

# The Leader Development Process

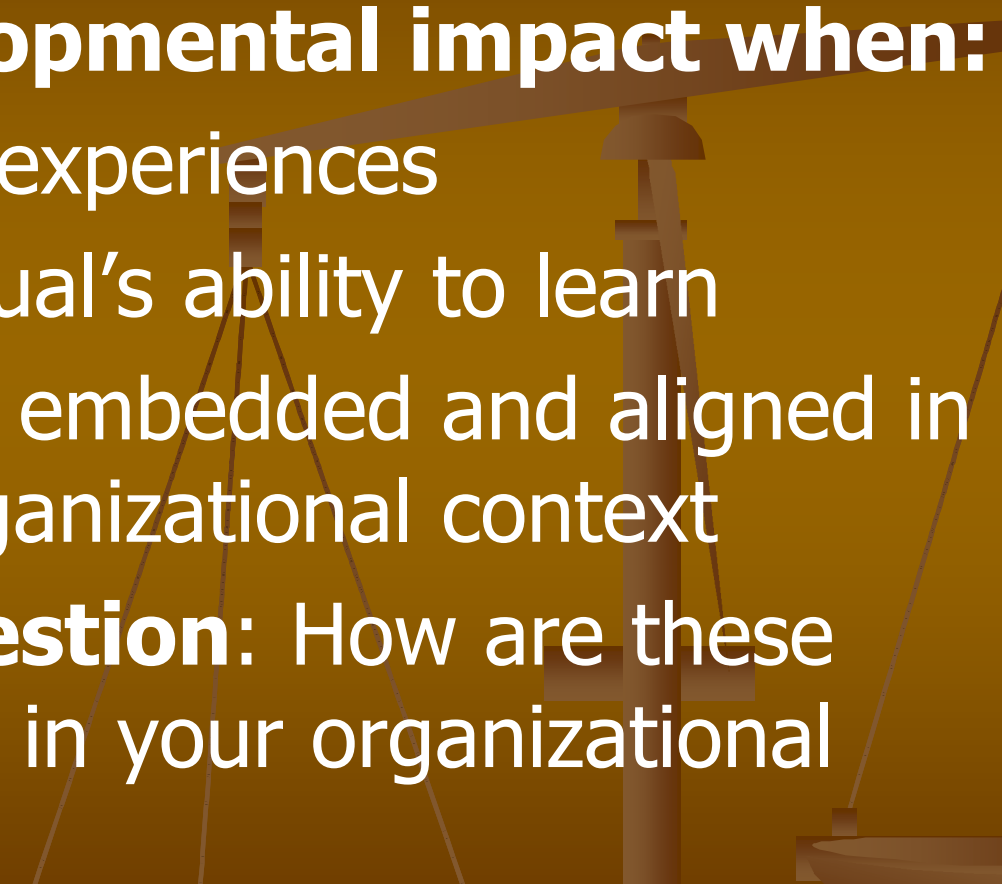


March 7, 2005

ALEC 802

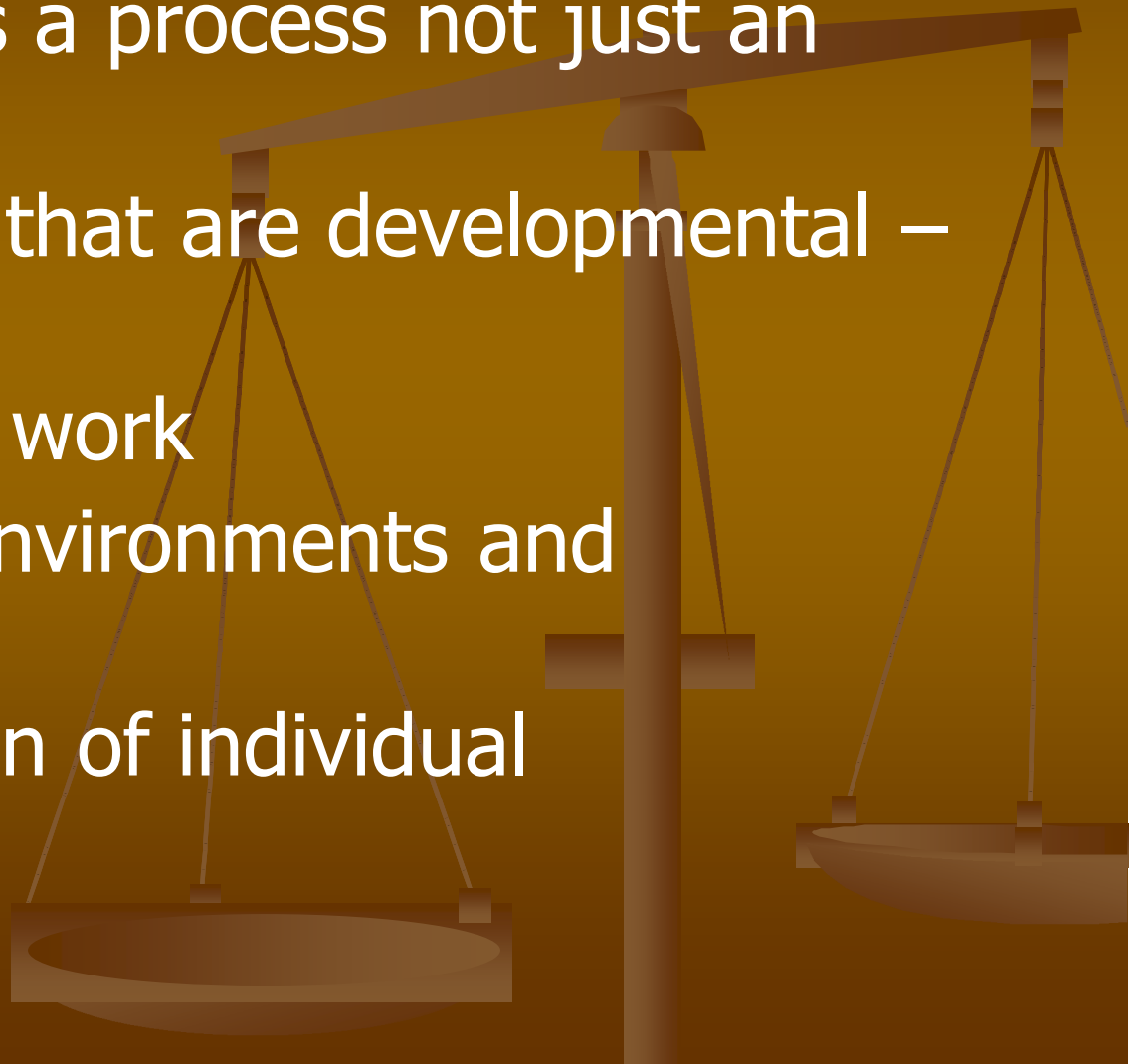
Daniel Wheeler

# Beyond Specific Development Experiences

- **Greater developmental impact when:**
  - Linked to other experiences
  - Enhance individual's ability to learn
  - Experiences are embedded and aligned in a supportive organizational context
  - **Reflective Question:** How are these criteria included in your organizational project?
- 

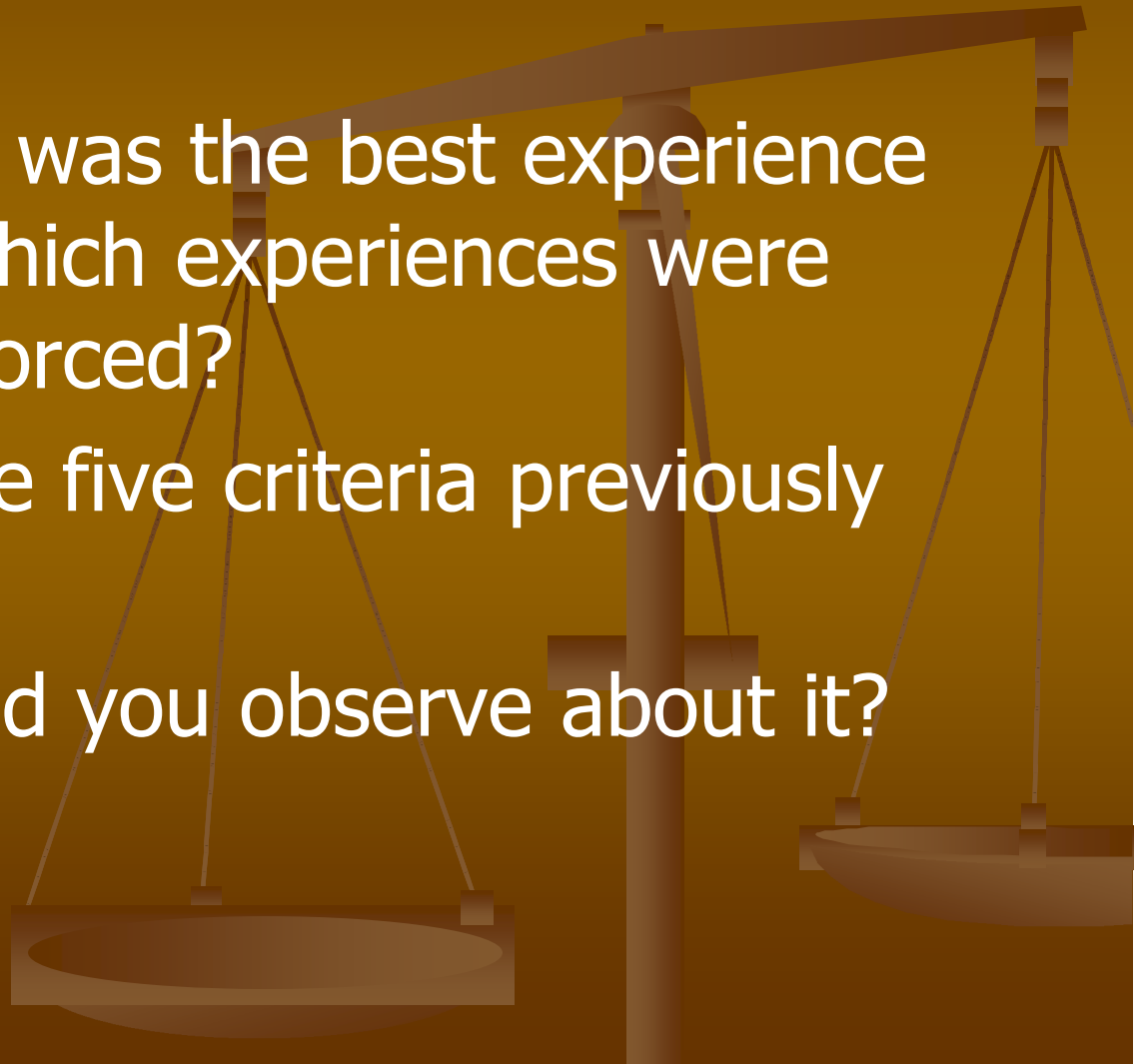
# Shifts in Perspective

- Development as a process not just an event
- Kinds of events that are developmental – beyond training
- Integrated with work
- Complexity of environments and development
- More expectation of individual responsibility

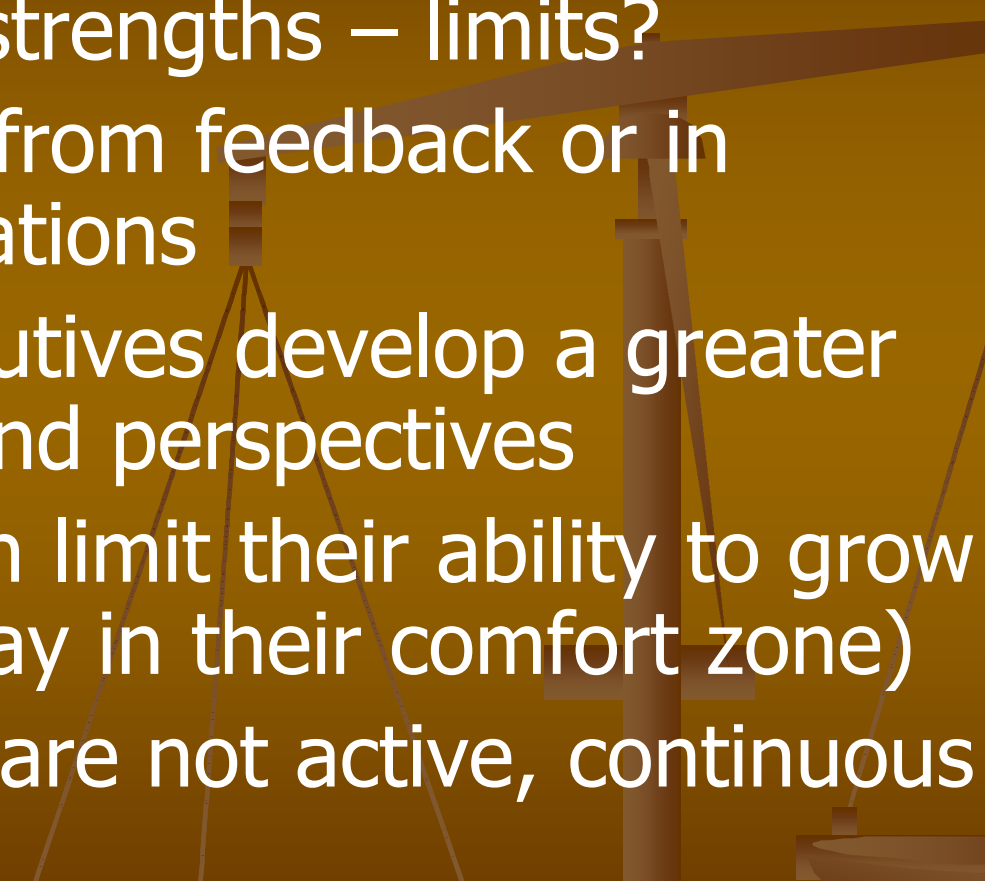


# Linking One developmental Experience to Another

- Question: What was the best experience you've had in which experiences were linked and reinforced?
- How did it fit the five criteria previously stated?
- Anything else did you observe about it?



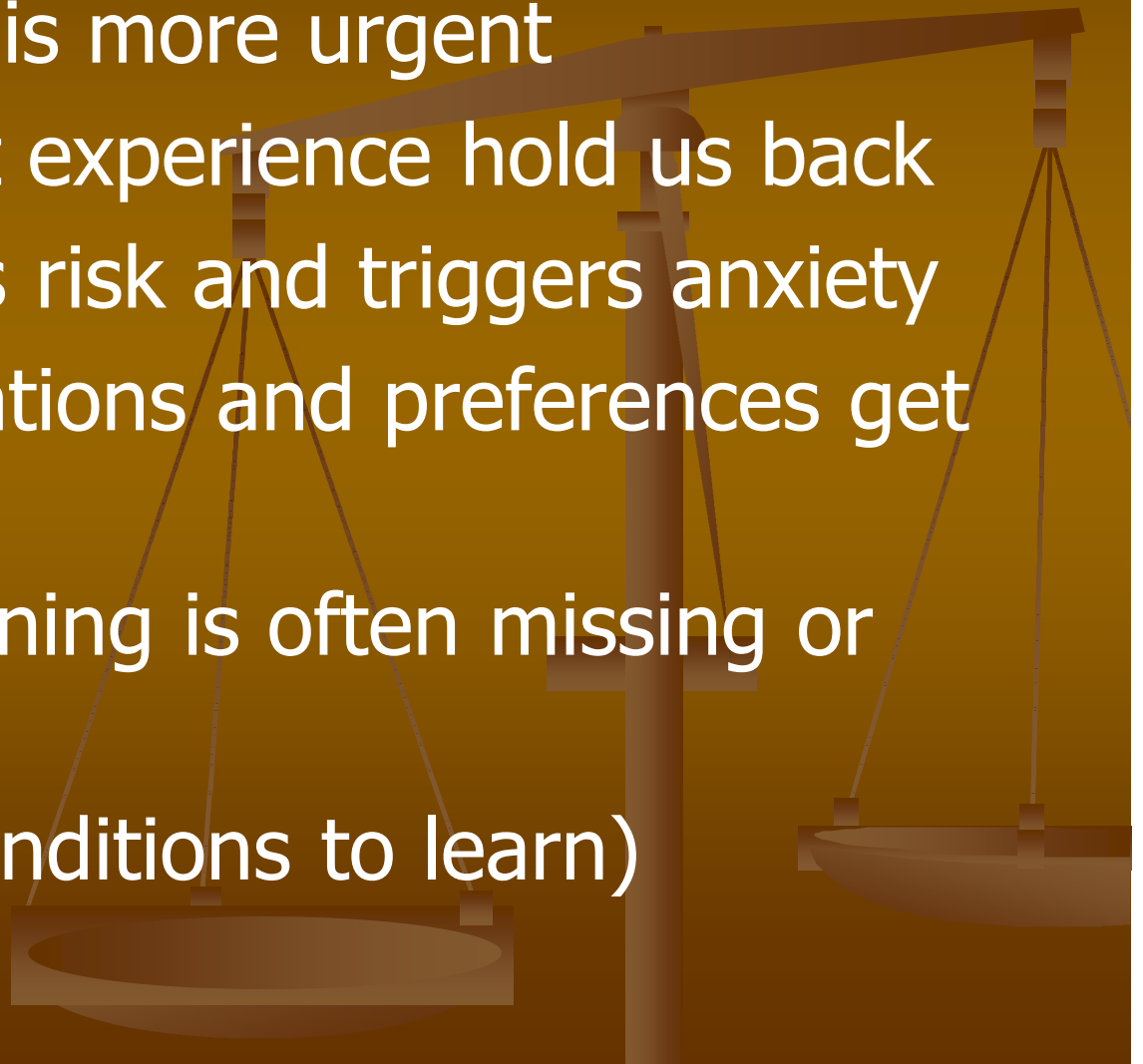
# Learning from Experience

- Capitalizing on strengths – limits?
  - Failure to learn from feedback or in transitional situations
  - Successful executives develop a greater range of skills and perspectives
  - Individuals often limit their ability to grow and develop (stay in their comfort zone)
  - Most managers are not active, continuous learners
- 

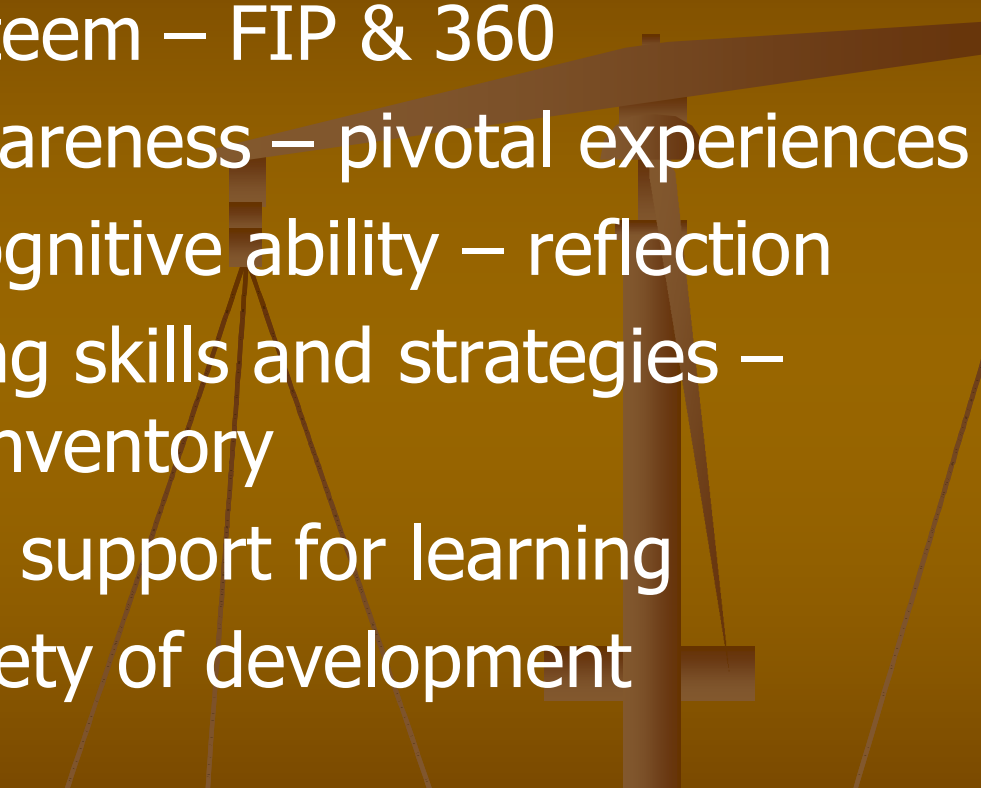
# What makes learning from experience so hard?

- Everything else is more urgent
- Inertia and past experience hold us back
- Learning signals risk and triggers anxiety
- Personal orientations and preferences get in the way
- Support for learning is often missing or inadequate

(see p. 210 for conditions to learn)



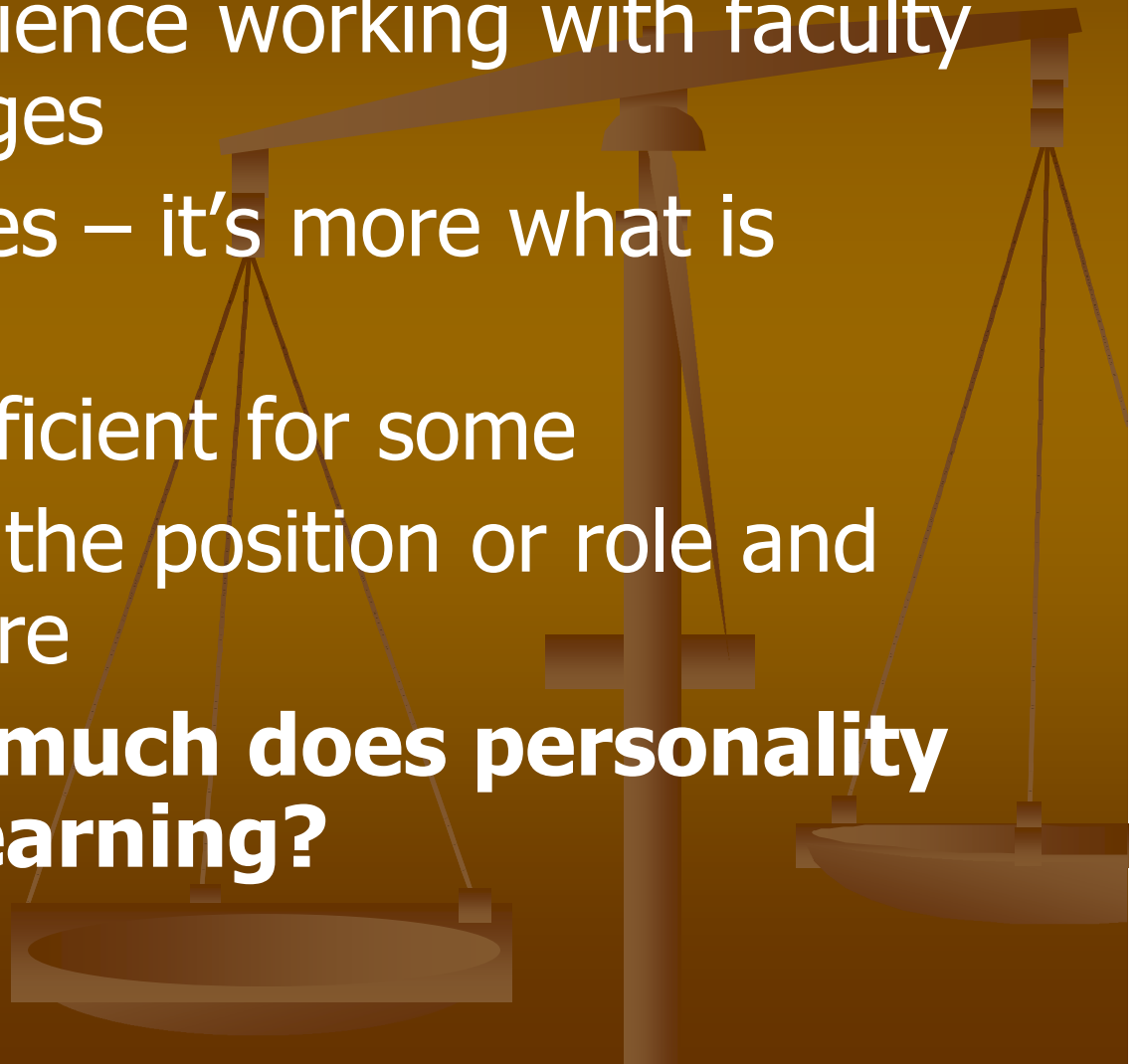
# Developing the Ability to Learn from Experience

- Enhancing self-esteem – FIP & 360
  - Enhancing self-awareness – pivotal experiences
  - Enhancing metacognitive ability – reflection
  - Developing learning skills and strategies – Learning Tactics Inventory
  - Finding sources of support for learning
  - Engaging in a variety of development experiences
- 

# What do we know about personality as a variable in learning?

- Extensive experience working with faculty in making changes
- All make changes – it's more what is required
- Challenge is sufficient for some
- Clear picture of the position or role and steps to get there

**Question: How much does personality play in your learning?**



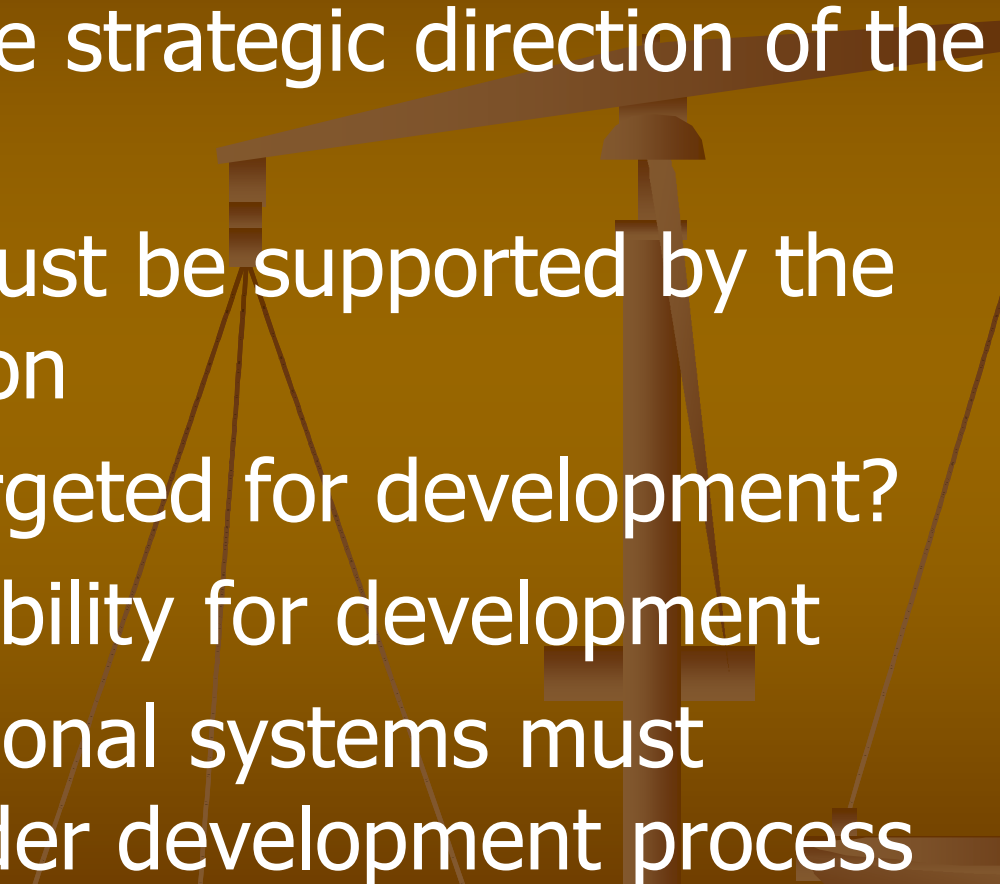


# Other Factors Identified in Learning from Experience

- Intelligence
- Cognitive Complexity
- Metacognition
- Self-Esteem and Self-Efficacy
- Openness to experience
- Conscientiousness
- Lack of support for learning



# Leader Development in the Organizational Context

- Must support the strategic direction of the organization
  - Development must be supported by the strategic direction
  - Who is to be targeted for development?
  - Shared responsibility for development
  - Other organizational systems must support the leader development process
- 

# Stories from the Field



- Retail Stores of America (RSA)
- Global Shipping Inc. (GSI)
- Delta Products

## Questions:

What's the process? How was it developed? What do you see as its best features? Short-comings? What would you suggest as the next step/stage?

# The Future

- How can leadership development keep up with the complexity and rapid changes in organizations?
- How to keep leadership development as integral part of the organization and not an add-on or add-in?
- What will it look like in 20 years?

