

INTERNSHIP REPORT



Center for
Creative Leadership®

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Center for Creative Leadership

One Leadership Place

Greensboro, North Carolina, USA

27410

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1. Acknowledgement

First of all, I would like to thank my family, especially to my parents, without their support I never would be able to do this internship.

Secondly, I want to thank Dr. Gabi Meister and her team in the academic international office of our university for their help during the application process as well as their support during the whole internship.

I also want to thank Jenni Ford, my supervisor during my time in Greensboro. She helped me to find a great place to live in Greensboro and supported me during my time at CCL. Thanks for all the support.

Next, I want to thank Candice Hudson and her 7 “kids”, Ramses, Tippy, and Oli (cats) and Haven, Thao, Annie and Crash (her dogs), for welcome me into their house. A special thank you goes to Emaya Rajasegran who gave me the possibility to move in with her the last few months of my time in Greensboro.

Finally, thank you to all the nice people at CCL that had time for a little conversation or walk to the coffee area and helped me with every question I had. Everyone at the center gave me the nice feeling, that I’m welcome there. My special thanks go to Stephanie Joyce and Emaya Rajasegran who became very good friends for me inside and outside of the center. They gave me a nice time in Greensboro.

There are no words in the world to express how grateful I am. Thank you all!

2. Preparing in Germany

2.1. Application and Telephone interview

Please find more detailed information and the process in the attached document.

2.2. Visa

I worked with the agency Travelworks like the former interns did, too, (<http://www.praktikum-usa.org/anmelden.php>). Please find more detailed information and the process in the attached document.

2.3. Accommodation

CCL provides to stay with a college from CCL. Jenni Ford, my supervisor, sent an email and asked all the Greensboro employers who wanted to host an intern. After she looked through all the applications she told me her best choice. In the beginning I was living with a girl at my age a little bit outside of Greensboro but close to the Center. We shared her house with her 4 dogs and 3 cats and it was a great experience. After a while I felt a little lost outside in the country and moved to a very good friend, I met at CCL, closer to downtown. I'm glad I had the possibility to get some other experience while my internship and everyone at CCL supported me with my decision. It was very good for me to stay with a person who also works at CCL, so I didn't feel alone and had good connections to CCL from the first day.

2.4. Car

Greensboro has only limited public transportation. In order to get around a car is necessary. Like the former interns did, I rented a car from Keith Meadows and Robert Daugherty. Two guys who also work at CCL. The car is not



the newest model, but it is the cheapest way to rent a car in Greensboro. The monthly rent includes insurance, repairing, and maintenance. If you forget to turn off the lights and the battery is down or you left your keys in the car, what every intern did at least once, they are always there for you and help you out.

That's also the reason why you're only allowed to drive in a 150 miles (240 km) radius with this car. If you want to take a trip further away you can rent a car by a local rental car company, and they will discount your monthly payment for any days you are not using the car.

2.5. Financing

The internship is not paid, which means that you have to watch your money and as soon as you decide to apply for this internship try to save money where you can. The University of Applied Sciences in Merseburg will give you some allowance which is enough for the visa and the flight, but you get it only after you have already had to pay the visa fee, which is a lot. In order for you to know what costs you will incur, see the following table:

<u>Earnings</u>		<u>Expenditure</u>	
Mobility allowance	1.600 €	Visa Agency	1.320 €
Visa allowance	1.000 €	US-embassy	155 €
BaföG*	970 €	Flights	≈ 1.000 €
Savings	xxx €	Monthly Rent	450 \$
		Monthly car rent	299 \$
		Gas	≈ 50 \$
		Lunch at CCL (monthly)	≈ 50 - 100 \$

* BaföG will be calculated individually for you. Even if you do not receive any while studying in Germany, you might be getting BaföG during an internship or semester abroad.

2.6. Flight

The flight is the last thing you have to take care of before you leave Germany. Don't book your flight before you get your Visa. If something goes wrong with the Visa or you don't get it in time, you can't enter the United States. I arrived here 2 days before I had to start my internship at CCL. It is good to have at least one full day here before you have to start working and get used to the time shift here.

3. Center for Creative Leadership

3.1. History

In 1890, Lundsford Richardson, a pharmacist in Greensboro, North Carolina, develops Vick's VapoRub. A product that was the most lucrative of many others that helped grow the company. The Vick Company is established in 1905. In 1907, Lundsford Richardson's son H.



Smith Richardson spreads Vicks business throughout the U.S. and overseas. He withdraws as active head of Vick Chemical in 1933 to devote time to developing ways to identify, evaluate, train and advance future leaders. In 1935 H. Smith Richardson and Grace Jones Richardson set up the Richardson Foundation. The foundation is headed by Rhodes scholar and former English teacher, Frank Barnett. In 1960, The Smith Richardson Foundation concentrates its efforts and funding on the study of creativity and leadership.

3.2. My first day at the CCL

I booked my flight, that I have one full day in Greensboro before I needed to start working. It is good because the first day after the long travel and the time shift I was very tired.

Before my first day at CCL I visited the Campus digitally. In Google, you can walk virtually through the building. On my first day at CCL, Jenni showed me the Campus. I was glad that I had already seen it. Otherwise, I would have been lost very soon.

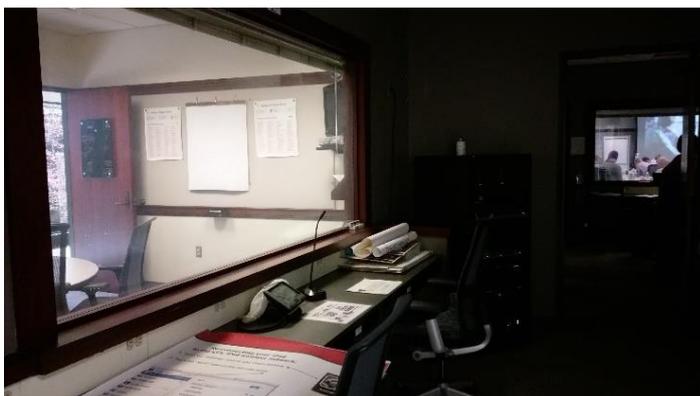
Jenni showed me all the important areas and introduced me to a lot of people who crossed our way. Everyone was so friendly and offered me their help if I needed something. At First it was really hard for me to remember all of the names, but after a while it became easier and easier. Always when I met someone in the hallway or in the coffee area the people were so friendly to me, and a lot of good conversation came out of it.

At the beginning of my internship I didn't had so much to do. I decided to take a walk over to the library and had a very good conversation with Chris. He is so friendly and helped me with every question I had and told me a lot about the history of CCL and showed me all the old Vick's VapoRub products.

In my 3rd week at CCL, I was already able to observe the most popular CCL program, the LDP.

3.3. Observing the Leadership Development Program (LDP)

The Leadership Development Program is the flagship program at CCL and the longest-running program of its kind in the world. It is designed for leaders of managers and managers in the middle. Some 130 LDP programs are run on CCL's campuses around the world each year. In the last five years alone, more than 13,000 people have completed it.



The LDP I observed was an Open Enrollment class. That means the program are attended by people from many different companies. The other major category is the custom program where only people from the same company attend. The class I observed had 27 participants who were led by three trainers and one coordinator. The coordinator's responsibilities primarily take place before the program, preparing the materials and the classroom. During the program run the program coordinator and I sat behind the mirror. From the side the participants see, it is a mirror, but from the other side it is a window through which you can observe the class. In here is a little observation room from where the coordinator and the trainers can see the big classroom and the four little rooms, where the participants go when they do group work. One portion of the group work was recorded as video, and the participants could see and analyze their own interaction in a group.

The week at CCL includes a mix of group and individual work, discussions and exercises, as well as a highly interactive, hands-on experience that reflects the complexities and challenges faced by managers in the middle. Participants work in small groups with a CCL facilitator to assess how effective they were in this exercise—and how to leverage those insights in their jobs.

Participants also receive a three-hour, one-on-one feedback coaching session to review data and create development goals. Following the program, participants get two additional 45-minute, one-on-one review sessions with a CCL coach to ensure they are acting on and receiving maximum benefit from their action plans.

In the LDP training the participants are taught how to give feedback and get a 360° feedback from their real work environment.

Giving feedback with SBI

SBI stands for **Situation - Behavior – Impact**. It is CCL’s method for giving feedback. The feedback is not judgmental or prescriptive. It is based on observable behavior.

Situation: Anchors feedback in time and place, helps person to whom the feedback is being given understand the context.

Behaviors are things that can be recorded — visually or aurally. It allows person receiving feedback to know specifically how they behaved

Impacts are thoughts, feelings, and actions we take as a result of people’s behaviors

An example for a SBI feedback is: (S) When we were discussing priorities during the staff briefing, (B) you talked loudly and said that other people were “off on a tangent.” (I) I felt intimidated, and I withdrew.

SBI is a method that expands the person’s self-awareness and is less likely to trigger defensiveness. It is very important for leaders to give feedback right. The employees shouldn’t feel bad after getting feedback and become unmotivated. It should help to find out growth opportunities and help to become better.

360 Assessment

In the weeks before the LDP itself, participants complete a number of assessments and reviews, including the Benchmarks for Managers assessment, which provides individual feedback on how participants are viewed within their organizations. Benchmarks for Managers is a standardized comprehensive 360-degree assessment for middle to upper-level managers that measures 16 competencies critical for success, as well as five possible career derailers. This in-depth analysis of observable behaviors provides managers with a solid assessment of their leadership competencies. It also helps managers identify what lessons may still need to be learned, establishes what specific work experiences need to be sought out in order to develop critical competencies for success, and identifies possible problems that may stall their career.

3.4. Observing the Leading for Organizational Impact Program (LOI)

Leading for Organizational Impact addresses key challenges faced by senior leaders through a global, day-in-the-life business simulation. Combined with feedback and assessment, LOI provides a highly personalized experience in a safe environment for learning and skill practice.

Looking Glass Inc.

Looking Glass, Inc. was developed in the late 1970s by three CCL'ers – Michael Lombardo, David DeVries, Morgan McCall. Originally started as a research project to study leadership behavior in a “laboratory-like” setting, it was quickly realized that it would serve as an individual self-assessment opportunity, as well as a research tool. Approximately three years of development, including much time spent at glass manufacturing companies, created a very realistic scenario. Over the years there have been many content refinements to keep the case fresh. Although, in its early version, much of the critical data had to be retrieved by calling various external roles, today the majority of the information needed / available resides within the participants’ homework preparation folders.

The Looking Glass Experience offers behavioral assessment through a realistic action learning process. Participants gain key insights into their leadership strengths and development needs in an organizational setting using a hands-on, in-depth business simulation, group discussion, assessment and peer feedback.

3.5. Observing Women's Leadership Experience (WLE)

The WLE is designed for women with upper management and leadership experience. After attending the first classroom session participants will return to the workplace to continue their learning experience on the job. This gives participants the opportunity to apply their learning while receiving ongoing support from CCL and their Women's Leadership Experience learning community. During the On-the-Job learning phase participants will also prepare for their second face-to-face classroom session. They will be asked to begin thinking about their networks, their long-term goals, and to complete a self-assessment. It is the only program at CCL that is structured like this. The special features in this program are a video-taped influencing practice session and a one-on-one feedback coaching. This program is researched-based developmental themes for women and is designed and staffed by women.

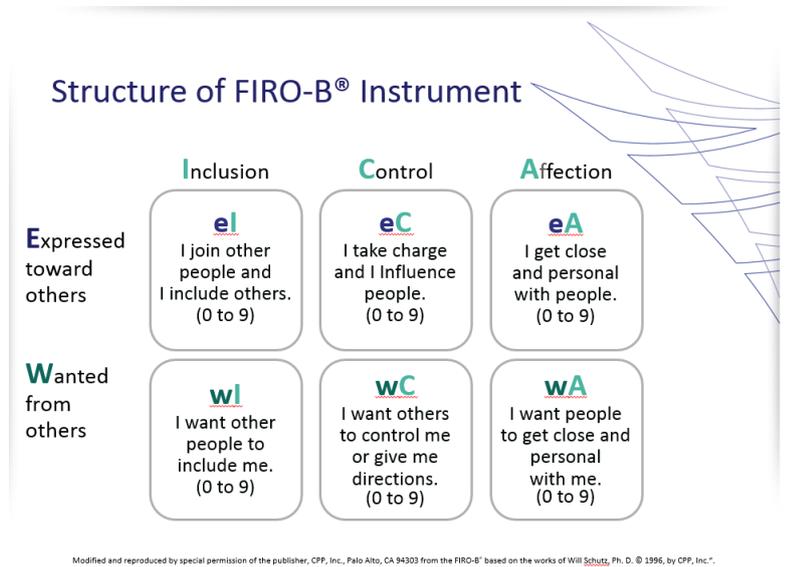
3.6. Observing Maximizing Your Leadership Potential (MLP)

The MLP-Program is a 3-day program, and it's made for first-time managers who have been recently promoted or are experiencing new pressures within a current management role. It helps the participants to increase commitment, build sustainable relationships and increase productivity, leverage the power of conflict, and influence others. The special features the participants get in this program are intense feedback, interactive hands-on format, 360-degree assessment data, take-home tools, 45-min. post-classroom conference call, and online networking resources. A part of the pre-work is the FIRO-B® and the MBTI.

The FIRO-B® Instrument:

It stands for **F**undamental, **I**nterpersonal, **R**elations, **O**rientation-**B**ehavior®. It is built after the theory that all human interaction is based on inclusion, control and affection.

Inclusion is about participation, inviting, joining, and association. Control is about influence, making decisions, taking directions, and power. Affection is about openness, personal closeness and distance, rapport, and encouragement. This instrument helps to understand interpersonal behavior. It is a personality tool that measures how you typically behave with other people and how you expect them to act towards you.



Myers-Briggs Type Indicator (MBTI):

The Myers-Briggs Type Indicator instrument was written by Isabel Myers and Katherine C. Briggs. It is published by Consulting Psychologists Press, Inc., 3803 E. Bayshore Road, Palo Alto, CA 94303. The MBTI is based on Carl Jung's theory of psychological type and is an indicator of a person's preferences on four dimensions of personality:

Myers-Briggs Type Indicator® Instrument

E	Where do you process information?	I
S	What kinds of data do you focus on?	N
T	What is the basis of your decisions?	F
J	How do you approach the external world?	P

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Introversion/Extroversion; Sensing/Intuition; Thinking/Feeling; and Judging/Perceiving. These preferences combine to form 16 possible personality "types." The Step II report focuses on the respondent's four-letter MBTI type in combination with her or his preferences on the components, or subscales, of

each of the four main type dimensions. The instrument takes about 60 minutes to complete and is filled in by the participant. In addition to being a valuable source of insight about the implications of these preferences, the MBTI serves several other important functions - as a vehicle for increasing appreciation of differences between people, and the potential glue that helps weave together all the other sources of data during feedback.

3.7. Observing Assessment Certification Workshop (ACW)

The ACW is a two-day program and is made for HR managers, executive coaches, and consultants who want to facilitate feedback using CCL assessments.

Skillscope®:

Organizations use 360-degree assessments in order to make informed decisions about leader development and identification of high potentials. Given that organizations are increasingly engaging in data-driven decision making, assessment offerings that adapt to organizations' needs have become paramount. Skillscope® is a research-based, multi-rater assessment that is designed to provide individuals with straightforward, practical feedback on job-related skills necessary for effectiveness in a management role. It's a confidential way of systematically collecting your coworker's opinions about your leadership behaviors and a way to identify your strengths and development needs.

3.8 Observing Leadership Fundamentals Program (LFP)

The two-and-a-half-day program is made for individual contributors who lead or work on project teams and must influence others to accomplish their work and introduces the fundamentals of effective leadership for greater success. Part of the pre-work is the Learning Type Measure® assessment and a conversation with the boss.

The Learning Type Measure® guides an assessment of individual preferences for selecting, organizing, prioritizing and representing knowledge, information and experience.

The Leadership Fundamentals program is designed to help the participants develop specific leadership skills that will contribute to the on-the-job performance. In order to effectively transfer the new skills and knowledge to the

workplace it is critical that the participants have the full support and engagement of their boss. CCL provides three questions the participants should discuss with their bosses:

1. What are some examples in which developing stronger leadership skills will help me become a better contributor in my current and future job roles?
2. The topics we will discuss in my upcoming program include: Adaptability to learning, Interpersonal savvy, Influence, and Leading outside of my area. Of these areas, are there topics that you think are strengths for me? And are there topics on which you think I need to particularly focus to improve my performance?
3. For this program, I will be working on a workplace challenge to anchor and make the program relevant to my situation. The challenge will be one that involves my working effectively with others. I will be formulating this challenge during the program. Do you have any suggestions for a challenge that I might consider?

This pre-work should help to find one or more real workplace challenges, the participants have in their role and to become a better leader with the tools and strategies CCL teaches in this class. The participants are able to think during the program how they can solve their problems and can discuss it in the classroom with the trainers and the other participants.

3.9. Observing Leadership Essentials: Ravenscroft New Faculty

Ravenscroft is a private school located in Raleigh, NC. The CCL Societal Advancement Team created together with Ravenscroft a customized program to teach every new teacher about leadership and how they bring it to the classroom with their students. This two day program helps participants to understand their role within the LFH (Lead From Here) movement, enhance participant's citizen leadership skills, prepare participants for understanding their critical role in advancing Lead From Here – no matter where they are in the school, and provide space for implementation ideas.

3.10. Different projects

The biggest issue I had during my internship was finding projects I could work on. CCL expected to take the initiative to get projects. After I recognized that there wasn't a plan for my whole internship what I will work on, I started to talk

with a lot of different people at the campus and asked if they needed my help. Because of this I got a lot of different and interesting projects. I helped a lot in program support to prepare different projects and like this I learned a lot about what is important in the different programs. My biggest project I worked on was analyzing end of program data with a sample size from 1668 from the past 12 months to categorize comments by: “what would you change” and “what did you particularly like” verbatim comments for themes and frequency counts by topics. This data helped the program manager to optimize the program with the direct feedback from the participants.

With the same program manager I created a reference guide for the LDP program with all the information and handouts the trainer will need during the whole program.

I also worked a lot with Steve Elliot from Client Service and helped to update the different assessments CCL provides for their programs and for customers.

3.11. Additional services offered by CCL



CCL offers educational opportunities to inform their staff about lifestyle choices. At CCL’s SharePoint you have access to the CCL-Wellness calendar to inform yourself what courses are offered. I loved the

Absolute Fitness course every Tuesday and Thursday. There is always a professional Trainer from ABSolute Fitness NC that led a nice workout for a little group. When the weather is good, a part of the exercise will be outside as well as inside the gym on the first floor. Classes are in the CCL Gym for access to the weights and equipment. ABSolute Fitness NC offers muscle-specific, group exercise conditioning, burn fat while building stamina, lean muscle mass, and overall strength!

4. Free time activities and traveling

Because I missed the football season while I was there I started to watch a lot of baseball games at the ballpark in Greensboro. After a while we became a group of 3 people who really had fun seeing the baseball games. All together I was 12 times at a baseball game. My biggest baseball buddies were Steve Elliot and Val McMillian.



Besides going to the ballpark, I went to a lot of international meetings together with Stephanie and Emaya. They were organized from different churches. I always had fun, meeting a lot of international people from all over the world and make some friends there. Sometimes we got food from there and sometimes everyone should bring a traditional food from their home country. Further I did a lot of road trips with Stephanie and Emaya to cities around Greensboro. For example, Charlotte, Winston Salem, Raleigh, Viginia, Hunterville, and Wilmington. The only bigger travel I did was New York City at the end of my internship. On my way back home, I stayed 3 days in New York.

5. Personal Conclusion

Overall it was a great time in Greensboro. Personally, as well as professionally I really enjoyed it. It is the best way to learn the language and to see how other cultures live. At the beginning of my application process I wasn't 100% sure if I should do this adventure, far away from my family, my friends, and being alone in another country. But if I look back it was the best decision I ever made. All the people in Greensboro and at CCL were very friendly. I felt familiar very fast and it was hard for me to say good bye to all my new friends there. I would always do it again!



Franziska Brentzel

P.S.: If you have any question about the internship, don't hesitate to contact me.

6. Attachment

6.1 Bewerbungsprozess:

- Bewerbung und Lebenslauf im Auslandsamt der Hochschule Merseburg abgeben (in Papierform und zusätzlich digital)
 - ✓ Hierfür wird auch eine Leistungsübersicht in englischer Sprache benötigt. Diese kann im Info-Point angefordert werden.
- Hochschulinternes Interview
- Telefoninterview im Auslandsamt der Hochschule Merseburg mit Jenni Ford (CCL)

6.2 Visabeantragung:

Für das Auslandspraktikum wird ein Praktikantenvisa, das sogenannte J1 Visa, benötigt. Dies kann nur über eine Visa-Agentur beantragt werden. Dieser Prozess kann einige Zeit in Anspruch nehmen, daher ist zu empfehlen dies direkt nach der Zusage von CCL in die Wege zu leiten.

Im Folgenden wird der Prozess mit der Agentur TravelWork beschrieben:

- Anmeldeset der Agentur muss vollständig ausgefüllt werden (<http://www.praktikum-usa.org/anmelden.php>) und an die Visaagentur geschickt werden.
- Zeitgleich eine E-Mail an TravelWork schicken, damit ein Account angelegt werden kann. Dies dauert ca. 1-2 Tage.
- Unterlagen werden an die amerikanische Agentur „ciee“ weitergeleitet und dort geprüft.
- Anmeldung bei „ciee“ und Kontaktdaten eintragen. Supervisor der Firma eintragen (bei mir war das Jenni Ford), die dann in diesem Portal einen Praktikumsplan einstellen muss.
- Bestätigung durch digitale Unterschrift des Praktikumsplans.
- Nachdem die Prüfung der Unterlagen von der amerikanischen Agentur „ciee“ durchgeführt wurde wird eine s.g. SEVIS-Nummer vergeben und das Formular DS-2019 wird ausgestellt.
- Nach Erhalt der SEVIS-Nummer und des DS-2019 muss auf der Website des Konsulats das sogenannte DS-106 ausgefüllt werden. (<http://ustraveldocs.com/de/de-niv-ds160complete.asp> und <https://ceac.state.gov/GenNIV/Default.aspx>)
- Terminvereinbarung beim Konsulat.
- Foto nach Visa-Vorgaben machen lassen.

- Visa wird vor Ort zugesagt und nach 1-2 Wochen Bearbeitungszeit wird das Reisepass inclusive Visa per Einschreiben zugeschickt.
- Die Flugbuchung wird erst nach Erhalt bzw. Zusage des Visums empfohlen.
- Nach Beginn des Praktikums kommt eine E-Mail von „ciee“ mit der Aufforderung zur Registrierung und Bestätigung des Praktikumsbeginns.

6.3 AuslandsBAföG:

Für die USA ist das Studierendenwerk in Hamburg zuständig:
http://www.studierendenwerk-hamburg.de/studierendenwerk/de/finanzen/BAfoeG/bafoeg_fuer_usa/Bafoeg_fuer_usa.php

Eine Beantragung für AuslandsBAföG ist in jedem Fall zu empfehlen. Auch wenn man kein InlandsBAföG bekommen. Die Richtlinien sind hier teils anders.

- Download aller Formblätter
- Ausfüllen aller Formblätter
- An das Studierendenwerk in Hamburg schicken
- Empfangsvollmacht (Eltern etc. im Inland) während der Zeit des Auslandsaufenthaltes ausstellen. Das Studierendenwerk schickt keine Post ins Ausland.
- Nach Beginn des Praktikums Formular „Praktikumsbescheinigung“ von CCL ausfüllen lassen und an das Studierendenwerk schicken (auch per Mail möglich).