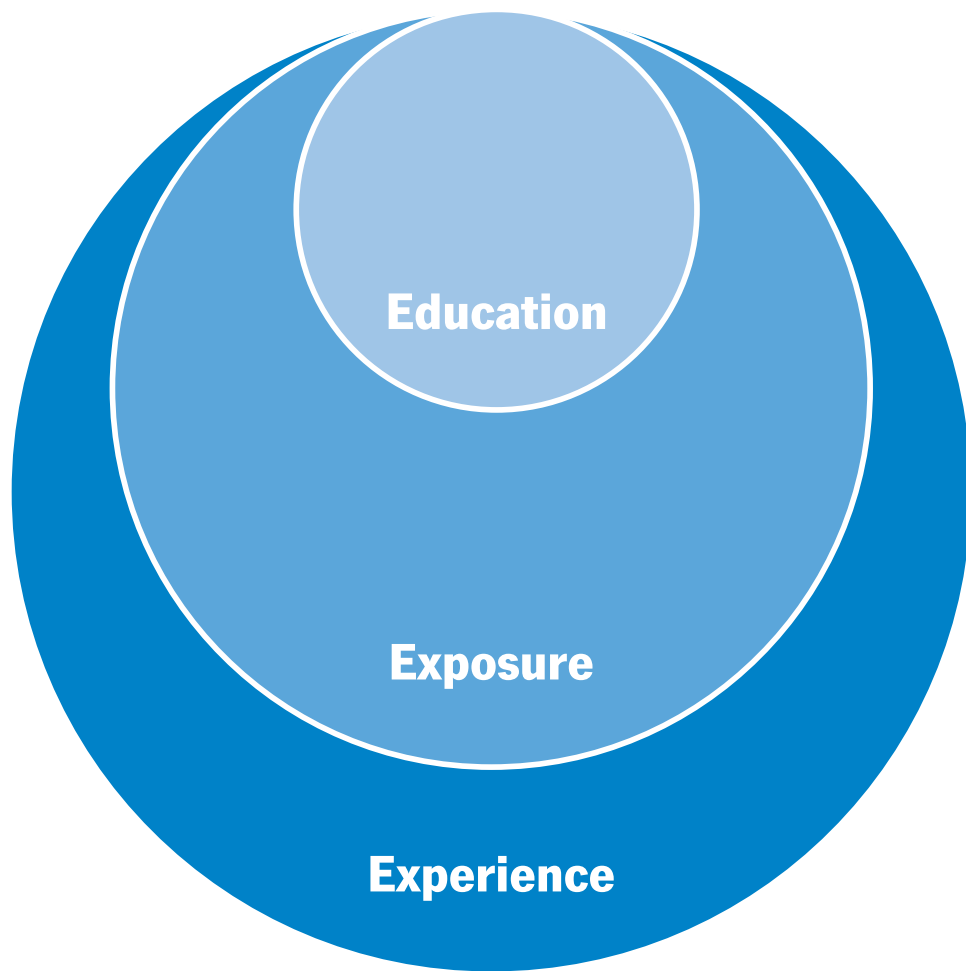


CAREER DEVELOPMENT MODEL



Broaden your capabilities by applying what you learn in the work you do. Our Career Development Model emphasizes how you grow through job-related **experiences** — when development takes place in real time. You also gain **exposure** to new knowledge and skills when you interact with others at Cleveland Clinic. Formal **education** is available when it's timely and valuable for your professional goals.

Education

- Formal and informal learning
- In the classroom, online or at a conference
- Obtaining or renewing certifications; earning a degree

Education happens with limited frequency and is focused on specific topics

Exposure

- Having a mentor or mentoring others
- Observing leadership and change management discussions or committees
- Gaining insight into other areas or levels of Cleveland Clinic

Exposure is more frequent and takes place within the context of work

Experience

- Stretch assignments to apply new skills
- Contributing to internal or external projects or committees that implement processes and initiatives
- Helping colleagues solve problems

Experience is when you learn, apply and reflect — and it happens most frequently