LEARNING FROM EXPERIENCE

Making Leadership Development Intentional, Not Incidental

Presented by Meena Surie Wilson and Anand Chandrasekar

Meena Wilson

Anand Chandrasekar

Center for Creative Leadership®

2015 FINANCIAL TIMES TOP 5 WORLDWIDE EXECUTIVE EDUCATION

Our History

Center for Creative Leadership (CCL): Beginnings in Business

H. Smith Richardson, Sr.
CCL Founder

- Founded by H. Smith Richardson, of Vicks Corporation
- Creative businessman
- Pioneering initiator of leadership development

CCL Campus c.1975
Greensboro, NC

- His dream of an institution dedicated to developing creative leadership was realized in 1970

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Our Inspiration

*"...It takes boldness to invest in programs of uncertain potentialities, but it is out of such support that some of **the greatest discoveries** have been made."*

H. Smith Richardson, Sr.
Center for Creative Leadership Founder

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How can we develop **more** and **better** leadership talent more **quickly**?

POLL *(Select one response only)*

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What approach is your organization most likely to use to

develop more and better leadership talent more quickly?

A Send managers to leadership development programs

B Assign mentors / coaches (internal or external)

C Create special assignments that enable action learning

D Use a combination of A + B + C

E Other

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Today's Agenda

- **Learning to learn from experiences** is critical to becoming a top-level leader
- **Powerful research** tells us which Experiences and Lessons are the most essential
- **Experience Explorer™** (EE) card deck contains Experiences and Lessons that matter the most – **EE provides a structured path** for developing self and others
- **Q&A**

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How can we make leadership development

intentional,

not **incidental ?**

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The research: what do we know?

What Research Tells Us

70

20

10

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POLL *(Select one response only)*

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How familiar are you with the 70-20-10 guideline?

A **Not at all familiar – hearing about 70-20-10 for the first time**

B **Somewhat familiar - have heard / read about 70-20-10**

C **Familiar – use 70-20-10 in my workplace for discussions and decisions**

D **Very familiar – apply 70-20-10 when designing leadership development initiatives**

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Lessons of Experience:
A series of pioneering studies

Country	Year	# Executives	# Organisations
	2007 - 2010	54	4 state-owned, 2 private
	2007 - 2008	34	12 ministries, 18 stat boards
	2006 - 2007	71	8 home-grown Indian global
	2004 - 2005	234	117 private, 21 public, 13 non-profit
36 countries	1999	101	16 global
	1996	288	1 global + program participants
	1984 - 1985	76	25 Fortune 100
	1981 - 1984	191	6 corporations, including 5 Fortune 50

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The Total Spectrum of Experiences

Bosses and superiors

Personal experiences

Cultural crossing

Turnaround

Crisis

Career setback

Increase in job scope

Stakeholder engagement

Difficult people

Horizontal move

Ethical dilemma

Feedback and coaching

New initiative

Mistake

Coursework and training

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The Total Spectrum of Experiences

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- Turnaround
- Increase in job scope
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- Coursework and training

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- Personal experiences
- Crisis
- Ethical Dilemma
- Mistake
- Career setback

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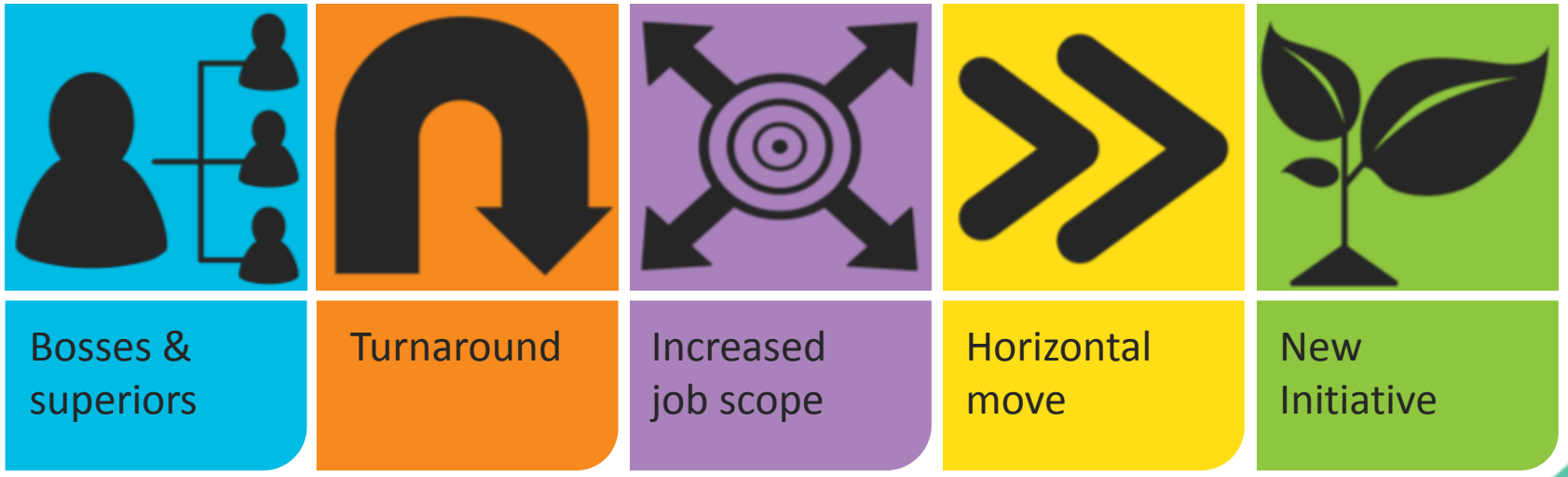
5 universally important experiences



+2 unique – to - country experiences

Three Domains of Lessons

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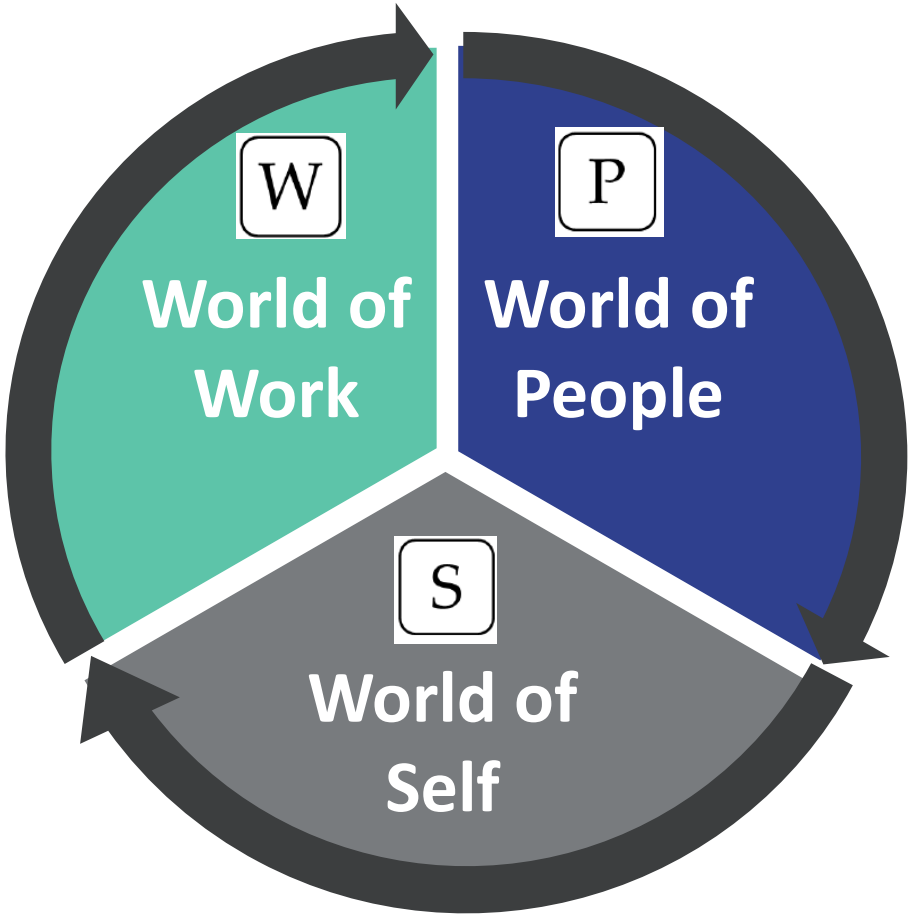

World of Self:
thoughts, emotions, actions, mindset and attitudes to manage oneself

World of People:
interpersonal and social skills to connect with people

World of Work:
attention to strategy, operations and culture; skills and perspectives to get work done

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More on the Lessons of Experience research

Available from www.ccl.org

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QUESTION

How can we help managers get the experiences they need to develop themselves?

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Using Experience Explorer™

The Experience Explorer Card Deck

- **The EE deck includes**
  - **52** Experience cards (blue)
  - **42** Lesson cards (orange)
  - **5** Instruction cards (white)
- **The purpose of Experience Explorer™** (EE) is to help managers learn from their experiences **intentionally**.
- **Four decades of research** at the [Center for Creative Leadership] is the basis of the EE card deck

http://www.ccl.org/leadership/tools/EEOverview.aspx

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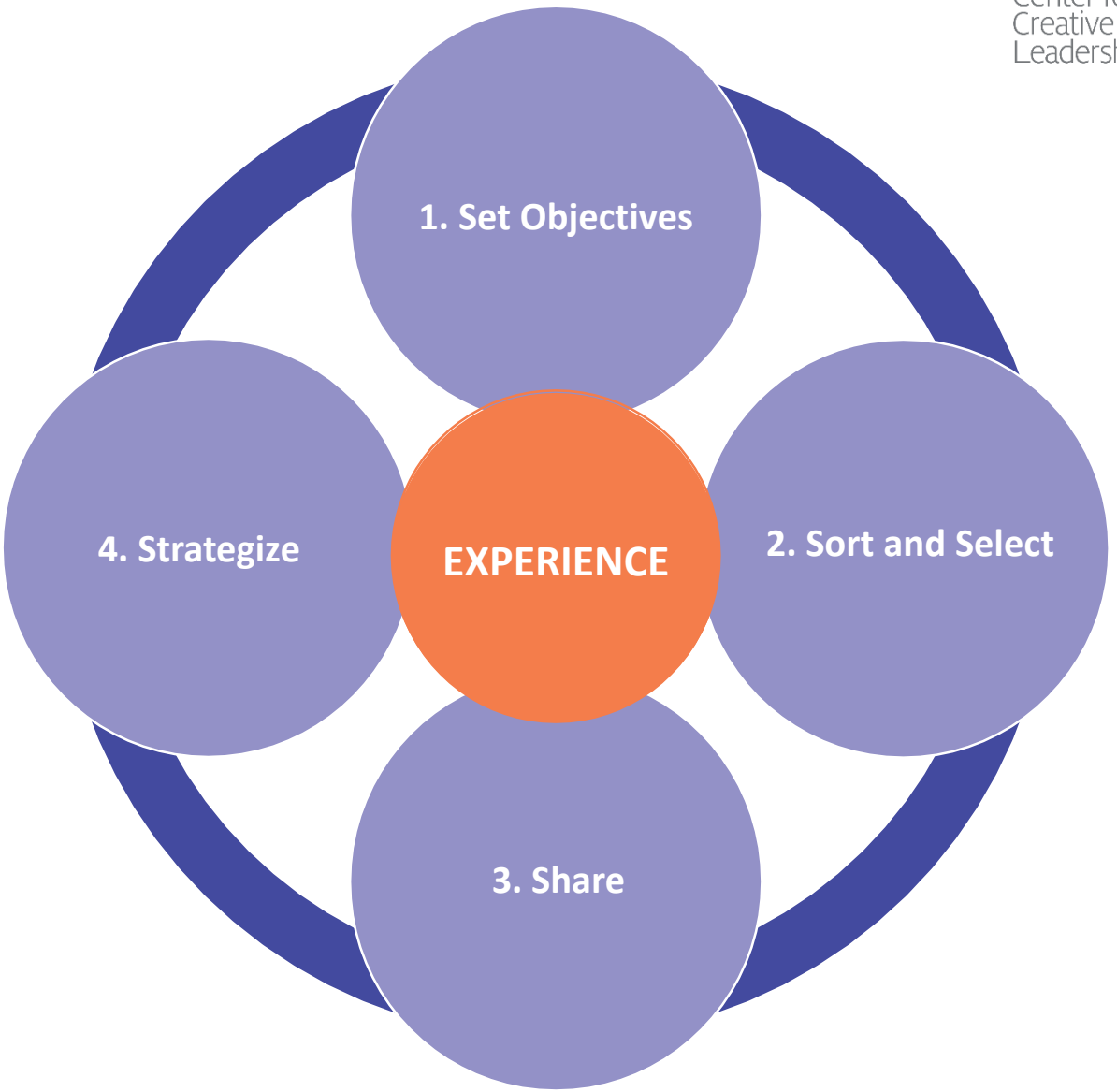
The 4S Model



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Set Objectives

- Clarify and articulate the intention of the session to yourself and stakeholders
- Choose one of two paths—the Experience Path or the Lesson Path—that best suits the intent of the exercise.

Experience Path	Lesson Path
Diverse Participant Group	Participants from the same organization, work in teams, or belong to a single function
No specific competency model or framework exists	A widely accepted core competency or leadership-development model in place

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Sort and Select

1. Pick up, shuffle, and **use 52 blue cards**
2. Sort into **two stacks**:
   - *Experiences you have had*
   - *Experiences you have not had*
3. Now, pick up '*Experiences you have had*' stack of cards. **Select only three cards** that remind you of memorable experiences that have shaped **how you behave today** as a leader.

Sort and Select experiences at a face-to-face EE session

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Sort and Select

Select **two experiences** that have shaped **how you behave today** as a leader; note down the corresponding numbers

#	Experience	#	Experience
E01	had boss/superior who was a teacher	E11	left one organization and joined another
E02	worked with boss who was demanding and supportive	E12	transferred to new job location
E03	lost a promotion/job	E13	became a boss/supervisor/chair for the first time
E04	participated in a course/program	E14	took on additional responsibilities without promotion
E05	dealt with budget or financial crisis	E15	made a mistake that affected my team/unit/organization
E06	lived and worked in another country	E16	created new service/product/brand
E07	handled performance problem with subordinate/s	E17	implemented a new strategic initiative
E08	handled conflict with another person/group	E18	played leadership role outside workplace
E09	served as mentor	E19	worked on a cross-functional/inter-agency team
E10	guided/coached by respected person outside work	E20	fixed/reformed under-performing unit or organization

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The Total Spectrum of Experiences

Bosses and superiors

Personal experiences

Cultural crossing

Turnaround

Crisis

Career setback

Increase in job scope

Stakeholder engagement

Difficult people

Horizontal move

Ethical dilemma

Feedback and coaching

New initiative

Mistake

Coursework and training

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Sort and Select

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#	Experience	#	Experience
E01	Bosses & Superiors	E11	Horizontal Move
E02		E12	
E03	Career Setback	E13	Increase in Job Scope
E04	Coursework & Training	E14	
E05	Crisis	E15	Mistake
E06	Cultural Crossing	E16	New Initiative
E07	Difficult people	E17	
E08		E18	Personal Experience
E09	Feedback & Coaching	E19	Stakeholder Engagement
E10		E20	Turnaround/Fix-it

Which 2 experiences have shaped you as the leader you are today?

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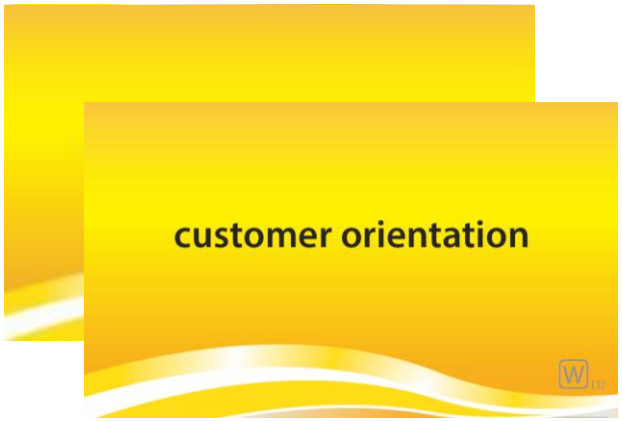
Sort and Select

Sort and Select lessons at a face-to-face EE session



1. Think again and pick **one** of the two experiences that is a **very memorable experience** for you.
2. Go through 42 orange Lesson cards and …**make a stack of Lesson cards** that remind you about what you learned from your experience.
3. From your stack, **select 3 main lessons** that **you use as a leader today.**

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Sort and Select

1. Select **one** of the two experiences that is a **very memorable experience** for you.
2. From the table, **select 3 main skills** that you learnt from that experience and **use as a leader today**; note down the numbers

#	Leadership Lesson / Competencies
L01	decision-making
L02	risk-taking
L03	initiating/managing change
L04	thinking/acting strategically
L05	technical/functional expertise
L06	building/managing a team
L07	communicating effectively
L08	managing/motivating/developing subordinates
L09	inspiring higher performance
L10	managing bosses/superiors
L11	cross-cultural insights/knowledge
L12	accepting/managing uncertainty and complexity
L13	value of learning/self-improvement
L14	perseverance
L15	self-awareness
L16	confidence

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Sort and Select

In which of the 3 worlds do your skills fall?

#	Leadership Skills / Competencies
L01	World of Work
L02	
L03	
L04	
L05	
L06	World of People
L07	
L08	
L09	
L10	
L11	
L12	World of Self
L13	
L14	
L15	
L16	

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Share

At a face-to-face EE session

Speed Networking: You are about to circulate around the room and meet as many people as you can in the next 15 minutes.

STORY TELLER:

Share one of your very memorable **experiences** and the **key lessons you drew** from that experience.

LISTENER:

Listen with your heart. **Why** was that experience important to your partner?

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Share

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You get to know others in a deeper way. We have been with each other for more than two weeks. But now I know something very important about a person that I did not know. So I can know them as a person.

I thought I was the only person who had taken up an expanded role without promotion. Now I see that almost everyone in the room had.

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The Total Spectrum of Experiences

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Three Domains of Lessons

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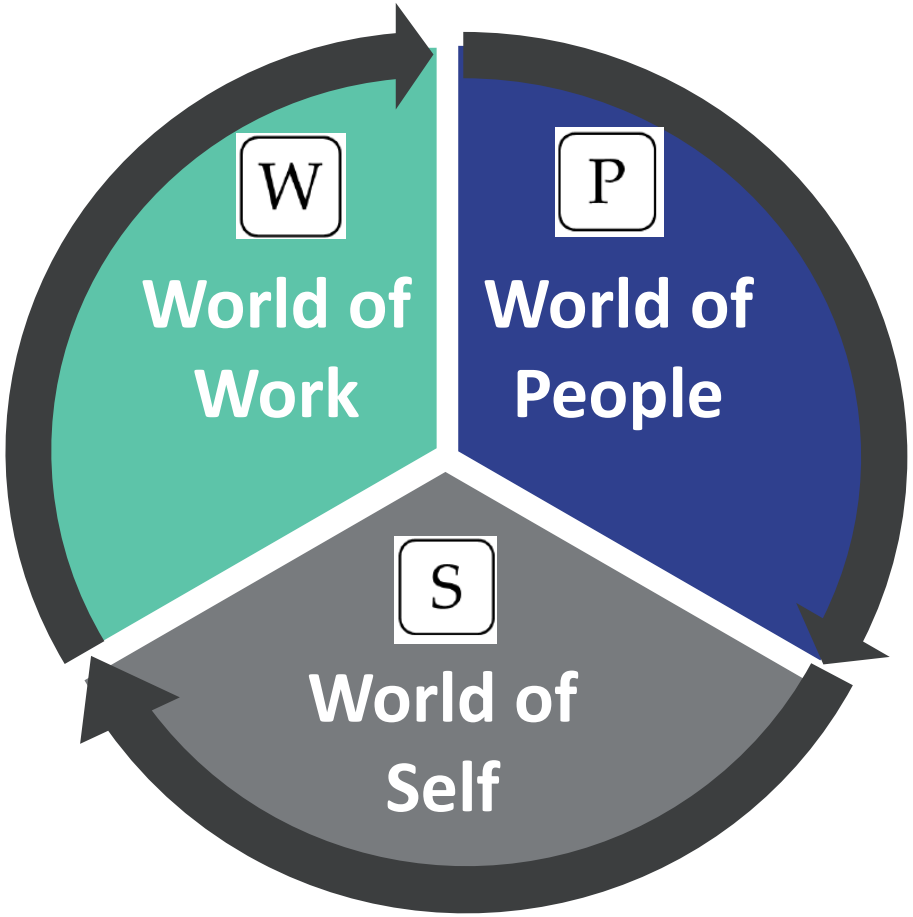

World of Self:
thoughts, emotions, actions, mindset and attitudes to manage oneself

World of People:
interpersonal and social skills to connect with people

World of Work:
attention to strategy, operations and culture; skills and perspectives to get work done

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Strategize

From a **focus on past experiences** and leadership lessons

to

A focus on **desired capabilities** and **future experiences** that can teach those capabilities.

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Strategize

- Select **one experience** that you would most benefit from in the next 6 months

#	Experience	#	Experience
E01	had boss/superior who was a teacher	E11	left one organization and joined another
E02	worked with boss who was demanding and supportive	E12	transferred to new job location
E03	lost a promotion/job	E13	became a boss/supervisor/chair for the first time
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Strategize

- Select **two skills** would you like to develop from the one experience you just identified

#	Leadership Skills / Competencies
L01	decision-making
L02	risk-taking
L03	initiating/managing change
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The 4S Model Explained

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QUESTIONS?

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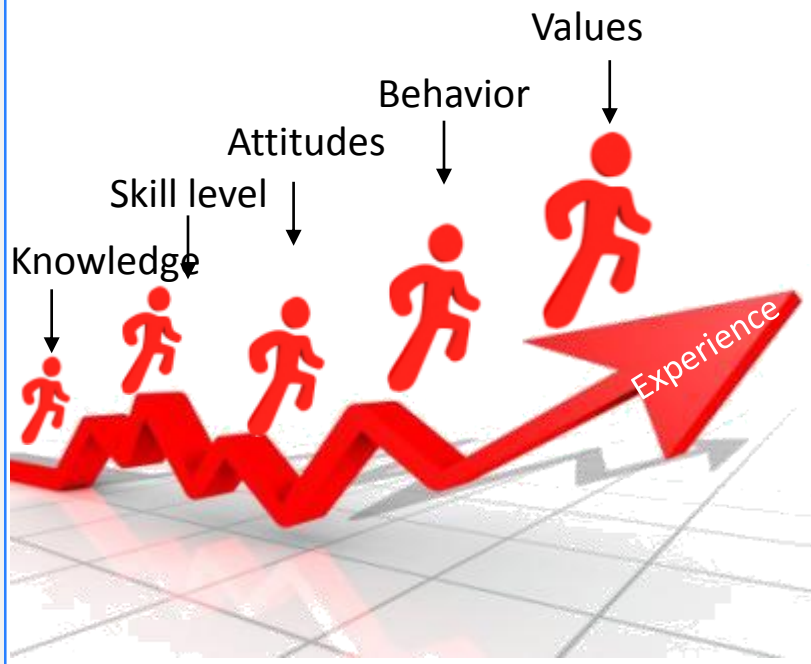
What We Know

Powerful **experiences** matter.

Memorable experiences impact the way in which a person leads and manages…

It is critically important to reflect on **lessons** learned from experiences.

Lessons are shifts in ….



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With a little effort, we can make learning from experiences

intentional,

not **incidental**

nor **accidental!**

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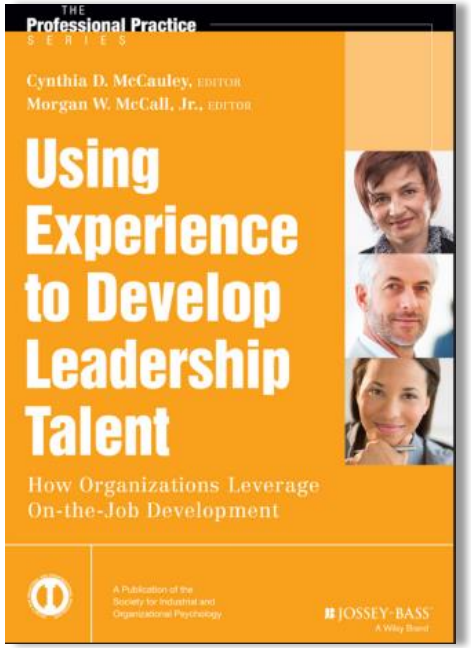
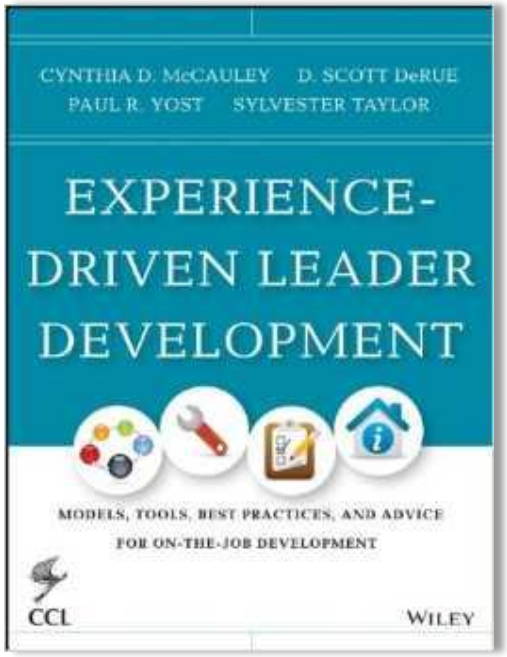
Resources





www.experiencedrivendevelopment.com

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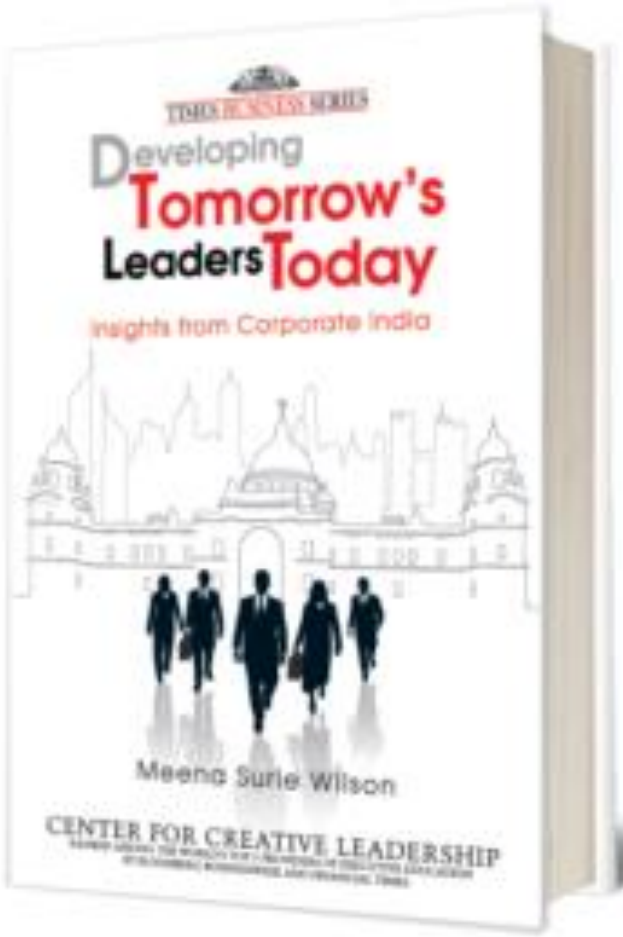
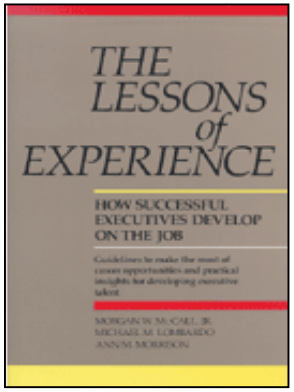
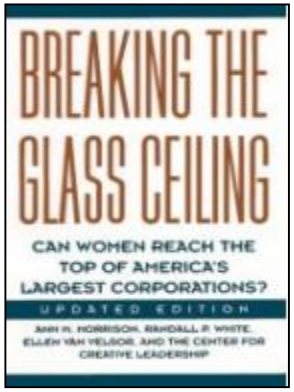
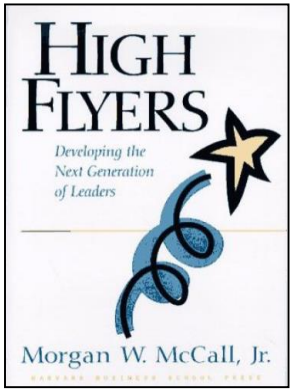
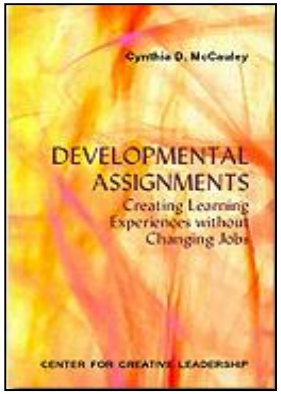
Resources

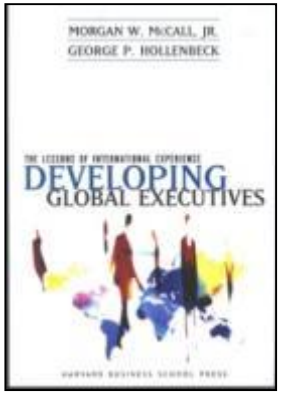












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Share with us!

Have you used EE in a novel and different way?

Do you have suggestions for its usage and development?

Meena Wilson
meena.wilson@ashoka.edu.in

Anand Chandrasekar
chandrasekara@ccl.org

Thank you for your time and attention!

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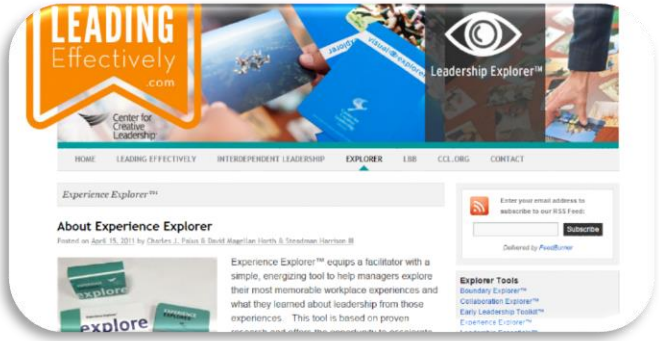
Experience Explorer Solution Set

LIMITED-TIME OFFER
Save 20%



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"These cards are great. It is like a mini career planner for understanding which experiences I've had–and which ones I haven't.

HRDQ-U
IDEAS FOR LEARNING

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