CONTENTS

CD-ROM: A Library of Related CCL Publications  xiii
Foreword xv

John Alexander

Preface xvii

Cynthia D. McCauley, Ellen Van Velsor

Acknowledgments xxiii

The Authors xxv

Introduction: Our View of Leadership Development  1

Ellen Van Velsor, Cynthia D. McCauley

PART ONE: INDIVIDUAL LEADER DEVELOPMENT  23

1 Feedback-Intensive Programs 25

Victoria A. Guthrie, Sara N. King

2 360-Degree Feedback  58

Craig T. Chappelow
3 Developmental Relationships  85  
Cynthia D. McCauley, Christina A. Douglas  

4 Formal Coaching  116  
Sharon Ting, E. Wayne Hart  

5 Job Assignments  151  
Patricia J. Ohlott  

6 Hardships  183  
Russ S. Moxley, Mary Lynn Pulley  

7 The Leader Development Process  204  
Ellen Van Velsor, Russ S. Moxley, Kerry A. Bunker  

8 Evaluating the Impact of Leader Development  234  
Jennifer W. Martineau  

PART TWO: LEADER DEVELOPMENT IN CONTEXT  269  

9 Leader Development Across Gender  271  
Marian N. Ruderman  

10 Leader Development Across Race  304  
Ancella B. Livers, Keith A. Caver  

11 Cross-Cultural Issues in the Development of Leaders  331  
Michael H. Hoppe  

12 Developing Leaders for Global Roles  361  
Maxine A. Dalton, Christopher T. Ernst  

13 A Lifelong Developmental Perspective on Leader Development  383  
Ellen Van Velsor, Wilfred H. Drath  

PART THREE: LEADERSHIP DEVELOPMENT  415  

14 Organizational Capacity for Leadership  417  
Patricia M. G. O'Connor, Laura Quinn
## Contents

15 Exploration for Development  438  
Charles J. Palus, David M. Horth  

Afterword  465  
Ellen Van Velsor, Cynthia D. McCauley  

References  473  
Name Index  495  
Subject Index  501  
About the Center for Creative Leadership  523  
How to Use the CD-ROM  527