

Learning Resources for Action Planning

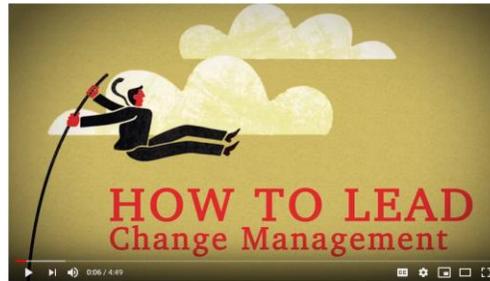
Denison Leadership Development

Competency	Definition	
Creates Change	<i>The individual knows the organizational environment, quickly reacts to current trends, and anticipates future changes. S/he continuously creates adaptive and innovative ways to meet changing needs.</i>	
Self-Directed Learning (Books Articles Blogs)		
Real World Leadership Series: Change, Strategy, and Innovation 	How to Be a Successful Change Leader 	How Leaders Inspire Change in the 21 st Century 
4 Things Successful Change Leaders Do Well 	5 Ways to Lead in an Era of Constant Change 	Effective Feedback 

5 Ways to Lead in an Era of Constant Change



How to Lead Change Management



How to Communicate Clearly During Organizational Change



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.

- Identify key stakeholders when implementing changes to proactively engage those stakeholders throughout the change process.
- Use communication with the team at various points in time to create excitement, openness and readiness to change.
- Volunteer to be a change agent for organizational or cross-team initiatives to design and/or deploy new initiatives.
- Create sub-teams to assess and support change readiness for new organizational initiatives rollout – using sub-teams who can later support their colleagues in adopting the changes.
- Develop or cascade clear messages regarding organizational changes that reinforce why the change is important and how it will move the organization forward.
- Implement lean principles and processes to involve employees in redesigning efficient work processes.
- Create communication plan for change to cascade message effectively starting from direct reports to the broader team.
- For organizational changes, demonstrate support for the change through communication and actions.
- Use the opportunity to coach employees through the change
- Engage with and provide support to the project team managing the change.

- Identify and manage resistance and create a plan to address it.
- Re-allocate resources and accountabilities, if needed, to better meet customer needs.

Social Learning

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

<p>1:1 Mentoring</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>Group Mentoring</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>Training-Based Mentoring</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>Community of Learning – In-Person</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>Community of Learning – Virtual</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>Coaching</p> <p>Identify a professional coach to help you improve, grow, and develop skills to overcome obstacles and strengthen your competencies.</p>