

Eighty-eight Assignments for Development in Place

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Whether you want to add new skills to your own professional portfolio or help your direct reports build their leadership capabilities, finding developmental options in existing jobs is a good alternative to finding or assigning a different position. Find out how to create experience and valuable lessons where you work or in the jobs your direct reports currently hold.

Executive Summary

Managers, development consultants, and human resources professionals are always on the lookout for ways to provide developmental assignments for themselves and others. One of the challenges they face is how to create those assignments without moving people into new jobs. Important benefits result from solving that challenge, such as systematically developing people by providing variety in leadership experiences and helping them learn from those experiences.

To match the developmental needs of yourself, direct reports, or others, use this guide of 88 developmental experiences to select appropriate challenges. A manager may also use this guide to target current aspects of his or her own position that can be passed to a direct report as a developmental opportunity.

The 88 assignments described in this book are backed by extensive research in the area of leadership development and job experiences. They were selected for their relevance to managers and for their potential to be key learning experiences. In addition, readers will learn about the 11 challenges common to developmental experiences. A discussion of options for development in place, including a table of the 88 assignments covered in this book and the likely developmental aspects of each, will aid managers and others in understanding developmental processes.