



# Integrating Leadership Across Higher Education

Our Point of View,  
Research, and Solutions

# Introduction

Now more than ever, institutions of higher education need strong leadership. Leaders in higher and continuing education are facing new and unprecedented challenges and demands. Concerns about student enrollment, issues of shared governance, recruiting and supporting faculty, managing accreditations, and evolving instructional techniques are just a few of the pressures college and university leaders encounter today.

At the Center for Creative Leadership (CCL<sup>®</sup>), we believe leadership is essential to developing administration, faculty, and staff who support student and adult learners. Our approach to leadership development in higher education focuses on two main areas: internally with institutional employees and students, and externally with alumni and professional audiences. Infusing leadership development both within institutions and the communities they serve creates a leadership culture by establishing a common language and equipping leaders at all levels.

As a learning institution ourselves, we are dedicated to identifying the leadership competencies college and university leaders need for success. Our most current research of 360-degree feedback ratings from our proprietary Benchmarks<sup>®</sup> for Managers<sup>™</sup> assessment consists of nearly 1,000 self-reported ratings plus observations by bosses, direct reports, peers, superiors, and other colleagues. Across all rater categories, there was consistent agreement on the top 5 most important competencies for leaders in higher education.

Our research found that the **top 5 most essential competencies for higher education** leaders are:



## Change Management

Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.



## Strategic Perspective

Understands the viewpoint of higher management and effectively analyzes complex problems.



## Decisiveness

Prefers quick actions in many management situations.



## Taking Initiative

Takes charge and capitalizes on opportunities.



## Composure

Demonstrates self-control in difficult situations.

Understanding the key competencies leaders in higher education need is only half the equation. Understanding why these leaders excel and where they need to develop to be more effective is also essential. Our analysis also uncovered crucial gaps where higher education leaders need the most development. The **top 5 areas for development** are:



### Change Management

Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.



### Confronting Problem Employees

Acts decisively and with fairness when dealing with problem employees.



### Decisiveness

Prefers quick actions in many management situations.



### Taking Initiative

Takes charge and capitalizes on opportunities.



### Leading Employees

Delegates to employees effectively, broadens employee opportunities, acts with fairness toward direct reports.

## Leadership Development for Administrators, Faculty & Staff

According to [Inside Higher Ed](#), faculty and academic staff need more leadership training to succeed in the current education landscape. Leadership development benefits the whole system by building a steady pipeline of leaders prepared to take on management roles, equipping skills-focused academics traditionally to pursue professional development, and increasing university faculty and administration diversity.



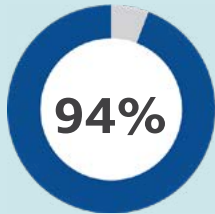
**“Without doubt, university leaders must have strong leadership skills to guide their institutions through crises ... Yet little has been written about the need for leadership skills among faculty and academic staff. Strong faculty and academic staff leadership is essential, however, for institutions to truly thrive in the current higher education landscape.”**

Developing college and university administration, faculty, and staff prepares institutions to solve complex issues and leverage future opportunities. And at CCL, we have decades of experience strengthening leadership in higher education settings. Our experience includes:

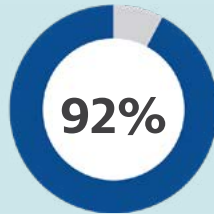
- Building the capacity of deans, faculty, and other senior academic leaders;
- Developing emerging and mid-level leader programs for large private and public university staff; and
- Delivering multi-campus system-wide leadership interventions for universities and community colleges.

## Our Impact

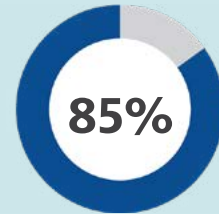
What past participants from higher education — including students, faculty, staff, and administrators — have said about partnering with CCL for leadership development:



were able to make meaningful connections



would recommend programs to others



have been able to apply program lessons to daily life

## Leadership Development for Graduate, Continuing & Executive Education Programs

At CCL, we understand the unique environment and challenges that graduate, executive, and continuing education institutions face. That's why our work in higher education includes strengthening and growing the leadership development offerings made available to alumni and professional learners through these functions. Our research has found that organizations have apparent, consistent leadership gaps agnostic to industry, geography, and size.

More than that, we know that anyone can learn leadership. We believe higher and continuing education institutions play a critical role in equipping people, organizations, and society with the leadership skills needed today and in the future. Combining our leadership assessments, pre-designed leadership programs, and digital training tools supplies these organizations with the content and resources they need to serve their community of alumni and professional learners.



**[Channel Partner Network](#)** - We know that it can be challenging for leaders at graduate, executive education, and continuing education institutions to find time to build an expansive portfolio of leadership development courses. Our Channel Partner Network enables you to expand your offerings to alumni and adult learners and scale leadership development efforts through our suite of research-based turnkey solutions.

“In just over a year of work together, CCL has given us a theoretical framework for dramatically rethinking our organization and how we get the work done, as well as the tools and strategies for translating that framework into action. They do not have a ‘canned’ approach. They know us and our challenges, tailor their programming, and shift as we need them to with speed and consistently high quality of delivery. The gold standard for executive education and professional development.”

-Paul LeBlanc, President, Southern New Hampshire University



# Our Solutions

Our Higher Education team has extensive experience designing, delivering, and evaluating leadership development experiences virtually and in person. Solutions and programs are built on proven models grounded in research, formative evaluation, and impactful learning experiences. Our expertise includes helping institutions grow and scale leadership development efforts through ready-to-deliver assessments, programs, and digital learning tools through our Channel Partner Network.



**Senior Team Development** - The ability of executives and senior leaders to work together effectively to drive change and execute strategy may be the single most critical element to an institution's success.

Assessing organizational and individual leadership gaps is vital to create direction, alignment, and commitment among senior and executive leadership teams. Leadership culture needs to happen throughout, starting with the top.



**Emerging Leader Development & New Manager Courses** - Colleges and universities often promote highly successful faculty to leadership roles without the support and necessary leadership development opportunities. Our solutions for frontline leaders help bridge this gap.



**Maximizing Your Leadership Potential** Maximizing Your Leadership Potential (MLP) is in-depth training for high-potential new leaders to grow their first-level managerial skills. MLP is a high-impact, feedback-rich

program that includes personalized executive coaching. CCL offers scholarships to MLP for leaders in higher education. Learn more about our [scholarship program](#).



**Frontline Leader Impact** - Frontline Leader Impact is a highly interactive, virtual experience that helps first-time positional leaders, like department chairs, develop a basic understanding of the competencies

necessary for success, and a common leadership language among their peers.



**CCL Boost™ for New Leaders** - CCL Boost™ is an online tool based on CCL research that equips new managers with the leadership skills, confidence, and support needed to transition into a leadership role effectively.



**Lead 4 Success™** - Using our time-tested approach, Lead 4 Success™ moves leaders from average to high-performing by developing the 4 fundamental leadership skills in a robust 2-day training program

representing the essence of CCL's leadership content.



**Better Conversations Every Day™** -

Better Conversations Every Day™ (BCE) is a practical, evidence-based program that starts with a simple yet transformative premise: that better culture starts with better conversations. No matter the size of an organization, BCE helps build coaching skills, drive organizational outcomes, and create lasting change at scale.



**Workshop Kits** - Our suite of workshop kits are single-topic kits designed to empower institutions with research-based leadership content. Topics come in simple, pre-packaged modules, creating bundling and stacking

opportunities. Workshop kit topics include:

- Feedback That Works
- Direction, Alignment, Commitment
- Leading People Through Change
- Influence
- Delegating Effectively
- Boundary Spanning Leadership
- Learning Agility
- Listen To Understand
- Step up to Conflict
- Talent Conversations
- Creating Accountability



**Assessment Certification Course** - Our self-paced Assessment Certification Course uses our suite of evidence-based 360-degree assessments to prepare coaches to understand and interpret reports, facilitate a feedback

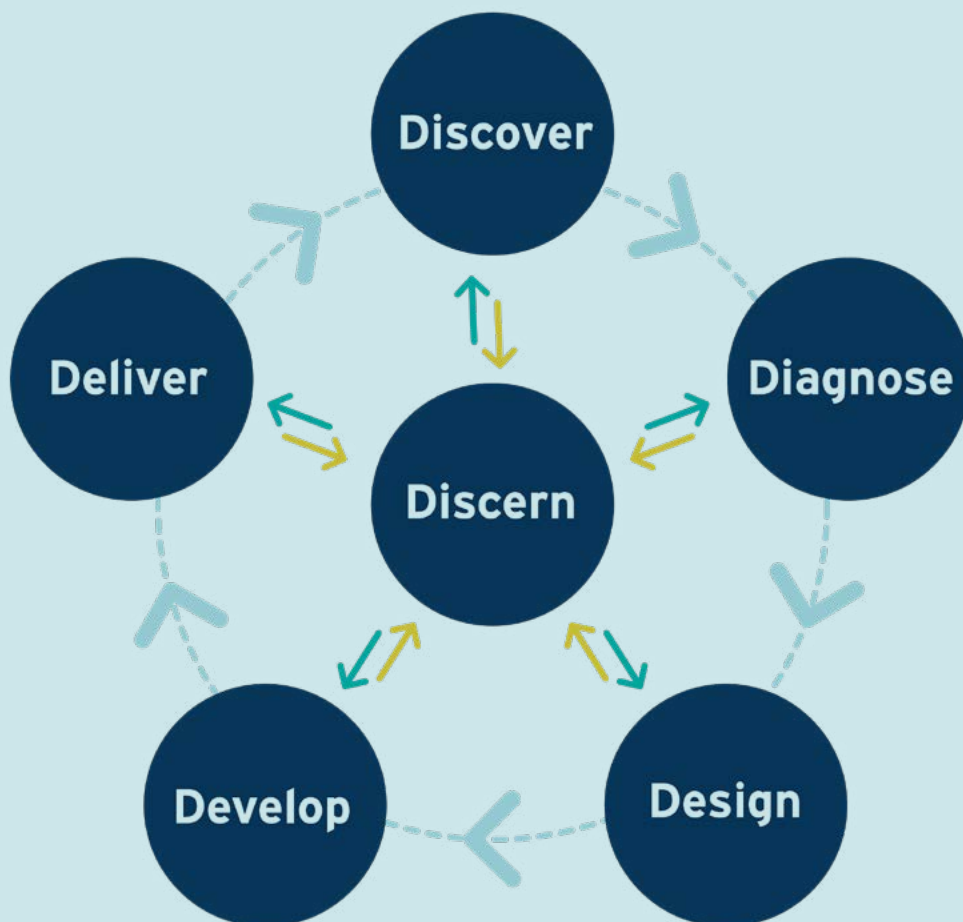
session, and implement a 360-degree process. Upon completion, participants are certified to administer CCL's industry-leading leadership assessments internally or externally.

# How We Partner

CCL's client and partner relationship process is built around assessing leadership challenges. Our goal is to create solutions, insights, and results that improve the leadership culture within higher education institutions while supporting the necessary leadership development work they provide for their alumni and communities.

With each partner, our approach is consistent, but the outcome is one of a kind. The D6 process is the basis for designing our leadership solutions and collaborating with you. Our methods of communication during the design process will range from face-to-face design meetings, design review webinars, weekly project team conference calls, and any other individual conversations needed to assure success.

- **Discover** your organizational challenges and context
- **Diagnose** your leadership needs and outcomes
- **Design** your customized initiative
- **Develop** the detailed design and materials
- **Deliver** your solution
- **Discern** the impact



# Contact Us

Your CCL Business Partner will rally a team of solution designers, project managers, evaluation experts, and other skilled individuals to begin planning your initiative.

Contact us, and the process can begin. Let's create results that matter.

## Additional Resources



### WHITE PAPER

[Higher Education Student Leadership Development: 5 Keys to Success](#)



### WEBINAR

[How to Use Workshop Kits to Upskill Employees and Scale Leadership Development](#)



### CASE STUDY

[Higher Education Institution Builds Cohesive Leadership Culture with a Custom Leadership Development Program](#)



### WEBINAR SERIES

[Effective Leadership in Higher Education: A Conversation Series](#)



### CASE STUDY

[Improving Conversations to Scale Cultural Change](#)



### WEBINAR SERIES

[Assessment, Challenge & Support: Our Framework for Contextualizing Collegiate Leadership Development](#)



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