“myCCL Training Manual” Creative Project

Honors Thesis
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“myCCL Training Manual” Creative Project

A thesis submitted to the Miami University Honors Program in partial fulfillment of the requirements for University Honors with Distinction

by

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May 5th, 2007
Oxford, Ohio
ABSTRACT

“myCCL TRAINING MANUAL” CREATIVE PROJECT

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For my thesis, I wrote and compiled a training manual on myCCL for the Center for Creative Leadership, reflected on the process and challenges that I went through while creating the manual, and connected the project to my education and future. This project blended and further developed my skills and knowledge from my English major and Business Management minor. I was assigned the project of creating the “myCCL Training Manual” during my internship as a temporary contractor at the Center for Creative Leadership (CCL). The project for CCL has expanded my learning styles from mainly conceptual to also include inductive learning by implementing my skills and applying my knowledge. In addition, the training manual project helped me to accomplish one of my main goals when working at CCL, to further my practical business knowledge and experience.

This thesis includes a brief background of the Center for Creative Leadership, the process and tools I used to complete the training manual, challenges I overcame and lessons I learned, a personal reflection on the results of the project, how the project will be useful in my future, and the final copy of the “myCCL Training Manual” that I created and that was distributed internally at CCL.
Appreciation and Acknowledgment

I would like to extend my sincere gratitude to the following people for their time, suggestions and support during my project: Peter Amidon, Manager-Global Web Communications, CCL; Melissa Lewis, Project Manager, CCL; my father, Brad Earle; Abby Dubisar, graduate student, Miami University; Dr. Carolyn Haynes, Director of Honors and Scholars, Miami University; my HON 480 class; and my thesis advisor Dr. B. Kay Snavely, Department Chair of Management, Miami University.
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Introduction

For my Undergraduate Honors Thesis, I chose a project that blended and further developed my skills and knowledge from my English major and Business Management minor: the “myCCL Training Manual” that I created for the Center for Creative Leadership. I was assigned the “myCCL Training Manual” project during my internship as a temporary contractor at the Center for Creative Leadership. I chose to make the training manual project into my Honors Thesis, because of its contribution to my education. The project has expanded my learning styles from mainly conceptual to also include inductive learning by implementing my skills and applying my knowledge. In addition, one of the main reasons that I wanted to work at The Center for Creative Leadership was to further my business knowledge and experience, a goal that the training manual project helped me to accomplish. This paper includes a brief background of the Center for Creative Leadership, the process and tools I used to complete the training manual, challenges I overcame and lessons I learned, a personal reflection on the results of the project, how the project will be useful in my future, and the final copy of the “myCCL Training Manual” that I created.

Background of the Center for Creative Leadership

The Center for Creative Leadership (CCL) was founded in 1970 by H. Smith Richardson, Sr. who was also a co-founder of Vick Chemical Company (1a). It is a non-profit organization which focuses on leadership research and development. CCL is headquartered in Greensboro, NC, but also has offices in Colorado Springs, San Diego, Brussels, and Singapore. CCL offers leadership programs, assessments, and publications for professionals at all levels, or entire organizations.

CCL is internationally known for its work with government agencies, educational institutions, two-thirds of the Fortune 100, and other non-profit organizations (1h). For example, CCL has worked with clients from Duke University, Unilever, United States Postal Service, Bayer Corporation, American Red Cross, Federal Reserve Bank of Richmond, Singapore Ministry of Education, Wells Fargo, and SC Johnson Company, to name only a few (1c). Each year CCL works with more than 2000 organizations worldwide. The company’s mission statement is:

“The Center for Creative Leadership is a nonprofit educational institution that serves as an international resource for increasing the leadership capabilities of individuals and organizations from across the public, private and nonprofit sectors. Our mission is to advance the understanding, practice and development of leadership for the benefit of society worldwide. Our role is to help individuals and organizations address leadership challenges” (1b).

CCL has successfully followed their mission, shown through their many awards and recognitions. In 2006, CCL was ranked by the Financial Times as one of the top five institutions in the world for its executive education. Recently, in 2007, CCL was featured on Alexander Haig’s World Business Review, which aired on many global networks and at more than ninety universities (1d). CCL’s 2004-2005 Operating Revenue was $66
million. Most of CCL’s revenue is generated through “tuition, program, and coaching fees,” with only around 2% generated from “donations and other income” (1e).

This past year, CCL was successful at accomplishing many goals, including: launching a new program, “Navigating Complex Challenges,” releasing many interesting publications including Cynthia D. McCauley’s field book, Developmental Assignments: Creating Learning Experiences without Changing Jobs, making significant progress in translating their assessments into languages other than English, and enhancing their Web site (1e). Currently, CCL is focusing on expansion of the company, as well as expansion and innovation in their knowledge, research, skills, resources, programs, assessments, publications, products and services.

Background of “myCCL Training Manual” Project

Assignment and Preparation
In the summer of 2006, I was hired as a temporary contractor at the Center for Creative Leadership. I worked in the Marketing and Communications sections, for the manager of Global Web Communications, Peter Amidon. One of the projects I was given was to make a training manual for the new myCCL space on the Web site.

Since this was my first experience creating a training manual, Peter and I planned meetings to prepare me for the task. Peter explained the features the new myCCL would have, who the users would be, and which features each user would be given. The users of the new myCCL Web site include: program participants, alumni, Creative Leadership Council members, myCCL Premium members, and myCCL free users. I was also told that the audiences for the training manual were internal employees at CCL, including Client Services, Program Coordinators, and Operations Associates. The manual’s purpose is to serve as an educational tool to teach CCL employees how to navigate myCCL, and as a reference tool when working with clients. I also attended a presentation about the new myCCL space for CCL’s Program Coordinators. To gain a better understanding of the format of training manuals, I studied previous training manuals the Communications group had created.

Next, Peter and I discussed how the manual should be organized: by user type or by the tabs on the Web site. Finally, we decided that user type would be more beneficial since ultimately the site was created for CCL’s clients. After I had an understanding of the project, I was given a final deadline and autonomy to complete the project as I saw fit. My schedule was not over-programmed, which allowed me to allot the necessary time into my work days to complete the project. Also, my focus as a temporary contractor was specific enough to allow me to be able to pay attention to all necessary detail. Peter was always available for my questions and to give me constructive feedback, but he did not try to micromanage the project. This created a less stressed work environment for me, and increased my sense of value.

Project Process
The development of the updated myCCL was simultaneously happening as I worked to create the manual about it. I volunteered to help test the new Web site, so that I could continue familiarizing myself with it. Through testing, I learned how to navigate each section of the Web site. I had to first learn the intricacies of navigating the Web
site, before I could write a manual teaching others how to use myCCL. Then, after I felt confident that I understood how to navigate the site, I created an outline for the manual. To create an outline, I mind-mapped the organization of the manual, and then physically wrote the outline on a large sheet of paper. Next, I began to compose sections of the manual and add screen shots of the Web pages that were completely developed. After work, I would often talk to my dad, who has a Masters in Information Technology from the University of North Carolina-- Greensboro, about the project. He introduced me to “Snag-It,” a program that lets one select a portion of a computer screen, and copies only the selected part. I specifically used “Snag-It” for enlarging the most important parts of certain Web pages. To copy the entire Web page, without the tool bar at the bottom of the screen, I used the function “Ctrl, Alt, Print Screen.”

However, the “myCCL Training Manual” was not the only project that I was assigned to at that time. I was also working on an advertising campaign on Google for one of CCL’s webinars, attended weekly meetings to further my knowledge as to how the Marketing/Communications group functioned, and was assigned many small tasks each day. Some days I would be able to work on the “myCCL Training Manual” most of the day, and others I could only set aside a few hours. Each day I had to prioritize my schedule, taking into account the deadlines of each of my projects, and how long I forecasted the next steps of the project would take. The “myCCL Training Manual” project was non-linear. I did not start by creating page one and end by creating page seventy-five. I started by creating the sections that I best understood, while also setting aside time to better research and learn the sections that I had yet to fully understand.

After I finished a draft of a section of the manual, I sent it to Peter for feedback, and then made any recommended changes. Throughout the process, Peter or others involved with the myCCL Web site would think of additional information to include in the manual, such as an appendix with e-mails that clients could receive from myCCL, a section about how the changes in myCCL would effect another program used by the organization, and instructions as to how program participants can login from their e-mails. Once the final draft was approved, I suggested printing it front and back to be environmentally friendly, since the final copy was seventy-five pages. After many drafts and revisions, and about eighty hours of work, the manual was finally completed on deadline.

Challenges Faced and Lessons Learned

Managing a Fluid Project

As with any project, I faced some challenges while working on the “myCCL Training Manual.” Many of the challenges related to me adjusting to the change between an educational and a professional environment. In my experience at Miami University, students are usually the top priority for professors. Also, it seems that when a professor assigns a project to students, he or she assumes that the project is the student’s top priority, often overlooking the fact that students have many other commitments as well. This role was reversed for me when working at CCL. I had to accept the fact that my project was not always the top priority for my co-workers and Peter. Just like I had many other projects to simultaneously work on, so did everyone else at CCL. Moreover, my co-workers and Peter had much larger projects than mine, which obviously often took
priority over the training manual. Learning to accept that my top priority was not always someone else’s top priority was a useful lesson in patience for me. Instead of immediately e-mailing every little question that I came across, I learned how to patiently collect my questions, waiting until I had a substantial amount, before e-mailing or asking for a meeting with Peter or co-workers, so as to better respect their time commitments.

Another frustration that I encountered was waiting for other people to finish creating or testing the site before I could write certain parts of the manual. There were formats and text on the Web pages that did not yet exist while I was trying to create the manual, but that I knew were planned to be included. As text or graphics on the Web pages changed, I had to revise the manual. Also, a small number of ideas for the Web site that were planned to be included ended up not being finished, because of time constraints or technical issues. Some of these ideas I still included in the manual with a note that they would be added to the site at a later date. Others were not included, but still on the list to be tried again for the next release of information on the myCCL Web site. The training manual project was a continually evolving, fluid project that challenged me to be flexible in my work. I patiently waited for the site to be finished, and I actively helped the Information Technology people test the site.

Also, since I was working part-time, with flexible hours, I re-scheduled myself to work on days when new things had been created, and not on days when nothing new had been created. I also worked extra when needed. Some days I would work over eight hours, and others I would only work one hour, depending on how much new material had been created for the Web site. However, after working on the project for a few weeks, the deadline of the manual began to worry me. I discussed with Peter my concern that I might not be able to finish the manual on deadline, because some of the text and graphics on the Web site, that needed to be included in the manual, were not yet created or completed. Understanding my point, Peter made the decision to extend the deadline, as needed. The extension allowed me to stop wasting energy worrying about the deadline, and focus solely on my work.

A final challenge that I faced while working on a fluid project was the decision to print the manual in black ink only, instead of color. The manual includes many images of the myCCL Web pages, which are color coded, and would be more easily understood if seen in color in the manual. However, it was more cost conscious to print in black ink only, especially since the manual users could easily access the myCCL Web site to see the Web pages in color. Changing to black ink was a challenge to me, because the decision was made many weeks into my work. I had to go back and make sure that I explained my color coding in the manual in words, instead of just using the colors. For example, on page 2 of the manual, I created a chart showing users which tabs they would see on their personal myCCL spaces. I highlighted the tab that the user would be taken to upon login in yellow, and exceptions I originally highlighted in a different color. In black ink, however, the different highlighted colors could not be differentiated, and I had to change the highlighted exceptions to asterisks for clarity.

**Synthesizing my Skills**

Another challenge I faced also related to adjusting from an educational to a professional environment. At CCL, I was assigned projects that I had never done before. When papers or projects are assigned in school, most of them are similar to papers or
projects that I have completed in the past. I often choose my own paper topic, which usually relates to an area in which I have some experience. At CCL, I enjoyed being truly challenged by the projects assigned to me. For example, I had never before written a technical manual. The project truly tapped into my creativity. I used skills that I already had, but in a new way and for a new purpose. I used my research skills to learn more about technical writing, and about myCCL. I used communication skills to work with Peter and the people in charge of User Acceptance Testing of myCCL, and also to compose a comprehensive and comprehensible training manual. Also, I used my organization skills to mind-map, and to make sure I was including all of the necessary information in the manual.

In addition, my computer skills were put to use, working with the formatting of a seventy-five page Word document. It was difficult to format the manual, because of the large number of images included in the document. Every time I would add a new image, I would have to check that the formatting did not go askew, and if it did, work to figure out how to fix it. I am used to working with one to fifteen page documents, but nothing much longer. I learned that Word gets more difficult the longer the document and the more images used. Also, I learned how to use the program “Snag-It” and the function “Ctrl, Alt, Print Screen” to capture images from the computer. Before I learned those methods, I experimented with many different things, trying to figure out how to only copy the section of the screen that I needed. I wanted the manual to look professional, so it was personally important to me to learn the computer skills to accomplish that goal.

I felt accountability to my audiences to do my best work while making the training manual. To do my best, I made time to focus not only on the main requirements of the manual, but also on the small details that were not pertinent, but which enhanced the manual. For example, it was not necessary to use “Snag-It” to enlarge pictures in the manual, but I searched for a way to do so because I thought it would enhance the quality. In addition, I was constantly reflecting on my work, and evaluating how I could use the skills I had previously learned in life to be more effective and efficient at accomplishing the tasks of the project.

Project Management Lessons

Throughout my internship, I deductively learned about project management. In the meetings I attended with the Communications/Marketing group, the project managers would give an update on their progress towards their current projects, and also often ask for feedback or ideas to improve their projects. The environment was very open and innovative, encouraging everyone to participate and use their creativity. Not all companies and teams in the business world are as supportive, respectful, and innovative as CCL and the Communications/Marketing group. CCL is truly made up of excellent leaders who work to share their knowledge with others. It was a great personal experience for me to learn how great managers and leaders interact and work on a daily basis. My boss, Peter, was a role model for me as to how I want to manage and lead in my life. I admired his open-door policy, determination, respect with which he treated all individuals regardless of status, vivacity, and most of all his passion and spirit. The management and leadership skills that I learned at CCL are invaluable tools that I will use throughout my life.
Integrative Literature

In addition to practical lessons learned while completing the manual, I also learned additional information from business texts that I read after completing the manual. In this section, I will connect the knowledge and experiences from my internship at the Center for Creative Leadership to business literature. First, I will discuss my opinion of CCL as a visionary company, and CCL’s avoidance of the “Tyranny of the OR,” relating to ideas from *Built to Last* (2). Also, I will focus on CCL’s success at preserving its core values, a concept from *Good to Great* (3). Next, I will analyze CCL and my experience there, relating those things to *Execution: The Discipline of Getting Things Done* (4). Finally, I will measure the “strength” of CCL’s workplace, according to the ideas from *First, Break All the Rules* (5).

*Built to Last*

In *Built to Last*, Jim Collins and Jerry Porras list the characteristics of a visionary company as: the premier institution in the industry, widely admired, has made an indelible imprint on the world, has multiple generations of chief executives, has multiple product/service life cycles, and was founded before 1950 or more than fifty years ago (2, p. 2). Many of these characteristics apply to CCL. It is one of the best leadership institutes in not only its industry, but also the world. CCL is widely admired by many knowledgeable business and education people, shown through the wide range of companies it serves. It has definitely made an indelible imprint on the world with the introduction of innovative leadership principles in its research, programs, and publications, such as the idea of ‘breaking the glass ceiling.’ CCL has been through many generations of chief executives, and is about to go through another with the retirement of their current President, John Alexander. CCL’s products are constantly improved and updated with concepts from its ongoing research; it has had multiple product lifecycles. The only characteristic that CCL does not embody is that it was not founded more than fifty years ago. Although CCL has only been around for thirty-seven years, I still think it more than qualifies as a visionary company.

Another concept from *Built to Last* that applies to CCL is the ability to avoid the “tyranny of the OR” (2, p. 44). Many companies get caught up in dichotomies. They must be effective or efficient, visionary or be effective daily, risky or conservative. If they do not get caught up in the “or,” then they often waste time trying to achieve a perfect balance of two seemingly opposing ideas. Collins and Porras state that visionary companies do not get caught up in the “or,” nor do they simply achieve a balance between things, but work to achieve both (2). Visionary companies work for the “and.” In my opinion, CCL follows the “and” philosophy. CCL employees seek to be managers and leaders, risky and conservative, efficient and effective, visionaries and effective on a daily basis, to do well in the short term and the long term, idealistic and profitable. These same ideas also apply to CCL’s development programs for its clients.

*Good to Great*

In *Good to Great*, Jim Collins states that a great company “preserves its core values and core purpose, but changes its cultural and operating practices, and its specific goals and strategies” (3, p. 196). At CCL, the short term goals, operating practices, and
products often change, but the core purpose and value is preserved. CCL’s core purpose
is to “advance the understanding, practice, and development of leadership for the benefit
of society worldwide” (1b). The Center’s research topics, yearly goals, programs offered,
and many other things constantly evolve, but they always relate to the core purpose. One
of CCL’s main models is “ideas into action into ideas” (1g). This is a core model of
CCL, but there are many additional models that have been followed in the past or are
being created for the future. CCL states that they “have the freedom to be objective,
waried of short-term trends, and motivated foremost by [their] mission - hence [their]
substantial and sustained investment in leadership research” (1b). This further shows that
CCL follows its core ideologies, but allows freedom to change cultural and operating
practices, and specific goals and strategies.

Execution: The Discipline of Getting Things Done

One concept from Larry Bossidy and Ram Charan’s book *Execution: The
Discipline of Getting Things Done* is that if “your competitors are executing better than
you are, they’re beating you in the here and now” (4, p. 5). CCL strives to execute better
than their competitors in the leadership field by continuously updating their research,
ideas, programs, and Web site. CCL endeavors to be the best at what they do: leadership.

Also, in *Execution: The Discipline of Getting Things Done* it is stated that “only
the leader can set the tone of the dialogue in the organization” (4, p. 25). The kind of
tone and dialogue used by an organization determines how successful it is at functioning
(4). At CCL, my boss, Peter, definitely set an open tone. His leadership style was candid
and reality based, not politicized or fragmented. Peter raises a question, has an open
debate about it with co-workers, and then decides on a solution. I thought this method
was particularly successful, because Peter received other people’s opinions and
knowledge on the subject before making the final decision to his question.

Finally, the concept of “know yourself” relates to my experience at CCL.
Knowing yourself is one of the leader essential behaviors listed by Bossidy and Charan
(4). To know yourself, you must have the “four qualities that make up emotional
fortitude: authenticity, self-awareness, self mastery, and humility” (4, p.81-82). My
internship at CCL helped me to know myself better. I was placed into a new situation, as
my internship at CCL was my first inductive experience with business, but my
authenticity, honesty, and integrity remained strong. I accomplished the tasks I
committed to, and who I am was the same as what I did and said. Also, my internship
increased my self-awareness. From the work I was assigned, I further identified my
weaknesses and strengths. I do not think that I gained enough experience to have self-
mastery, but I can “keep my ego in check, take responsibility for [my] behavior, and
adapt to change” (4, p. 82). I did not face any huge tests against my integrity. During my
internship, I was definitely humble. I started every day with confidence in my abilities,
but also with enough humility to know that I did not know nearly as much as my co-
workers. I listened to other people’s suggestions, admitting that I did not know all of the
answers. I think I maintained a good balance between confidence and humility.

First, Break All The Rules

Curt Coffman and Marcus Buckingham simplify the measurement of the strength
of a workplace into twelve questions in their book *First, Break All the Rules* (5). Their
twelve questions do not measure everything about a workplace, but the core aspects needed to “attract, focus and keep the most talented employees” (5, p. 28). When I apply the twelve questions to my experience at CCL, I answer yes to eleven out of the twelve. I knew what was expected of me at work. I had the materials and equipment needed to do my work correctly. I was given the opportunity to do more of what I did best, like the Google advertising campaigns. I frequently received recognition or praise when doing good work. My supervisor, Peter, cared about me as a person. Peter also encouraged my development. My opinions were listened to and considered. The mission of CCL helped me to understand the importance of my job. My co-workers were all also committed to doing quality work. At least three times during the summer, Peter and I discussed my progress. During my time at CCL, I was provided with many opportunities to learn and grow. However, the measurement that did not apply to my job at CCL was having a best friend at work. This is possibly because of the short time period of my internship. By my analysis using Buckingham and Coffman’s measurements, CCL is a company that successfully attracts, focuses, and keeps the most talented employees, and CCL’s Marketing/Communications department is high-performing (5). Through my first-hand experience interning at CCL, I fully agree with the results.

While reading business literature, I found many concepts and ideas to which I could relate my first-hand internship experience. In future readings as well, I believe that I will be able to apply many concepts to the tasks and lessons from my internship. Having a concrete, first-hand example of concepts discussed in business will be an invaluable resource in both my classes and my future job.

**Personal Reflection**

*Tangible Results*

One of the reasons Peter assigned me to the training manual project is that it was a project that could be fully completed during my internship period. Some of the other projects I worked on were long-term projects that were not started while I was at CCL, or would not be completed while I was there. The training manual was a project that I actually saw the tangible results. After creating it, I distributed the finished printed copies. I worked on the training manual project from beginning to end. Also, a recent addition to the CCL Web site highlights CCL’s accomplishments for 2006; one of them is “enhancing their Web site” (1e). My training manual had a direct connection to the enhancement of the CCL Web site. The manual served as a tool to teach the employees at CCL how to use the new Web site, so that it could then be launched for the public. Currently, there are 26,585 members of myCCL, and more will be continuously added as all future program participants will also become members (6). Seeing these tangible positive results has really helped me to see the value of my work.

*Connecting to the Future*

After graduating from Miami University in May of 2007, I will be working as an Assistant Allocator at Abercrombie and Fitch. Like when I started at CCL, I have no prior experience in the job that I will be doing. However, I am confident that I will be able to use my knowledge and skill base that I have learned through my education and
life experiences to accomplish any task or project assigned to me as an Assistant Allocator.

I will also use the management and leadership skills that I learned at CCL in my next career, and when I continue my education to earn a Masters in Business Administration. My internship at CCL has also helped me to connect my skills as an English Literature major and Business Management minor to the business world. The training manual was an excellent opportunity to use the skill of writing concise, clear sentences that I have learned in my English classes. My internship has re-enforced my confidence that my English Literature major will be invaluable to me in the business world. In the future, I plan to continuously create ways to utilize my English knowledge in my work. Also, the internship showed me first hand many of the concepts discussed in my Business classes at Miami. For example, it was interesting to see that CCL values well-balanced people. The company allows its employees to take vacation if they are having a baby, need a break, or just want family time. CCL also supports its employees in their community service efforts, by organizing groups to go to local humane societies or homeless shelters. CCL works to create a relaxed, creative, and upbeat work environment. More than once during my internship, CCL had themed office parties to encourage the employees to relax with old friends and to meet new people. The concept of a positive work place is something that I have learned about in class, but had not truly experienced until working at CCL.

In addition, through the training manual project and the rest of my internship at CCL, I learned many excellent ideas about leadership. I now have a broad knowledge of what CCL has to offer. I learned some of CCL’s leadership models (such as ideas into action into ideas), about the leadership programs CCL offers, and how to access great leadership texts through CCL. Specifically through the training manual project, I learned how to use the myCCL Web site to access leadership information. Mainly, I have gained the knowledge of a place to go both now and in the future when I am seeking leadership information and advice, The Center for Creative Leadership.

Finally, as well as seeing some of the concepts in action that I had learned in class, during my internship I also learned many things that can not be taught in the classroom. I learned how a meeting is structured and carried out, the dynamics between managers and contractors, how to use Microsoft Outlook to create a schedule and send memos and e-mails, what it feels like to work in a cubicle surrounded by other people, and how to communicate with the Information Technology department when I experience computer problems. Some of the things I learned may seem simple to business people who experience them daily, but they were new experiences for me.

Conclusion

This honors thesis project has been a meaningful experience for me, because it provided me with both inductive and deductive learning experiences about business. Through the project, my practical, intellectual, and creative skills were drawn on and enriched. One does not always have the time to reflect on every project completed at work. It was helpful to my own learning and growth to be able to thoroughly reflect on the processes I used to create the training manual, the skills I already had and the ones I
developed, the challenges I faced, what I learned, and how my experience will help me in the future.
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Purpose of new myCCL Space

The Center for Creative Leadership’s worldwide alumni and friends make up the growing community of myCCL. These myCCL members want access to relevant, timely leadership resources and connections to CCL and each other. At CCL, our educational mission compels us to share as much of our research and experience with the world as possible. The myCCL space serves as an excellent leadership resource for its members.

The Center for Creative Leadership has updated the myCCL space to encompass Program Participant, Alumni, and myCCL Premium information, in addition to the myCCL Community connection and Creative Leadership Council support previously provided. The new myCCL space is an invaluable leadership tool for Program Participants, CLC members, Alumni, and Free and Premium myCCL users.

The new myCCL space offers the following:

- Provides a unique user space for each individual.
- Provides many additional leadership services to myCCL members.
- Creates a universal space for Program Participants to find their unique program information.
- Personalizes a Program Participant’s information specific to participant’s needs, location, program, class, and assessments.
- Connects CLC members through a common Web site.
- Provides Alumni members with ways to stay connected to the Center for Creative Leadership.

This training manual helps client services, program coordinators, and operations associates to guide each user type through his or her personal and distinctive myCCL Web site. The information in this manual is organized by user type. It also provides instruction for universal user actions, and administrative functionality.
Introduction to Different User Types

The new myCCL space serves many categories of users. Each user category has a unique myCCL space with relevant leadership information and resources. The user categories are as follows:

- myCCL Free User
- myCCL Premium Member
- Participant
- Alumni member
- CLC Member

User Tab Chart

This chart shows which tabs each user will be able to access. If a user fits into more than one category, he or she will have access to multiple tabs. For example, if someone is both an alumnus and a CLC member, he or she will have access to the CLC Member section and the Alumni Connection section. The yellow highlighted check marks indicate the tab the user will automatically be taken to after logging into myCCL. The user will view the Overview section of the initial tab.

<table>
<thead>
<tr>
<th></th>
<th>Free myCCL</th>
<th>Premium myCCL</th>
<th>Participant</th>
<th>Alumni Member</th>
<th>CLC Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparing for My Program</td>
<td>✓</td>
<td></td>
<td>✓*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My Program</td>
<td></td>
<td></td>
<td>✓**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLC Member</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Alumni Connection</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>myCCL Community</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>My Profile</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

* The participant will be taken to the Preparing for My Program Overview section before his or her program start date.
** The participant will be taken to the My Program Overview section after his or her program start date.
Navigation Instructions

1. After logging in, depending on user identity, a unique homepage with pertinent tabs will be seen.
2. To get to a different tab, click on the text label on the tab. This will take you to the Overview section of that tab.

Click here to get to the myCCL Community section.

3. To get to a different section of a tab, click on the **text label** of that section.
Getting Started

The “Getting Started” section focuses on areas of the new myCCL space that apply to all users. Participants, Alumni, Free Users, Premium Members, and Creative Leadership Council Members will all use these functions. This section provides instructions to join myCCL, log-in, obtain a forgotten username or password, and log out.

🔹 If a user is also a participant in a CCL program, they will be sent a log-in link in an e-mail (see pages 10-11 for additional information).

🔹 If a user was an alumnus before the creation of this new myCCL space, in order for the alumni status to be recognized he or she must join myCCL with the same e-mail address used to register for the CCL program.

🔹 If users are CLC Members, CCL will register them into the new myCCL space and create their access to the CLC Member tab.
To Join myCCL from www.ccl.org:

1. A user can join myCCL from www.ccl.org. Click any of the Join myCCL red circled areas.
2. Create a profile by entering your information into the provided fields.

3. Enter a user name and password. Re-enter your password in the Confirm Password field.

4. If you would like to register as a myCCL Premium user, select either the Annual or the Lifetime option. For more instruction see pages 21-22.

5. Enter information about your organization (optional).
6. Select your leadership challenges and interests (optional).
7. Select any newsletters you would like to receive (optional).
8. Click Submit.
How do Existing Users Log In?

1. Click on one of the red circled areas from www.ccl.org.

2. Enter your user name and password.

3. Click Login.

**Note:** Please notice that after 3 unsuccessful log in attempts, you will be locked out of myCCL for 40 minutes.
**Note: If you have forgotten your password, please refer to page 12 for more instruction.

**Note: If you are already recognized by the system, you will still be prompted to log in each time you access myCCL. Instead of a Welcome Guest message, you will receive a personalized opening message prompting log in.
Participant Login from E-mail Path:

1. Client registers for a CCL program, or an OE program that CCL supports.
2. Client info. is entered into SalesLogix.
3. Client info. is entered into the Events System.
4. myCCL invitation e-mail is sent to client from myCCL@leaders.ccl.org.
5. Existing users and new users receive slightly different e-mails. Existing users are prompted to sign in to myCCL to prepare for their program. New users are given a temporary user name and password.

**Existing User Invitation E-mail:**

Dear <firstName> <lastName>,

We are looking forward to your participation in the <programName> program on <programDate> at the Center for Creative Leadership (CCL) in <programLocation>.

In preparation for your program, you will be using myCCL, your online resource to your upcoming program.

As an existing member of myCCL, you will log in with your existing username and password. If you do not remember your username or password, please use the “forgot password” functionality on the myCCL login screen.

The link to myCCL is www.ccl.org/myCCL. You can also access myCCL from any page on our main Web site - www.ccl.org.

We look forward to your participation in this program. Should you have any questions, please contact Client & Assessment Services at +1 336 545 2810 or myCCL@leaders.ccl.org.

Yours Sincerely,

Client Advising Team
Center for Creative Leadership

**New User Invitation E-mail:**

Dear <firstName> <lastName>,

We are looking forward to your participation in the <programName> program on <programDate> at the Center for Creative Leadership (CCL) in <programLocation>.

In preparation for your program, you will be using myCCL, your online resource to your upcoming program.

Log in to myCCL with the following temporary username and password.

Temporary Username: <username>
Temporary Password: <password>

The link to myCCL is www.ccl.org/myCCL. You can also access myCCL from any page on our main Web site - www.ccl.org.

We look forward to your participation in this program. Should you have any questions, please contact Client & Assessment Services at +1 336 545 2810 or myCCL@leaders.ccl.org.

Yours Sincerely,

Client Advising Team
Center for Creative Leadership
How New Users Login from Participant e-mail:

1. Click on link from e-mail.
2. Login with user name and password given in e-mail.
3. Update your **user name** and **password** so that they are unique.
4. Answer the questions asked.
5. Click **OK** to Submit.

**Note:** You will not see this screen again if you successfully create a new user name and password.

**Note:** An existing user will see the following text (no option to edit username and password):
Forget Your User Name or Password?

1. If you have forgotten your user name or password, click on **Forgot Password?** outlined in green.

2. Enter the e-mail associated with your myCCL account. Your user name and an auto-generated password will be sent to that e-mail account.

3. After logging in with the auto-generated password, we recommend updating your password in the Update My Profile section. See page 14 for further instructions.
Getting Started: Logout Instructions

Logging Out

- The Welcome message and Logout button are in the top left corner of every page.
- Click **Logout** when you are finished using myCCL.
- You will be taken back to the initial Login screen.

**Note: You will be automatically logged out after 40 minutes of inactivity.**
Updating Your Profile

The My Profile Tab
1. Click on the My Profile tab.

2. Click on Update My Profile
3. You can now edit your Member Address and Contact Information, User Name and Password, Membership Capabilities, Information on your Organization, Leadership Challenges, and Leadership Interests.
4. Click Submit.

**Note: Updated changes in a profile write directly to ESNEW (database for Events System) and SalesLogix.
Free User myCCL Community Tab

Introduction

Welcome to the myCCL Community Free User section of this manual. A free user is anyone who has joined myCCL, and chosen not to upgrade to a Premium membership. As of August 2006, there are over 20,214 myCCL users. This section explains the myCCL Community tab that free users may access.

A Free User’s homepage might look like this:

**Note: If a free user has not taken a program, the user will only see the myCCL Community and My Profile tabs.**
1. **Overview** Section: This section welcomes the user, reviews selected leadership challenges, and recommends resources if the user has an updated profile with his or her leadership challenge and interest(s). If they have not been selected (like this user), the page invites the user to click on **Update your profile now**.

These CCL White Paper links are leadership articles available to all users.

- **CCL White Papers**
  - Strategic Leadership: An Organizational Imperative (Adobe PDF, 306 KB)
  - When Things Go Wrong: Lessons Learned and Bouncing Back (Adobe PDF, 149 KB)
2. **Leadership Resources** Section: Gives links to *Leading Effectively* articles, webinars, podcasts, and publications.

**Note:** A free user can find out more information about upgrading to a Premium Membership by clicking on Learn more about myCCL Premium. A user can upgrade from this page by clicking on Upgrade your membership today to myCCL Premium.
Free User myCCL Community Tab

Interactive Tool for Program, Assessment and Publication Info

1. Click on the **myCCL Community** tab.
2. The **Interactive Tool** is located in the right-hand column on every page in the myCCL Community tab.
3. Click on the link named **interactive tool**.

4. To return to myCCL, click on [www.ccl.org](http://www.ccl.org).

5. Click on **Log into myCCL**, **Login**, or **Go to myCCL**. (See Login from [www.ccl.org](http://www.ccl.org) on pages 5-7).
6. Login again by entering your user name and password.
3. **Premium Members** Section: A Free User does not have access to myCCL Premium resources. This page describes the additional benefits a Premium user receives. To become a Premium Member, the user must click any of the **premium member** links.
### myCCL Membership Comparison Chart

<table>
<thead>
<tr>
<th>What you get...</th>
<th>All Members</th>
<th>New/ Premium Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Articles:</strong> Access to nearly 300 articles on relevant leadership topics.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Newsletters:</strong> CCL e-mail newsletters. You select which to receive then opt-in or opt-out whenever you like.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Customized Content:</strong> Articles linked directly to your biggest leadership challenges.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>White Papers:</strong> On the latest CCL research plus tried and true &quot;basics&quot; of leadership.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Podcasts:</strong> Audio version of select articles and topics.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Development Tool:</strong> LEAD, a CD-based learning and performance resource tool for managers mailed to you upon sign-up. (A $145 value)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Webinars:</strong> 50% discount on each webinar in the Leading Effectively Webinar Series, for you or your entire team.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Publications:</strong> 20% discount on &quot;CCL Press&quot; publications sold on CCL.org</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Leadership Polls:</strong> Read what leaders like yourself have to say about today’s pertinent leadership topics in CCL’s Leading Effectively Newsletter Poll.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Discussion Guides:</strong> For use in group meetings or book talks with your team. CCL publication discussion guides can help facilitate group dialogue and learning.</td>
<td>X</td>
<td></td>
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<td><strong>Premium Articles:</strong> Browse premium articles dealing with today’s leadership issues.</td>
<td>X</td>
<td></td>
</tr>
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<td><strong>Leadership Quote Database:</strong> Discover powerful quotes by famous leaders for use in presentations and conversations.</td>
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<td></td>
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How to Become a Premium Member:

1. Click on “Upgrade your membership today to myCCL Premium” in the Leadership Resources section of the myCCL Community tab. Or, click on “Become a Premium Member Today” in the Premium Members section of the myCCL Community tab, and then click on “Become a myCCL Premium Member” at the bottom of the resulting information page. Or, click on the Update My Profile section of the My Profile tab.

2. You are now on the Update My Profile page. Scroll down to the myCCL Premium Membership section. Select either the annual or lifetime Premium Membership payment option.

3. Click Submit at the bottom of the page.

4. Enter credit card information and billing address. The billing address must match the billing address on the credit card statement.
5. Click Submit. A confirmation screen appears. Also, a confirmation e-mail will be sent to the client (usually within 2 business days).
Introduction

Welcome to the myCCL Community Premium Member section of this manual. Premium membership is a new feature to myCCL. Users may sign up for a lifetime or annual premium membership. Premium members receive extra benefits which can be accessed from the myCCL Community tab. Please note that both annual and lifetime Premium members will see this section. After one year, annual members must renew their membership or they will view the Free User myCCL Community tab (see page 15).

A Premium Member’s homepage might look like this:

**Note: If a Premium Member has not taken a program, the member will only see the myCCL Community and My Profile tabs.**
1. **Overview** section: This section welcomes the user, reviews selected leadership challenges, and recommends resources if the user has an updated profile with his or her leadership challenge and interest(s). If they have not been selected, the user should click on **Update your profile now**.

These CCL White Paper links are leadership articles available to all users.
2. **Leadership Resources** section: Gives links to *Leading Effectively* articles, webinars, podcasts, and publications.
Interactive Tool for Program, Assessment and Publication Info

1. Click on the **myCCL Community** tab.
2. The **Interactive Tool** is located in the right-hand column on every page in the myCCL Community tab.
3. Click on the link named **interactive tool**.

4. To return to myCCL, click on [www.ccl.org](http://www.ccl.org).

5. Click on **Log into myCCL**, **Login**, or **Go to myCCL**. (See Login from [www.ccl.org](http://www.ccl.org) on page 5-7).
6. Login again by entering your user name and password.
3. **Premium Members** section:
   - Discusses the Premium member benefits.
   - **Discount codes** for webinars and publications are given in this section.
   - Provides a link to **Poll Result Archives** in the Leading Effectively Polls paragraph.
   - Gives information on LEAD (Leadership Excellence at the Desktop), a CD-based resource tool.
   - Provides access to **Leadership Quotes**.
   - **Premium Article** links are available.
   - Reviews **Additional Member Benefits** (future).
### myCCL Membership Comparison Chart

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<td><strong>Webinars</strong>: 50% discount on each webinar in the Leading Effectively Webinar Series, for you or your entire team.</td>
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<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Participant Instructions

Introduction

Welcome to the Participant Instruction section of this manual. A participant is anyone who has registered for a Center for Creative Leadership OE program. Initially, only Foundations of Leadership participants will use myCCL. All OE program participants will use myCCL by the end of 2006. A participant’s myCCL space has two different looks.

After a participant registers for a program, but before it starts, the myCCL space includes the following tabs: Preparing for My Program, My Program, Alumni Connection, myCCL Community, and My Profile. At this point, a participant’s homepage might look like this:
Participant Instructions: Preparing for My Program Tab

After a participant completes a program, the myCCL space no longer includes the Preparing for My Program tab. All other previous tabs are still accessible. At this point, a participant’s homepage might look like this:
**Preparing for My Program Tab**

This tab is visible before the program and until about two weeks after the program start date.

1. **Preparing for My Program Tab Workspace**

**Left and Right Columns**
- Everything located in the left and right columns of the page is visible in all sections of the Preparing for My Program tab.
- The welcome message, program identification, To Do List, My Assessments, and location photograph are all personalized to the user.

2. **To Do List Instructions:**
   1. The To Do List is personalized to the user. It lists items that need to be completed before the participant attends his or her program.
   2. Before completing an item, an empty box will be displayed. An item in progress will display a halfway filled-in box. A completed task will show a checked box.
Participant Instructions: Preparing for My Program Tab

My Assessments Instructions:
1. This section serves as a reminder to the participant to finish all necessary assessments.
2. If the participant will be taking the paper form of the assessments, the “My Assessments” box displays that choice.
3. If the participant will be using IAS (Internet Assessment System) to take assessments, he or she is provided with a link to the IAS lobby screen.
4. The date by which assessments must be completed is also displayed.

IAS Option

Paper Option

Completing Assessments Using IAS
1. Click on “Click here to complete your assessments.”
2. Click on Participant. This system is unique to each user. A personalized welcome message appears in the top right corner of each page.
3. Choose a program and click on the title.

4. A list of assessments is given. They must be completed in the order in which they appear. The date the assessments must be completed by is also displayed.

5. Click **Return to myCCL** when finished.
Help Information:
This text provides participants with a Client Services local phone number to call, as well as an e-mail address if questions arise.

![Need help with myCCL?](image)

Call us: +1 336 545 2810
Email us: myccl@leaders.ccl.org

How to Take a Virtual Tour:
** Note: Virtual Tours are available for the Greensboro, San Diego, and Colorado Springs campuses only.
1. Click on the link beneath the campus photograph located on the right side of the page.

2. After completing the tour, click Go to myCCL to return to myCCL. You will not have to login again.
2. The first section is an **Overview** page. It reviews what program the participant will be attending and introduces the participant to the areas that should be reviewed before the program starts. The message on this page changes when it is time for the participant to begin taking assessments. For more information on the left and right columns, see pages 31-34.

Note: Before a Participant can start taking his or her assessments, the Overview page shows different text.

**View:** After a Participant can start taking his or her assessments.

This participant is a **scholarship recipient**. Her overview page reviews the merits of her scholarship. More information can be found in the **Policies and Fees** section on page 41.
3. The **Pre-Program Requirements** section urges the participant to complete all necessary requirements.

** Once a participant using IAS begins to complete their assessments, the **Pre-Program** section will look like this:

**This link to the IAS lobby screen is available to participants that choose to use IAS to complete their assessments. If the participant chooses to take the paper version of the assessments, this link will not be shown and the page will re-iterate that the user has chosen to take the paper version.
4. The **Schedule and Agenda** section tells participants important information about their program’s agenda.

**Note:** The introductory paragraph of the Schedule & Agenda information is unique for each program and program location. The Agenda information is also program specific.
5. The **Accommodations** section shows information about where a participant will be lodging, including check-in and check-out dates, and room preferences. This section re-iterates the accommodations choice made by the participant during registration. A link to the hotel Web site is also provided.

If CCL makes accommodations for a participant the section will look like this:

![Hotel Accommodation Example](image1.png)

If the participant makes his/her own accommodations the page looks like this:

![Self-Accommodation Example](image2.png)

**A hotel is still recommended to the participant making his/her own accommodations.**
6. The **Location Info** tab gives insight into the campus a participant will be attending and the surrounding city. It provides weather information from weather.com, driving directions, and a link to a map of the city from **Yahoo! Yellow Pages**. Click on **driving directions** to download an Adobe Acrobat file with directions.

**Finding out the Weather Forecast: (soon to be added to this section)**

1. To find out more about the weather, click on the city name. The icon tells the current temperature and weather conditions. It also notifies participants of severe weather warnings when necessary.

2. Weather.com will open as a new window on your computer.

3. To return to myCCL, close the weather.com window.
7. The **Logistics** section gives pertinent information about meals, dress, recreation, and trainer biographies.

**Note:** To download more logistics information, click **Download Logistics Information**. This information was previously e-mailed to participants. It summarizes all pertinent logistics information in a downloadable PDF format.

**Note:** Click on [www.weather.com](http://www.weather.com) for local weather information. To return to myCCL, click back on the browser.
8. The **Policies and Fees** section includes the Cancellation/Transfer policy, Assessment Re-Score information, and Scholarship Information.

**Assessment Rescore Fee Information:**

**Scholarship Information:** Only visible to scholarship recipients.
The My Program Tab Prior to Program Completion

** Note: This tab is visible prior to program completion to familiarize participants with it. Information and resources will be added to each section after the participant completes the program.

1. The Overview section:
2. Before the Program, the Program Materials section provides a program agenda:
3. The **My Assessments and Feedback** section: This section will be hidden until **October** when the program actually occurs.
4. The **Program Class List** section (class list available after program completion):
5. The **Class Photo** section (photo available after program completion): This section **will be hidden until October** when the program actually occurs.
Alumni Connection Tab

1. **Alumni Overview**: This section offers ways to stay connected to The Center for Creative Leadership after the participant’s program is complete. It also provides links to other Alumni’s Stories.

   **Alumni Overview**: We're Committed to Your Growth and Success as a Leader

   We believe that leadership is a lifelong journey. This site is a resource for our alumni family, with information and tools to help you continue to grow as a leader. It also offers ways to stay connected to the Center and other alumni.

   If you share our passion for growing leaders and building leadership, we invite you to learn about how the Center works to fulfill its mission to advance the understanding, practice and development of leadership for the benefit of society worldwide.

   The Web can help us stay in touch. We welcome your suggestions for how we can make this site more valuable to you, and how we can enrich your alumni experience. Drop us an email.

   Please inform us whenever your contact information or address changes, so we can keep you updated on new learning resources and developments at the Center.

   **Alumni Stories**: Over the course of three decades, nearly 400,000 individuals have participated in CCL programs across the world. We are proud of their impact and are delighted enriching their lives.

   - Marketing executive James McDowell finds extra inspiration to accelerate the careers of his team.
   - Elisa’s Hollenwurf-Cole characterizes her CCL Europe experience as “diverse, fascinating and good fun.”
   - Amid an environment of extraordinary diversity, Oliver Neustadt absorbs a wealth of learning about effective leadership.

   **Share What You’ve Learned**: Know someone who could benefit from the Center’s programs, products and publications?

   If your CCL experience has been valuable, we invite you to tell others about us. To send CCL information to a colleague by email, please visit www.sendanemail.com. You can also share program, product or publication information electronically by using the “e-mail this to a colleague” option that appears on each page of our Web site.
2. **Staying Connected**: This section provides links to newsletters, publications, and conferences that will help clients stay connected to the Center.
3. **Next Steps**: This section provides ideas for continual learning.
4. **Alumni Fund Giving**: This section discusses the Center for Creative Leadership’s non-profit status. Click on Individual Support, Corporate Support, or Foundation Support for more information on donations to the Center.

To Donate:

1. Click on the Support the Annual Campaign box or the donation link at the end of the page.

   ![Support the Annual Campaign](image)

   OR

   To use our online form to support CCL, [click here](#).

2. Enter your correct information on the Online Donation Form.
3. Click **Submit**.
5. Share What You’ve Learned Column

- The first part of this column is personalized to the user. It lists the programs the user has completed at the Center for Creative Leadership.
- If you or a client would like to refer a friend to any CCL program, product, or publication, click on the www.ccl.org/referrals link. You and clients can also electronically refer a friend by clicking on the “e-mail this to a colleague” link located on each page of the www.ccl.org Web site.

myCCL Community Tab: see pages 15-28.

My Profile Tab: see page 14.
Alumni Instructions

Introduction
Welcome to the Alumni Instruction section of this manual. This segment gives guidance for questions from alumni of CCL programs before the start of this new myCCL space. These alumni can be considered “grandfathered alumni” members. A user will only be recognized as a “grandfathered alumnus” if he or she registers for myCCL with the same e-mail address used when registering for his or her program. If a user does not use the same e-mail address, he or she will have access to the myCCL Community and My Profile tabs only. “Grandfathered alumni” will have access to the Alumni Connection, myCCL Community, and My Profile tabs.

The “grandfathered alumni’s” page might look like this:

**Note: The alumni tab is also visible to new program participants (see participant section). New alumni’s myCCL spaces will also include the My Program tab with uploaded final information from their recently completed program.**
Alumni Instructions: Alumni Connection Tab

Alumni Connection Tab

1. Alumni Overview: This section offers ways to stay connected to The Center for Creative Leadership after the participant’s program is complete. It also provides links to other Alumni’s Stories.
2. **Staying Connected**: This section provides links to newsletters, publications, and conferences that will help clients stay connected to the Center.
3. **Next Steps**: This section provides ideas for continual learning.

Next Steps
Reinforce What You’ve Learned

One-to-one Coaching
Many busy, high-potential executives benefit from working with a personal coach. One-to-one coaching allows an individual to prepare for and build on assessment feedback and goal setting by working closely with a CCL coach. It provides encouragement and expertise at a time when it may be difficult to stay focused on goals, and when an appropriate level of support may not be readily available elsewhere. Coaching helps transfer the awareness and learning of the classroom into skilled performance.

LEAD
LEAD is a CD-based resource that provides managers with learning and performance support tools for developing executive leadership skills. Based on CCL’s extensive research on derailment—contrasting managers who “make it” to the top with those who leave organizations non-voluntarily or reach a plateau—LEAD is an easy-to-access learning experience that focuses on techniques for building critical leadership skills.

SKILLSCOPE
During Foundations of Leadership, you learned that SKILLSCOPE’s 15 key job-related skills are essential for managerial success and the success of your team. Consider using SKILLSCOPE or a team-based workshop to provide valuable group-level feedback that will help you and your team integrate important elements of your CCL experience into day to day performance.

Leadership Community: Alumni and Friends of the Center

As a member of our alumni family, you have an open invitation to join our leadership community.
4. **Alumni Fund Giving**: This section discusses the Center for Creative Leadership’s non-profit status. Click on Individual Support, Corporate Support, or Foundation Support for more information on donations to the Center.

To Donate:

1. Click on the Support the Annual Campaign box or the donation link at the end of the page.

2. Enter your correct information on the Online Donation Form.

3. Click **Submit**.
5. Share What You’ve Learned Column

- The first part of this column is personalized to the user. It lists the **programs the user has completed** at the Center for Creative Leadership.
- If you or a client would like to **refer a friend** to any CCL program, product, or publication, click on the [www.ccl.org/referrals](http://www.ccl.org/referrals) link. You and clients can also **electronically refer a friend** by clicking on the “e-mail this to a colleague” link located on each page of the [www.ccl.org](http://www.ccl.org) Web site.

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**myCCL Community Tab**: see pages 15-28

**My Profile Tab**: see page 14.
CLC Member Instructions

Introduction

Welcome to the Creative Leadership Council Instruction section of this manual. This segment of the guide describes a CLC member’s unique myCCL space. A CLC member will have access to the CLC Member, myCCL Community, and My Profile tabs. Also, remember that CLC members are automatically registered for the new myCCL space by the Center.

A CLC Member’s homepage might look like this:
CLC Member Tab

1. **Overview**: This section provides an introduction to the CLC section, information about free webinars offered to CLC members only, and directions to access this site.
2. Meetings: This section provides a chart with information on upcoming CLC meetings. It also supplies a link to Past Meeting Archives.
3. **Benefits**: This provides an overview of the benefits a CLC member receives, including: networking, partnering, distinctiveness, recognition, and contribution.
4. **Member Information**: This section provides a member contact list link and shows which corporations are CLC members.

Accessing the CLC Member Contact List:
1. Go to the CLC Member tab.
2. Click on **Member Information**.
3. Click on **CLC Member Contact List**.
4. Click back on your browser to return to myCCL.
5. **Leadership Links**: This section provides links to articles and programs relevant to CLC Members.

![Leadership Links](image.png)

**myCCL Community Tab**: see pages 15-28.

**My Profile Tab**: see page 14.
Administration Functions

Introduction
Welcome to the Administration Functionality section of this manual. Administrators to myCCL have the ability to reset a client’s password or unlock a client’s account. This section also shows how SalesLogix has been updated to include a notification if the client is a myCCL member.

To Reset a User Password:

1. Access CCL Admin Toolbox.
2. Click on reset password.
3. Can search by first name, last name, or e-mail address. Click Find.
Administration Functionality

4. Select name and click e-mail address:
5. Change password and click “set new password.” A “new password” e-mail will be sent to the client.
To Unlock an Account:

1. See steps 1-4 in the “Reset a User Password” section (pages 64-65).
2. Click the enable button. The client’s account should now be enabled.

**Note: This user’s account is not currently locked out. It will say “Account is disabled” when a user is locked out.

**Note: An account will automatically be enabled again 40 minutes after a client is locked out.
SalesLogix Additions:

SalesLogix now indicates if a client is a myCCL member.
Help Contact Information

**Program Participants:** Should you have any questions, contact Client Services in North America at +1 336 545 2810, in Brussels at +32 (0) 2 679 09 10, in Singapore at +65 6835 6577, or send an e-mail to myccl@leaders.ccl.org.

**CLC Members:** If you have questions or need additional information regarding this site or the Council, please contact Marianne Ganley at +1 336 286 4587 or Sue Simmons, Corporate Relations Manager, +1 336 286 4014.

**Alumni Members:** E-mail us at alumni@leaders.ccl.org.

**General Questions:** Contact Client Services in North America at +1 336 545 2810, in Brussels at +32 (0) 2 679 09 10, in Singapore at +65 6835 6577, or send an e-mail to myccl@leaders.ccl.org.
Appendix A

This appendix includes copies of e-mails myCCL users may receive.

Welcome to myCCL e-mail

<table>
<thead>
<tr>
<th>FROM:</th>
<th><a href="mailto:mycclstage@leaders.ccl.org">mycclstage@leaders.ccl.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE:</td>
<td>Tue, 08 Aug 2006 12:43:52 -0400</td>
</tr>
<tr>
<td>TO:</td>
<td>&quot;Terri&quot; <a href="mailto:wrightt@imail.ccl.org">wrightt@imail.ccl.org</a></td>
</tr>
<tr>
<td>SUBJECT:</td>
<td>Welcome to myCCL</td>
</tr>
</tbody>
</table>

Welcome Terri to myCCL. You have joined a growing community of people who are interested in leadership and leadership development. CCL wants to provide you with resources based on your leadership needs and journey. By keeping your profile updated and complete, we can provide you with pertinent and timely information and assistance.

It is easy to login to myCCL. Simply go to http://myccluat.ccl.org/myccl and login.

From this page, you can manage your communication subscriptions with CCL, update your profile, view current information from the CCL Web site and find resources based on your leadership needs.

Please contact us with any questions or feedback.

Forgot Password e-mail

<table>
<thead>
<tr>
<th>FROM:</th>
<th><a href="mailto:teststage@leaders.ccl.org">teststage@leaders.ccl.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE:</td>
<td>Mon, 07 Aug 2006 16:31:56 -0400</td>
</tr>
<tr>
<td>TO:</td>
<td><a href="mailto:mcgeeb@imail.ccl.org">mcgeeb@imail.ccl.org</a></td>
</tr>
<tr>
<td>SUBJECT:</td>
<td>Your Password for myCCL</td>
</tr>
</tbody>
</table>

You recently requested a new password to log into myCCL on the CCL Web site.

Your username is: mcgeeb
Your new password is: swV$[

We encourage you to sign in now and change this password to something you can remember. Here is what to do:
1. Visit http://myccluat.ccl.org/myccl
2. Log in using your username and new password provided in this e-mail.
3. Click on "My Profile", then click on "Update Profile" and enter your new password
4. Submit your updated profile information.

Updated Profile e-mail

FROM: mycclstage@leaders.ccl.org
DATE: Wed, 09 Aug 2006 08:44:56 -0400
TO: "Bobbie Joe" <mcgeeb@imail.ccl.org>
SUBJECT: Updating myCCL Profile

Thank you Bobbie Joe McGee for updating your myCCL profile. By keeping your information current, we can better serve your needs.

To access the myCCL section, go to http://myccluat.ccl.org/myccl.

Updated to Premium Membership e-mail

FROM: mycclstage@leaders.ccl.org
DATE: Wed, 09 Aug 2006 09:56:44 -0400
TO: "Bobbie Joe McGee" <mcgeeb@imail.ccl.org>
SUBJECT: myCCL Premium Lifetime Level Membership - Submission **order in process**

Your order is in process.

Thank you, Bobbie Joe McGee, for joining myCCL!

You are confirmed for a Lifetime Premium Membership.

Final billing confirmation will be delivered when your order processing is complete.

Go to the myCCL Premium member resources.

Temporary Program Registration e-mail

Dear <firstName> <lastName>,

We are looking forward to your participation in the <programName> program on <programDate> at the Center for Creative Leadership (CCL) in <programLocation>.

In preparation for your program, you will be among the first to use myCCL, an innovative, online resource for managing your program experience. We look forward to your comments and feedback.

Log in to myCCL with the following temporary username and password.

Temporary Username: <username>
Temporary Password: <password>

The link to myCCL is www.ccl.org/myCCL. You can also access myCCL from any page on our main Web site - www.ccl.org.

(Note: To ensure successful login, copy your password and paste it into the password text box on the myCCL login screen. You will have the option to change your password after logging into the system.)

We look forward to your participation in this program. Should you have any questions, please contact Client Services at +1 336 545 2810 or myCCL@leaders.ccl.org.

Yours Sincerely,
Client Advising Team
Center for Creative Leadership

Existing Program Registration e-mail

Dear <firstName> <lastName>,

We are looking forward to your participation in the <programName> program on <programDate> at the Center for Creative Leadership (CCL) in <programLocation>.

In preparation for your program, you will be among the first to use myCCL, an innovative, online resource for managing your program experience. We look forward to your comments and feedback.

As an existing member of myCCL, you will log in with your existing username and password. If you do not remember your username or password, please use the “forgot password” function on the myCCL login screen.

The link to myCCL is www.ccl.org/myCCL. You can also access myCCL from any page on our main Web site - www.ccl.org.
Appendix A

We look forward to your participation in this program. Should you have any questions, please contact Client Services at +1 336 545 2810 or myCCL@leaders.ccl.org.

Yours Sincerely,

Client Advising Team
Center for Creative Leadership

Ready for Assessments e-mail

Dear <firstName> <lastName>,

We are looking forward to your participation in the <programName> program on <programStartDate> at the Center for Creative Leadership (CCL) in <programLocation>.

Self-awareness is a key aspect of each of the programs offered by CCL; therefore, you will be asked to complete pre-course assessment materials before you attend your program. These materials are of paramount importance to the success of your program experience and must be completed by <assessmentCompletionDate>. Some of these materials require input from your colleagues, so you will need to access the information in a prompt manner in order to provide them enough time to complete their portion. Failure to complete these materials may jeopardize your attendance in this program.

Once these assessment materials are completed, feedback reports will be compiled and shared with you during the program. Please note that it is your responsibility to make sure we receive all assessment materials.

You will be using CCL's Internet Assessment System (IAS) to complete your assessments. You now have access to this system via myCCL. Please log back into myCCL at www.ccl.org/myCCL to begin your assessment work. If you do not remember your username or password, please use the “forgot password” function on the myCCL login screen.

Again, we want to thank you for choosing the Center for Creative Leadership as the source of your personal and professional development. If you have any questions about your assessment materials or their due date, please call Client Services at +1 336 545 2820 or e-mail myCCL@leaders.ccl.org.

Yours Sincerely,

Client Advising Team
Center for Creative Leadership

2.5 Week Assessment Reminder e-mail

Dear <firstName> <lastName>,


Your leadership program at the Center for Creative Leadership (CCL) is quickly approaching. The feedback reports compiled from your assessment materials are an integral part of your program and it is important that these reports are as comprehensive as possible. In light of this, please take a moment to once again check on the status of your materials by logging on to myCCL (www.ccl.org/myccl) to view your assessment status via the Internet Assessment System (IAS).

** If you have returned all of your assessment materials, you can disregard this reminder. Can we turn off the reminder email for anyone who has completed prework?

If you are to attend the <programName> on <program start date>, the missing components of your assessment surveys must be returned to CCL as soon as possible.

If you have any questions about your materials or their due date, please call Client Services at +1 336 545 2820 or email myCCL@leaders.ccl.org. We look forward to your participation in this program.

Yours Sincerely,
Client Advising Team
Center for Creative Leadership

3 Week Assessment Reminder e-mail

Dear <firstName> <lastName>,

Your leadership program at the Center for Creative Leadership (CCL) is now only three weeks away. At this point, all of your assessment materials should be completed and returned to CCL for compilation into a feedback report. To ensure that your feedback report is as complete as possible, please check the status of your materials by logging on to myCCL (www.ccl.org/myccl) and accessing your assessments via the Internet Assessment System (IAS).

** If you have returned all of your assessment materials, you can disregard this reminder. Can we turn off this email for people who have returned all prework?

If you are to attend the <program name> on <program start date>, the missing components of your assessment surveys must be returned to CCL as soon as possible.

If you have any questions about your materials or their due date, please call Client Services at +1 336 545 2820 or email myCCL@leaders.ccl.org. We look forward to your participation in this program.

Yours Sincerely,
Client Advising Team
Center for Creative Leadership

75
5 Week Assessment Reminder e-mail

Dear <firstName> <lastName>,

Your leadership program at the Center for Creative Leadership (CCL) is five weeks away. We want to take this opportunity to check in with you regarding your pre-course assessment materials.

** If you have returned all of your assessment materials, you can disregard this reminder.

All assessment materials must be completed no later than <assessmentDueDate>. You may check the status of your materials by logging on to myCCL (www.ccl.org/myccl) and accessing your assessments via the Internet Assessment System (IAS) Web site. If you have not checked on your materials yet, please do so today. Feedback compiled from these materials is a key component of your program. It is imperative that CCL receives all materials by this date if a feedback report is to be prepared for you. Failure to meet this due date could jeopardize your attendance in the program.

If you have any questions about your materials or their due date, please call Client Services at +1 336 545 2820 or e-mail myCCL@leaders.ccl.org. We look forward to your participation in this program.

Yours Sincerely,

Client Advising Team
Center for Creative Leadership
Bibliography

1g. http://www.ccl.org/leadership/about/ourPhilosophy.aspx?pageId=24 (CCL Philosophy)


“myCCL.” *Center for Creative Leadership*. Internet.
