

# Student Choice in Leader Development

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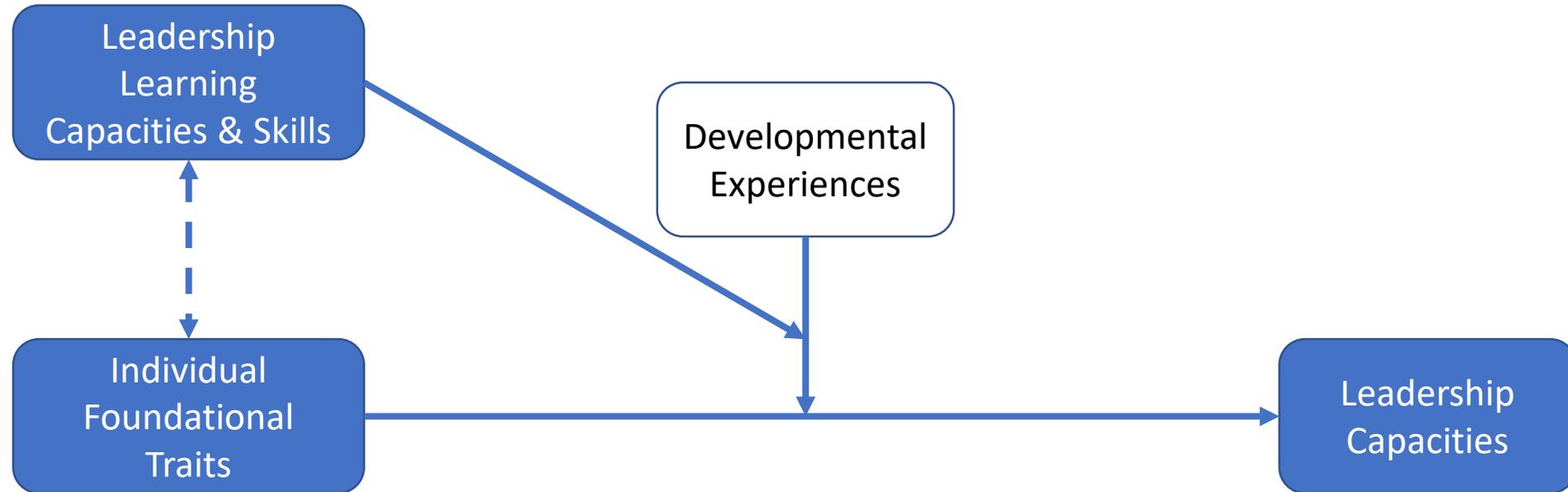
Department of Leadership, Ethics, and Law

US Naval Academy

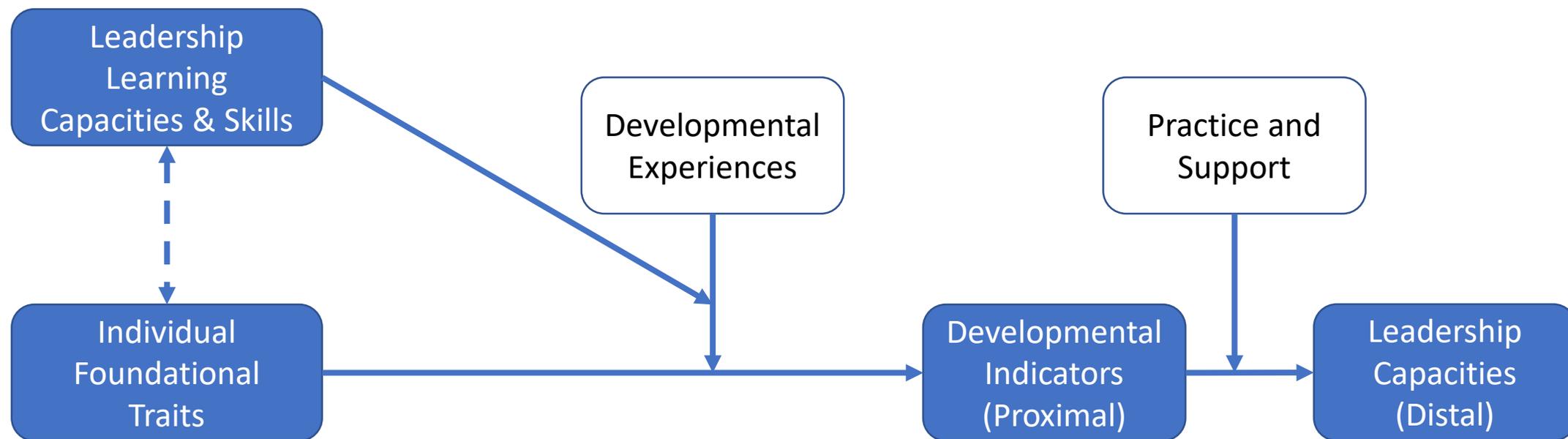
4<sup>th</sup> Annual USNA Teaching and Learning Conference



# Individuals' Capacities for Leading



# Individuals' Capacities for Leading

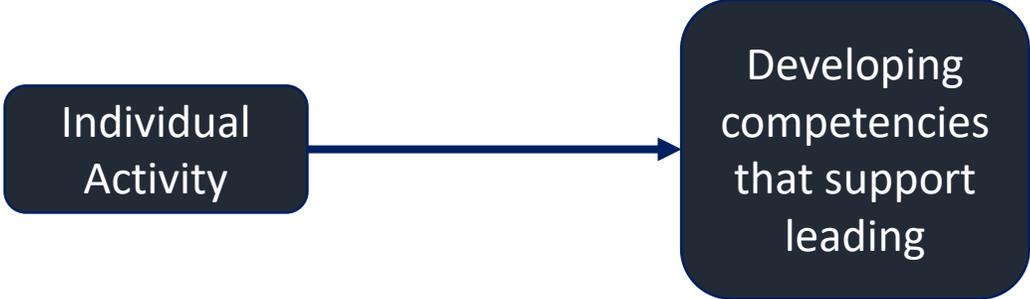




# The Role of Individual Activities

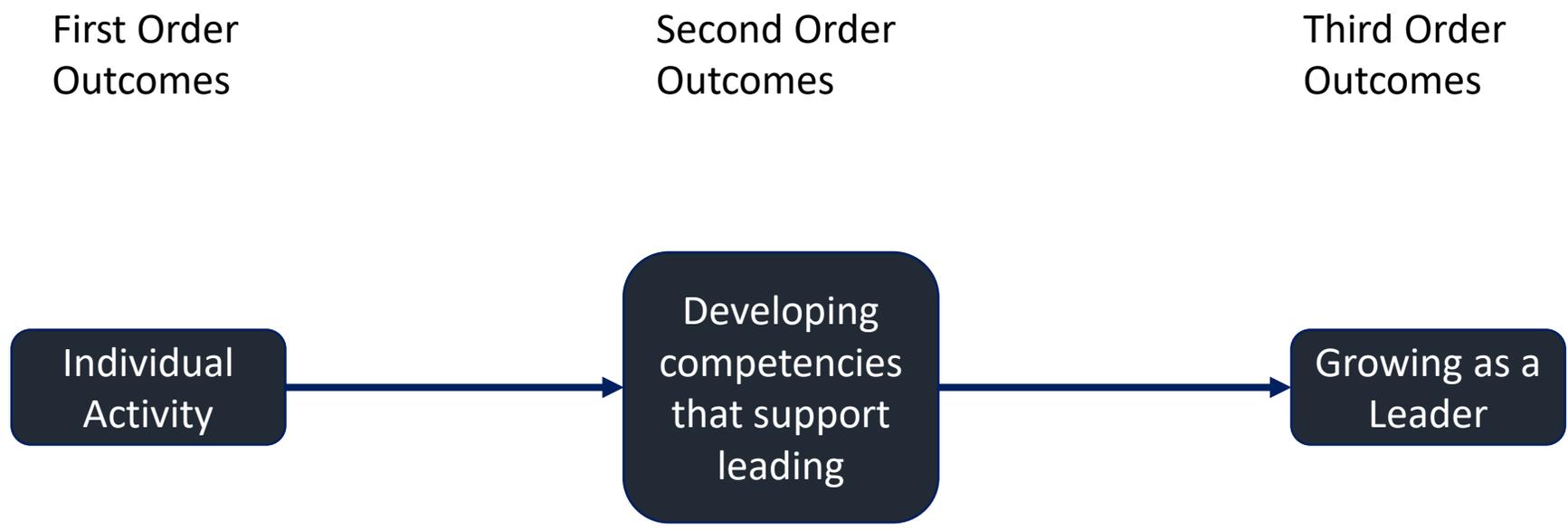
First Order  
Outcomes

Second Order  
Outcomes

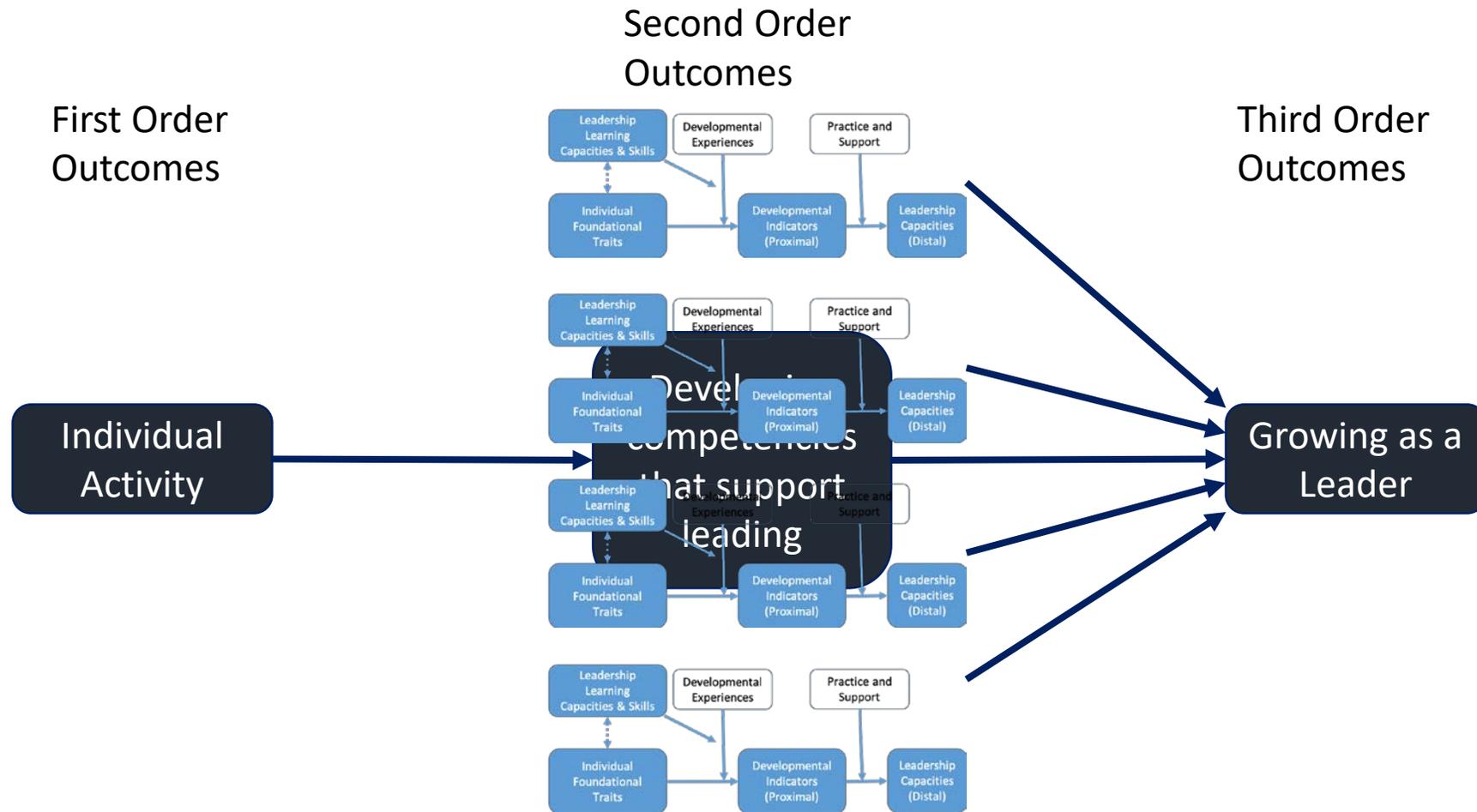




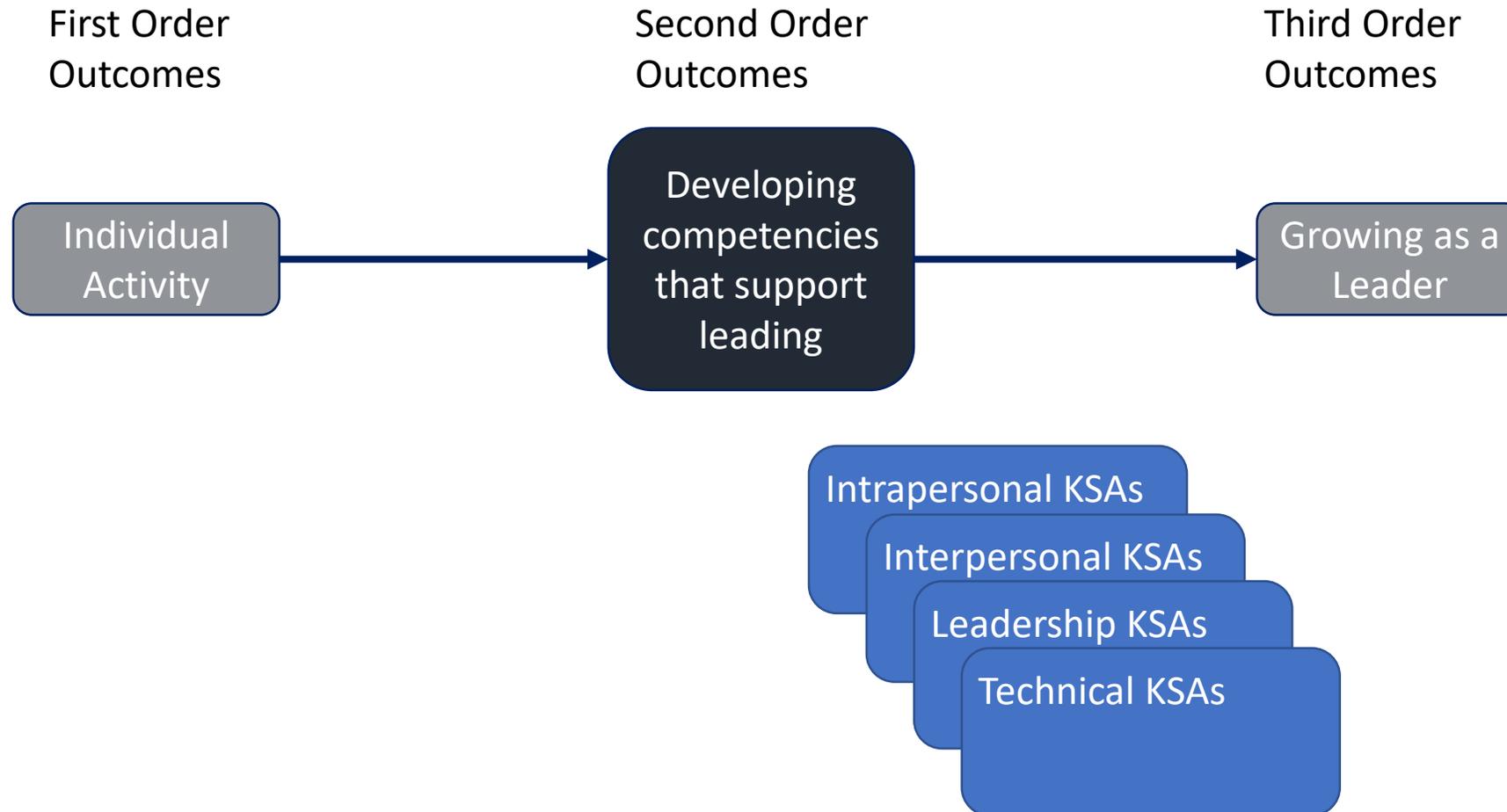
# Individuals' Growth as Leaders



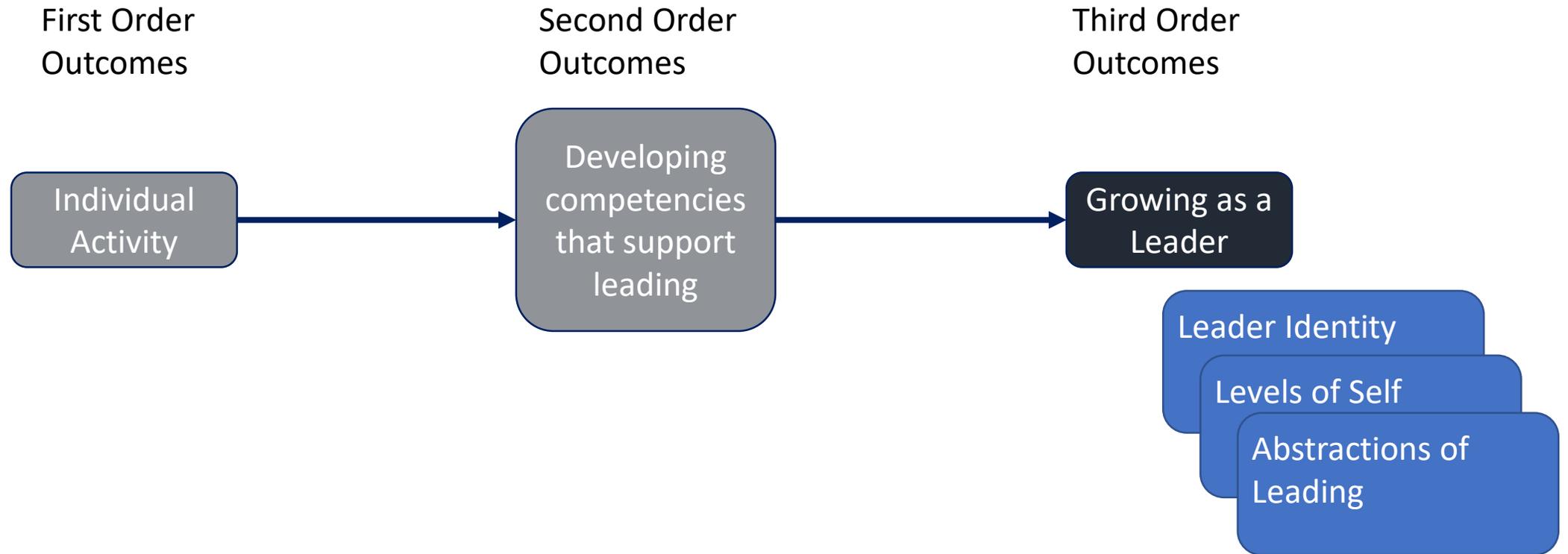
# Individuals' Growth as Leaders



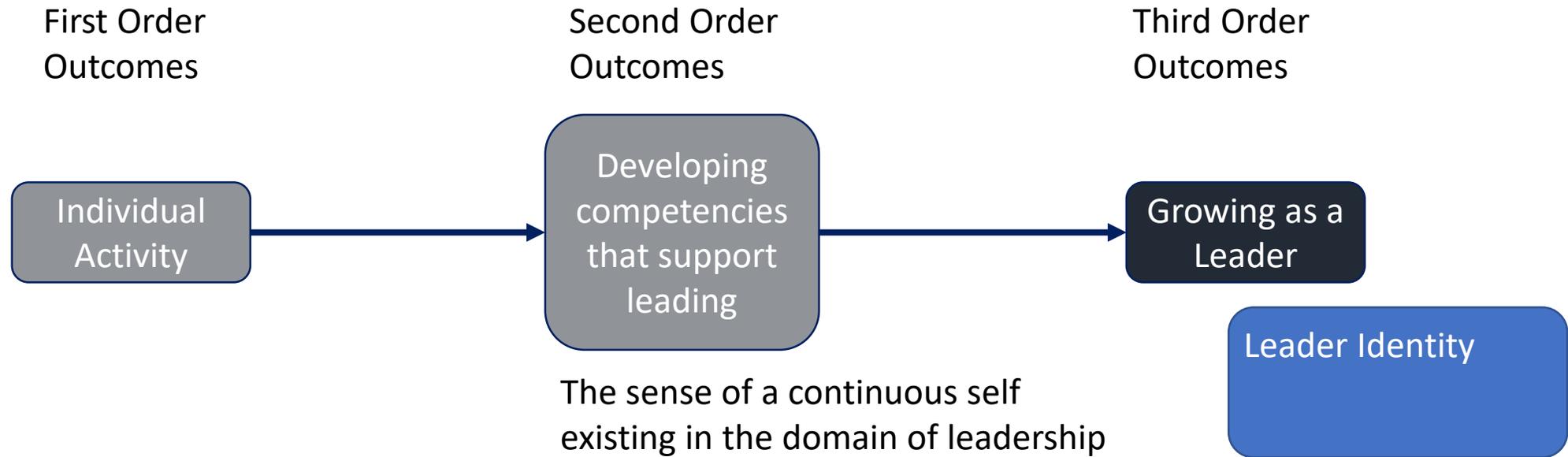
# Competency Development



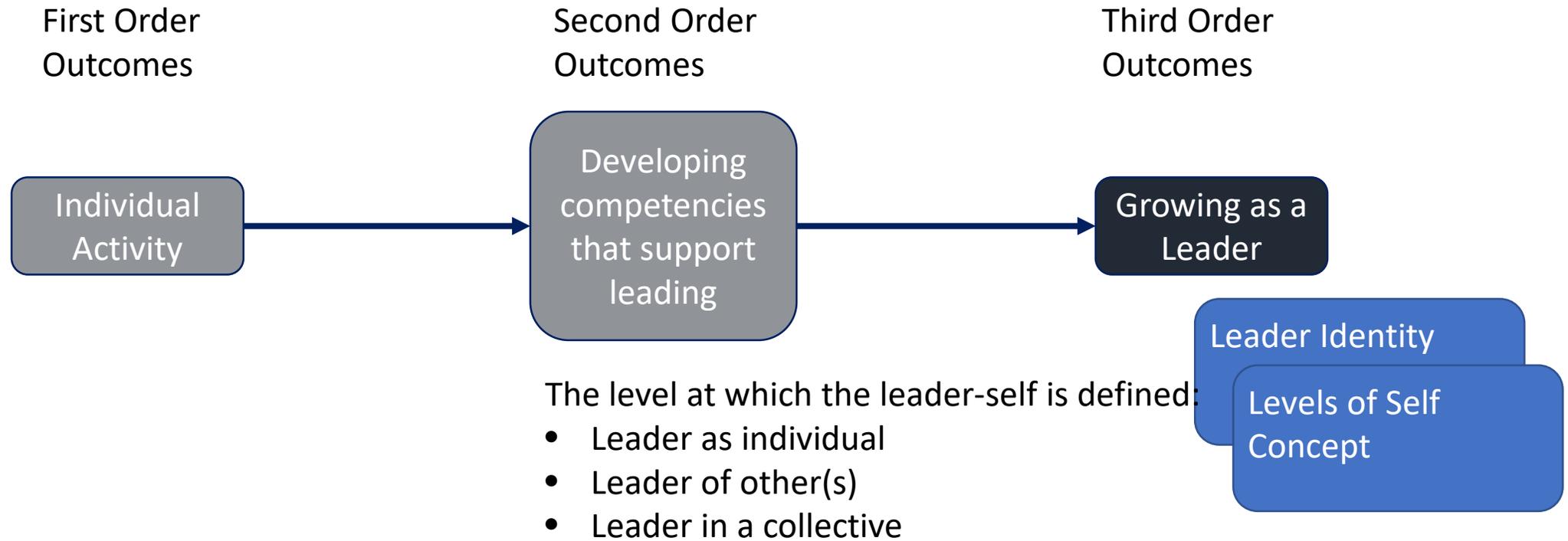
# Leader Growth



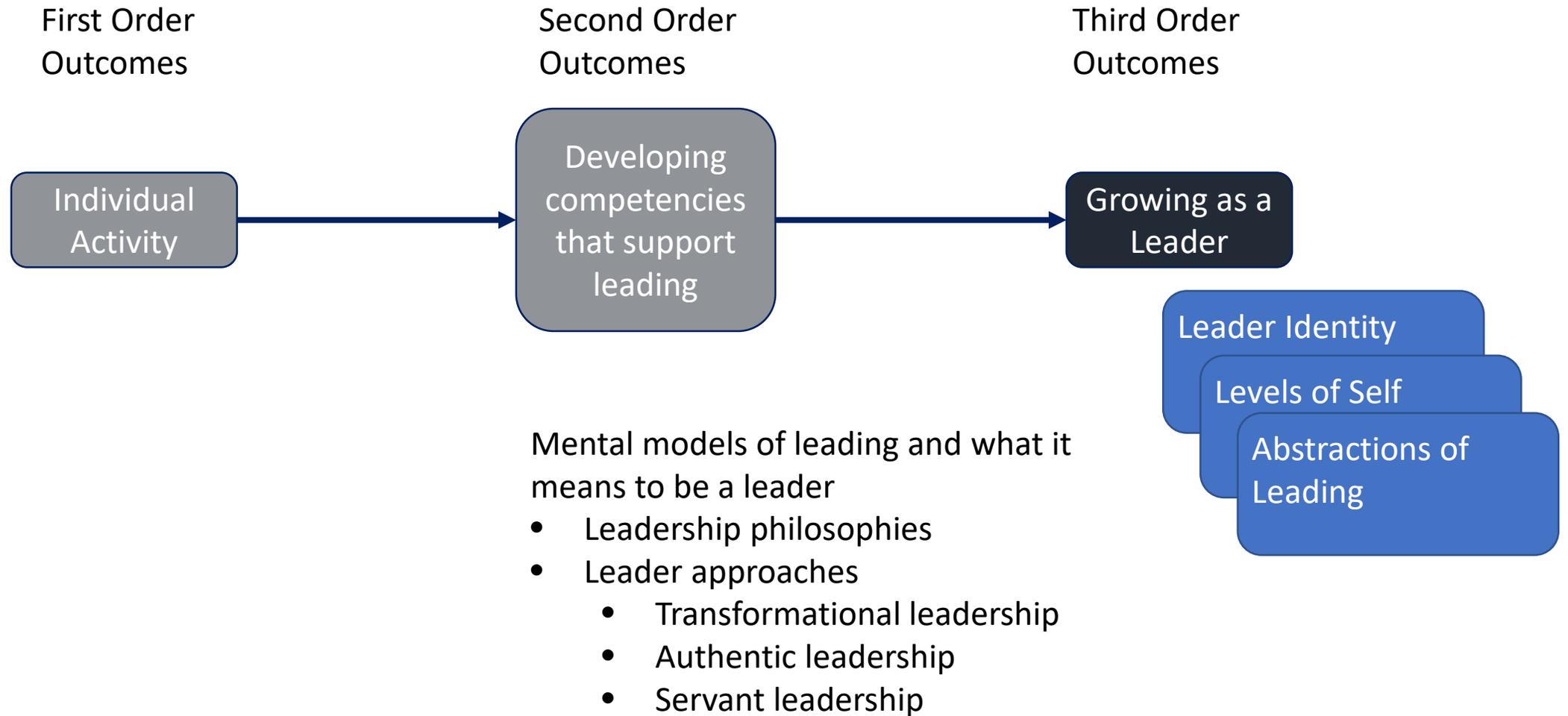
# Leader Growth



# Leader Growth



# Leader Growth



# Leader Development Opportunities



Certain activities, assignments, or programs are deliberately designed to achieve developmental outcomes.

Classes  
Coaching  
Developmental  
job assignments



Developmental potential  
in *all* activities

Practice  
Deliberate  
practice



Regardless, mere proximity to opportunities for leader development is insufficient — the leader must engage in the developmental process

# Engagement in Leader Development

“effortful activity directed  
toward the goal of improving  
leader performance”

- range of behavioral, emotional, and cognitive processes representing participation by the student in his or her own learning:
  - interest
  - attendance
  - paying attention
  - concentrating and trying to understand
  - asking questions and initiating dialog
  - participating in learning activities outside of coursework
  - participating in the governance of learning programs

# Individual Differences in Motivation to Develop as a Leader

Do I want to learn to be a leader?

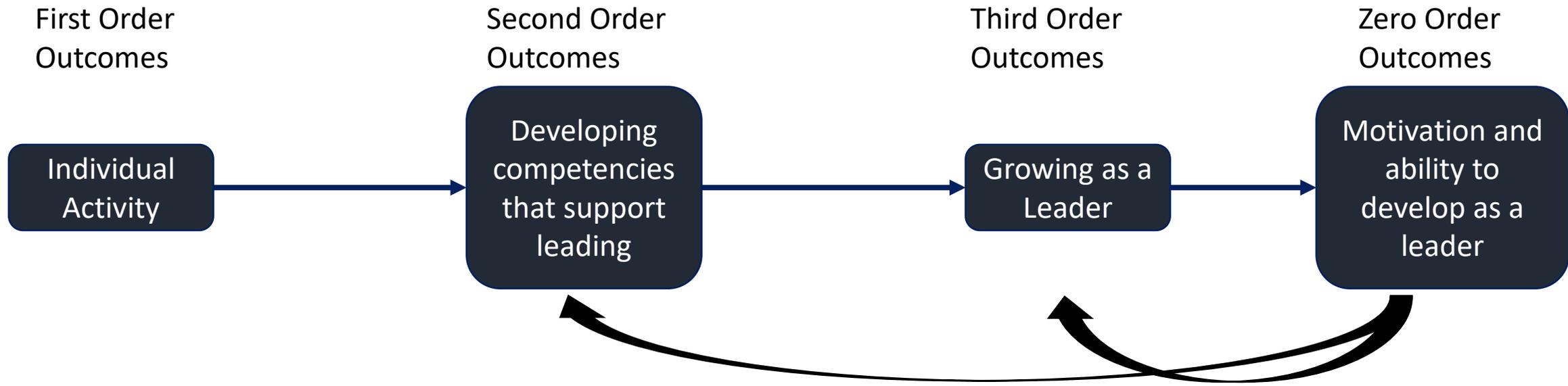
- Motivation to Lead
- Motivation to Learn

Can I learn to be a leader?

- Leader Self-efficacy
- Developmental Self-efficacy
- Implicit Theories of Leader Development

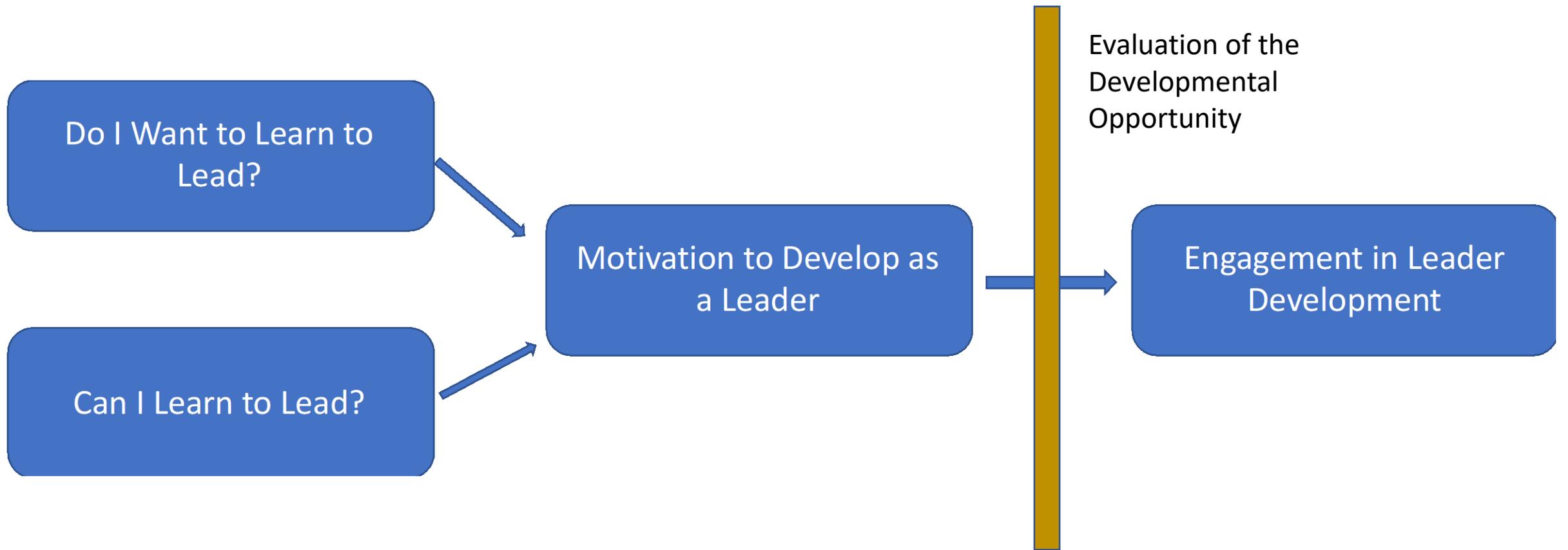


# Temporal Processes: Spirals of Development





Individual Motivational Choice in  
Leader Development



But What About Context?

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# Developmental Template for Leadership



Individuals come to leader development decisions with existing templates for what will be most developmental



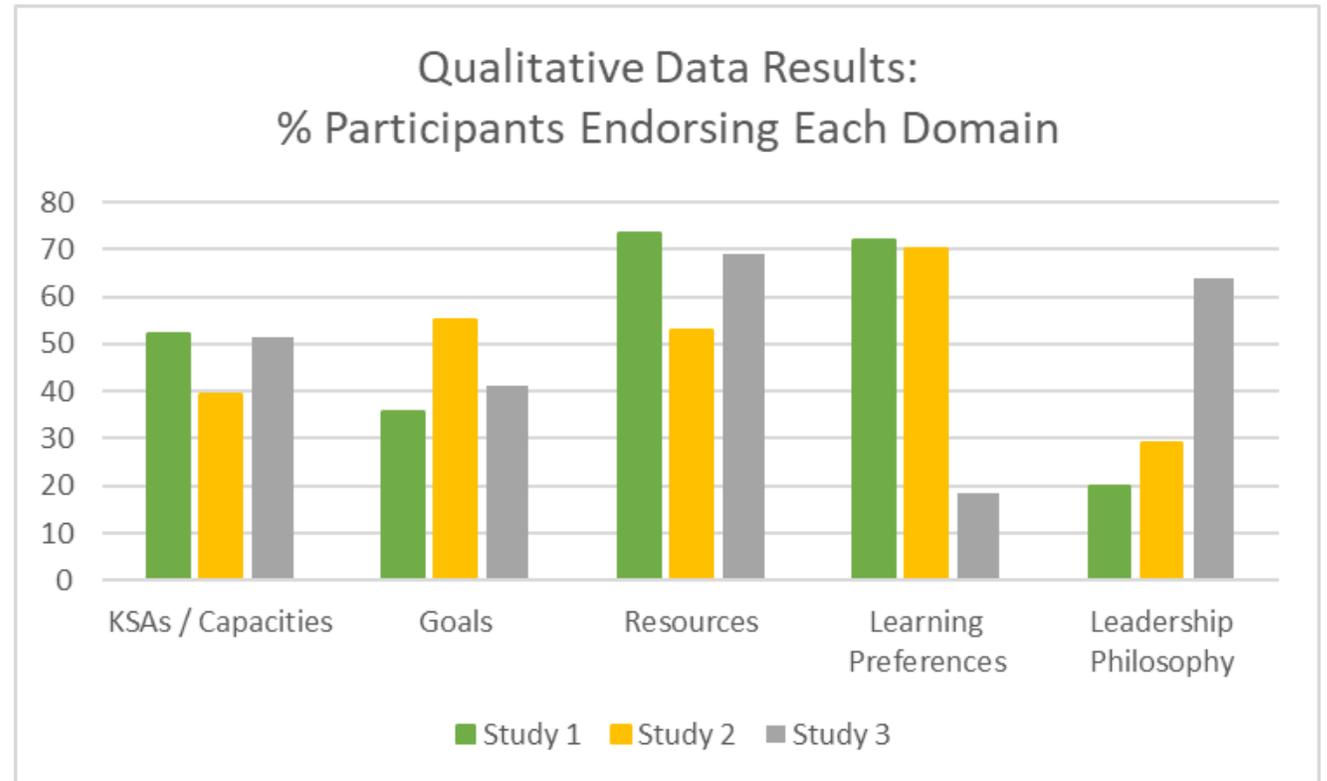
To the extent that this template can be fit by the opportunity being evaluated, individuals are more likely to engage

Domain	Definition
KSAs / Capacities	The knowledge, skills, abilities, and other capacities (KSAOs) targeted by the leader development activity
Goals	The career goals that can be advanced by the leader development activity.
Resources	The temporal, financial, and cognitive (e.g., stress and effort) resources required to participate in a leader development activity
Learning Preference	The degree to which the leader development activity is aligned with preferred learning style & approach
Leadership Philosophy	The degree to which the leader development activity is aligned with established leadership beliefs, values, and / or philosophy (e.g., ideal prototypical leader)

## Developmental Template Domains

## Which Domains are Important to You?

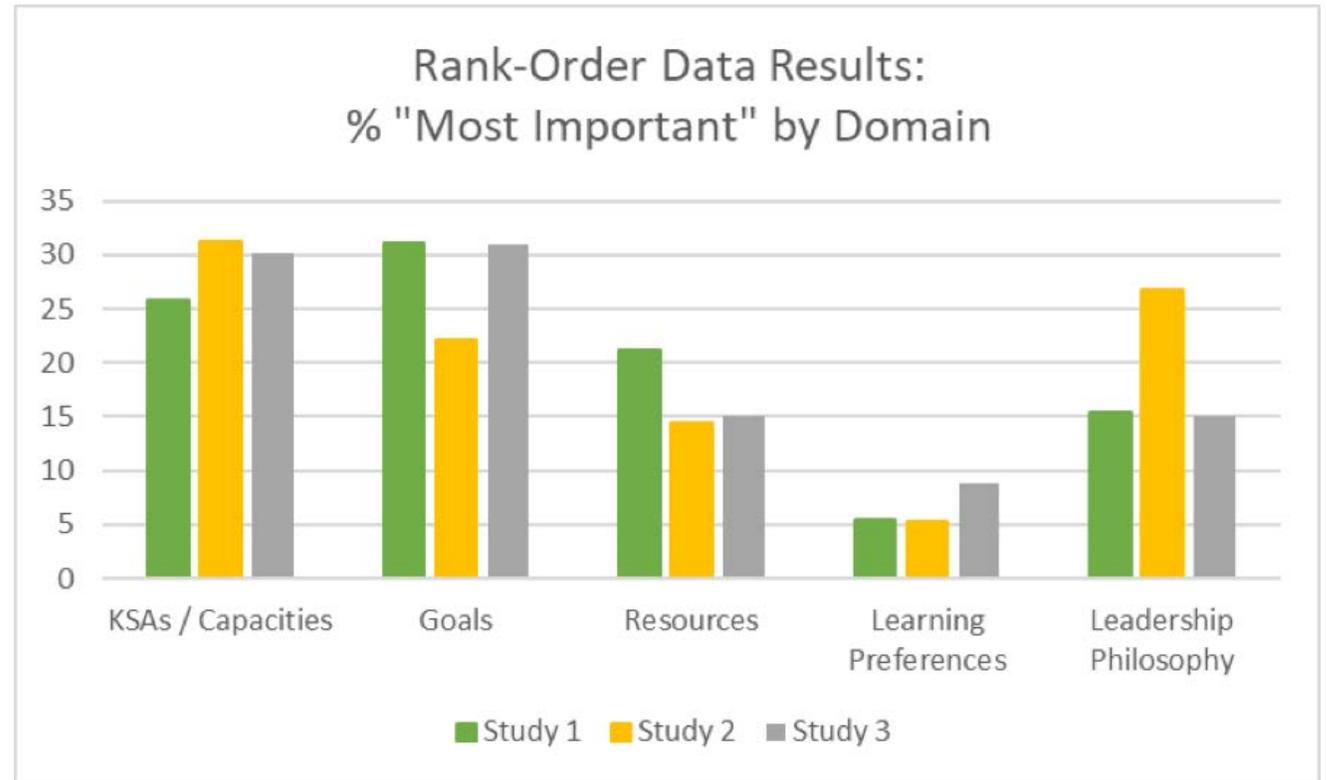
- Each domain was endorsed by at least 18.5% (20% for Mturk; 29% for USNA) of participants.
- In each sample, three domains were endorsed by at least 50% of participants
  - Which three domains were endorsed varied across samples.



- Study 1: 279 Amazon Mechanical Turk workers
- Study 2: 135 midshipmen from USNA
- Study 3: 214 undergraduate psychology students

## Rank These Domains in Order of Their Importance

- Each domain endorsed as “most important” by a significant (>5%) portion of participants.
- No single domain ranked as most important by a majority of participants, much less a single rank-order.



- Study 1: 279 Amazon Mechanical Turk workers
- Study 2: 135 midshipmen from USNA
- Study 3: 214 undergraduate psychology students

# Thank You

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