**Learning Resources for Action Planning**

Denison Leadership Development

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| **Competency** | **Definition** | | |
| **Empowers People** | The individual helps to create an environment where **individuals have authority, initiative, and ability to manage their own work**. The individual has a **sense of ownership and responsibility** for the organization. | | |
| **Self-Directed Learning (Books| Articles | Blogs)** | | | |
| 6 Ways to Empower Others to Succeed [C:\Users\jkaur\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\CA146E3D.tmp](https://www.forbes.com/sites/lisaquast/2011/02/28/6-ways-to-empower-others-to-succeed/#4d5f7c9b5c62) | The 6 Key Secrets to Increasing Empowerment in Your Team [C:\Users\jkaur\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\CA146E3D.tmp](https://www.forbes.com/sites/joefolkman/2017/03/02/the-6-key-secrets-to-increasing-empowerment-in-your-team/#16dc323e77a6) | | Driving Better Business Results Through Your Employees |
| When Empowering Employees Works and When it Doesn’t  [Image result for hbr logo](https://hbr.org/2018/03/when-empowering-employees-works-and-when-it-doesnt) When Empowering Employees Works, and When It Doesn | 8 Tips for Empowering Employees  [Image result for Inc. icon](https://www.inc.com/kevin-daum/8-tips-for-empowering-employees.html) | | Top Tips to Lead and Empower Employees [Small Business Administration](https://www.sba.gov/blogs/top-tips-lead-and-empower-employees) |
| What Makes Us Feel Good About Our Work? | Employee Coaching  [Image result for siop](http://www.siop.org/Portals/84/docs/White%20Papers/ExecEmployeeCoaching.pdf) | | Empowering Your Employees to Empower Themselves  [Image result for hbr logo](https://hbr.org/2010/04/empowering-your-employees-to-e) |
| **Learning On-The-Job**  Practice this competency on-the-job. Ideas for what other leaders are doing to develop this competency for themselves and their teams. | | | |
| * Create an employee group and provide the sponsorship and resources needed as they focus on solving a customer need. * Have leaders engage their employees in discussion to clarify what decisions they can make, those they can influence, and those who are beyond the scope of that employee’s responsibility. * Create a manager “learning community” that allows managers to learn from each other about best “people management” practices, including delegation and empowerment. * Have employees form a “disappearing task force” with a clear charge to understand and resolve a specific business challenge. * Recognize and reward individuals and teams that take the initiative to solve a business issue or customer problem. * Hold weekly “current affairs” meetings to provide regular updates and information to employees so that they can make more informed decisions. * Give staff the opportunity to tailor their training curriculum to fit their interests and needs. * Empower employees by giving them the ability to “stop the line” if they see a quality or safety risk. * Ask employees to provide their leader with a list of responsibilities and decisions that they believe they should own. | | | |
| **Social Learning**  Identify a suitable form of learning from others through mentoring and/or coaching. | | | |
| 1:1 Mentoring  Identify or ask your manager to match you with an executive mentor or a peer mentor based on your action plan focus area. | | Group Mentoring  Join or create a group of 4-6 peer leaders who engage a senior mentor and meet as a group once or twice a month to discuss various topics and do structured group activities. Group mentoring combines senior and peer mentoring, as mentees learn from both the mentor and each other. | Training-Based Mentoring  Join a training program that matches you (or take the initiative to identify a mentor) with a mentor based on the specific skills taught in the training program. |
| Community of Learning – In-Person  Community or learning (often called “learning circles” is a great way to network and learn from peers and leaders for a common area of interest (management excellence). Join or start a group of employees who are interested in strengthening a particular competency. Identify specific topics, format (talk, panel, discussion, etc.) and meet periodically. | | Community of Learning – Virtual  Similar in concept to “In Person” community of learning, except that where in person interaction is impractical or impossible due to different geographic locations. Instead, members use electronic methods such as email, instant messaging, and video conferencing. Join or start a community of learning that is virtual and build your global network and expertise. | Coaching  Identify a professional coach to help you improve, grow, and develop skills to overcome obstacles strengthen your competencies.  **Note:** While coaching and mentoring may seem similar, they are different. Coaching is job-focused and performance-oriented and has a set outcome in mind. Coaching can be thought of as being “functional” whereas mentoring can be thought of as being “relational.” |

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