The Center for Creative Leadership's ACS Model
“Leadership development is the expansion of a person’s capacity to be effective in leadership roles and processes. Leadership roles and processes are those that enable groups of people to work together in productive and meaningful ways.”

- Handbook of Leadership Development
  Ellen VanVelsor, Cynthia D. McCauley, Russ S. Moxley
LEADERSHIP DEVELOPMENT

Variety of Developmental Experiences
- Start-ups
- Turnarounds
- International assignments
- Coursework

Ability to Learn
- Recognizing need for new skills
- Willing to try new things
- Highly motivated

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Developmental Experience

The Self

The Situation
A certain amount of challenge is crucial to development. Too little challenge and there is no growth. Too much challenge and the individual may revert to what they know well and will subsequently derail.
Assessment ~ Challenge ~ Support

• Evaluates one’s current level of competence, expertise, or behavioral impact
• Provides a benchmark....
• It unfreezes one’s present perceptions
• Optimally it should be continuous
• From others, instruments, professionals, etc.
Assessment ~ Challenge ~ Support

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- New skills and competencies are acquired and new behaviors are developed
- One moves beyond their current reality to a higher plane
- Disequilibrium is created and comfort zones are stretched
- New capacities to influence are developed
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- Others provide encouragement confirmation, & accountability
- Resources are provided: educational, emotional, etc.
- Obstacles and constraints are removed
- Milestones are set; progress is monitored
Assessment ~ Challenge ~ Support

SUPPORT

Information affirming the individual and their actions

Data concerning the individual and their context

ASSESSMENT

The process of developing and gaining knowledge, skills, and abilities to meet the new challenges.

A developmental experience with lasting impact
Anatomy of a Learning Experience

- LEVELING OFF—THE COMFORT ZONE
- RESULTS OF PRIOR LEARNING
- DECISION TO AVOID STRESS AND RISK OF PERFORMANCE DROP
- LOST LEARNING
- POTENTIAL LEARNING CURVE

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