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EXPERIENCE- DRIVEN LEADER DEVELOPMENT



**MODELS, TOOLS, BEST PRACTICES, AND ADVICE
FOR ON-THE-JOB DEVELOPMENT**



WILEY

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Praise for *Experience-Driven Leader Development*

“There is a wealth of experience presented in this volume that is both cutting edge and grounded in leader development research and theory. It is highly recommended reading for anyone interested in state-of-the-science leader development.”

David Day, Ph.D., Woodside Chair of Leadership and Management, The University of Western Australia Business School

“CCL pioneered research on experience-based leadership development, and now this book showcases a wealth of tried-and-true practices that transform research into reality. Leadership developers can access and adapt tested advice, models, organizational practices, and tools to their unique circumstances. Finally—some ready-to-use answers to how informal experience-based learning can be developed, designed, and supported in ways that boost performance for leaders and their organizations!”

Victoria J. Marsick, Ph.D., Department of Organization & Leadership, Columbia University, Teachers College

“*Experience-Driven Leader Development* is a comprehensive resource rich in examples, models and practical advice. This is a must read for anyone interested in developing leaders to achieve personal or organizational goals.”

Marcia J. Avedon, Ph.D., senior vice president, Human Resources and Communications Ingersoll Rand, Board of Governors., Center for Creative Leadership

About This Book

Why Is This Topic Important?

Learning from experience is *the* number one way that leaders develop. If you are reading this book, you probably already know this. It's evident in the research you follow. It's plain from your own observations and experiences in organizations. Despite the overwhelming evidence, however, experience-driven leader development receives considerably less attention and organizational resources compared to formal education, training, and coaching. Thus, there are untapped opportunities to optimize the value of experience for leader development.

What Can You Achieve with This Book?

For the greatest impact, you want to harness the power of experience for leadership development. The way to do this doesn't lie in a formula or a step-by-step process. Rather, you can find different ways to answer that challenge using the array of tools, techniques, interventions, initiatives, and models collected in this volume. These are not simply ideas that ought to work. They come from practitioners like you, people who are enhancing experience-driven development in organizations and communities, in many different ways and with a wide variety of audiences. Whatever your approach, you can find in this book the tools and practices that will help you develop the best possible talent in organizations while having a positive and powerful effect on people's lives.

How Is This Book Organized?

The book is organized into four sections, each targeting a critical element of experience-driven development.

In the first section, *Developmental Experiences: More Intentional for More People*, you will find ways to help more people access leadership experiences to target their particular development needs.

Section 2, *Leaders: Better Equipped to Learn from Experience*, addresses the fact that an experience does not guarantee learning. In these pages you will see how you can enhance leaders' ability to learn from their experiences so that they extract the maximum developmental value.

Section 3, *Human Resource Systems: Designed for Experience-Driven Development*, looks at the formal systems and processes for managing talent that many organizations have put into place. The contributions in this section describe how to build experience-driven development into those processes.

Section 4, *The Organization: Enabler of Experience-Driven Development*, takes on the shared values, the behaviors, and beliefs of employees, and processes and routines found in organizations. Rather than allowing those attributes to get in the way, you can use the knowledge in this section to influence an organization in ways that enable rather than inhibit experience-driven learning.

We have tagged each contribution based on whether it shares a tool (a specific activity or technique), an organizational practice (a formal process or initiative), a model (a conceptual framework that guides thinking and action), or advice (an overview of a topic with insights based on expertise or research).

Experience-Driven Leader Development

**Models, Tools, Best Practices, and Advice for
On-the-Job Development**

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