Mapping Your Leadership Development Journey

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

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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

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<th>Commitment</th>
<th>Doing/Not Doing</th>
<th>Competing Commitment</th>
<th>Big Assumptions</th>
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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
Benefits and Ethics

• 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
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


• Slide 5 image retrieved 10.1.2023 from https://www.eln.co.uk/blog/transformative-learning-theory.
