science in our offerings while furthering the leadership development field.

It's through our robust research we now know what matters most to those we serve.

This Executive Outlook presents the latest findings from our research team in the field of leadership development. These topics range from the use of artificial intelligence in practicing leadership skills to measuring ROI for leadership development to the ability to lead in a virtual world.

We hope this glimpse into the future of leadership development provides you with new ideas, spurs curiosity, and evokes new conversations about leadership development within your organization.

John Ryan,
President and CEO,
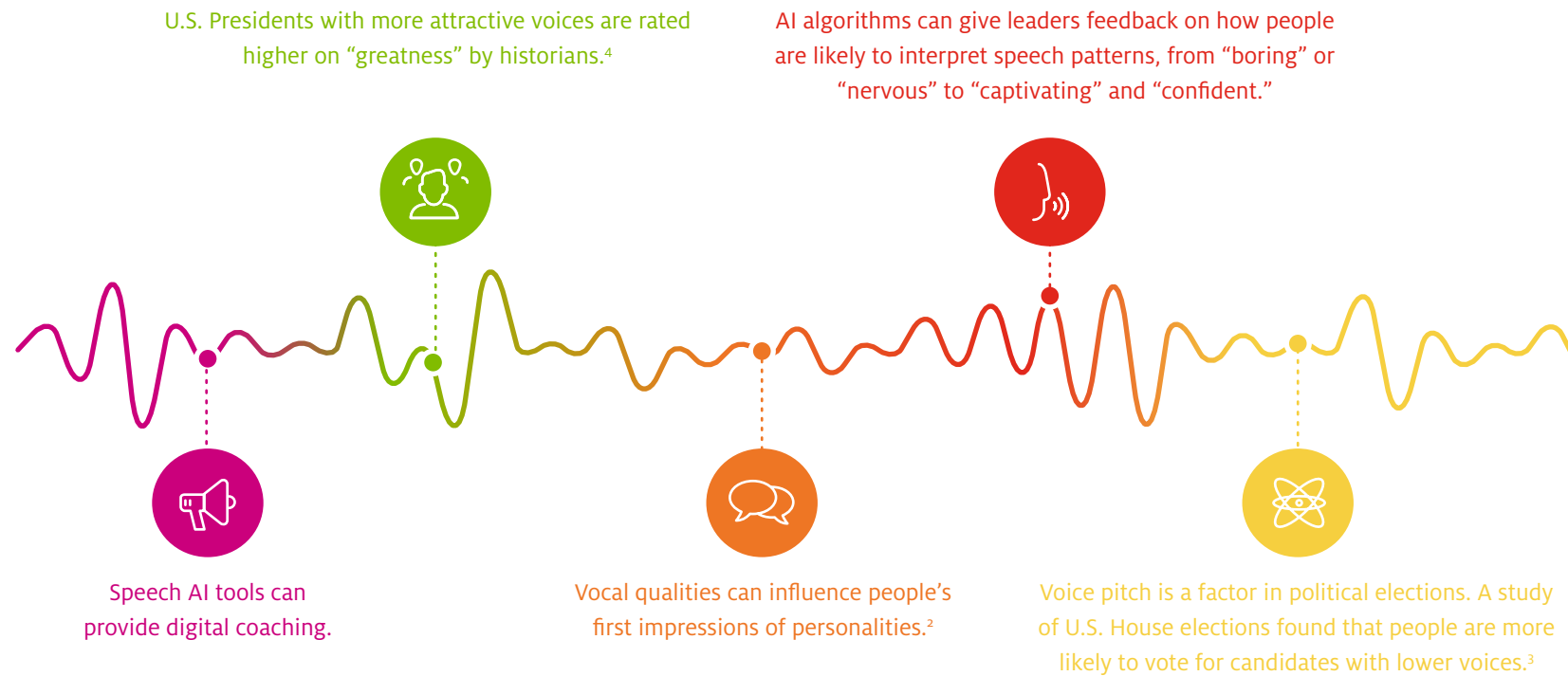Center for Creative Leadership

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Artificial Intelligence as Digital Coach

Is Voice Training a Bunch of Hype?

Voice analysis AI tools can give you feedback about your vocal pitch, tone, and pace. But does it matter? Can these tools tool actually help others see you as a leader?

U.S. Presidents with more attractive voices are rated higher on "greatness" by historians.[4]

AI algorithms can give leaders feedback on how people are likely to interpret speech patterns, from "boring" or "nervous" to "captivating" and "confident."

Speech AI tools can provide digital coaching.

Vocal qualities can influence people's first impressions of personalities.[2]

Voice pitch is a factor in political elections. A study of U.S. House elections found that people are more likely to vote for candidates with lower voices.[3]

Leverage Analytics to Produce Better Speakers

CCL research[1] tells us that...

- People are more likely to elect leaders rated by AI as energetic, clear, personable, persuasive, and authentic.

- Voice analytics does not predict leadership competency in the long run— rather, it predicts who will be seen as "leader-like" upon first impressions.

- Vocal training may be especially important to those hoping to nail a job interview or an important client presentation.

- Leaders who have stronger opening remarks—as assessed by AI algorithms—are more likely to be elected leaders within a leadership development simulation.

(?) Why Should You Care?

Vocal delivery can be trained (think Margaret Thatcher). Aspiring leaders can improve their vocal delivery as part of their leadership journey.

Speech AI tools can provide digital coaching.

(!) Act Now!

- Check out CCL's Future Fluency series to know more about how technology can inform your leadership journey.

- Reach out to CCL to learn more about the latest thought leadership on voice analytics.

How Do You Show Up?

Technologies leaders use to enrich their lives—immersive games and simulations, virtual assistants, social networking, and biometric monitoring—are now helping leaders get a deeper look at who they are, including how they show up in the digital workplace.
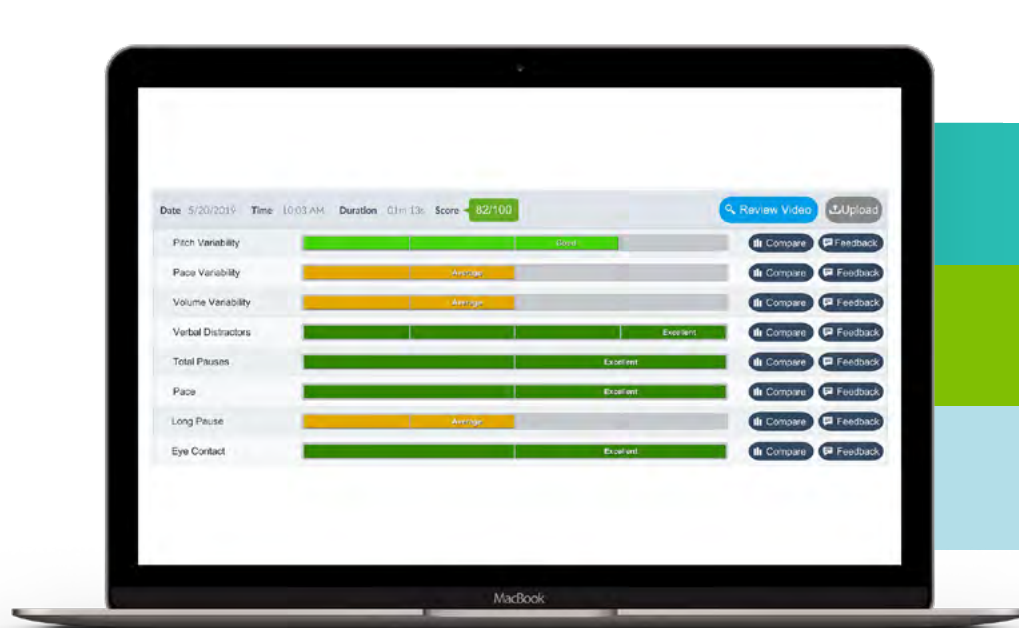
13% of employees strongly agree that leaders communicate effectively.[2]

The **$2.4** billion global coaching industry is being disrupted by artificial intelligence tools that simulate coaching.[1]

CCL is evaluating whether leaders' social footprints might be used to assess key leadership competencies. Want to know what IBM Watson says your personality, needs, and values are? Join our *research initiative*!

Use Technology to Improve Leadership Skills

CCL research tells us that...

- Digitally enabled assessments can make the development process more efficient, which means leaders can move from data to insight to action faster. How? By letting machines do what they do best—identify patterns in data.

- Current CCL research is examining whether executives who practice their "leadership brand" pitch in front of a virtual audience of avatars and receive instant machine-based feedback can improve to a greater degree over time than those who only have access to a human coach.

- Leaders need feedback from both traditional and new assessment tools to meet their development goals. We believe human input, combined with digital data, can help leaders transform their work and lives.

(?) Why Should You Care?

Virtual coaching tools can provide your leaders with a developmental edge through focused, personalized learning, and the ability to move from data to insight to action more quickly. This edge can reduce training costs and improve the "time to impact" for leadership development.

(!) Act Now!

- Download the CCL white paper, *Give Your Leaders A Developmental Edge: The Power of Digitally Enabled Assessments*.

- Check out the CCL webinar, *How to Leverage New Digital Leader Assessment Tools*.

- Engage with us in research showing how virtual coaching tools improve leader skills.

Advances in Leadership Development ROI

Can You Link Your Human Capital Data to Business Outcomes?

How many times have you deployed a leader assessment or employee survey at your company? And how many times have you analyzed the results to understand the specific initiatives required to directly improve business outcomes like retention, sales, or cost reductions?

2018 global market for outsourced leadership development is $37.7 billion...

...but only 10% of global CEOs say leadership development has a clear business impact.[1]

CCL's new Fusion analytics product focuses your leadership investments on business ROI by creating a predictive model that pinpoints:

1 The leader actions that matter most

2 The predicted impact of improving those actions

3 How to improve prioritized actions

Case in Point

Client Challenge: A client with low employee engagement & Value Based Purchasing (VBP) metrics asked us to help identify the leader behaviors and practices that have a measurable impact on employee engagement and VBPs.

CCL Fusion identified:

- 6 prioritized behaviors and practices
- 8.5% improvement in VBP

Get Results through Data, Insights, and Action

CCL research tells us that…

- Many companies conduct 360-degree feedback surveys and employee engagement studies but rarely link those data to business outcomes.

- Reliable and valid predictive models can be created between leader assessments, employee engagement, and specific business outcomes.

- These models inform the specific, bold actions that will have the greatest positive impact—prioritizing your investments.

- A clear playbook of bold actions may require new leadership skills, new team practices, or even revisiting the core assumptions for business success.

(?) Why Should You Care?

You can de-risk decision making by applying powerful analytics to your people data to achieve results. You will make smarter strategic bets about the initiatives you deploy. And you'll be making use of oft-neglected data that consumes resources for collecting, storing, and securing.

(!) Act Now!

- Read our white paper, *Using Predictive Analytics to Drive More Effective Leadership Actions*.

- Watch the *CCL Fusion webinar*.

- Review your last employee engagement survey—what was done with the data? Did you know what to prioritize?

- Engage in a consultation to determine whether CCL Fusion is right for you.

What's the Impact of Your Leadership Development Investments?

Leadership development initiatives are one of the most important investments your organization will make. How will you ensure that investment pays off? It's all about advance planning. How will you measure success?

Evaluating your leadership development program can address four opportunities:

Understanding
if the initiative achieved the intended goals.

Communicating results
to the people responsible for outcomes.

Taking actions
based on lessons learned throughout the leadership development process.

Making the case
for continuing or ending the program

To effectively measure impact, begin with the end in mind. The discovery process that defines what success will look like, and how to measure it, is critical to a successful evaluation program.

Case in Point

CCL worked with hospital executives to implement a physician leadership development program and conducted a multi-year, multi-method evaluation of this high-stakes investment. An overwhelming majority of the physicians' colleagues (76-90%) reported that, as a result of the program, staff became better at cross-boundary collaboration, dealing with complex challenges, and leveraging work-related social networks. *Learn more* about CCL's partnership with a world class health organization to create a physician's leadership academy.

Get Leadership Training to Stick

CCL research tells us that...

- You can measure the impact of a group leadership development program with a formal evaluation program.

- CCL uses an evaluation process with four steps:

  1. Conceptualize

  2. Collect and analyze data

  3. Interpret and communicate findings

  4. Implement changes and share lessons learned.

- Regular feedback can also be used to evaluate individuals' efforts to improve. CCL's unique pulse survey tool, SnapPulse (to be released Summer/Fall 2019), generates useful, timely, and ongoing feedback to leaders about their progress on their unique development goals. This tool leverages evidence-based research from the Global Research and Evaluation team.[1]

(?) Why Should You Care?

You can prove to executives and investors that your investment has an impact. You can refine programs to meet specific key performance indicators (KPIs). And, you can show employees that hard work pays off.

(!) Act Now!

- Engage with CCL to design an evaluation strategy for your leadership development investment.

- Read CCL's book, *Evaluating the Impact of Leadership Development*.

New Perspectives on Cultural Transformation

Direction, Alignment, & Commitment: Do You Have It?

Implementing your strategy requires the right culture. Keen strategy, individual changes in behavior, and best practices are necessary—but not enough. Exceptional strategy execution requires Direction, Alignment, & Commitment (DAC) where leadership is a collaborative activity. Hard work? Complex? Time-consuming? You bet—and so is winning.

LEADERSHIP CULTURE TYPE	**DIRECTION** *How do we achieve agreement on direction?*	**ALIGNMENT** *How do we coordinate our work so that it all fits together?*	**COMMITMENT** *How do we maintain commitment to the collective?*
Interdependent	Agreement on direction is the result of **shared exploration** and the **emergence** of new perspectives.	Alignment results from **ongoing mutual adjustments** among **system-responsible** people.	Commitment results from **engagement in a developing community**.
Independent	Agreement on direction is the result of **discussion, mutual influence,** and **compromise**.	Alignment results from **negotiation** among **self-responsible** people.	Commitment results from **evaluation of the benefits for self** while benefiting the larger community.
Dependent	Agreement on direction is the result of willing **compliance** with an **authority.**	Alignment results from **fitting into** the expectations of the **larger system**.	Commitment results from **loyalty** to the source of authority or to the community itself.

CCL's DAC framework is the foundation of our approach to leadership development; many of our clients (27 and counting) are going deeper, using the DAC framework to create effective leadership cultures.

"This was as traditional a culture as you could find. In a couple of years we have started changing the culture from comfort and conformity to responsibility, commitment and interdependence. Our results have gotten better in a tough period of the economy."

-Vance Tang, CEO, KONE Americas

Investigate Your DAC Before You Try to Change Your Culture

CCL research tells us that...

- "Inside-out" experiences that foster dialogue about personal and shared experiences help shift culture. CCL has developed a series of Quick Tools for discovering and developing your leadership culture.

- Our action-based research uses the idea of "putting something in the middle" to foster dialogue. In partnership with Institut Politecnica, we formed the IDeaLS lab with seven global companies using digital imagery to align their teams in executing strategies to address tough business challenges.

- One CCL client wanted to attain industry leadership across a balanced scorecard. They had the advantage of a team with key players ready to advance themselves, a willingness to practice on themselves first, and the gumption to lead. Using tools like the Game Board, CCL worked with the client to create an interdependent culture leveraging individual's strengths.

(?) Why Should You Care?

Culture still eats strategy for lunch. Your leadership culture must be in place to execute your strategy. If you are launching a new strategy or are struggling to put one in place, your team will need to have direction, alignment, and commitment, or your initiative will stall.

(!) Act Now!

- Use CCL's *Direction, Alignment, Commitment: Achieving Better Results Through Leadership* guidebook to assess whether you have DAC embedded in your company.

- Go to Labs@CCL to join action-based research labs.

Are Hierarchies Dead?

Do you assume that information and influence flows up and down a chain of command? If so, you are likely missing a critical opportunity to utilize the informal social networks in your organization. Today's organizations operate with networks of teams that have the power to accept and implement your strategy—or derail it. Companies that invest in understanding and developing their organizations' networks can create a competitive advantage.

"Strategic Leadership Systems" shape the execution of organizational strategies.

Vertical Interfaces

- Between the CEO and Executive Team members
- Between Executive Team members and middle managers

Optimal Connections

- Formal reporting relationships and informal connections could augment formal channels

Horizontal Interfaces
(Across functional/ divisional divides)

- Within the Executive Team
- Between groups at lower organizational levels

Optimal Connections

- Communications and influence connections are most critical between the groups that *need* to work together closely

Case in Point

Our client wanted to create a new organizational structure to enhance leadership and career development across specialties and career tracks over the long term. This restructure had substantive implications for all employees. The leadership team wanted to understand the best way to help employees embrace the change.

Using network analytics, CCL researchers identified critical relationship among staff and faculty. By identifying influencers and appointing them to a steering committee, the restructuring process was viewed as credible and legitimate by employees. Resistance to change was minimized.

Multiple layers of insights came from the analysis based on change readiness, role, and gender. Read more about this case study in our CCL white paper.

Use Network Analytics to Implement Strategy

CCL research tells us that...

- Conversations among leaders in upper and middle management often determine an organization's strategy and eventual success. By uncovering these critical connections, organizations can diagnose their readiness to develop and implement strategy effectively.

- Middle managers, particularly high potentials, often think they are participating in strategic discussions with senior leaders, but senior leaders may not perceive those conversations the same way. As a result, important input and perspectives may not make their way into strategy-development efforts.

- Actual connections may not be the needed connections for strategic success. Connection gaps can result in priorities being misaligned between groups, inhibiting effective collaboration and coordination to achieve the organization's strategic goals.

(?) Why Should You Care?

The effectiveness of any organization is driven (and constrained) by the top management team's ability to communicate and collaborate effectively. Weaknesses in formal and informal workplace social networks can derail your organization's strategy development and implementation. Diagnosing these types of issues can help organizations achieve a competitive advantage by enabling them to produce and deliver more effective strategies.
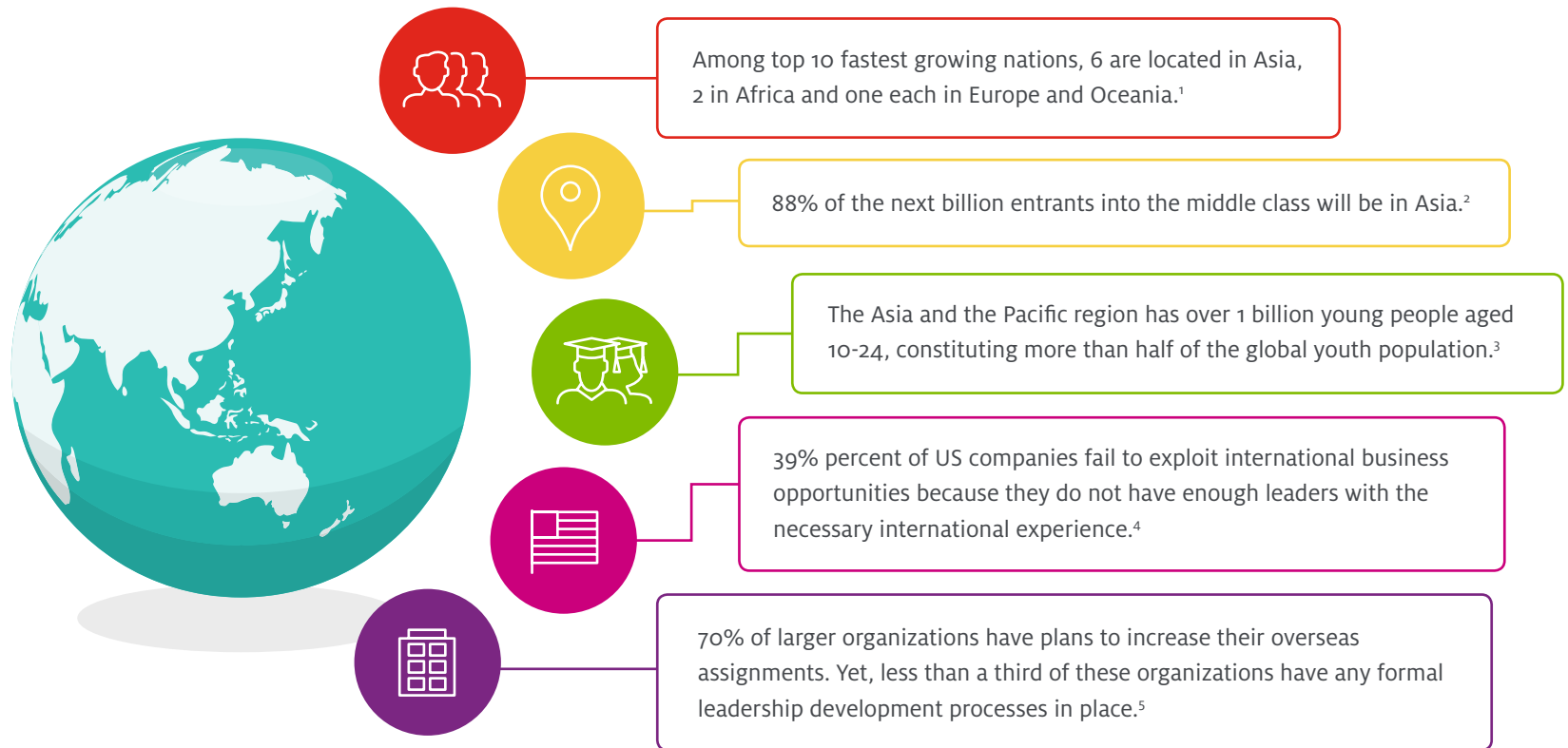
(!) Act Now!

- Analyze the social networks of top executives in your organization.

- Read the CCL white paper *How Informal Networks Can Strengthen Your Organization's Strategy*.

- Learn more about Network Analytics.

Is Global Leadership Capability Necessary?

Organizations need the capability to not only win in their home market, but also build globally successful businesses. Successful enterprises must also exploit cross-regional demographic synergies, talent availability, and market opportunities.

While the "center of the world" continues to move away from the developed world…

…a majority of global organizations struggle to build a pipeline of "global-ready" leaders.

Among top 10 fastest growing nations, 6 are located in Asia, 2 in Africa and one each in Europe and Oceania.[1]

88% of the next billion entrants into the middle class will be in Asia.[2]

The Asia and the Pacific region has over 1 billion young people aged 10-24, constituting more than half of the global youth population.[3]

39% percent of US companies fail to exploit international business opportunities because they do not have enough leaders with the necessary international experience.[4]

70% of larger organizations have plans to increase their overseas assignments. Yet, less than a third of these organizations have any formal leadership development processes in place.[5]

Assess and Build a Compelling Global Leadership Strategy

CCL research tells us that...

- Leaders face six key challenges when working in a global environment:

  - Handling culture conflicts;
  - Adapting own behaviors;
  - Creating shared goals and implementing shared work;
  - Managing the relationship between corporate and local; Communicating across barriers; and
  - Understanding and managing external forces. [6]

- Five critical capabilities help successful global leaders overcome these challenges:

  - Courage,
  - Curiosity,
  - Trust,
  - Strategic thinking,
  - Influence.[7]

- Future fluent leaders often think, learn, feel and act differently. Having a growth mindset is a key ingredient to becoming future fluent.

(?) Why Should You Care?

Owing to rapid economic growth across traditional 'developing' countries, organizations increasingly need leaders who can transcend national, cultural, geographic, and ethnic boundaries to build globally successful businesses.

(!) Act Now!

Download these white papers from CCL.org

- *6 Things Every Global Leader Needs to Remember*
- *The Global Asian Leader: From Local Star to Global CXO*
- *Imagining Asia 2030: Future Fluent Asian Leader*

What Does Good Feedback Look Like?

Our research makes it clear that feedback—both positive and negative—helps managers enhance their best qualities and address their worst qualities so they can excel at leading.

The Harvard Business Review article "Why Feedback Fails"[1] emphasized the need to provide positive feedback.

CCL's *rebuttal*[2] published on HBR's website provided a different perspective.

Buckingham and Goodall's Points in HBR	CCL's Counterpoints
People are unreliable assessors of others, thus their feedback is more distortion than truth.	Although feedback is never purely objective, knowing how others see them is incredibly valuable to leaders.
Don't provide negative feedback because it creates a threat that inhibits learning.	Instead of avoiding negative feedback, focus on how to deliver feedback in a way that minimizes the threat response.
People should just focus on their strengths.	Ignoring one's weaknesses is a major contributor to leader derailment.
People can best help their organizations by getting better at the things they are good at.	The gaps that organizations experience in leadership skills will never be closed by focusing only on honing one's strengths.

Provide Effective Feedback to Build Leadership Skills

CCL research tells us that...

- Individuals receive more positive than negative feedback from their bosses; however, they want more negative feedback.[4]

- One unaddressed "fatal flaw" (e.g., arrogance, inability to change) can lead to failure — particularly if the leader is unaware.[5]

- A significant and disturbing gap exists in the skills organizations report they need from leaders and what their leaders report are their current strengths.[6]

(?) Why Should You Care?

Only 23% of employees strongly agree that their manager provides meaningful feedback to them. Feedback that motivates development is critical to creating engaged employees who want to stay at your organization.[3]
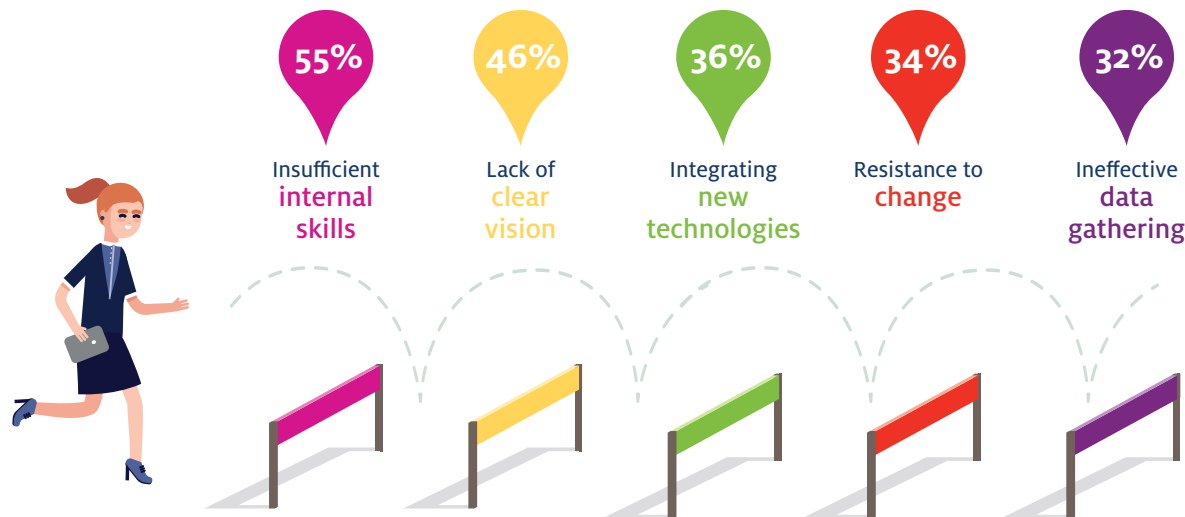
(!) Act Now!

- Use CCL's Situation-Behavior-Impact framework to deliver clear, specific, behavioral feedback in a professional and objective way.

- Read CCL's guidebook, *Feedback that Works: How to Build and Deliver Your Message*.

How Will Digital Transformation Change the Way We Lead?

Digital Transformation is a global imperative affecting every business. The introduction or investment in technology will continue to drive new business models, customer experiences and operational processes. Successful transformations depend on how we lead digital transformation, rather than implementing new technologies.

5 Biggest Challenges Organizations Face In Their Digital Transformation

55% Insufficient **internal skills**

46% Lack of **clear vision**

36% Integrating **new technologies**

34% Resistance to **change**

32% Ineffective **data gathering**

CCL survey of 100 European VPs and Directors in HR, L&D, Leadership Development and Talent Management. See the white paper "*How European Leaders Are Adapting in the Digital Age*."

Case in Point

At a global food and beverage company, six functions participated in immersive experiences using design thinking to solve business challenges. Leaders imagined the future of their employees and consumers.

- Collaborating with designers, they created mock-ups and low tech prototypes of how digital transformation could improve their daily lives.

- The result? A repeatable process for successful digital transformation initiatives. Five years later, the company has an innovation unit within the IT Supply Chain function, is digitalizing marketing to deliver personalized experiences, and has a successful crowdsourcing innovation platform.

Explore the New Frontier of Digital Transformation

- The digital transformation of humanity is one of the most critical, disruptive challenges of all time. Over the next two to three years, our research team will explore new questions focused on how CCL can help leaders lead in this world. We'll be examining topics like agile collaboration, digital ethics, and resilience.

- Digital corporate cultures, much like software applications, are networks. Organizations need to create a networking framework and architecture that is far more flexible and capable of absorbing shocks, and our work will shed light on the impact of networks in achieving digital transformation goals.

- The new book, *Braided Organizations: Designing Augmented Human-Centric Processes to Enhance Performance and Innovation* by *Michel Zarka*, *Elena Kochanovskaya*, and *William Pasmore* (CCL SVP) explores the way in which companies are using braided organizations to speed up innovation, enhance collaboration across boundaries, and enable greater commitment and creativity.

(?) Why Should You Care?

Rapidly changing technology can quickly disrupt incumbent business models, creating a real business threat. Leaders must be able to see both the potential threats and opportunities by building strategic agility. Customer-led design thinking can help organizations excel in a competitive world.

(!) Act Now!

- Read CCL's white paper, *Playing the Digital Transformation Game: How Leading with Innovation and Design Can Transform Everything*.

- Listen to our podcast *Digital Transformation: Welcome to a New Game* at CCL.org.

- Participate in CCL's action based research programs with peer organizations.

4

Equity, Diversity, and Inclusion: More than "Check the Box"

Are You Ready for the New Faces of Leadership?

Demographic changes in our global society, coupled with growing intolerance for social injustices and oppressive systems, fuel social and economic pressure for equity, diversity, and inclusion (EDI) at every level of the organization. Is your organization prepared?

95%

of Millennials surveyed reported wanting flexibility in where and when they work.[1]

Women of color are less likely to be promoted to manager compared to others.[2]

Worldwide migration is on the rise, with 85 million immigrating between 2000–2017 alone.[3]

More research is needed to understand how "Gen Z" (those born 1995+) could impact the future of work.

GEN Z

Many people hide disabilities or other identities at work due to fear of discrimination.

Relying on personal connections when hiring can inadvertently exclude black applicants.[4]
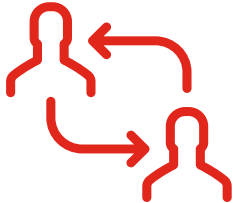
Know Fact from Fiction When it Comes to Generational Differences

CCL research[1] tells us that...

- People of all generations want similar things both at work and from their leaders.

- Organizational level and life stage explain more of what people want and need at work than does generation.

- In a study of more than 25,000 Millennials from 22 countries, Millennials in professional positions wanted productive, high-paying jobs, working with people they like, at organizations that align with their values, and value them enough to provide Millennials with flexibility and opportunities for growth.

- While it is true that Millennials can act entitled, needy, and tech-crazy, they are also hard working, independent, people-focused, and committed to their organizations.

⑦ Why Should You Care?

Demographic changes may affect our requirements for leadership. As the war for talent continues to accelerate, organizations face a talent shortage. To be effective, leaders need to be able to harness the energy and leverage the contributions of all of their staff, not just the ones who are like them.

⚠ Act Now!

- ■ *Check out* CCL's advice on Millennials.

- ■ Read *What Millennials Want from Work: How to Maximize Engagement in Today's Workforce*.

- ■ Learn about our program for *Advancing Technical Women*.

What Are You Doing to Kick Down the Glass Ceiling?

Women leaders are critical for organizational success. But gender equity is still out of reach in many organizations. Is your organization doing enough to attract, support, and promote women?

CCL literally wrote the book on breaking the glass ceiling in 1987, based on a 3 year study of executive women.

Organizations with more women also have higher job satisfaction and engagement, and decreased burnout.[1]
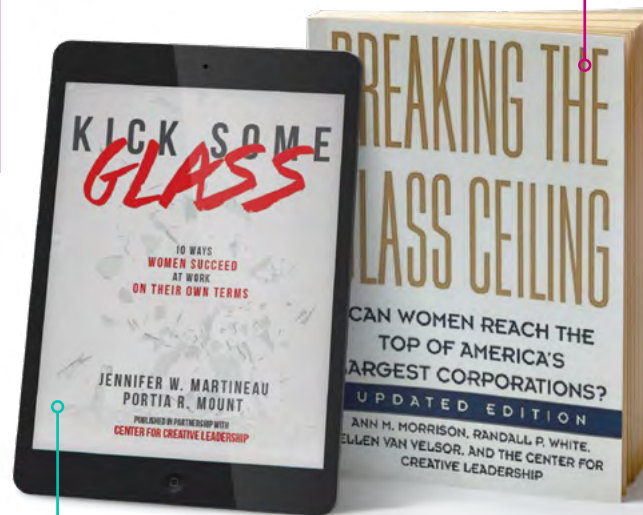
There are currently fewer S&P 1500 companies led by women than by men named John.[2]

Gender diversity within teams cultivates radical innovation.[3]

CCL's new book *Kick Some Glass* summarizes our latest research on women leaders.

Understand How Subtle Gender Differences Can Impact Women's Careers

CCL research tells us that...

- Women are viewed more harshly for lacking interpersonal skills, and are seen as more likely to derail.[4]

- Work experience, confidence, and support at home helps women advance into leadership positions.[5]

- Having a stay at home spouse is one of the strongest explanations for why men advance higher than women.[5]

- Men are quicker to self-identify as leaders. This can be a self-fulfilling prophecy as people who identify as leaders are more likely to be recognized as such in the future.[6]

- When women leaders advocate for diversity, their competency ratings (by others) decrease; but the opposite is true for men.[7]

- Women tend to underestimate their supervisors' ratings of their leadership ability.[8]

(?) Why Should You Care?

There is strong evidence that gender diversity increases organizations' revenue, climate, and overall success. Companies that intentionally prioritize and plan for women's leadership development gain significant advantages over their competitors.

(!) Act Now!

- Download CCL's white paper, _Glass Doors to the Corner Office: Women and Leadership_.

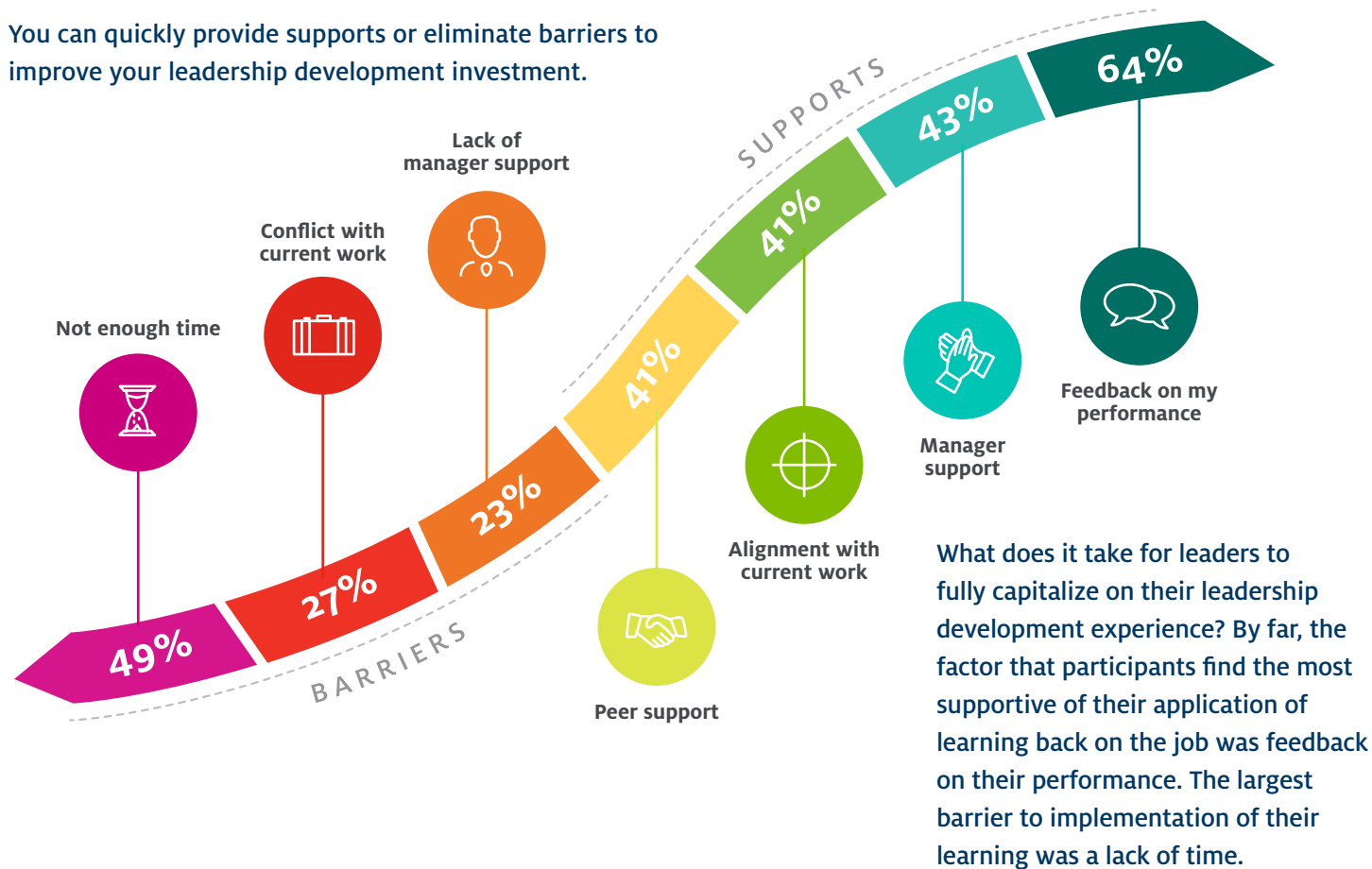- Listen to our webinar, _Kick Some Glass: 10 Ways Women Succeed at Work on Their Own Terms_.

5 Societal Advancement through Leadership

How Does the Social Sector Inform Leadership Development?

CCL supports clients in the social sector, spanning K-12 and higher education, population health, youth-serving and nonprofit organizations. Through our research and evaluation of this work, we have gleaned many insights that are relevant to the corporate sector as well.

You can quickly provide supports or eliminate barriers to improve your leadership development investment.

SUPPORTS

BARRIERS

Not enough time — **49%**

Conflict with current work — **27%**

Lack of manager support — **23%**

Peer support — **41%**

Alignment with current work — **41%**

Manager support — **43%**

Feedback on my performance — **64%**

What does it take for leaders to fully capitalize on their leadership development experience? By far, the factor that participants find the most supportive of their application of learning back on the job was feedback on their performance. The largest barrier to implementation of their learning was a lack of time.

"As a member of the Robert Wood Johnson Executive Nurse Fellows Program, I had the honor of working with the Center for Creative Leadership. I am a doctorally prepared clinician, writer, and academician for 30 years and CCL transformed my life. The program has identified the core of exceptional leadership practices. Because of their inspirational approach to leadership education, I am a more open human being: open to possibility, open to the potential of all people, open to the reality that I am always moving forward, evolving, contribution, and making my profession and my world a better place."

-Susan Apold, PhD, ANP-BC, GNP, FAAN, FAANP, Clinical Professor of Nursing, Robert Wood Johnson Executive Nurse Fellow Alumna

Use Measurement to Focus Your Leadership Investment

CCL research tells us that...

- Leadership investment can be prioritized by understanding leadership gaps. By gathering baseline information through 360-feedback and other measures (such as the Leadership Indictor for Schools), organizations can identify the highest areas of leadership competency needs based on their specific organizational priorities.[1]

- Leadership development programs produce a ripple effect in organizations. A subset of non-participant raters in one of our population health programs indicated that their understanding of leadership changed as a result of their coworker's development experience.

(?) Why Should You Care?

Effective leader development has the potential to spread through an individual's professional network to bring about change in different levels of an organization. You can most effectively accelerate the post-program learning and application for participants by providing feedback, support, and aligning leadership goals with current work.

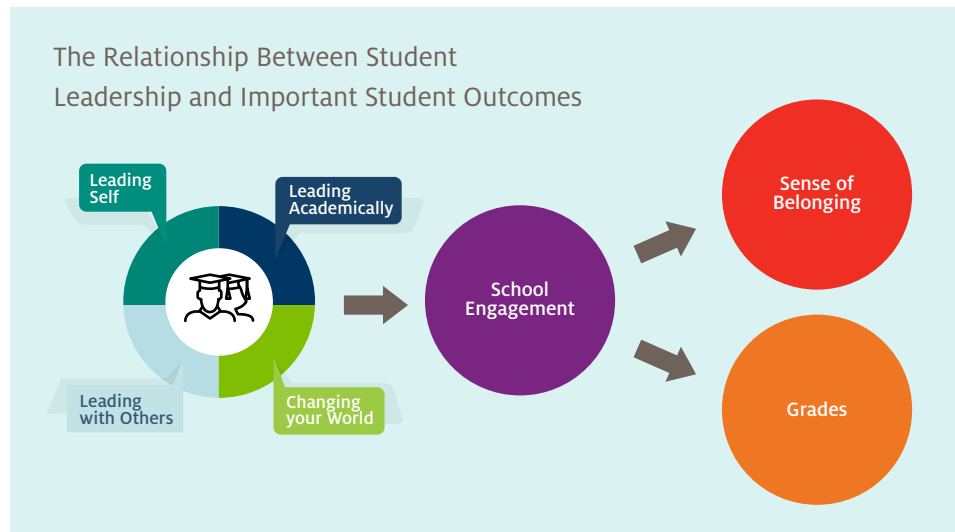### (!) Act Now!

- Learn more about our Societal Advancement Work! Watch our *video* and download our *brochure*.

- Read our *new paper* on leadership development in the social sector.

- *Read* our American Express Leadership Academy Case Study.

Are You Ready to Change the World?

At CCL, we believe leadership is a critical lever in creating meaningful, systemic, and sustainable social change. We work collaboratively and purposefully with corporate social responsibility partners, foundations, community organizations, and school systems to expand our reach and further our mission of impacting the lives of education, nonprofit, health, and youth leaders.

Leadership Development for Students Connects to Critical Educational Outcomes

The Relationship Between Student Leadership and Important Student Outcomes

Leading Self — Leading Academically — Leading with Others — Changing your World → School Engagement → Sense of Belonging / Grades

Our research with over 10,000 K-12 students shows that our key leadership competencies connect to school engagement measures, which connect to sense of belonging and grades. Fostering leadership development in students can be a critical driver for improving educational outcomes.

Deep, Intentional Networks Can be Fostered in Communities to Drive Social Change

18%
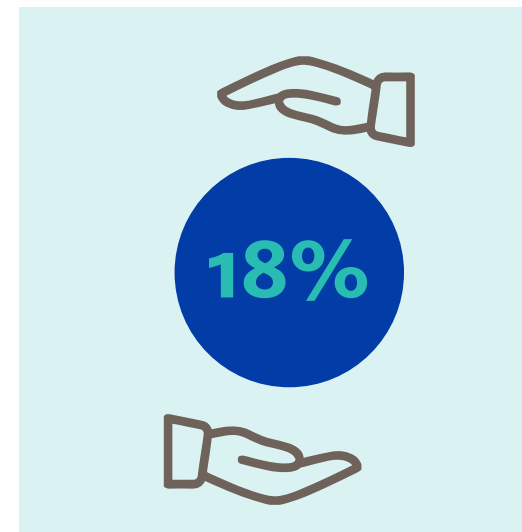
Deep relationships offer the profound social support, thought partnership, and opportunities for growth through feedback that are required for broader, long-term, social change efforts. We have worked with foundations for over 20 years to provide leadership development training to communities working on population health outcomes. In one flagship program, we saw increases in local networked behaviors to drive social change after just six months.[1]

"The Center for Creative Leadership's mission to develop leaders in their communities to have a positive impact on the world has a strong alignment with our mission, so it was obvious that there was no other group out there that we would want to work with."

-Jamie Williams, Coca-Cola Scholars Foundation

Identify Ways to Create Change in Your Community

CCL research tells us that...

- One principal can change a whole school. CCL's own longitudinal data, measured from the perspective of teachers, shows that principals who participate in leadership training create more collegial environments that engender trust and professional teacher behavior. In one cohort of principals, teacher-principal trust increased in 71% of the schools over the course of the program.[2]

- In Ladder to Leadership, a program which provides emerging healthcare leaders the skills and support to work across boundaries to have a greater impact, 95% of participants reported that their leadership effectiveness increased. Their bosses, peers, and other colleagues confirmed this, with 90% reporting an increase or significant increase in participants' leadership effectiveness, according to formal evaluations conducted by CCL.[3]

(?) Why Should You Care?

The benefits of receiving leadership development for students begins in elementary school. The more leadership development students can accumulate before entering the workforce, the greater the advantage they will have.

"My school moved from a Focus School to a Distinguished School in one year. We experienced gains in all five accountability areas and are labeled a high-performing school."
-Amy Waggoner, Principal, Marshall County High School, Benton, KY

(!) Act Now!

- CCL provides scholarships for our programs to eligible social sector leaders. Your organization can make a *donation* to support scholarships today!

- *Learn more* about how we can partner with your corporate social responsibility group.

- *Read* our Coca Cola Scholars Foundation Case Study.

6

Hidden Levers for Improving Leadership

Can Your Thoughts Impact Your Leadership?

Research shows our thoughts can impact how we experience work—
and this in turn, impacts how our employees and teams perceive us.

Ruminating over negative feelings or events is linked to poor problem solving, low confidence, and decreased social networks.[1] High performing leaders with demanding workloads might be particularly susceptible to rumination.
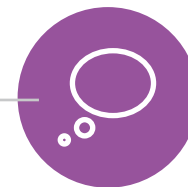
Cognitive Distortions are systematic patterns or biases in thinking that distort reality, especially under stress. For instance, overgeneralizing such as "I never get the easy clients."

Emotions are contagious, and followers look to leaders to understand how to respond in stressful situations.

Self talk—positive or negative—can impact our performance.

Mindfulness is simply paying attention to the present moment, purposefully and non-judgmentally. There is evidence that mindfulness can enhance attention, memory, empathy, and even our immune systems.[2] CCL is currently conducting research to determine how to best integrate mindfulness into leadership development for maximum impact.

Practice Mindfulness to Banish Mind-Chatter

CCL research tells us that...

- Mindfulness practices can help leaders clear out mind chatter and maintain focus.[3]

- Leaders who report more cognitive distortions (negative thought patterns) report increased role conflict and burnout. On the flip side, leaders with fewer distorted thoughts rate themselves higher on social support, organizational support, and job satisfaction.[4]

- Leaders who are able to use emotion regulation tactics, such as considering alternative explanations or getting some distance between themselves and a negative thought, are able to lessen the impact of their negative thoughts. Simply trying to avoid or suppress negative thoughts or emotions does not help.[4]

- Senior executives' constructive self-talk is positively related to effective leadership and creativity and negatively related to job strain.[5]

(?) Why Should You Care?

Leaders should be aware that their thoughts can influence their work outcomes. Organizations should explore how to help workers more adaptively respond to emotional demands on the job to avoid burnout.

(!) Act Now!

- *Check out CCL's interview* with world-renowned mindfulness expert Janice Marturano.

- Read CCL's *white paper* about recovery practices to help you prevent burnout.

- Learn more about what you can do for your cognitive health *here*.

Are You Ready to Lead in a Virtual World?

Advances in technology have transformed the way we work, creating a virtual world where global workers collaborate in real time. Leaders must be adept at leading and helping others lead in a virtual world.

70% of people globally work remotely at least once a week.[1]

A polarity mindset provides a fresh perspective on the challenges virtual teams are facing and empowers team leaders to address issues in new ways. The 3 key factors that play a contributing role in teams' successes are:

1 — Technology
A real-time team connection helps teams feel less virtual

2 — Time Zones
Physical distance can lead to long hours and burnout

3 — Team Structure
Consider who's involved and how committed they are

Police Officer Virtual Leadership Study

Interactivity of the VILT
46%

Enjoyed the VILT experience more than they anticipated
21%

Ease of using the technology
14%

- Police officers participated in CCL's Feedback that Works training via different delivery modes of face-to-face, Virtual Instructor Led Training (VILT), and eCourses. The VILT treatment group had comparable satisfaction scores to the face-to-face group, about 40% agreed that the training increased their ability to provide positive and negative feedback in their work, and 46% reported being most surprised by the VILT interactivity.

Optimize Your Virtual Talent

CCL research tells us that...

- Polarities are desirable pairings that appear to be contradictory but are interdependent and complementary.

- Virtual teams who leveraged polarities had higher levels of performance, commitment, satisfaction, viability, and informal learning.

- VILT participants had higher levels of satisfaction than those who participated in the CCL ecourse on *Feedback that Works*.

(?) Why Should You Care?

Research shows that virtual teams are especially difficult to manage, and some experts suggest that more virtual teams fail than succeed.

Training on how to manage virtual teams, with a keen eye toward team polarities, improves the likelihood of creating successful teams.

(!) Act Now!

- Read CCL's whitepaper, *How to Lead Virtual Teams*.

- Listen to CCL's webinar, *Virtual Teamwork: How to Make It Work for Your Organization*.

- Learn more about the *Feedback that Works* program that was used with the police department experiment *here*.

How Can We Make Development Personal and Invisible?

Leaders want personalized and continuous feedback and development embedded into their work. New technologies and statistical methods are starting to make this dream a reality.

Each leader is unique: personalized development can capitalize on this by combining data with reflection and goal setting.

Frequent collection of data allows for a closer look at how daily experiences impact you, providing context-specific guidance.[2]

Personalized learning makes it possible to learn without relying on experts, coaches, and trainers.

Wearables and biofeedback sensors can capture data on leaders' internal factors such as fatigue, emotions, and stress.

The quantification of daily life offers learners insights into their behaviors that can provide a personalized pathway to leadership.

Traditional leadership interventions are based on averages across hundreds of people. They are aimed at the "typical leader." A person-centered approach flips this and looks at what is right just for you.

Leverage Technology to Personalize On-The-Job Development

CCL research[2] tells us that...

- Personalized development technologies provide information that helps break down deep-rooted responses into discrete micro-behaviors.

- Ideally, leadership development should happen all the time and should not be confined to special events.

- When you use self-tracking systems for leadership development, look for tools that predict the behaviors or outcomes you are interested in. The feedback of data should be nuanced and coupled with practical advice targeted to the individual.

- Pay attention to privacy settings when using apps for development. Be aware of the possibility for misuse of private information.

- Dynamic factor analysis is a new statistical technique for detecting person-specific patterns. CCL is currently testing this method to create better customized learning.

(?) Why Should You Care?

Personalized development can help transform development from episodic and in the classroom to ongoing, on-the-job, and invisible. It also allows leaders to dive deeper into key topics they need rather than going over material that doesn't matter to them.

(!) Act Now!

- To learn more about wearables and self-tracking technology, check out our *webinar*.

- Reach out to CCL to know more about the latest thought leadership on self-tracking.

Action Research Communities

Action Research Communities: Ideas Into Action, Action into Ideas

CCL partners with clients, universities, and researchers around the globe in action research community forums. Together, we create new knowledge that positively transforms the way leaders, organizations, and societies confront the most difficult challenges of the 21st century. Please consider joining us!

STARLab

STARLab: Accelerates digital transformation through co-design and co-learning. Leading-edge companies committed to digital transformation collectively explore, co-design, and prototype practical and innovative organizational design responses to digitalization.

IDeaLs

IDeaLs: Innovation and design as Leadership. In conjunction with Politecnico (Milan Italy), clients collaborate on research that uses design principles to inform innovation and culture transformation.

CCL Labs

Labs@CCL works with a global community of passionate practitioners to design, prototype and test leadership solutions in a wide variety of contexts from grassroots to the board room. Labs@CCL showcases the latest services, experientials, and tools when they have been developed to beta level. We invite your help in testing them.

Communities of Practice

The CCL Connected Community explores leadership as a social system as we develop our own beliefs and practices of vertical human development. The shared topic is the understanding, practice, and development of relational leadership and its implications for facing and solving complex challenges across society.

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