

Table of contents

- **Foreword** (p. xi)
- **Acknowledgments** (p. xv)
- **1 Competitive Edge** (p. 1)
- **Competitive Edge and Professional Development** (p. 3)
- **Improving Competitive Edge: The Purpose of This Book** (p. 20)
- **Mavericks and Sole Proprietors** (p. 21)
- **2 Strategy** (p. 25)
- **Strategic Principles** (p. 25)
- **FreemanWhite: Connecting Business and Educational Plans** (p. 31)
- **Moving from Strategic Principles to Strategic Plan** (p. 34)
- **The Lukmire Partnership: A Succinct Five-Year Plan** (p. 45)
- **Assessing Learning Strategy** (p. 48)
- **Mavericks and Sole Proprietors** (p. 49)
- **3 Assessment** (p. 53)
- **The Assessment Pyramid** (p. 54)
- **Using the Assessment Pyramid** (p. 79)
- **Mavericks and Sole Proprietors** (p. 80)
- **4 Program Planning and Design** (p. 83)
- **Planning: Means-to-Needs** (p. 84)
- **Designing the Umbrella Program** (p. 89)
- **Designing Individual Learning Units: Snapshots** (p. 102)
- **Mavericks and Sole Proprietors** (p. 109)
- **5 Curriculum** (p. 115)
- **Curriculum Design** (p. 116)
- **Course Design** (p. 129)
- **Mavericks and Sole Proprietors** (p. 135)
- **6 Coaching and Lessons Learned** (p. 139)
- **Lessons Learned** (p. 140)
- **Variations on Lessons Learned** (p. 146)
- **Mavericks and Sole Proprietors** (p. 149)
- **7 Mentoring** (p. 155)
- **Finding Good Mentors** (p. 157)
- **Institutionalizing Mentoring** (p. 160)
- **Strategy** (p. 161)
- **Peer Mentoring** (p. 169)
- **Mavericks and Sole Proprietors** (p. 173)
- **8 Implementation** (p. 177)
- **Implementation Timeline** (p. 179)
- **Mavericks and Sole Proprietors** (p. 198)
- **9 Evaluation** (p. 203)
- **Evaluating the Learning System** (p. 203)
- **Evaluating Learning** (p. 205)
- **Mavericks and Sole Proprietors** (p. 220)
- **10 Learning from Learning** (p. 223)

- **Learning for Competitive Advantage** (p. 224)
- **Learning Hard Lessons** (p. 226)
- **Three Beneficial Lessons** (p. 228)
- **The Third Lesson** (p. 231)
- **Appendix Suggested Learning Objectives for Architect's Essentials of Professional Development** (p. 233)
- **Chapter 1: Competitive Edge** (p. 233)
- **Chapter 2: Strategy** (p. 234)
- **Chapter 3: Assessment** (p. 234)
- **Chapter 4: Program Planning and Design** (p. 235)
- **Chapter 5: Curriculum** (p. 235)
- **Chapter 6: Coaching and Lessons Learned** (p. 236)
- **Chapter 7: Mentoring** (p. 236)
- **Chapter 8: Implementation** (p. 237)
- **Chapter 9: Evaluation** (p. 237)
- **Chapter 10: Learning from Learning** (p. 238)
- **Bibliography** (p. 239)
- **Index** (p. 241)