

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

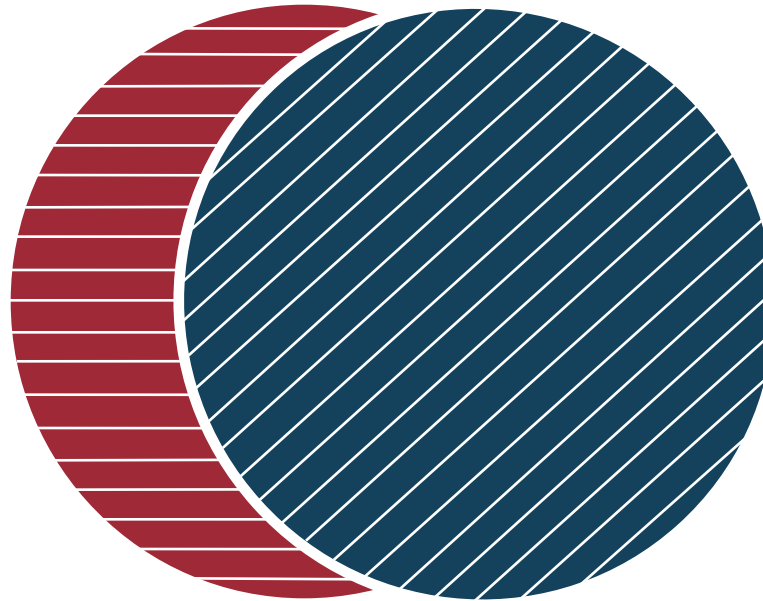
Recognizing need for new skills

Willing to try new things

Highly motivated

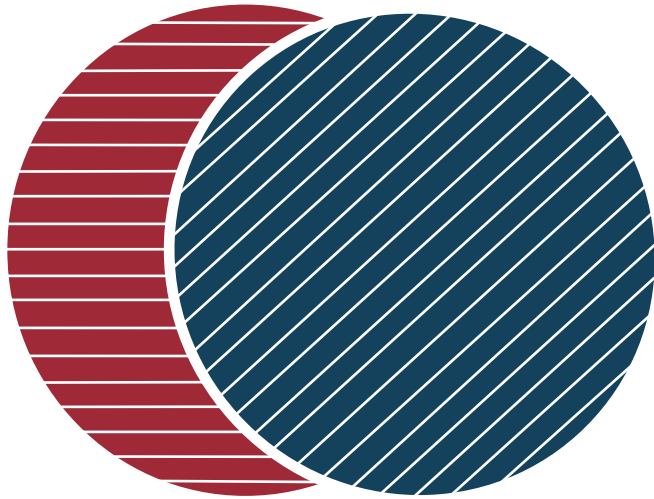
Developmental Experience

The Self



The Situation

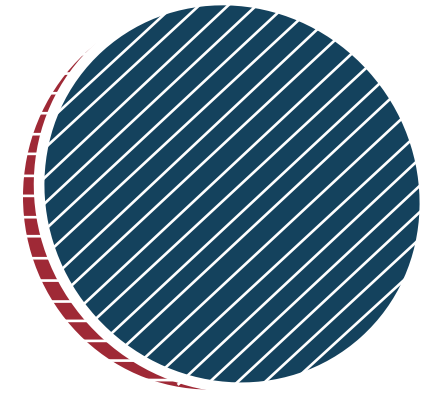
Developmental Experience



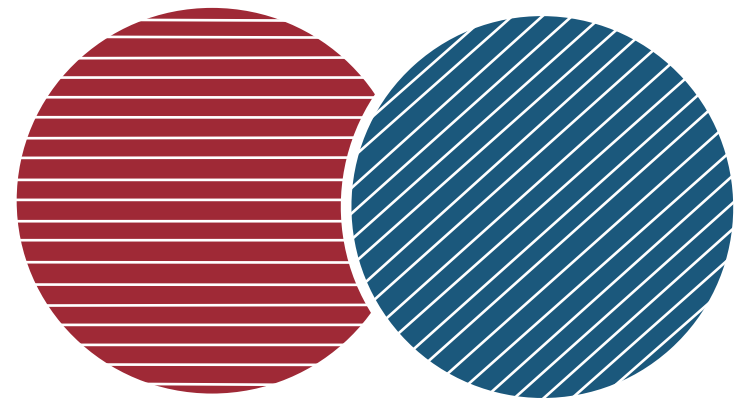
The Self

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.

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- 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

Information affirming the individual and their actions



SUPPORT

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



Data concerning the individual and their context



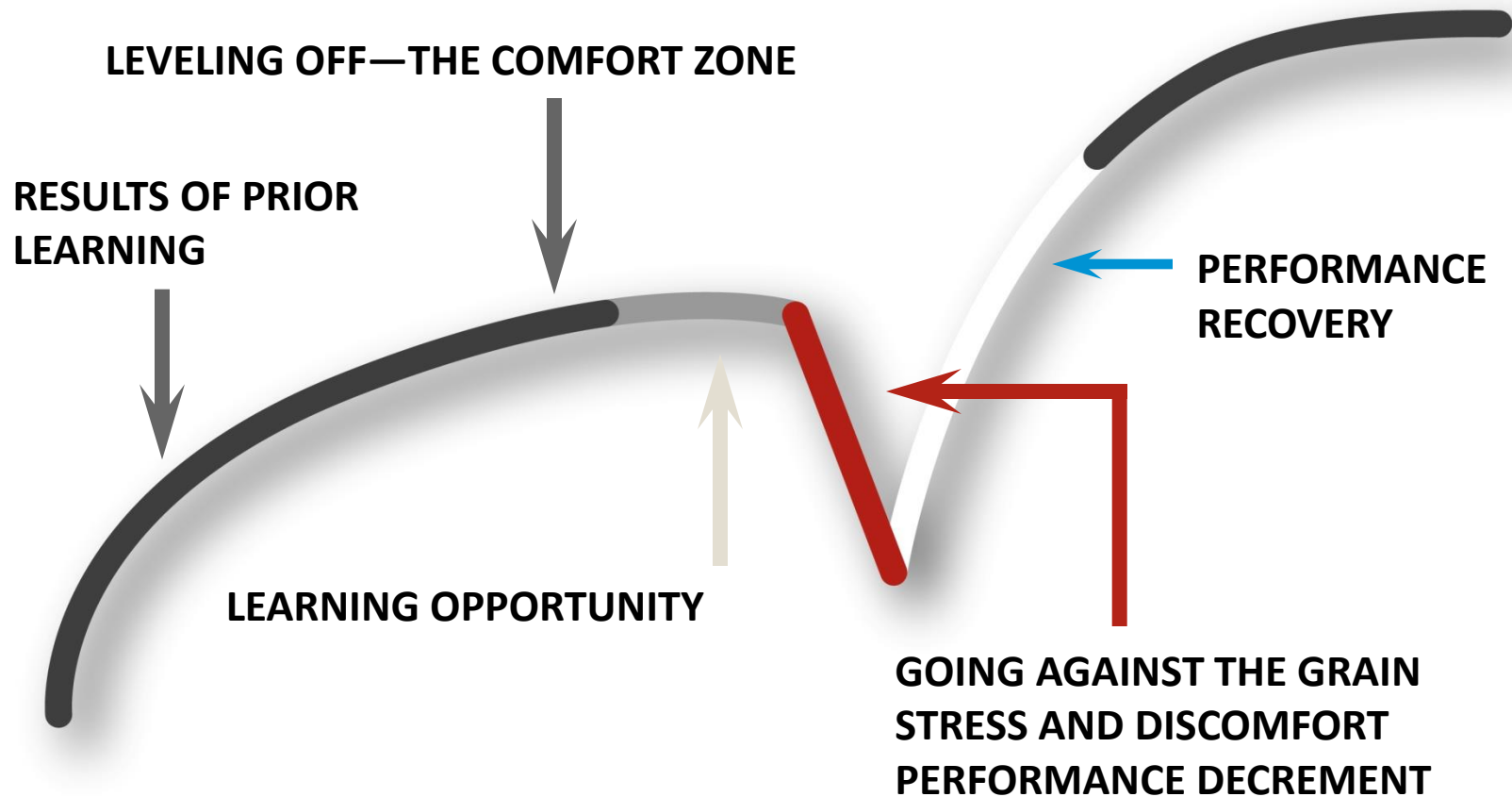
ASSESSMENT

CHALLENGE



A developmental experience with lasting impact

Anatomy of a Learning Experience



Anatomy of a Learning Experience

