Exercise #2
Choosing Developmental Assignments

Type of Challenge	Ideas for Assignment
Unfamiliar responsibilities: Handling responsibilities that are new or very different from previous ones you've handled	
New directions: Starting something new or making strategic changes	
Inherited problems: Fixing problems created by someone else or existing before you took the assignment	
Problems with employees: Dealing with employees who lack adequate experience, are incompetent or are resistant to change	
High stakes: Managing work with tight deadlines, pressure from above, high visibility and responsibility for critical decisions	

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Scope and scale: Managing work that is broad in scope or large in size	
External pressure: Managing the interface with important groups outside the organization, such as customers, vendors, partners, unions and regulatory agencies	
Influence without authority: Influencing peers, higher management or other key people over whom you have no authority	
Work across cultures: Working with people from different cultures or with institutions in other countries	
Work group diversity: Being responsible for the work of people of both genders and different racial and ethnic backgrounds	

Based on the work of the Center for Creative Leadership
For more, see McCauley, Cynthia D.: *Developmental Assignments: Creating Learning Experiences without Changing Jobs*, CCL Press, 2006.