

Learning-centered leadership

Resource 11: Orientations – learning and performance

Learning orientation	Performance orientation
Concern for improving one's competence	Concern for proving one's competence
<ul style="list-style-type: none"> ■ Belief that effort leads to success ■ Belief in one's ability to improve and learn ■ Preference for challenging tasks ■ Derives satisfaction from personal success at difficult tasks ■ Uses self-instruction when engaged in task 	<ul style="list-style-type: none"> ■ Belief that ability leads to success ■ Concern to be judged as able, concern to perform ■ Satisfaction from doing better than others ■ Emphasis on normative standards, competition and public evaluation ■ Helplessness: evaluates self negatively when task is difficult