

A surreal landscape with a large, dark, swirling tunnel-like structure in the sky, a path leading towards it, and a person standing in the distance.

# Mapping Your Leadership Development Journey

Today's slides available at  
<https://andovernewton.yale.edu/resources/lifelong-learning>

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Session 3

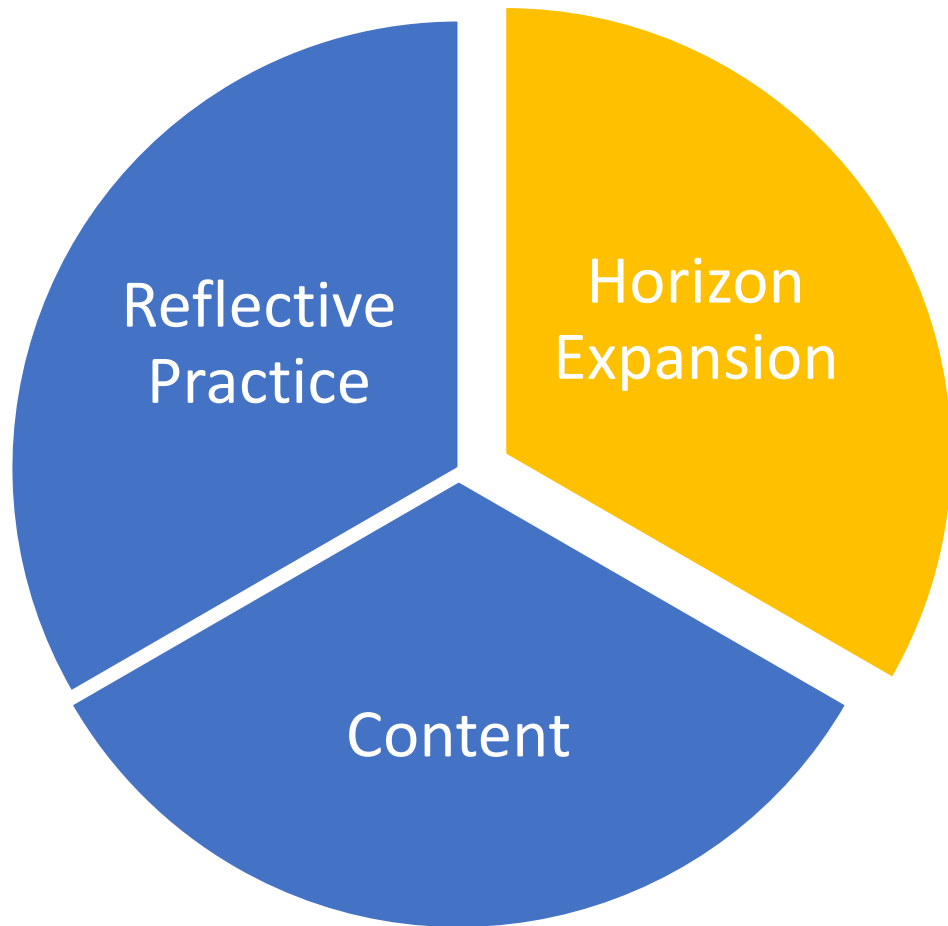
October 2, 2023

# Review from last week

- Sought-after skill
  - Lifelong Learning for Leadership (LLL) challenges “immunity to change”
  - Competing commitments
- Reflective Practice
  - Having experiences vs. learning from experience
  - Identify partners; create routine



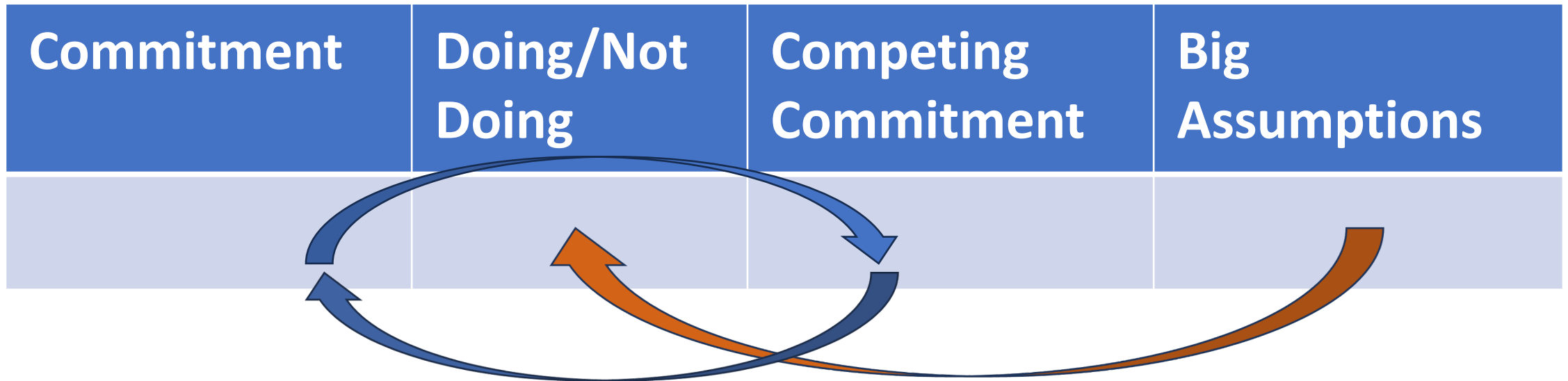
# Today's Session



- LLL strategy: Horizon Expansion
  - Friendships across differences
  - Travel and adventure
  - Content amidst the unknown
- Outcome focus: integration
  - Map out a plan for LLL
  - Activities that blend strategies

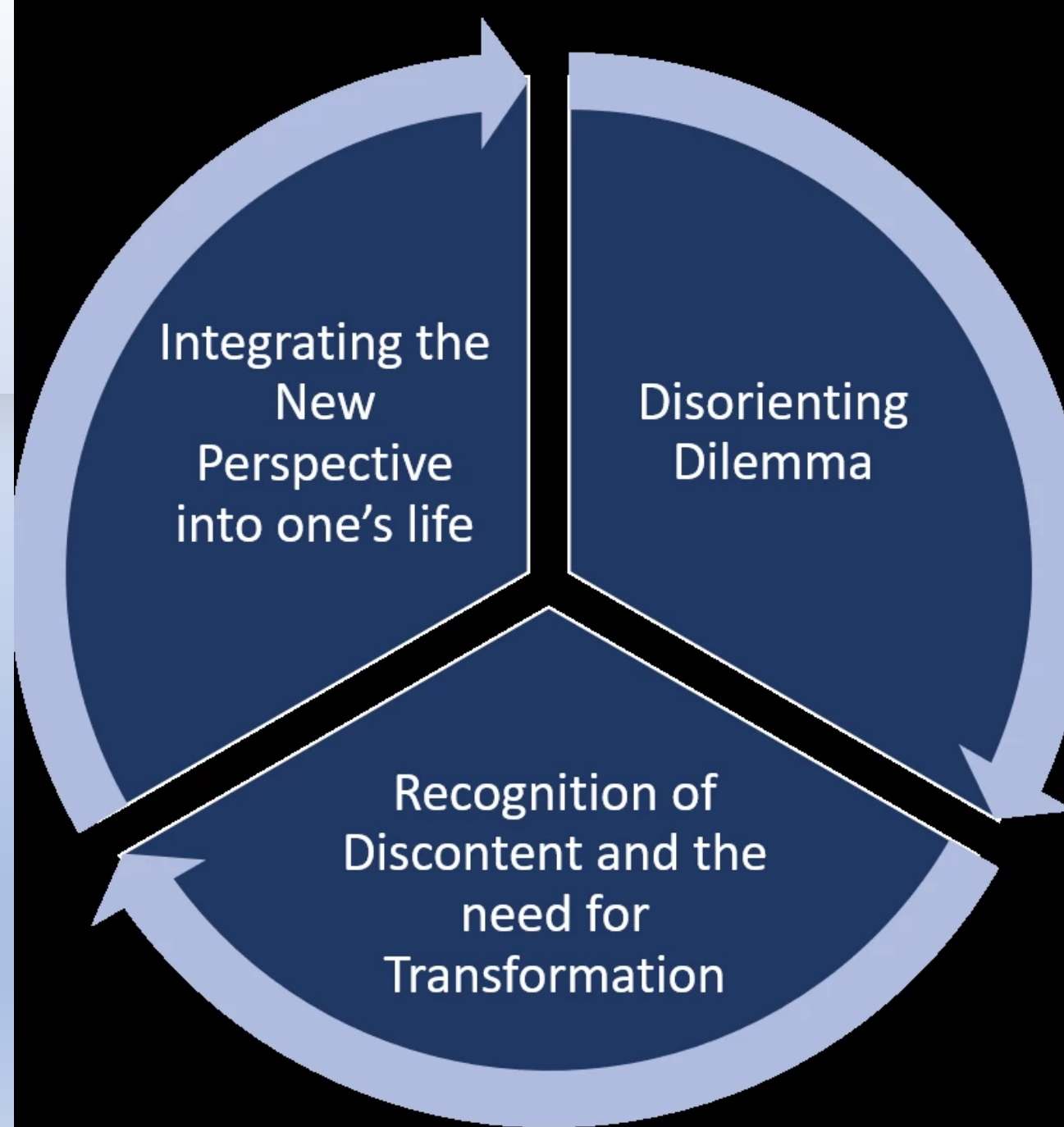
# Overcoming Comfort

- Review of obstacles to LLL
  - *Immunity to Change (see below)*
  - Cognitive Dissonance
  - Null Curriculum
- *Get comfortable with being uncomfortable*



# What is “Horizon Expansion”

- Jack Mezirow, education for transformation
  - Begins with “disorienting dilemma”
  - Deconstruct assumptions
  - Put the pieces together again, differently
- Ken Pohly: “Cross-grained experience”
  - Place ourselves in them
  - Smooth the rough edges







- Shake off need to be knowledgeable
- Discover gifts
- Stoke emotions: fear, joy, satisfaction
- While avoiding
  - Learning at the expense of others
  - Psychological harm
  - Physical danger

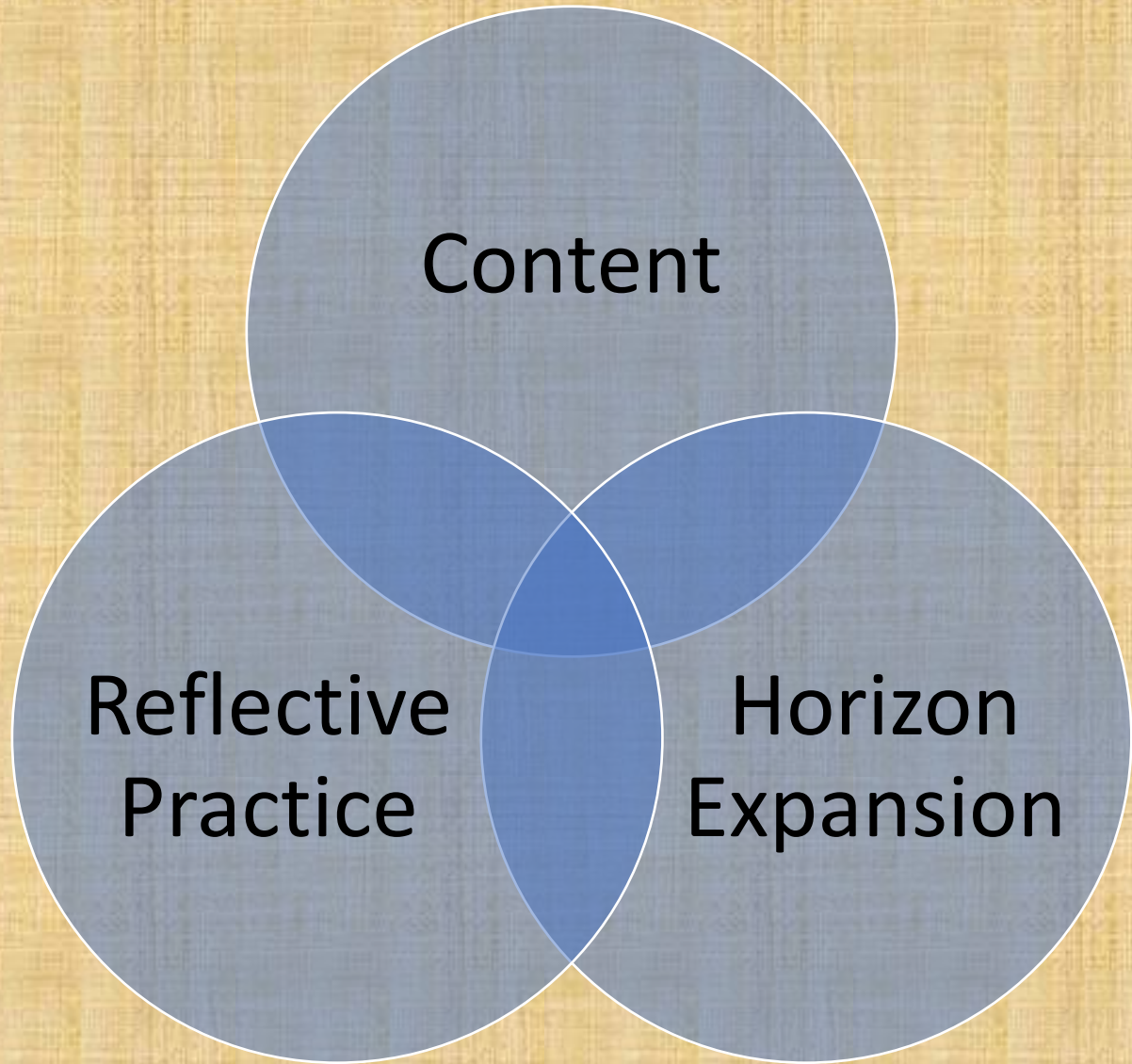
## Benefits and Ethics

# Examples of Practices that Transform

- Friendships across differences
  - Mutual decision
  - Mutual benefits
- Travel and adventure
  - Beyond comfort zone on-purpose
  - Physical demands
  - Challenging assumptions
- Content about the utterly unknown
  - Example: the Professor who took a course every semester







## Mapping our Practice

- Overlapping practices
  - Conversation
  - Volunteer service
  - Group travel
  - Hobbies
- From first session on “Emergence”
  - No clear destinations in leadership
  - In-tension-ality
  - Need a plan
- In small groups
  - Where do your current practices fit?
  - Where are the gaps?





# Polling

Discussion on the gaps

Where do you want to go next?

What do you need?

# Bibliography

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