

Executive Learning Cycle

➔ **Receptivity**

- Self-awareness
- Sense of importance
- Motivation to change

➔ **Focus/ Prioritization**

➔ **Success Measures**

- What success “looks like”

➔ **Application Opportunities**

➔ **Tools, Techniques, Skillbuilding**

➔ **On-going Feedback/ Reinforcement**

➔ **Consequences**

Constellation of Development Approaches

Training/Education

- Internal programs
- Action learning
- University-based programs
- Executive MBA

New, "Stretch" Job Assignments

- Cross-functional assignments
- Line to staff/staff to line
- Big jump in scope
- Start-up; turnaround

Feedback, Coaching/Mentoring

- Assessment & feedback
- 360 degree feedback
- Executive coaching
- Mentoring against defined development activities

External Involvement

- Board of Directors
- Trade/industry associations
- Leadership role in civic/community

Expanding/ Modifying Current Job

- Responsibility for related areas
- Increased span of control
- Reshaping management team
 - *Structure, roles*

On-the-Job Activities

- High impact, cross-functional projects and task forces
- Team leadership activities
- Visibility to senior management

Self-Directed Development

- Reading
- Computer-based education
- Site/customer visits
- Cross-functional orientation

“Developability Index”

Amenability of Development Needs to Development

Typical Area of Development	Knowledge	Application	Perspective	Behavioral Style: Leadership/ Interpersonal	Underlying Personality Attributes; Cognitive Functioning
Definition	What you know	What you know how to do	Perspective on business issues: understanding of business drivers and interrelationships	How you operate as a leader	Who you are; how your brain operates
Relative Ease of Change/ Development	Easy	Moderately easy	Moderately difficult	Difficult	Don't expect fundamental change. Look for possible ways to accommodate/ compensate.
Requirements for Success	<ul style="list-style-type: none"> • Access to data/information 	<ul style="list-style-type: none"> • Access to “how to” information • Opportunities to apply skills/ knowledge • Practice 	<ul style="list-style-type: none"> • Personal experience • Access to credible sources 	<ul style="list-style-type: none"> • High level of motivation/perceived importance • Feedback; understanding of impact • Intensive coaching/mentoring • On-going feedback 	<ul style="list-style-type: none"> • Compensating mechanisms; i.e., techniques to navigate around limitations