



LOOKING GLASS EXPERIENCE™

3-day leadership program for senior and upper middle level
leaders with behavioral simulation

Introducing the Center for Creative Leadership

*World leading in research and education
on leadership and innovation*



The **Center for Creative Leadership (CCL®)** is a top-ranked, global provider of leadership development. We only focus on leadership research and development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels over the last 50 years. CCL is ranked Top-10 globally in executive education by Financial Times for 16 years on a row and counts 1600 staff members and associates around the globe.



The signature *Looking Glass Experience* Program 1|2

Looking Glass Experience™ is a unique program designed and delivered by the Center for Creative Leadership (CCL), one of the world's leading research and education institutes and ranked top-10 in executive education by the Financial Times. The program is delivered in English by very senior CCL faculty members with extensive experience as senior leaders in large organizations.

The *Looking Glass Experience*™ program is highly interactive and practically oriented and includes a behavioral simulation at its core. The leaders will assume a role as a top manager to lead a large global corporation with different business units. In the simulation and during the program they will receive feedback from the CCL faculty members and from their peers on leadership behaviors exhibited during the simulation.

Learning to lead is an intensely personal experience. During the program the participants will be introduced to the core concept of leadership. They will have the opportunity to develop a deeper sense of self-awareness, one of the four critical competencies of a leader at every level. They will learn how to influence others, with or without formal authority. They will be able to drive collaboration and to make their communications more effective. They will develop a more strategic perspective on the business and on leadership. And they will learn how to give and receive effective feedback in a non-judgemental way to help others and yourself to grow and to become better leaders.



Marc Dellaert
Managing Director

The signature *Looking Glass Experience* Program 2|2

Looking Glass Experience™ is a purely developmental program and not an assessment center. The main goal is to grow vertically as a leader, and to learn to see things from different perspectives. Each leader has a zone of comfort and can further grow by stepping out of the comfort zone. This program has been designed to allow leaders to experiment with new leadership behaviors and to learn. There is no right or wrong way to do the simulation, and there is no competition between different groups.

The leaders must be fully available – physically and mentally – for this program during the 3 days that they will participate. On the evening of day 1, they will have to read through a set of documents, which will require about 2 hours of homework. It is important that they schedule this time in their agenda, as the value of the program for them and their colleagues depends on the preparation.

Participants will receive the prestigious *CCL Certificate of Attendance of Looking Glass Experience*™ upon completion of the program.



Marc Dellaert
Managing Director

1. CCL is **globally ranked Top-10 by Financial Times in executive education** and **only focuses on leadership research & development**.
2. CCL uses **proprietary models and assessments** for leadership development, which are easy to apply and recognized around the world. All models are based on years of research by CCL and have become industry standards.
3. Many CCL **facilitators and coaches** have an extensive **experience as top and senior leaders** in international and regional organizations, are seen as role models, and are fluent in English.
4. CCL is leading edge in leadership development, e.g. **vertical development, strategic thinking, influencing and boundaries, learning agility, team effectiveness**.

Why working with CCL? 2|2



EXPERIENCE

Four decades in leadership education.

We work with 30,000 leaders across 3,000 organizations on a yearly basis.

**FOCUSED EXCLUSIVELY
ON LEADERSHIP RESEARCH
AND EDUCATION**



EXPERTISE

500 faculty & coaches and 25 full-time researchers worldwide

Largest managed network of over 600 leadership coaches.

Proprietary and easy to apply models.

Tens of publications on leadership topics

**NOT-FOR-PROFIT
INSTITUTION
COMMITTED TO
RESEARCH-BASED
DEVELOPMENT**



GLOBAL REACH

Offices on six continents.

Working with clients from more than 135 countries in 12 languages including Russian.

**BREADTH OF GLOBAL
UNDERSTANDING**



PROVEN RESULTS

Ranked Top-5 Globally in Executive Education by Financial Times.

Top-10 in Executive Education for 13 years on a row.

**RESULTS THAT
MATTER**



BALANCE TACTICS
AND STRATEGY

FOSTER
COLLABORATION

NAVIGATE
ORGANIZATIONAL
COMPLEXITY

WORKING
ACROSS
BOUNDARIES

DEVELOP SELF-
AWARENESS

BOOST
RESILIENCE

DAY 1

WELCOME & PROGRAM FRAMING

- What are our Key Leadership Challenges?
- Leadership Framework: Creating Direction, Alignment, Commitment

EFFECTIVE FEEDBACK

- The importance of keeping feedback behavioral
- Introducing the CCL model for feedback
- 10 Common Mistakes in giving feedback

FIRO-B AND MBTI ASSESSMENTS : PERSONALITY AND INTERPERSONAL NEEDS

- Building a deeper level of self-awareness, understanding diversity and becoming more effective in building trust and communication

INTRODUCTION TO LOOKING GLASS, INC. SIMULATION

DAY 2

LOOKING GLASS, INC. SIMULATION

- Managing the company for 5.5 hours
- Debriefing on the experience

DAY 3

DEBRIEFING ON LEADING THE COMPANY

- Decisions and their impact on the business

DEBRIEFING ON IMPACT BEHAVIORS ON OTHERS

- Sharing of behavioral feedback

INDIVIDUAL DEVELOPMENT PLANNING

PROGRAM CLOSING

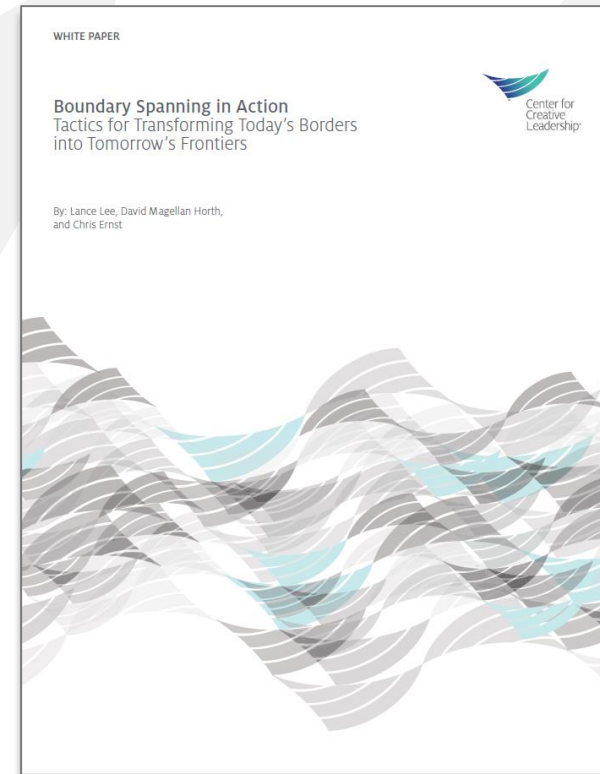
As a result of attending this program, the leaders will have learned to:

- Balance tactical concerns with strategic options and respond to and influence market forces
- Navigate the organization as they take a broader scope of responsibility
- Work more effectively across functional and vertical boundaries to build strategic ties and gain new perspectives
- Draw on deeper self-awareness and boost personal resilience

CCL white paper: Using Political Skill



CCL white paper: Boundary Spanning Leadership





- 3-day program
- Language: English (2nd facilitator can be Turkish speaking, materials fully in English)
- Level: Senior Team members, Directors, Senior Leaders, Upper Middle Level Leaders
- Delivered by 2 senior level CCL faculty members
- Minimum 13 and maximum 17 participants
- Includes Looking Glass, Inc. behavioral simulation
- Includes 2 CCL assessments and 2 electronic white papers for each participants
- Includes CCL International Certificate of Attendance for each participant

Contact our partner in Turkey



Ferko Signature

Büyükdere Caddesi 175 -B4

34394 Levent İstanbul, TR

Tel: +90 212 932 82 12

formore@41north.com.tr