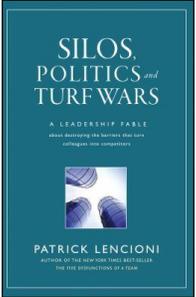




Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
Manages Coordination & Integration	<i>The individual ensures that different functions or units of the work group or organization are able to work together well to achieve common goals. S/he establishes necessary contacts and coordinates resources in other groups to prevent organizational boundaries from interfering with getting work done.</i>	
Self-Directed Learning (Books Articles Blogs)		
When Boundaries Become Barriers 	Four Steps for Building a Culture of Open Communication 	5 Tips to Create Effective Internal Communications with Your Team 
Eight Ways to Build Collaborative Teams 	Silos, Politics, and Turf Wars [Book] 	Why Effective Internal Communication is Critical to an Organization's Well-Being 

Why Silos Kill the Ability to Communicate a Unified Vision, and 5 Ways to Eliminate Them



10 Simple Ways to Build a Collaborative, Successful Work Environment



Building a Well-Networked Organization



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 facilitated cross-functional “give-get” sessions to clarify interdependencies and expectations for working across teams and functions.
- Identify the strategies and goals that require cross-organizational execution to deliver, and clarify the expectations for how different groups need to work together to meet those goals.
- Create job shadowing or rotation programs to pair up functional counterparts across divisions.
- Hold routine coordination meetings with critical external vendors and suppliers to ensure that they understand your company’s needs and expectations.
- Map out your key stakeholders across groups and rate the overall effectiveness of those working relationships.
- Create stand-up cross-functional teams to study complex issues and problems that require a “big picture” perspective, then recommend integrated solutions.
- Hold “brown bag” sessions where employees can hear what others in the group are working on, learn about problems they are trying to solve, and hear success stories. This increases awareness of the broader group activities and provides a platform for sharing what is going on outside of one’s own immediate team.
- Conduct an organization network analysis (using survey or current digital data) to understand patterns around communication and information sharing. Take actions to address issues emerging from the analysis.
- Conduct a team workshop to identify areas for improvement in the coordination and integration competency - [Link](#).

- Reward behaviors that exemplify good coordination efforts.
- Communicate examples of collaboration and how it impacts better business results.

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>