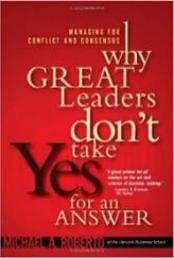
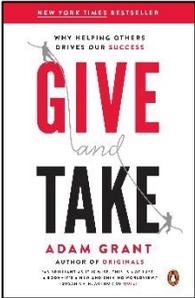


Learning Resources for Action Planning

Denison Leadership Development

Competency	Definition	
Works to Reach Agreement	<i>The individual helps to reconcile differences when they occur by actively promoting constructive discussion of conflicting ideas, incorporating diverse points of view into decisions, and working toward win-win solutions.</i>	
Self-Directed Learning (Books Articles Blogs)		
<p>Advocacy & Inquiry: A Useful Model</p> 	<p>Values with Teeth</p> 	<p>Why Great Leaders Don't Take Yes for an Answer: Managing for Conflict and Consensus</p> 
<p>Why Understanding Other Perspectives Is a Key Leadership Skill</p> 	<p>14 Ways to Approach Conflict and Difficult Conversations at Work</p> 	<p>Benefits to Consensus Decision Making</p> 

<p>7 Ways Amazing Leaders Encourage Healthy Debate</p> 	<p>Help Your Team Agree on How They'll Collaborate</p> 	<p>Two Leadership Practices For Tapping the Best of Your Multigenerational Team</p> 
<p>10 Ways to Get Your Colleagues to Work With You Better</p> 	<p>Give and Take [Book]</p> 	<p>New Research: Diversity + Inclusion = Better Decision Making at Work</p> 

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.

- Train employees on skills for having honest, crucial conversations.
- Institute “direct with respect” as an expectation for managers to engage in candid feedback and performance discussions.
- Adopt a decision-making model that utilizes prioritization and risk tools to promote more thoughtful, yet expedited, decisions.
- Create a clear approach for escalation of issues – with specific directions regarding whom to engage with and when.
- Adopt a RACI approach (Responsible-Accountable-Consulted-Informed) to determine ownership and influence over decisions.

- Set the tone on how diversity in thoughts and ideas can help to make better decisions. Introspect on own biases and make effort to overcome those.
- Be an ‘active’ listener (by giving undivided attention and acknowledging the message).
- Manage conflict at work thoughtfully and respectfully by ensuring privacy of employees, learning about the complete picture, and enabling objective decision-making.
- Promote and leverage ‘healthy’ conflict related to work related tasks through structured (facilitated group meetings, brainstorming, etc.).

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>