

# Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
Promotes Organizational Learning	<i>The individual leader encourages innovation, risk taking, and continuous improvement. Sees mistakes as opportunities for gaining knowledge and developing capabilities.</i>	
<b>Self-Directed Learning (Books   Articles   Blogs)</b>		
<p>How to Make Innovation Strategy Work</p> 	<p>5 Keys for Developing Talent in Your Organization</p> 	<p>Building a Learning Organization</p> 
<p>Is Yours a Learning Organization?</p> 	<p>Creating a Culture of Collaborative Innovation</p> 	<p>The Leader's New Work: Building Learning Organizations</p> 

How to Evolve Your Company into a Self-Learning Organization



**Forbes**

These Five Behaviors Can Create an Innovation Culture



**strategy+business**

How to Build A Culture of Innovation and Turn Every Employee into an Innovation Powerhouse



**Forbes**

### **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.

- Hire talent that brings a unique set of experiences that are new to the organization and allow them to promote a different way of thinking.
- Send employees into the field/customer site to observe their designs and products in use, and bring that knowledge back for process design or improvement.
- Create a “knowledge channel” to facilitate employees sharing information, stories and best practices. This could be monthly learning circles, profession-specific meetings, internal social media, internal shared drives, emails etc.
- Promote AAR’s (After Action Reviews) or “Lessons Learned” events to deconstruct an activity and share what was learned – capturing the positive and negative in an effort to inform future actions.
- Utilize Action Learning methodologies to not only broaden the team participating in problem-solving, but also to discuss what the team is learning about the way they solve problems.
- Implement “Fu Pan” (replaying the chess board), a process that promotes revisiting a set of actions for evaluating and improvement of work quality and speed.
- Allocate time for learning and innovation, making them an expected component of an employee’s job.

## Social Learning

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

<p style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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 style="text-align: center;"><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>