

Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
<p>Capability Development</p>	<p><i>The individual manager continually focuses on the development of skills and knowledge to meet ongoing business needs. S/he knows how to effectively utilize the diversity in the work force.</i></p>	
<p>Self-Directed Learning (Books Articles Blogs)</p>		
<p>5 Keys for Developing Talent in your Organization</p> 	<p>4 Reasons Talented Employees Don't Reach Their Potential</p> 	<p>The Missing Piece in Employee Development</p> 
<p>The 3 Most Vexing Employee Development Problems—and How to Overcome Them</p> 	<p>How to be a Great Leader</p> 	<p>Why a One-Size-Fits-All Approach to Employee Development Doesn't Work</p> 

Making Learning a Part of Everyday Work



Successful Ways to Encourage Employee Development and Strengthen Your Team



4 Ways for Managers to Develop Their People



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.

- Conduct developmental and professional training for employees that includes 360-degree feedback.
- Provide coaching and mentorship for employees' personal and professional development.
- Create a learning center (e.g., folder) with relevant resources to allow for employee self-directed learning and development. Encourage employees to share and add resources to the folder.
- Develop individual development plans with employees.
- Schedule weekly and/or monthly one-on-one meetings with employees or teams to discuss progress towards organizational and professional goals.
- Create an explicit map of career paths and the competencies needed to move along those paths.
- Discuss with employees their current career path standing and what needs to be done to move their career forward. Identify any high potential employees.
- Review the talent strategy on a regular basis to support the evolving needs of the business.
- Provide employees the opportunity to work on "stretch-assignments" in an effort to build additional skills while working on interesting projects.
- Cross-train employees to broaden skill set, increase department collaboration, and enhance organizational efficiency.
- Require all leaders to dedicate at least 10% of their time to professional development for themselves and those who report to them.

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>