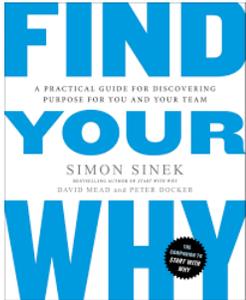
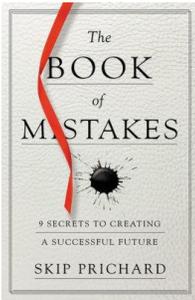
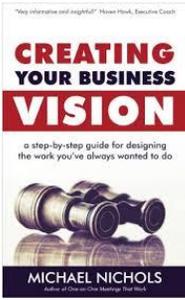


# Learning Resources for Action Planning

## Denison Leadership Development

Competency	Definition	
Creates Shared Vision	<i>The leader helps <b>create a shared view of a desired future state</b> for his/ her organizational unit. S/he inspires others with this vision, translates it into everyday activities, and engages others to ensure buy-in and commitment.</i>	
<b>Self-Directed Learning (Books   Articles   Blogs)</b>		
Find your Why by Simon Sinek [Book]	The Book of Mistakes by Skip Prichard [Book]	Creating your Business Vision by Michael Nichols [Book]
		
To Lead, Create a Shared Vision	Leadership Success Always Starts with Vision	4 Steps to Creating a Shared Vision That Will Energize Your Team
		

<p>Don't Have a Leadership Vision? Here's Where to Find It.</p>  The Forbes logo, consisting of the word "Forbes" in a white, serif font centered on a black rectangular background.	<p>How to Turn A Strategic Vision into Reality</p>  The MIT Sloan Management Review logo, with "MIT" in red, "Sloan" in black, and "Management Review" in a smaller black font below.	<p>The Best Ways to Communicate Your Organization's Vision</p>  The Center for Creative Leadership logo, featuring a stylized blue and green wing-like graphic above the text "Center for Creative Leadership".
<p>Leading Through Personal Vision: Five Simple Steps</p>  The Forbes logo, consisting of the word "Forbes" in a white, serif font centered on a black rectangular background.	<p>The Most Compelling Leadership Vision</p>  The Harvard Business Review logo, featuring the Harvard crest (a shield with a book and stars) and the text "Harvard Business Review" to its right.	<p>Google Trains Its Managers to Create a Team Vision with This Framework. You Can Use It, Too.</p>  The Inc. logo, with the word "Inc." in a large, bold, black, sans-serif font.
<p>6 Ways Vision Will Inspire Your Employees and Culture</p>  The Forbes logo, consisting of the word "Forbes" in a white, serif font centered on a black rectangular background.	<p>How Great Leaders Create and Share a Positive Vision</p>  A stylized logo consisting of three white, slanted rectangular shapes of varying heights on a black square background.	<p>20 Tips to Inspire Your Team to Exceed Goals Each Month</p>  The Inc. logo, with the word "Inc." in a large, bold, black, sans-serif font.

## 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.

- Place posters of the company mission and vision in highly trafficked areas to remind employees of the organization’s mission and vision.
- Make the mission and vision key components of your employee onboarding process.
- Start important meetings with a reminder of the vision of the company, why it is important, and how the meeting relates to the vision.
- Ask employees to identify what the vision means to him/her and what he/she could do to make the vision come to life.
- Link discussions about the strategy, goals, and daily tasks directly back to the vision, to create line-of-sight between the near- and long-term priorities.
- Check-in with employees on the progress of the goal to reach or maintain the mission and vision. Ask for input from employees in what can be done to accelerate progress.
- As a leader, elude more clarity and excitement about the vision, including your stories of success and progress.
- As a leader, demonstrate your own passion about the work of the company and share stories of how your passion has translated into your work.
- Use social media, case studies, and internal communication vehicles to highlight examples of the company, demonstrating the mission and vision.

## 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 with (or take the initiative to identify) a mentor based on the specific skills taught in the training program.



<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>
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