

# *The 10 most valuable criteria to look for in leadership stretch opportunities*

The 70-20-10 rule of leadership development highlights the importance of leaders learning from experience, but on-the-job learning is one of the most under-utilised areas in leadership development.

At Kiddy & Partners, our business psychologists use a structured process which enables leaders to maximise their learning from experience and apply those learnings to enhance performance.

**1**

## *Unfamiliar responsibilities*

Requires leaders to initiate new ways of coping with problems, recognise when existing approaches are inadequate, and perform in front of new stakeholders.

**2**

## Creating change: *New directions*

Requires starting a new business unit, making strategic changes, implementing a reorganisation, or reacting to a change in the business environment.

**3**

## Creating change: *Inherited problems*

Requires addressing problems created by a predecessor.

**4**

## Creating change: *Problems with employees*

Requires managing direct reports who lack experience, are incompetent, or resistant.

5

High level of responsibility:  
***High visibility***

Involves significant responsibility through clear deadlines, pressure from senior management, high visibility, and responsibility for key, high-stake decisions.

6

High level of responsibility:  
***Scale and scope***

Involves responsibility for a wide breadth of significant responsibilities (e.g., large budgets, significant number of people, diverse functions).

7

Working across boundaries:  
***Influencing without authority***

Requires gaining cooperation from people over whom you have little formal authority, such as peers and higher-level management, understanding that influencing laterally is just as important as directing line reports.

8

Working across boundaries:  
***Representing the business externally***

Requires managing and responding to external factors that impact the business (e.g., having to coordinate with suppliers or contractors). Requires negotiation and influence skills to build collaborative relationships.

9

Managing others:  
***Managing work group diversity***

Requires leading a diverse group or team of individuals, e.g. across different functions, to achieve collaboration.

10

Managing others:  
***Working across cultures***

Involves interaction with those from different cultural and/or ethnic backgrounds. Ability to prevent and/or manage conflict and use difference to stimulate creativity.