



The DeVry  
Leadership Center

# Leadership Development Learning Paths

## Navigating Leadership Transitions

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# Four Levels of Leadership



## **This Guide is Designed to:**

- Assist you with navigating the rich and varied resources available to colleagues at all leadership levels including training, consulting services and on-the-job development ideas.
- Help you develop the critical leadership competencies required at each leadership level.

## **How to Use this guide:**

1. Find the page that has targeted resources for your current leadership level (one, two, three or four) and identify training, consulting services and on-the-job stretch assignments that will assist you in your current role.
2. If your career development plan involves moving to the next leadership level, pay close attention to the competencies targeted for that level and identify some opportunities to develop targeted skills which will assist with your transition and success.
3. The learning paths are cumulative, assuming mastery of leadership competencies and full utilization of resources for previous leadership levels. It is important to note that this guide is not all inclusive. Additional resources to assist with your leadership development journey can be found on The DeVry Leadership Center website including the DeVry Education Group's Leadership Success Factors by Level and the On-the-Job Development Toolkit.

# Level 1 – Individual Contributor



Targeted Leadership Competencies (Review Leadership Success Factors for Comprehensive List)	DeVry Leadership Center Courses	DeVry Leadership Center Consulting Services	On-the-Job Development Ideas (Review On-the-Job Dev. Strategies)	Readings/Other Resources
<p>Provide exceptional service to students and customers</p> <p>Align individual efforts with greater organizational goals</p> <p>Develop innovative solutions to service issues</p> <p>Hone business communication skills</p> <p>Understand and actively implement TEACH values</p> <p>Develop positive and productive relationships within team and across departments/institutions</p>	<p>7 Habits of Highly Effective People</p> <p>Business Writing</p> <p>Career Planning: Charting Your Future</p> <p>High Impact Conversations</p> <p>Own Your Career e-learning</p> <p>Project Management: Nine Elements to Success</p> <p>Raising the Bar on Stellar Service (Delivered Locally)</p> <p>Time Management</p>	<p>Forté Interpersonal Communications Profile (as part of teambuilding session)</p> <p>StrengthsFinder Assessment</p>	<p>Craft a robust IDP and incorporate manager feedback</p> <p>Participate on a team focused on improving the student experience</p> <p>Identify a mentor who can assist with IDP goals and meet regularly</p> <p>Attend a professional conference focused on student/customer service best practices</p> <p>Volunteer in a leadership role in a community organization to hone IDP development need</p>	<p>DeVry University Library <a href="http://library.devry.edu">http://library.devry.edu</a></p> <p>Read <i>Bridging Differences: Effective Intergroup Communication</i> by William Gudykunst</p> <p>Read <i>Persuasive Business Speaking</i> by Elayne Snyder</p> <p>Read <i>Fostering Student Success in the Campus Community</i> by Gary Kramer and John Gardner</p> <p>Subscribe to a professional journal that aligns with your role</p>

# Level 2 – Transition from Individual Contributor to Supervisor/Manager



Targeted Leadership Competencies (Review Leadership Success Factors for Comprehensive List)	DeVry Leadership Center Courses	DeVry Leadership Center Consulting Services	On-the-Job Development Ideas (Review On-the-Job Dev. Strategies)	Readings/Other Resources
<p>Complete work through others</p> <p>Hone hiring/candidate selection skills</p> <p>Coach and develop staff</p> <p>Establish and communicate clear department goals that tie to the strategic direction</p> <p>Drive continuous improvement efforts by identifying and implementing best practices</p> <p>Help others ensure quick and efficient resolution to problems</p> <p>Establish culture of colleague motivation and engagement</p> <p>Gain understanding of internal and external regulatory compliance</p>	<p>In addition to courses included in level 1:</p> <p>Behavior Based Interviewing</p> <p>Calibrating Performance Ratings</p> <p>Coaching for Optimal Performance</p> <p>Leading at DeVry Group</p> <p>Managing across Generations</p> <p>The Role of the Leader in Talent Development</p> <p>Setting and Aligning Objectives</p> <p>Situational Leadership II</p> <p>Writing and Delivering Effective Evaluations</p>	<p>Forté Interpersonal Communications Profile (individual and team)</p> <p>New Leader Assimilation</p> <p>StrengthsFinder Assessment</p>	<p>Solicit regular feedback on delegation and leadership skills from manager and other superiors</p> <p>Lead an interview team and take active role in onboarding a new colleague</p> <p>Create and monitor department and individual goals</p> <p>Schedule weekly one-on-one meetings with each direct report, and openly advise on strategy, direction, challenges, performance and development</p> <p>Participate in a cross-functional team aimed at resolving an important issue</p> <p>Identify a process change, develop a proposal, and present it to leader</p> <p>Spearhead an internal/external benchmarking study of best practices and implement 3-5 learnings</p>	<p>DeVry University Library <a href="http://library.devry.edu">http://library.devry.edu</a></p> <p>Read <i>Crucial Conversations</i> by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler</p> <p>Read <i>Monitoring, Measuring and Managing Customer Service</i> by Gary Goodman</p> <p>Read <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i> by Michael Porter</p> <p>Join Association of Private Sector Colleges and Universities listserv to learn about for-profit higher education industry</p>

# Level 3 – Transition from Supervisor/Manager to Leader of Groups/Teams



Targeted Leadership Competencies (Review Leadership Success Factors for Comprehensive List)	DeVry Leadership Center Courses	DeVry Leadership Center Consulting Services	On-the-Job Development Ideas (Review On-the-Job Dev. Strategies)	Readings/Other Resources
<p>Pursue and inspire excellence in team execution of strategic goals</p> <p>Allocate resources appropriately among people/departments</p> <p>Provide continuous and honest communication to organization and individuals</p> <p>Set clear expectations regarding colleague engagement and development initiatives</p> <p>Aggressively identify and develop top talent</p> <p>Develop executive presence</p>	<p>In addition to courses included in levels 1-2:</p> <p>Financial Management: Driving Stronger Performance</p> <p>Leading During Turbulent Times</p> <p>Leading for Stellar Service</p> <p>Media Training</p> <p>Presentation Skills: Communicating to the Point</p> <p>Presentation Skills: No More Bullet Points e-learning</p>	<p>360 Degree Assessment</p> <p>Building Your Talent Strategy</p> <p>Leading Sustainable Change</p> <p>New Leader Assimilation</p> <p>Team Effectiveness Solutions</p> <p>Leading at the Speed of Trust</p> <p>MDA High Performing Team Assessment</p>	<p>Facilitate a team exercise to ensure alignment between strategic priorities and team and individual goals</p> <p>Consistently analyze and manage scorecards and critical metrics</p> <p>Mentor and develop identified successor(s)</p> <p>Lead a cross-functional change team from concept through implementation and present outcomes to senior leadership</p> <p>Assist front-line managers with implementing strategy</p>	<p>DeVry University Library <a href="http://library.devry.edu">http://library.devry.edu</a></p> <p>Read <i>FYI For Your Improvement: A Guide for Development and Coaching</i> by Lombardo &amp; Eichinger</p> <p>Read <i>FYI For Your Improvement Translator</i> by Center for Creative Leadership</p> <p>Read <i>What Got You Here Won't Get You There</i> by Marshall Goldsmith and Mark Reiter</p> <p>Read <i>Servant Leader</i> by Ken Blanchard and Phil Hodges</p>

# Level 4 – Transition from Groups/Teams Leader to Strategic Leader



Targeted Leadership Competencies (Review Leadership Success Factors for Comprehensive List)	DeVry Leadership Center Courses	DeVry Leadership Center Consulting Services	On-the-Job Development Ideas (Review On-the-Job Dev. Strategies)	Readings/Other Resources
<p>Create and communicate compelling vision, mission and objectives</p> <p>Create ethical and sustainable strategies to grow department or institution</p> <p>Spearhead wide-scale change initiatives</p> <p>Aggressively develop talent to support organization's goals</p> <p>Require transparent, consistent and open communication between key stakeholders on team and throughout organization</p>	<p>In addition to courses included in levels 1-3:</p> <p>Strategic Planning: Formulation to Implementation</p>	<p>360 Degree Assessments</p> <p>Leading Sustainable Change</p> <p>New Leader Assimilation</p> <p>Team Effectiveness Solutions</p> <p>Leading at the Speed of Trust</p> <p>MDA High Performing Team Assessment</p>	<p>Identify the top organizational initiatives, lead team through strategy session to identify key operating goals</p> <p>Consistently communicate vision/ objectives to key colleagues and gain feedback/information</p> <p>Lead an institution-wide change or turnaround effort</p> <p>Engage an executive coach to support personal growth strategies</p> <p>Implement timeline and accountability for succession planning for every mission critical role</p> <p>Coach individual(s) in succession for mission critical positions</p> <p>Create and present compelling proposal to SLT or Board</p>	<p>DeVry University Library <a href="http://library.devry.edu">http://library.devry.edu</a></p> <p>Read <i>The Leadership Pipeline: How to Build the Leadership - Powered Company</i> by Ram Charan, Stephen Drotter and James Noel</p> <p>Read <i>The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value</i> by James Heskett, Earl Sasser, Jr., and Leonard Schlesinger</p> <p>Read Harvard Business Review</p>