

## BEST PRACTICES FOR PROFESSIONAL DEVELOPMENT

This tool compares the relative value of three different types of professional development. The table below looks at the relative impact of training, coaching, and on-the-job experience in developing an individual’s professional leadership and management skills.

Based on research from the Center for Creative Leadership, on-the-job leadership has had a more dramatic impact on an individual’s development than other types of training and coaching. While training skill has a role to play, its limitations need to be taken into consideration when charting an individual’s development pathway.



<b>On-the-Job Experience</b>	<ul style="list-style-type: none"> <li>• Special cross-functional programs related to an Individual Development Plan (IDP).</li> <li>• IDP-related temporary assignments in other areas.</li> <li>• IDP-related rotational assignments.</li> <li>• Leadership in a community or non-profit organization.</li> <li>• Temporary “special assignments”.</li> </ul>
<b>Feedback &amp; Coaching</b>	<ul style="list-style-type: none"> <li>• Comprehensive assessment for development based on interviews and 360° survey.</li> <li>• 1:1 coaching process with a skilled executive coach.</li> <li>• Coaching “dyads” where two individuals provide regular feedback to one another.</li> <li>• Mentoring by a senior manager within or outside of main focus area.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Customized leadership development programs.</li> <li>• Internal training programs.</li> <li>• Targeted open enrollment courses linked to IDP.</li> <li>• “Approved” external leadership programs.</li> </ul>

Ref. Adapted from research by the Center for Creative Leadership