



Tool 11-1. Decreasing Rank Orders of Learning Activities by Leader Level

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Purpose: Use this table when considering what type of training is most effective when dispensing to different levels of supervisors.

Overall	First/ Middle	Higher/ Senior	Source of Learning
1	4	1	Supervisors at my company
2	1	3	Trial and error
3	2	4	Special work assignments
4	6	2	Coworkers (not including your supervisor) at my company
5	3	5	Observing others
6	7	7	Formal educational experiences
7	8	6	Reading
8	5	9	Formal on-the-job training
9	9	8	Formal training experiences
10	10	10	Professional colleagues at other organizations
11	11	11	Family and friends
12	12	12	Internet or online resources

Note: A rating of 1 = Most valuable experience.

Source: *The Impact of DDI Assessment Centers* by Development Dimensions International (DDI), © 2007. Permission granted to use with *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD.