

Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
Defines Strategic Direction & Intent	<i>The individual communicates the organization's overall strategies so that everyone can see the relationship between their work and the accomplishment of the work group or organization's goals. S/he effectively implements short and long-term strategies to meet organizational goals.</i>	
Self-Directed Learning (Books Articles Blogs)		
10 Principles of Strategic Leadership 	Demystifying Strategy: The What, Who, How, and Why 	Six Steps to Communicating Strategic Priorities Effectively 
A List of Goals is Not a Strategy 	How to Immediately Improve Your Strategic Plan 	How to Make a Strategy Succeed 

Leading with Vision: A Blueprint for Engaging Your Workforce



6 Steps to Make Your Strategic Plan Really Strategic



How to Engage Employees Through Your Company Vision Statement

Entrepreneur.

Your Strategy Needs a Strategy



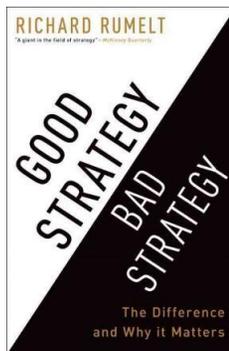
Turning Strategy into Results



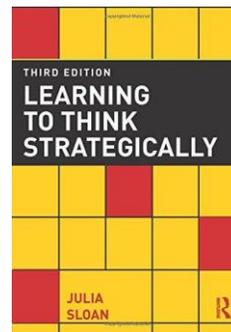
Strategy as Choice



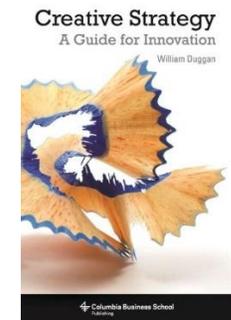
Good Strategy Bad Strategy by Richard Rumelt [Book]



Learning to Think Strategically by Julia Sloan [Book]



Creative Strategy by William Duggan [Book]



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.

- Develop a 1-page document that includes the company mission, vision, and values, and the team's goals – connecting them to the bigger picture. Share this document with your employees and discuss the connection between the mission, vision, and values, and the team's goals.
- Adopt Denison's Create-Communicate-Clarify-Reinforce model to ensure that Vision and Strategy move beyond the communication stage to enhanced ownership, with a clear demonstration of how they impact decisions.
- Develop a strategic roadmap for "winning" in the marketplace, highlighting growth, productivity and accountability, and for possible future situations, such as an acquisition or merger.
- Clarify and communicate five strategic priorities after conducting a needs assessment with external customers – priorities that help connect the internal actions to the customer wants and needs. This can also be done with internal customers.
- Hold "what-how-and-why" town hall, weekly, or one-on-one meetings with employees to build their understanding of the company direction. Encourage employees to ask questions, gain greater clarity about the priorities and direction, and how they affect their work. Ask for input and feedback from employees.
- Hold leadership-led strategy workshops, bringing all managers together to discuss and understand each division's strategy and goals, and how they align to support the company vision and strategy.
- Create "strategic thinking" teams to engage staff in dialog about institutional priorities and future opportunities.
- Create transparency and discuss leadership long-range strategic planning process. Invite employees to voice their input regarding the planning process.

Social Learning

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

<p style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">Coaching</p> <p>Identify a professional coach to help you improve, grow, and develop skills to overcome obstacles and strengthen your competencies.</p>