## Contents

List of Exhibits, Figures, and Tables  xiii  
Foreword  xix  
Acknowledgments  xxiii  
Introduction  xxv  

### SECTION 1. Developmental Experiences: More Intentional for More People  1  

Section Introduction  3  

**Equipping Employees to Pursue Developmental Experiences  7**  

1. **Intensity and Stretch: The Drivers of On-the-Job Development**  7  
   Mark Kizilos (Experience-Based Development Associates, LLC)  

2. **A Leadership Experience Framework**  15  
   Paul Van Katwyk, Joy Hazucha, and Maynard Goff (Korn/Ferry International)  

3. **Identifying Development-in-Place Opportunities**  21  
   Cynthia McCauley (Center for Creative Leadership)  

4. **Leadership Maps: Identifying Developmental Experiences in Any Organization**  25  
   Paul Yost (Seattle Pacific University) and Joy Hereford (Yost & Associates, Inc.)  

5. **Building Organization-Specific Knowledge About Key Developmental Experiences**  37  
   Paul R. Bly (Thomson Reuters) and Mark Kizilos (Experience-Based Development Associates, LLC)  

6. **Expression of Interest: Making Sought-After Roles Visible**  45  
   Tanya Boyd (Payless Holdings, Inc.)  

7. **Designing Part-Time Cross-Functional Experiences**  49  
   Nisha Advani (Genentech, a member of the Roche Group)
8 Creating Project Marketplaces  
Cynthia McCauley (Center for Creative Leadership)

Leveraging Existing Experiences for Learning  
9 Leveraging the Developmental Power of Core Organizational Work  
Patricia M.G. O’Connor (Wesfarmers)
10 Learning Transferable Skills Through Event Planning  
Kenna Cottrill and Kim Hayashi (Leadership Inspirations)
11 Pinpointing: Matching Job Assignments to Employees  
Jeffrey J. McHenry (Rainier Leadership Solutions)
12 Learning from Personal Life Experiences  
Marian N. Ruderman and Patricia J. Ohlott (Center for Creative Leadership)

Creating New Developmental Experience  
13 Strategic Corporate Assignments to Develop Emerging Market Leaders  
Anita Bhasin (Sage Ways, Inc.), Lori Homer (Microsoft), and Eric Rait (Honeycomb Development)
14 Full-Time Strategic Projects for High Potentials  
Paul Orleman (SAP)
15 A Personalized Rotation Program to Develop Future Leaders  
Bela Tisoczki and Laurie Bevier (General Electric)
16 Corporate Volunteerism as an Avenue for Leader Development  
Shannon M. Wallis (Arrow Leadership Strategies) and Jeffrey J. McHenry (Rainier Leadership Solutions)
17 Developing Socially Responsible Global Leaders Through Service Projects  
Mathian Osicki and Caroline Smee (IBM)
18 Stretch Assignments to Develop First-Time Supervisors  
Sally A. Allison and Marsha Green (Duke University)
19 Executive Shadowing  
Ritesh Daryani (Expedia, Inc.)
20 Leadership Fitness Challenge: Daily Exercise of the Leadership Muscle  
Laura Ann Preston-Dayne (Kelly Services, Inc.)
21 Using a Video-Case-Based Collaborative Approach in Leader Development  
Nate Allen (U.S. Army, National Defense University)
22 Cross-Company Consortiums: Tackling Business Challenges and Developing Leaders Together  
Yury Boshyk (The Global Executive Learning Network)
SECTION 2. Leaders: Better Equipped to Learn from Experience 141

Section Introduction 143

Organizing Frameworks 145

23 Mindful Engagement: Learning to Learn from Experience 145
D. Scott DeRue and Susan J. Ashford (University of Michigan)

24 PARR: A Learning Model for Managers 151
Laura Ann Preston-Dayne (Kelly Services, Inc.)

25 GPS•R: A Tool for Assessing Learning Readiness 157
Paul Yost, Hillary Roche, and Jillian McLellan (Seattle Pacific University)

Learning Strategies and Tactics 165

26 Asking Questions to Foster Learning from Experience 165
Sally Beddor Nowak (Agilent Technology)

27 Using the Classroom to Create a Learning Orientation 169
Lori Homer (Microsoft) and Anita Bhasin (Sage Ways, Inc.)

28 Establishing a Learning Mindset 177
Kerry A. Bunker (Making Experience Matter)

29 Tactics for Learning from Experience 181
Maxine Dalton

30 Narrating Emotions to Enhance Learning 187
Shirli Kopelman (University of Michigan) and Ilan Gewurz (Proment Corporation)

31 Proactive Feedback Seeking: The Power of Seeing Yourself as Others See You 195
Susan J. Ashford (University of Michigan)

32 Feedback: Who, When, and How to Ask 203
Sylvester Taylor (Center for Creative Leadership)

33 Micro-Feedback: A Tool for Real-Time Learning 207
Tanya Boyd (Payless Holdings, Inc.)

Reflection and Retention 213

34 Leadership Journeys: Intentional Reflection Experiences 213
Nicole L. Dubbs, Andrew K. Mandel, Kristin Ohnstad, and Scott Taylor (Teach For America)

35 After-Event Reviews: How to Structure Reflection Conversations 221
D. Scott DeRue (University of Michigan)

36 Scaffolding Reflection: What, So What, Now What? 229
Claudia Hill (Korn/Ferry International)
37 Life Journeys: Developing for the Future by Looking at the Past  235
    Kerry A. Bunker (Making Experience Matter)

38 Strategies for Facilitating Learning from Experience  239
    Claudia Hill (Korn/Ferry International)

39 Teachable Point of View: Learning to Lead by Teaching Others  243
    Scott McGhee (U.S. Cellular)

40 Implementation Intention: A Refinement to Leadership Development Goal Setting  249
    Luke Novelli, Jr. (Leadership Development Resources Global)

41 Twelve Questions for More Strategic Work and Learning  255
    Kelly McGill (Expedia, Inc.)

Learning Communities and Support  259

42 Building a Board of Learning Advisors  259
    Marisa Bossen and Paul Yost (Seattle Pacific University)

43 Building a Learning Community Through Reflection and Experimentation  265
    Jennifer Jaramillo (Accenture) and Kristen Schultz (University of Michigan)

44 Using Communities of Practice to Cultivate Leaders of Integrity  273
    John R. Terrill (Seattle Pacific University)

45 CompanyCommand: A Peer-to-Peer Learning Forum  279
    Nate Allen (U.S. Army, National Defense University)

46 Virtual Roundtables: Using Technology to Build Learning Communities  287
    Jonathan Winter (The Career Innovation Group)

SECTION 3. Human Resource Systems: Designed for Experience-Driven Development  293
Section Introduction  295

47 Integrated Talent Management and Experience-Based Development  299
    Norm Tonina (Grameen Foundation)

Selection and On-Boarding  309

48 Identifying and Assessing for Learning Ability  309
    Paul Yost and Jillian McLellan (Seattle Pacific University)

49 On-the-Job Development That Starts on Day One  317
    Brad Borland (Kelly Services, Inc.)

50 New Leader Assimilation  321
    Tanya Boyd (Payless Holdings, Inc.)

51 Virtual On-Boarding  327
    Ritesh Daryani (Expedia, Inc.)
Managers as Developers 333

52 Leaders Coaching Leaders: Cascading Leadership Development Through the Organization 333
Robert J. Thomas, Claudy Jules, and Joshua Bellin (Accenture)

53 An Exercise for Managers: Developing Talent Through Assignments 341
Cynthia McCauley (Center for Creative Leadership)

54 Performance and Development Through Conversation 347
Jonathan Winter (The Career Innovation Group)

Performance Management 355

55 Performance Management and Leadership Development: Paradox or Potential? 355
Robert McKenna and Robleh Kirce (Seattle Pacific University)

56 Performance Management Catalysts for Experience-Driven Development 363
Paul Yost (Seattle Pacific University)

Training, Development, and Beyond 371

57 Training and Experience-Driven Development 371
Paul Yost (Seattle Pacific University)

58 Bringing the Real World into the Classroom 375
Elaine Biech (ebb associates inc)

59 Cultivating Learning Agility: Lessons from the Microfinance Sector 381
Lyndon Rego (Center for Creative Leadership), Vandana Viswanathan (CoCoon),
and Peg Ross (PCI)

60 HoTspos (HubsoTraining): A Blended Group Learning Solution to Extend Traditional Training 389
Eric Berg (LINGOs)

61 Building Experience into Simulations 397
James Chisholm, Greg Warman, and Andrew Webster (ExperiencePoint)

62 Mentoring: Building Leaders in Powerful Developmental Relationships 405
Dana Kendall (Seattle Pacific University)

Action Learning 413

63 Business Driven Action Learning 413
Yury Boshyk (The Global Executive Learning Network)

64 Action Learning with Community-Based Nonprofits 423
Lynn Fick-Cooper and Shera Clark (Center for Creative Leadership)

65 Better Together: Building Learning Communities Across Organizations 433
Jan Wilmott (Royal Bank of Canada)

66 Communities of Practice: Building and Sustaining Global Learning Communities 441
Yury Boshyk (The Global Executive Learning Network)
Succession Management 445

67 Succession Planning: Developing General Managers Through Experience 445
   Mary M. Plunkett

68 Building Breadth and Depth Through Experience 451
   Jennifer Kennedy Marchi (Sonos, Inc.)

69 Profiles for Success: Building a Framework for Internal Transitions 459
   Tanya Boyd (Payless Holding, Inc.)

70 Hot Jobs–Hot People: Sharing Leadership Talent Across Organizations 463
   Jeffrey J. McHenry (Rainier Leadership Solutions)

71 Multicultural Women in the Pipeline: Finding Hidden Treasure 473
   Ella L.J. Edmondson Bell (Tuck School of Business and ASCENT–Leading Multicultural
   Women to the Top)

SECTION 4. The Organization: Enabler of Experience-Driven Development 479
Section Introduction 481

Frameworks for Assessing Organizations 483

72 Organizational Climate for Development 483
   Cynthia McCauley (Center for Creative Leadership)

73 Creating the “and” Organization: Seeing Leadership Development as a Key Strategic Issue 487
   Stephen R. Mercer (SRM Consulting, Ltd.)

Designing Tools for Widespread Use 493

74 Leading from Where You Are 493
   Paul Yost and Emily Pelosi (Seattle Pacific University)

75 My Needs, Their Needs: Designing High-Value Development Tools 501
   Rob McKenna (Seattle Pacific University), Mary M. Plunkett, and Kayode Adeuja
   (Heineken International)

76 Built to Last: Sustainable On-the-Job Development Interventions for the Entire Organization 509
   Paul Yost and Emily Pelosi (Seattle Pacific University), and Sierra Snyder (Slalom Consulting)

Influencing Organizational Leaders 515

77 Building Support for Experience-Based Development 515
   Brad Borland (Kelly Services, Inc.)

78 The Power of Stories in Leadership Development 519
   Paul Yost and Jillian McLellan (Seattle Pacific University)

79 Assessing Learning’s Impact on Careers 523
   Richard A. Guzzo and Haig R. Nalbantian (Mercer)
Contents

80 Teaching Senior Leaders the Dynamics of Derailment 529
    Cynthia McCauley and Sylvester Taylor (Center for Creative Leadership)

Solutions to Specific Obstacles 535

81 Strengthening Executive Mobility 535
    Nora Gardner and Cameron Kennedy (McKinsey & Company)

82 Talent Ecosystems: Building Talent Through Strategic Partnerships 541
    D. Scott DeRue (University of Michigan)

CONCLUSION 545

Contributing Authors 551
    About the Center for Creative Leadership 563
    Index 565