

# LEADING FOR ORGANIZATIONAL IMPACT



For strategy to actually work, perspective is essential.

## SEE THE BIGGER PICTURE SO YOU CAN MAKE A BIGGER IMPACT.

Senior leaders need to make high-stakes decisions in complex situations while staying aligned with others on the leadership team. They need to build the organization of tomorrow while addressing the needs of today. They're responsible for whole business units, geographical regions, and important functions that are essential to the success of the entire organization.

When everything needs attention, how do leaders ensure that organizational strategies and priorities are achieved while also meeting the day-to-day needs of people, processes, and systems? With so much to manage, connection is key — whether across the boardroom, the office, or the globe.

Leading for Organizational Impact gives executives and senior leaders an opportunity to recognize the big picture, leverage the nuances, and use leadership to shape a culture that drives success for the organization's mission. Through immersive learning experiences in a dynamic, peer-based learning environment, leaders leave the program with the skills and support necessary to be more strategically effective within their organizations.

## At a Glance

<b>Who Should Attend</b>	Executives and senior leaders of organizational functions or divisions
<b>Length</b>	5-day intensive, within a 6-month journey
<b>Class Size</b>	24
<b>Instructor / Participant Ratio</b>	1:8
<b>Format</b>	In person
<b>Locations &amp; Pricing</b>	<a href="#">Americas</a> <a href="#">APAC</a> <a href="#">EMEA</a>



# The Transformation Starts Here

This learning experience equips executives to shift focus from leading a function or business unit to truly leading for organizational impact, alongside others on the senior team.

At the heart of the program is The Looking Glass® Experience, a powerful and proven leadership simulation based on the top challenges senior leaders face. This immersive experience now includes HiFi Conversation Analytics™, the game-changing wearable tech that transforms leadership development by measuring communication dynamics to give leaders powerful, data-driven insights.



## ENHANCING PERSONAL GROWTH

Become more aware of how behaviors impact others and the organization and build credibility as a senior leader.



## BALANCING PEOPLE & TASK DEMANDS

Transition into new responsibilities, while creating needed strategies and structures for a future talent pipeline.



## WORKING WITHIN A LARGER SYSTEM

Lead up and across the enterprise to create growth opportunities, improve cross-functional processes, and leverage limited resources.

## WHAT PARTICIPANTS LEARN

- A clearer understanding of their own impact on situations, people, and the organization
- How to balance tactical concerns with strategic priorities and manage tradeoffs
- Ways to lead at scale as responsibilities increase
- How to work effectively across boundaries to build strategic ties and gain new perspectives
- Tools to advance organizational goals in the face of complexity, ambiguity, and change
- The behaviors required to inspire others and align people to organizational outcomes

## CHALLENGES ADDRESSED

We understand the challenges faced by senior leaders today, and Leading for Organizational Impact tackles them head on:

- Creating systemic strategies and structures to address organizational goals
- Building credibility as an organizational leader
- Leading successfully during tense and complex situations
- Navigating the transition to a new role
- Managing self in such a way as to inspire confidence in others



## WHY CHOOSE LEADING FOR ORGANIZATIONAL IMPACT?

We invite participants to join our highly qualified instructors and executive coaches in a dynamic, group-driven learning atmosphere in the most feedback-rich program in our portfolio, designed specifically to address the challenges faced by executives and senior leaders.



### Leadership Simulation Based on Real-World Challenges

It's one thing to have an intellectual understanding of a concept, but it's another to experience it. During this high-impact, research-based experience — widely considered to be the best behavioral leadership simulation on the market today — participants experience senior leadership in a whole new way, complete with real-life practice. With the addition of HiFi Conversation Analytics™, participants benefit from innovative technology that provides real-time feedback and data-driven insights into communication dynamics, enhancing their leadership impact through measurable behavioral metrics and predictive analytics.



### Personalized Feedback

A 360-degree assessment, specifically for executives, reveals strengths and growth opportunities for the success and effectiveness of each leader.



### Cutting-Edge Research

This program is expertly designed using the latest research-based content that focuses on the issues that matter most for senior leaders.



### Trusted Expertise

Program faculty and executive coaches have extensive experience working with senior leaders.



### Build Connections

To support application of learning and growth, participants can lean on a network of peers and fellow senior leaders who are facing similar challenges.



**“There are always ways to improve yourself as a leader, but many times we don’t have direction of where to go to make ourselves have a greater impact on our employees and the overall organization. CCL and the LOI program help you define your own route through data collection, promotion of self reflection, and countless other ways. Then they help you lay out a way to to make incremental steps toward your goal.”**

— Pete Muller, Program Participant



## PHASE 1: BEGIN THE LEARNING

### Preparing a Foundation for Lasting Impact

In the 3 months leading up to the program intensive, participants begin the journey by engaging in required online coursework. This includes inviting their 360-degree feedback raters, taking their self-assessments, and meeting with an executive coach to debrief their assessment results. Completion of these activities is required for continuation into later phases, and ensures maximum benefits from the program.

## PHASE 2: FOCUS THE LEARNING

### Engaging in the Program Intensive

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<i><b>How does leadership happen?</b></i>	<i><b>How will we lead together?</b></i>	<i><b>What happened?</b></i>	<i><b>What shifts can I make?</b></i>	<i><b>What comes next?</b></i>
<b>A Framework for Leadership</b>	<b>The Looking Glass® Experience</b>	<b>Shared Sensemaking</b>	<b>Integrating Feedback</b>	<b>Personal Strategic Leadership Retreat</b>
<ul style="list-style-type: none"><li>Individual Needs &amp; Group Dynamics</li><li>Strategic Leadership &amp; Polarities</li><li>Introduction to Effective Feedback</li><li>Organizational Leadership Challenges</li></ul>	<ul style="list-style-type: none"><li>Leadership Simulation: Looking Glass, Inc.®</li><li>Leading for Organizational Impact Survey</li><li>Energy &amp; Motivation</li></ul>	<ul style="list-style-type: none"><li>Shared Sensemaking for Strategic Decision Making</li><li>Debrief of Leading for Organizational Impact Survey</li><li>Peer and Facilitator Behavioral Feedback</li></ul>	<ul style="list-style-type: none"><li>Leadership Culture: What It Is &amp; Shaping It</li><li>Building Insights With Benchmarks® for Executives™</li><li>Looking Glass, Inc®: A New Reflection</li></ul>	<ul style="list-style-type: none"><li>The Polarity of Performance &amp; Development</li><li>Peer Consulting for Organizational Impact</li></ul> <p><i>Program ends at 11:30 am local time.</i></p>

## PHASE 3: APPLYING THE LEARNING

### The Next Chapter

Following the program intensive, participants continue to receive support for their development, including 2 group coaching sessions (2 hours each) with an executive coach to help apply learning and ensure organizational impact, as well as access to toolkits and other resources to plan their next steps and sustain their learning. Participants also have an opportunity to complete a final assessment, Reflections® 360, to measure post-program growth.

### How to get in touch

Leaders need support to succeed.  
We're here to provide it.

Give us a call at +1 336 545 2810  
or learn more at [ccl.org/LOI](https://ccl.org/LOI)

