

Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
Defines Core Values	<i>The individual communicates and lives by a set of nonnegotiable core values. S/he helps to define the work group or organization's culture, values, and ethics; and helps employees learn to apply the organization's values when dealing with customers, stakeholders, and other employees.</i>	
Self-Directed Learning (Books Articles Blogs)		
Ten Ways to Build Trust on Your Team 	Defining Your Company's Core Values: The Complete Guide (with Templates) 	How to Be an Ethical Leader 
When Boundaries Become Barriers 	Practice What You Preach or Pay the Price 	Does Your Company Keep Its Promises? 

<p>Practice What You Preach: How to Avoid Content's Hypocrisy Trap</p> <p>Entrepreneur</p>	<p>How to Define Organizational Values</p> 	<p>Proven Ways to Earn Your Employees' Trust</p> 
<p>Make Your Values Mean Something</p> 	<p>The Role of Leadership in Shaping Organizational Culture</p> 	<p>4 Ways to Bring Your Organizational Values to Life</p> <p>Entrepreneur</p>
<p>Learning On-The-Job</p> <p>Practice this competency on-the-job. Try out ideas for what other leaders are doing to develop this competency for themselves and their teams.</p>		
<ul style="list-style-type: none"> • Establish core values and engage team in an exercise to discuss the behaviors that would be “in-bounds” or “out-of-bounds” in an effort to surface what the values look like “in action.” • Incorporate the core values into the performance review process – indicating that how work gets done is as important as what gets done. • Teammates agree to “donate to the bucket” for any behaviors that violate their values – allowing for a fun, yet practical, way to hold each other accountable. • Recognize behaviors and actions that reflect a core value in-practice. • Refer to the values as key decisions are made and describe how the values informed those decisions. 		

- Include an opportunity for employees to describe the ways in which the organization is “living the values” and where the organization is “falling short”; as part of the annual culture assessment.
- Add a cultural component to the onboarding process to accelerate a new employee’s cultural awareness, including emphasis on the core values and the reason those values are important to the organization.

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>