

The Looking Glass Experience

For mid- to senior-level managers who oversee people, projects or both, who want to improve their leadership abilities by participating in a feedback-intense, action-learning organizational simulation.



Overview

Take a look at yourself.

You will benefit from it, no matter who you are – or where you are in your career.

You may be a new manager – and you may want to get a jump-start to help you be a better leader right from the beginning.

You could even be a senior executive looking for some straight, unbiased feedback about how you lead.

The Looking Glass Experience can show you how you lead and influence others in an organization. You will learn how to make difficult, complex decisions – and you will learn how your particular leadership style affects your workplace, those you work with and, ultimately, your own success as a leader.

The Looking Glass, Inc.® organizational simulation is successful because it is real. It so closely parallels real life and can lead to a dramatic improvement in your strategic thinking process and in your ability to communicate, to successfully navigate the complexities of your organization and to foster productive relationships.

At the end of it, you can expect to see the real you. And that's good. The best way to improve yourself in the future is to get an accurate picture of what you look like right now.

Outcomes

- › Develop the ability to recognize opportunities and avoid pitfalls, balance tactical concerns with strategic possibilities and become better at making decisions.
- › Gain a more complete view of yourself, including strengths and developmental needs, within the context of your organization.
- › Set specific goals that will help you more successfully navigate complex leadership situations.
- › Gain self-awareness on how to best adapt to complex organizational challenges and the effect they have on productivity.
- › Learn to take on new roles, communicate more effectively at all levels and receive constructive feedback.
- › Receive direct, applicable insight into the complexities involved in managing a global enterprise.

QUICK FACTS

TUITION
\$6,200 / 6000€

LENGTH
5 DAYS

AVERAGE CLASS SIZE
24

INSTRUCTOR/PARTICIPANT RATIO
1:8

OFFERED IN*
BRUSSELS, BELGIUM
GREENSBORO, NC, USA
SAN DIEGO, CA, USA
Delivered in English

TO REGISTER:

Visit www.ccl.org/lge
or call:
CCL - AMERICAS
+1 336 545 2810
CCL - EMEA
+32 (0) 2 679 09 30

**Also offered through our network associate sites. Visit www.ccl.org/lgedates to view all dates and locations.*



Center for
Creative
Leadership

www.ccl.org



"At Looking Glass, you assume a role that is totally unfamiliar to you. You have to function within that role and rely on other people and other team members. I think that is the key, and it allows you to see the world from a different perspective."

- VICTOR GIELISSE
MASTER CHEF, ACTUELLE

AGENDA

Phase I: Assessments

- › Distribution and completion of pre-course assessment materials

Phase II: Face-to-Face Group Session

DAY 1

Program Overview

- › Self-assessments on personality preference and interpersonal needs
- › Preparation for Looking Glass, Inc. simulation
- › Evening preparation work

DAY 2

Looking Glass, Inc.

- › Participation in day-long simulation
- › Behavior-based feedback model
- › Evening preparation work

DAY 3

Feedback

- › Group discussion and simulation debrief
- › Peer and faculty feedback

DAY 4

Reinforcement of What You've Learned

- › Simulation revisited for additional insights into complex organizational challenges
- › Overview of Center research on Navigating Complex Challenges
- › 360-degree assessment of management strengths and development needs
- › Review and individual reflection on what you have learned

DAY 5

Momentum

- › Goal setting based on the most important things you have learned
- › Action planning in the context of classroom learning groups

Phase III: Reflection

- › Follow-up online assessment, conducted three-months after the program

Optional coaching services can be elected at any point before, during or after program participation. For more details, visit www.ccl.org/coaching.

STAY CONNECTED

Online Leadership Community



Visit **myCCL** and **myCCL PREMIUM** - www.ccl.org/myCCL to begin accessing a host of resources, research and news.

CCL's Leading Effectively Series

Visit www.ccl.org/leseries to access CCL Podcasts, Webinars and our monthly *Leading Effectively* e-newsletter.

For information on accommodations and tuition, or to review our transfer and cancellation policy, please visit our FAQ page at www.ccl.org/questions.

TO REGISTER

Select a program

Visit www.ccl.org/lge or refer to our Open-enrollment Program Schedule for available dates.

Register online

www.ccl.org/lge

Or register by phone

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Class size is limited and many programs require the completion of pre-course assessment surveys. This material is distributed seven to eight weeks in advance of the program and is critical to your program participation. For these reasons, it is important for you to register as far in advance as possible.