

## **Revisiting the Pillar Practices: Developmental Supports and Challenges**

The ways in which we engage in the pillar practices—or any form of learning or collaborative work—varies according to *how* we make sense of our experiences. With appropriate supports and challenges, however, we can grow and participate in these processes, professional development experiences, teams, PLCs, and leadership preparation programs more effectively.

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**Table 3.6 Engaging in Pillar Practices: Supports and Challenges for Growth**

<i>Pillar Practice</i>	<i>For Instrumental Knowers</i>	<i>For Socializing Knowers</i>	<i>For Self-Authoring Knowers</i>
<i>Teaming</i>	<p><i>Supports:</i> Provide clear conversational guidelines, concrete goals, step-by-step procedures and directions, and clear due dates.</p> <p><i>Challenges:</i> Gradually introduce tasks requiring abstract thinking; encourage movement beyond "right" answers.</p>	<p><i>Supports:</i> Demonstrate acceptance of individuals; model disagreement without threatening interpersonal relationships.</p> <p><i>Challenges:</i> Encourage perspective broadening and internal value generation through supportive dialogue.</p>	<p><i>Supports:</i> Provide opportunities for promoting, analyzing and critiquing one's own goals, theories, and ideas.</p> <p><i>Challenges:</i> Encourage acceptance and consideration of conflicting or discordant ideas and perspectives, especially those that are diametrically opposed to one's own.</p>
<i>Providing leadership roles</i>	<p><i>Supports:</i> Offer concrete goals signaling success; model sharing rules, purposes, and goals with others. Provide models of best practice.</p> <p><i>Challenges:</i> Encourage consideration of multiple perspectives, as well as the testing/analysis of alternative solutions and/or pathways.</p>	<p><i>Supports:</i> Confirm feelings of value and confidence; encourage sharing one's voice and recognize person's achievements and risk taking.</p> <p><i>Challenges:</i> Encourage individual generation (rather than coconstruction) of values, standards, and goals. Safely introduce and scaffold conflict.</p>	<p><i>Supports:</i> Provide opportunities to demonstrate competencies, critique proposed ideas, and initiatives and contribute to developing vision.</p> <p><i>Challenges:</i> Gently push these adults to consider alternatives, perspectives, and problem-solving approaches not in direct alignment with their own.</p>
<i>Collaborative inquiry</i>	<p><i>Supports:</i> Facilitate the sharing of concrete examples of practice; provide specific advice, skills, directions, and information; set definitive outcomes.</p> <p><i>Challenges:</i> Promote dialogue and discussion of multiple perspectives; Push for transferability of concepts and abstract thinking.</p>	<p><i>Supports:</i> Create safe and accepting group norms that allow for difference and disagreement; provide opportunities to share perspectives in pairs or triads before sharing with larger groups of colleagues or authorities/supervisors.</p> <p><i>Challenges:</i> Encourage the toleration of conflict, model engaging in and with it, and encourage the development of individual beliefs.</p>	<p><i>Supports:</i> Create structures for demonstrating competencies and free dialogue; encourage self-reflection and open sharing of opinions.</p> <p><i>Challenges:</i> Emphasize the importance of tolerance and openness during debate; encourage sincere consideration of opposing viewpoints and opposing perspectives.</p>
<i>Mentoring</i>	<p><i>Supports:</i> Name purposes and objectives for mentoring relationship; offer expertise and advise; share reasoning behind perspectives.</p> <p><i>Challenges:</i> Encourage movement beyond "correct" solutions; facilitate abstract discussion and consideration of others' needs/perspectives.</p>	<p><i>Supports:</i> Explicitly acknowledge and confirm others' beliefs and perspectives; suggest "best" solutions to complex problems and challenges.</p> <p><i>Challenges:</i> Encourage mentee to recognize and establish own values and standards and to tolerate conflict without feeling threatened.</p>	<p><i>Supports:</i> Allow mentee to demonstrate own competencies, critique own work, and move forward with self-determined goals.</p> <p><i>Challenges:</i> Engage in dialogue and offer additional goals, viewpoints, and problem-solving alternatives for contemplation.</p>