Leading Change
Growing Leaders at the Grassroots

An overview of Leadership Beyond Boundaries, a Center for Creative Leadership Initiative to Democratize Leadership Development

www.leadbeyond.org
About the Center for Creative Leadership

The Center for Creative Leadership (CCL®) is a nonprofit, educational institution that offers an exclusive focus on leadership education and research and unparalleled expertise in solving the leadership challenges of individuals and organizations.

CCL is ranked among global Top 10 in Financial Times and BusinessWeek in executive education. We believe leaders are made, not just born, and that they can adapt and change. We believe that strong interpersonal skills, grounded in personal reflection and self-awareness, are the key to effective leadership. The Center has trained some 400,000 leaders through a broad array of programs over 40 years.

Our mission is to advance the understanding, practice, and development of leadership for the benefit of society worldwide.
Leadership Beyond Boundaries

The Center for Creative Leadership launched Leadership Beyond Boundaries (LBB), a global initiative to democratize leadership development and unlock human potential.

Through this effort, we are working to make high-quality leadership development affordable and accessible to all people around the globe. CCL has begun creating low cost leadership development programs, tools, and models that can be offered at the grassroots via NGOs, educational institutions, government agencies, and community organizations.

These methods apply decades of knowledge from CCL’s research and training practice to create: a greater understanding of leadership and development; provide enhanced self-awareness, clarity of challenges and goals, and interpersonal and coaching skills; and build self-confidence and a learning orientation.
Leadership development is as important to organizations working in the social sector as those in the for-profit sector. Nonprofits tackle critical and complex social issues with limited resources. These external challenges, furthermore, are compounded by challenges that lie within NGOs themselves -- promoting empowerment, collaboration, and retention.

Many NGOs have not worked to embed and share leadership within the organization. In many cases, founders or senior leaders hold a tight grip over the day-to-day operations. This is a source of frustration for employees and a key reason for turnover. The lack of training and development is also a factor in the high burnout rates and stagnation present among employees in this sector.

In contrast, we observe that social sector organizations that achieve scale have typically developed leaders at all levels, enabling frontline staff to respond creatively to opportunities and challenges.

Through *Leadership Beyond Boundaries*, CCL is working to enhance leadership capacity in the social sector, working in environments where the need is greatest.
Leadership Beyond Boundaries: Innovation

How do you make innovation real?

For the LBB initiative, CCL partnered with Continuum and IDEO, two of the world’s leading design and innovation firms, to create significant breakthroughs in how leadership development efforts can be scaled.

A key innovation is to make leadership development inexpensive to deliver, simple enough for trainers and teachers who may not have an extensive training background, and powerful enough to create individual and collective transformation. The approach couples curriculum, tools, and toolkit development with train-the-trainer methodologies that enable grassroots trainers with a local footprint to deliver a high-impact experience for participants.

By transferring leadership content and facilitation techniques to local institutions that can customize the content, we are able to localize capacity, making it more affordable, accessible, appropriate, and sustainable.
LBB models have been delivered in a dozen developing countries to 6,000 individuals and dozens of social sector organizations. These organizations work on many of the world’s most critical challenges such as poverty, public health, ethnic conflict, education, environment, governance, microfinance, and social entrepreneurship.

The majority of these individuals have been reached not directly by CCL representatives but by teachers, coaches and professors who have been trained by CCL through a train-the-trainer methodology. In some cases, a single trainer has delivered leadership development to as many as 1,000 individuals in one year.

The magnitude of reach through this indirect model of delivery is an indication of our ability to make high-quality leadership development affordable and accessible.
The Center has created a simplified curriculum titled *Leadership Essentials* that can be delivered at the grassroots.

The program has been delivered to thousands of individuals across the developing world since it was launched in 2008.

*Leadership Essentials* is coupled with a train-the-trainer offering to enable grassroots trainers to learn and practice facilitation skills along with gaining mastery over content. The train-the-trainer program has enabled universities, NGOs, and community organizations in Asia, Africa, and North America to provide high quality leadership development to local populations at low cost.
Acumen Fund aims to create leaders for the social sector; individuals who have the moral imagination to enhance the lives of the poor. Over the past two years, CCL has worked with Acumen Fund on the design of its Fellows program and to provide leadership development training and coaching to the Fellows.

The work began with a facilitated dialogue with Acumen Fund Fellows. From this CCL generated a list of competencies that would characterize an Acumen Fund Fellow on the completion of the program. These included characteristics such as self-awareness, empathy, courage, resilience, resourcefulness, business acumen, relationship-orientation, action-orientated, persuasiveness, and passion for ending poverty. We then worked with Acumen to identify pathways to build these competencies through an intensive 7-week training program. CCL delivered the leadership development component of the program and provided the Fellows with coaching support during their 1-year field placement with an investee.

In our second year of intervention, CCL has helped Acumen refine the training methodology. We will also be delivering a Leadership Essentials program in New York City along with coaching skills workshop to enable the outgoing class of Fellows to provide coaching support to the incoming cohort, which includes individuals from Ghana, Uganda, Zimbabwe, Pakistan, Lebanon, and the US.
There is a rising interest in social change and civic engagement among youth today. While there is growing appreciation of the role of social entrepreneurship in driving social change there is little knowledge about how to develop the skills that make social entrepreneurs effective.

CCL is developing a social innovation curriculum for educational institutions to develop creative leaders who can effectively drive social change. This curriculum brings together service/action learning, leadership development, and design thinking.

The model is based on learning from work conducted with the Acumen Fund and Duke Engage, and field input from Ashoka Fellows.
The Center for Creative Leadership (CCL), ShoreCap Exchange (SCE), and Grameen Foundation (GF) have forged a collaboration to research, develop, and launch a scalable, sustainable model for building leadership capacity within the development finance sector.

The talent gap has been identified as one of the most critical challenges facing the sector. This human resource bottleneck threatens to constrain growth, innovation, and access to capital. The problem manifests itself in multiple ways: Senior managers are commonly in the ‘wrong position’ relative to their strengths. There is little middle management talent. Senior management positions remain vacant. Extremely high turnover occurs at all levels. Brilliant social enterprise founders are sometimes unable to transition to the level of leadership required for larger scaling institutions. Weak management and human capacity challenges are sometimes compounded in these institutions by a weak or dysfunctional board.

CCL is working to create a systemic approach to enhancing the ability of these institutions to support the development of leadership capacity. The creation of organizational cultures that support and encourage leadership development will result in a cadre of capable and committed middle and senior management that attract essential talent and capital to the sector.
CCL has begun to collaborate with an array of educational institutions, community organizations, corporations and governments to develop leadership curriculum, resources, tools, train-the-trainer programs, and communities of practice. The work spans high potential youth as well as disadvantaged young people in the US and developing countries.

Many young people from low-income backgrounds have little opportunity to build self-confidence and social skills. They lack mentors to guide them, and do not receive much help in identifying and developing their unique talents and potential. One key initiative underway to address this need is a leadership toolkit for use by teachers and trainers in schools across the world. The toolkit covers a variety of leadership and life skills and is designed to be simple, flexible, and dynamic.
Leadership Development for the BoP

We see much potential for developing people at the base-of-the-pyramid. From engagements with women’s self-help-groups, slum children, and orphan populations, we understand that developing self-confidence matters most to the poor, who lack education, resources, and mentors and must rely on personal will to carry themselves forward through life’s challenges. Yet, leadership development programs, primarily delivered by business schools and for-profit training organizations under the rubric of *executive education*, are far removed from the world’s less privileged populations.

The Center has started to develop approaches and tools that can be used by grassroots organizations to reach populations at the BoP. For a program CCL conducted in rural villages in Ghana with a UN development organization, we developed a model that enabled government agricultural agents who provide technical assistance to village farmers to engage in group coaching. The engagement allows the government representatives to use questions to coach the community to identify the resources they already have and explore how these assets could be leveraged to overcome their challenges. In addition to increasing shared awareness, the approach helps create a commitment to collective action.
A Movement to Democratize Leadership Development

The Center for Creative Leadership’s Leadership Beyond Boundaries initiative has made significant gains in creating innovation models to increase the affordability and access to leadership development. We plan to scale these efforts to reach tens of millions of people around the world to increase individual empowerment and organizational effectiveness.

We welcome the opportunity to collaborate with like-minded organizations to advance the common good.

Contact:
Lyndon Rego  Steadman Harrison
Director, Innovation Incubator  Senior Innovation Associate
regol@ccl.org  harrisons@ccl.org
336-286-4274  336-286-4112

www.leadbeyond.org