

# Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
Empowers People	<p><i>The individual helps to create an environment where <b>individuals have authority, initiative, and ability to manage their own work.</b> The individual has a <b>sense of ownership and responsibility</b> for the organization.</i></p>	
<p><b>Self-Directed Learning (Books   Articles   Blogs)</b></p>		
<p>6 Ways to Empower Others to Succeed</p> 	<p>What Makes Us Feel Good About Our Work?</p> 	<p>Driving Better Business Results Through Your Employees</p> 
<p>When Empowering Employees Works and When it Doesn't</p> 	<p>8 Tips for Empowering Employees</p> 	<p>Situational Leadership</p> 

The 6 Key Secrets to Increasing Empowerment in Your Team



Employee Coaching



Empowering Your Employees to Empower Themselves



### 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.

- Include employees in the decision-making process, where possible, and discuss the reasoning behind certain decisions and actions as a team.
- Provide employees with a greater sense of autonomy or control in their job responsibilities and decisions.
- Create a supportive and safe environment where employees feel comfortable in having a voice and ask employees for their inputs and ideas.
- Encourage open communication with employees and listen to employee's needs, desires, and career aspirations.
- Recognize and reward individuals and teams that take the initiative to solve a business challenge or obstacle.
- Empower employees by giving them the ability to "stop the line" if they see a quality or safety risk, and recognize and reward those who do.
- Give employees the opportunity to provide feedback and tailor their training curriculum to fit their interests and needs.
- Hold weekly "current affairs" meetings to provide regular updates and information to employees so that they can make more informed decisions.

- Ask employees to provide a list of responsibilities and decisions that they believe they should own and why. Afterward, engage employees in discussion to discuss the list, clarify what decisions they can make, those they can influence, and those that are beyond the scope of the employee’s responsibility.
- Provide employees with opportunities for additional responsibility and challenges at work to foster empowerment and development.
- Convey confidence in employees and voice your appreciation of employees.

## Social Learning

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

1:1 Mentoring	Group Mentoring	Training-Based Mentoring
<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>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>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>
Community of Learning – In-Person	Community of Learning – Virtual	Coaching
<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>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>Identify a professional coach to help you improve, grow, and develop skills to overcome obstacles and strengthen your competencies.</p>