

Assessment – Challenge - Support

The Center for Creative Leadership's ACS Model

A CCL[®] Definition of Leadership Development

“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

Variety of Developmental Experiences

Start-ups

Turnarounds

International assignments

Coursework

LEADERSHIP DEVELOPMENT

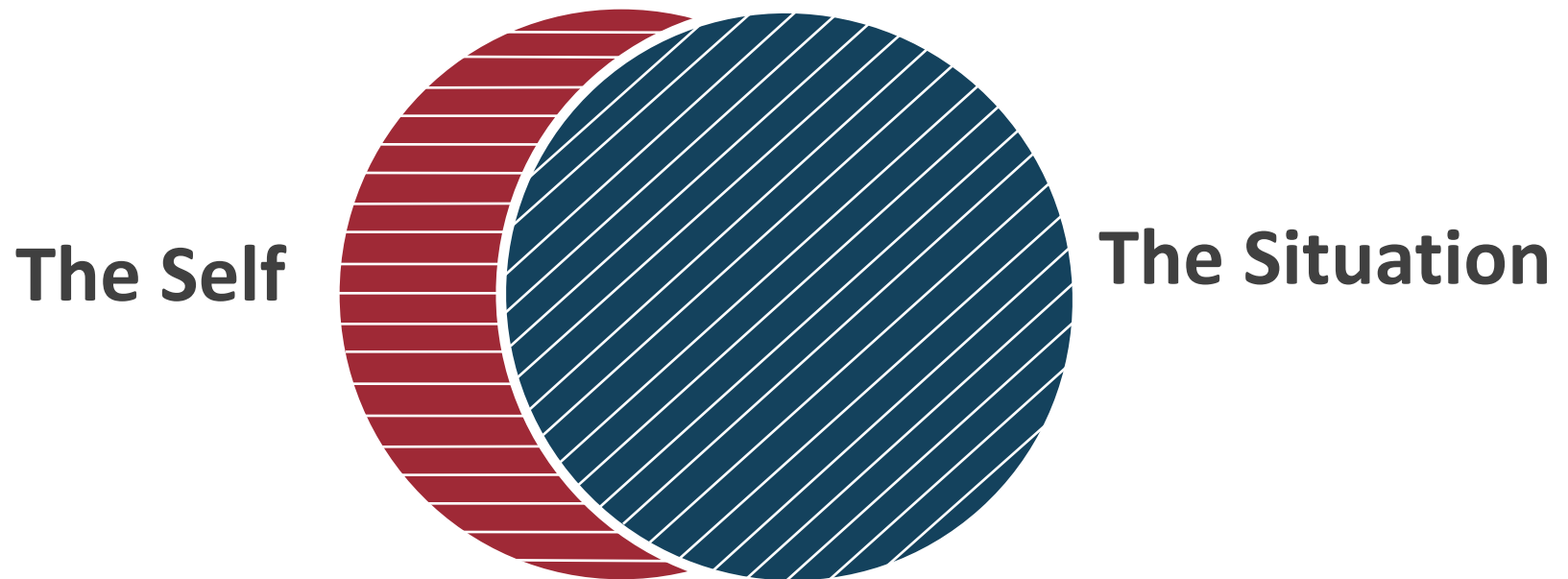
Ability to Learn

Recognizing need for new skills

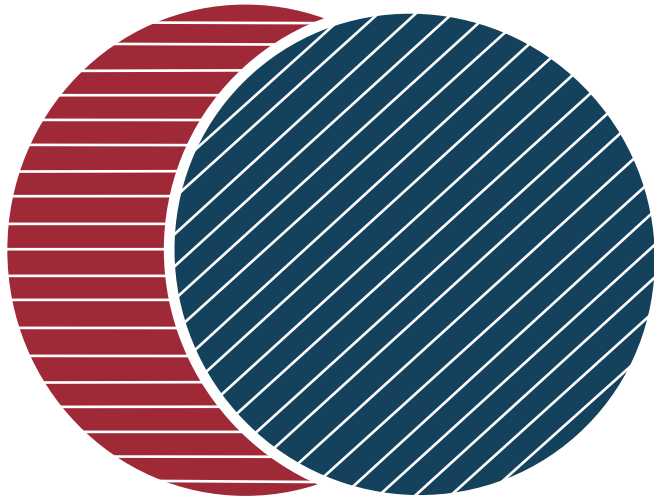
Willing to try new things

Highly motivated

Developmental Experience



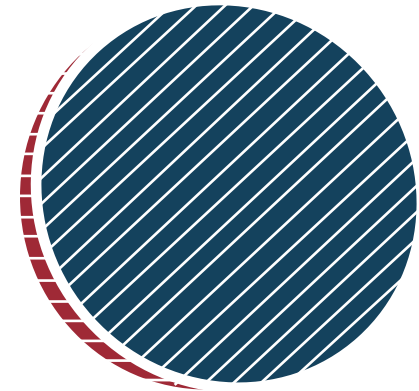
Developmental Experience



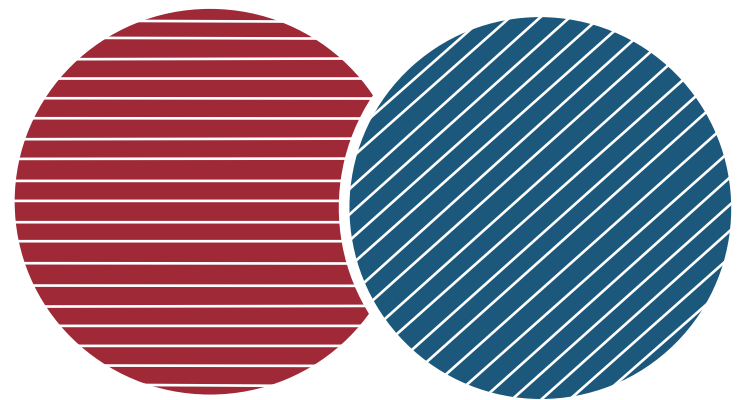
The Self

The New 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.



No Challenge



Challenge Too Great

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.

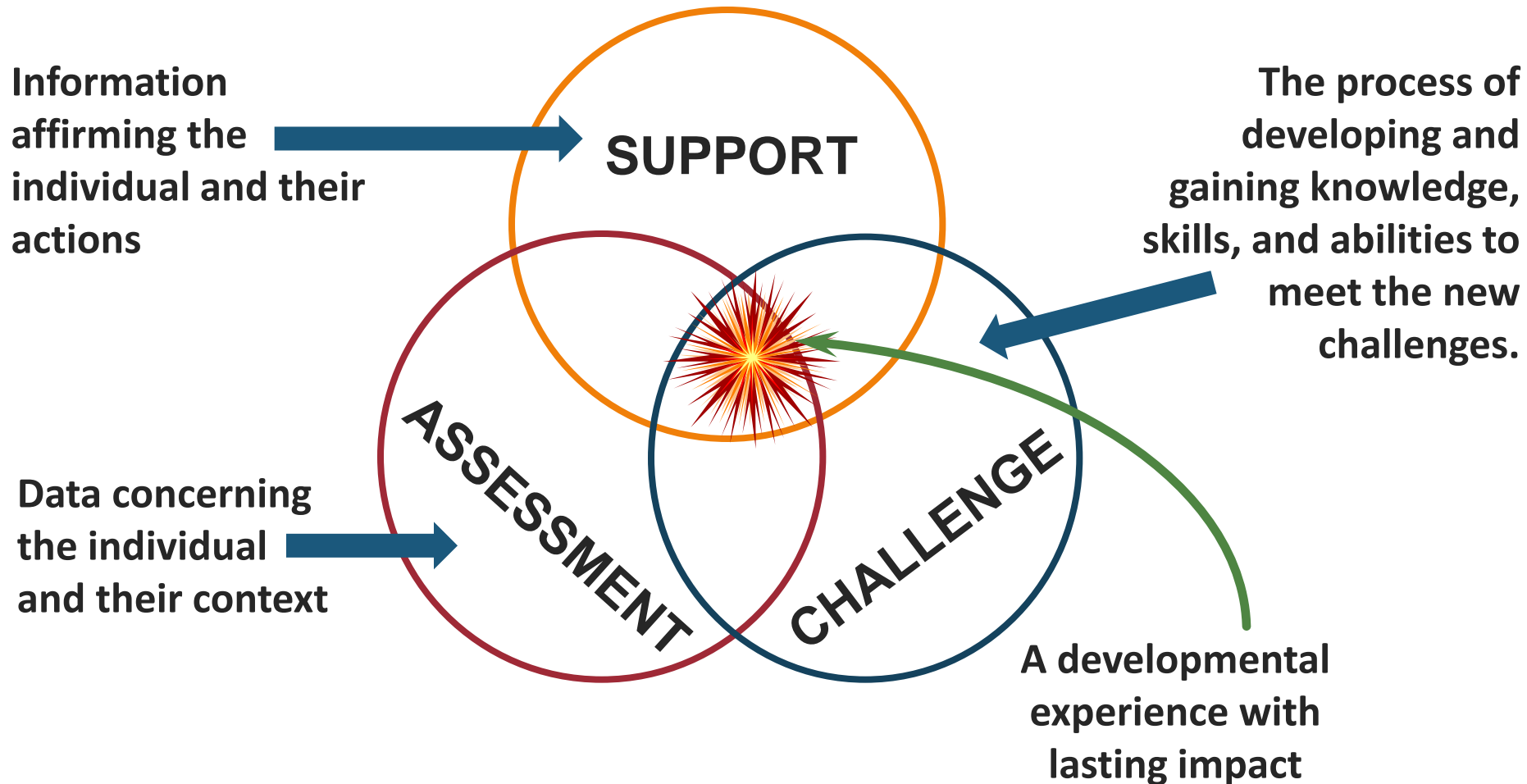
Assessment ~ Challenge ~ Support

- 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, etc.
- 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

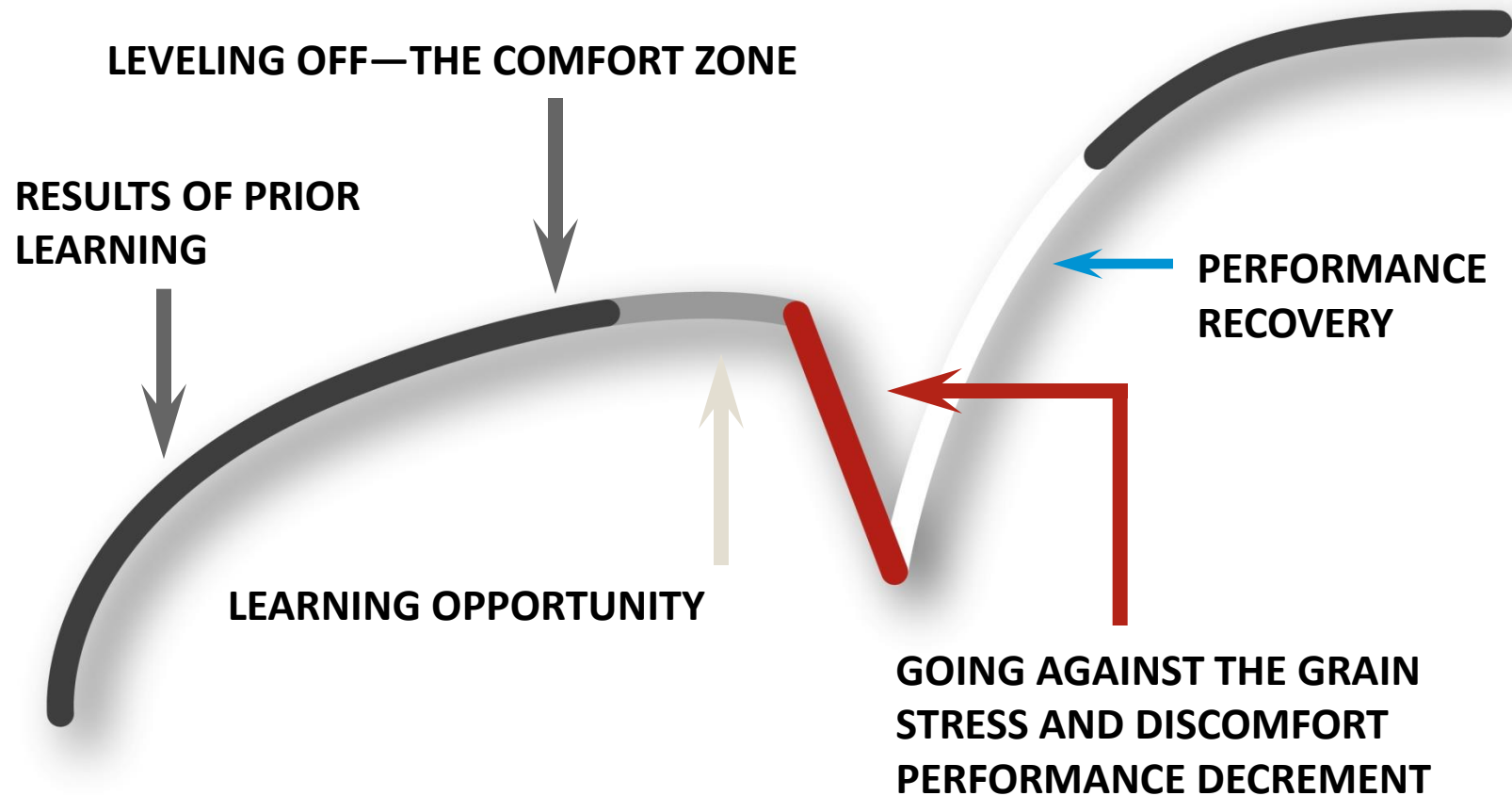
Assessment ~ Challenge ~ Support

- 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, etc.
- 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
- 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



Anatomy of a Learning Experience



Anatomy of a Learning Experience

