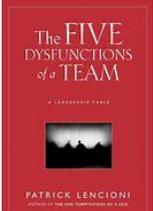


# Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
<p><b>Team Orientation</b></p>	<p><i>The individual manager places value on employees <b>working cooperatively toward common goals</b> and often relies on team effort to get work done. S/he helps establish a sense of mutual accountability for the accomplishment of goals.</i></p>	
<p><b>Self-Directed Learning (Books   Articles   Blogs)</b></p>		
<p>Walking the Walk: 3 Ways to Ensure a Team-Oriented Business Culture</p> 	<p>Increase Executive Team Effectiveness</p> 	<p>The Five Dysfunctions of a Team [Blog]</p> 
<p>Make Sure Your Team's Workload Is Divided Fairly</p> 	<p>How to Manage for Collective Creativity</p> 	<p>Great Teams Are About Personalities, Not Just Skills</p> 

Eight Ways to Build Collaborative Teams



The Power of a Team



The Collaboration Blind Spot



### Learning On-The-Job

Practice this competency on-the-job. Try out ideas for what other leaders are doing to develop this competency for themselves and their teams.

- Embrace the differences between team members and play to each team member's individual strengths.
- Encourage trust, communication, cooperation, transparency, and information sharing among team members.
- Create a supportive and safe environment where team members can discuss issues within the team, including differences in personality styles, decision-making approaches, conflict resolution preferences, and so on.
- Ask for information and formal feedback, and allow team to offer innovative solutions to critical business needs.
- Recognize and reward "winning" solutions, but remember to convey appreciation for all solutions.
- Clearly define the roles and responsibilities as well as the values and goals for each team. Have each team provide input regarding the values and goals for their team.
- Use an "open-office" working environment and instant messaging applications (for remote employees) in order to encourage more collaboration and communication.
- Promote social activities that allow for the building of stronger working relationships and fostering team spirit (volunteer work, sporting events, team competitions, etc.).

- Select a team-building framework (for example, the 5 Dysfunctions of a Team) and use that framework for a team assessment and improvement.

## Social Learning

Identify a suitable form of learning from others through mentoring and/or coaching.

<p><b>1:1 Mentoring</b></p> <p>Identify or ask your manager to match you with an executive mentor or a peer mentor based on your action plan focus area.</p>	<p><b>Group Mentoring</b></p> <p>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.</p>	<p><b>Training-Based Mentoring</b></p> <p>Join a training program that matches you with (or take the initiative to identify) a mentor based on the specific skills taught in the training program.</p>
<p><b>Community of Learning – In-Person</b></p> <p>Community of learning is a great way to network and learn from peers and leaders about a common area of interest. Join or start a group of employees who are interested in strengthening a particular competency. Identify specific topics, formats (e.g., talk, panel, discussion, etc.) and meet periodically.</p>	<p><b>Community of Learning – Virtual</b></p> <p>Similar in concept to “in-person” community of learning, except 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.</p>	<p><b>Coaching</b></p> <p>Identify a professional coach to help you improve, grow, and develop skills to overcome obstacles and strengthen your competencies.</p>