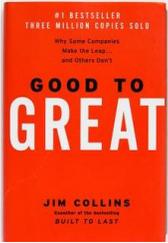
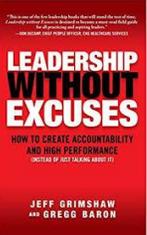
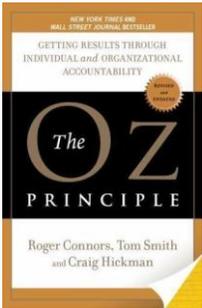
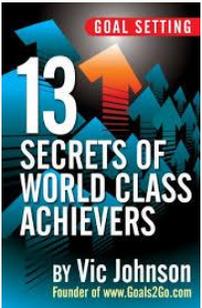
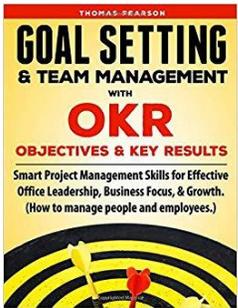


# Learning Resources for Action Planning

## Denison Leadership Development

Competency	Definition	
<b>Defines Goals &amp; Objectives</b>	<i>The individual encourages high employee accountability in setting and accomplishing organizational goals. S/he communicates a clear set of goals and objectives that can be linked to the mission, vision, and strategy of the work group or organization.</i>	
<b>Self-Directed Learning (Books   Articles   Blogs)</b>		
Help Your Employees Set Professional Goals With These 15 Tips  	Good to Great by Jim Collins [Book]  	Leadership Without Excuses by Jeff Grimshaw and Gregg Baron [Book]  
5 Rules to Set Yourself Up For Success  	Goal-Setting  	Make Sure Your Team's Workload is Divided Fairly  

<p>How to Set Goals for Yourself and Your Team</p> 	<p>3 Steps for Aligning Your Organizational Goals</p> 	<p>7 Questions to Help Set More Effective Team Goals</p> 
<p>Why the Secret to Success is Setting the Right Goals</p> 	<p>10 Leadership Tips for Setting Goals and Objectives</p> 	<p>3 Ways to Help Your Employees with Goal-Setting</p> 
<p>The Oz Principle” by Roger Connors, Tom Smith, and Craig Hickman [Book]</p> 	<p>13 Secrets of World Class Achievers by Vic Johnson [Book]</p> 	<p>Goal Setting and Team Management with OKR by Thomas Pearson [Book]</p> 

## 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.

- Utilize a specific framework for goal setting (SMART – Specific, Measurable, Achievable, Realistic and Timely).
- Set clear, high but attainable goals for individuals and teams. Develop these goals with the individual or team.
- Split large or “big picture” goals into smaller attainable goals. Communicate how these small goals will eventually help accomplish the larger goal.
- Adopt a performance management process that includes feedback and dialogue about progress towards individual and team goals. Feedback should not be limited to meetings but should be given at every opportunity.
- Recognize and reward employees and teams when goals are reached and work together to set additional high but attainable goals.
- Give a quarterly award for employees and teams based on measurable contributions to goals. Also, highlight contributions employees and teams made that contributed towards a goal, even if that goal was not met.
- Develop a set of clear behavioral objectives that reinforces how work needs to get done in order to support shifts in the strategy. Ask for input and feedback from employees regarding this.
- Implement the use of scorecards to increase transparency and accountability regarding critical KPIs. Be sure to communicate whether scorecards will be taken into account during performance appraisals.
- Adopt several “big picture” goals that promote cross-functional coordination in order to achieve those goals.
- Open meetings with progress updates on team goals to keep them top-of-mind and relevant to leaders from across the organization.

## 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>