THE STRATEGIC TIMES · EDITORS CHOICE

Assessing the Developmental Components of Managerial Jobs

Cynthia McCauley, Marian Ruderman, Patricia Ohlott and Jane Morrow, Journal of Applied Psychology, 1994

Why people grow most when they're stretched by the job in front of them.

The big idea

McCauley and her colleagues looked at what makes a job a good learning experience for managers. They found that people develop most when their work challenges them in specific ways, and they built a profile to measure those challenges.

The famous example

The challenges that drive development fall into five groups.

GROUP 1	GROUP 2	GROUP 3	GROUP 4	GROUP 5
Transitions	**Creating change**	**Responsibility**	**Influence**	**Obstacles**
New or unfamiliar roles	Fixing and building	High stakes, big scope	Without authority	Tough conditions

The right amount of challenge builds people. Too little and they coast, too much and they can be overwhelmed.

Why it matters

It applies as much to young players as to managers. Talent develops when it's stretched at the right pace, which is the balance every county or club faces with a rising star.

Featured in

Mayo 2026: Kobe and the Lesson in Managing Potential

Read the original

McCauley, C. D., Ruderman, M. N., Ohlott, P. J. & Morrow, J. E. (1994). Assessing the Developmental Components of Managerial Jobs. *Journal of Applied Psychology*, 79(4), 544–560.

The Strategic Times

Summary by The Strategic Times

thestrategictimes.com