Leadership development:: A review in context.

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David V Day ⚇ ✉

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Abstract

Interest in leadership development is strong, especially among practitioners. Nonetheless, there is conceptual confusion regarding distinctions between leader and leadership development, as well as disconnection between the practice of leadership development and its scientific foundation. The present review examines the field of leadership development through three contextual lenses: (1) understanding the difference between leader development and leadership development (*conceptual* context); (2) reviewing how state-of-the-art development is being conducted in the context of ongoing organizational work (*practice* context); and (3) summarizing previous research that has implications for leadership development (*research* context). The overall purpose is to bridge the practice and science of leadership development by showing the importance of building both human and social capital in organizations. Specific practices that are reviewed include 360-degree feedback and executive coaching, mentoring and networking, and job assignments and action learning. Practices and research are framed in terms of a general need to link leader development, which is

research are named in terms of a general need to link leader development, which is primarily based on enhancing human capital, with leadership development that emphasizes the creation of social capital in organizations.

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