

# DLO's Playbook for Deployment of AAP in support of Leadership Development Comprehensive Learning Guide

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*In alignment with VA's strategic plan and priorities*

## Per Contract Deliverables:

6.2.i. Provide suggested curricula of courses that can be taught together for students to learn a specific competency. For instance, a curriculum for a competency might include developmental assessments, on-demand online courses, instructor-led virtual courses, and instructor-led in-person courses that work together to teach a competency. This will allow instructors to use “ready-made” curriculum packages of different learning products without having to research what courses work together for a competency.

6.5.c. Develop a learner and Designated Learning Officer (DLO) playbook for deployment of the solution, which is a guide describing the interaction and expectations between vendor and VHA DLO's or Designated learning leaders.

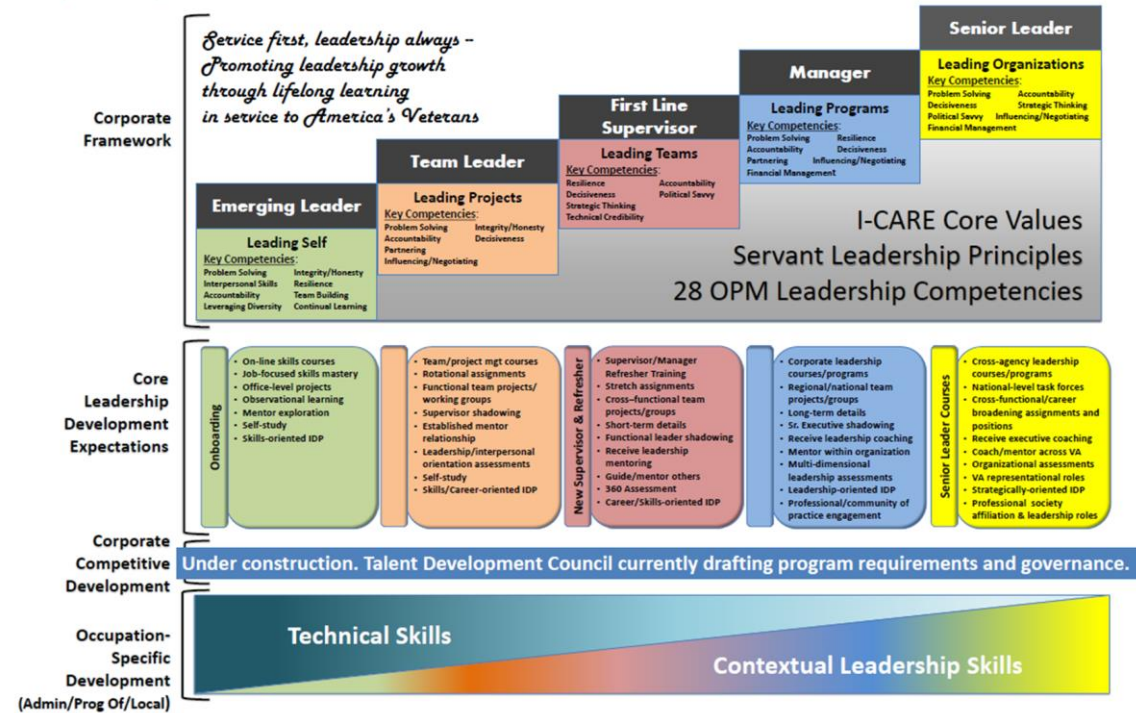
6.5.e. Map competencies specific to outcomes in alignment with VA's strategic plan and priorities.



Franklin Covey®  
THE ULTIMATE COMPETITIVE ADVANTAGE

# A Note on the Leadership Development Framework:

This playbook provided by FranklinCovey, is intended to meet the contract deliverables of the All Access Pass and *supplement* the tools provided by HLTI to meet the requirements of the Leadership Development Framework (LDF). FranklinCovey content is certainly not the only content available to VHA learning professionals and this learning guide is not meant to be single option alignment to the LDF. Instead, the intent of this playbook is to help you, as a learning leader, easily identify the specific elements of the All Access Pass and Jhana that could supplement your training plans in support of the LDF.



# A Note on LeadX

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*We want to clarify that Covey products are not in competition with HLTl's Exploration in Leadership (LeadX) program. **LeadX is intended to be VHA's answer to self-development.** FranklinCovey's resources from the All Access Pass Portal and Jhana are intended to supplement, rather than replace LeadX.*

**For Additional information on LeadX, visit here:**

[LeadX: Introducing VHA's New Self-Paced, Web-based Leadership Development Program! – Healthcare Leadership Talent Institute \(HLTI\) \(va.gov\)](#)

# FranklinCovey's All Access Pass

Value, Variety & Flexibility

Content Alignment to  
VA's Leadership Development Framework (LDF)

**Emerging Leader:  
Leading Self**



Jhana Topics:

- [Individual Goals](#)
- [Time Management](#)
- [Business Writing](#)
- [Email](#)

Video Discussion Guides:

- [Managing Yourself](#)
- [Managing Up](#)
- [Business Writing](#)

**Team Leader:  
Leading Projects**



Jhana Topics:

- [Project Management](#)
- [Persuading Others](#)
- [Giving Presentations](#)

Video Discussion

Activities:

- [Project Management](#)
- [Running Meetings](#)

**First-Line Supervisor:  
Leading Teams**

THE  
6 CRITICAL  
PRACTICES  
FOR LEADING A TEAM

UNCONSCIOUS  
BIAS™

Jhana Topics:

- [First 90 Days as a Manager](#)
- [Team Culture](#)
- [Addressing Unconscious Bias](#)

Video Discussion

Activities:

- [Building Team Culture](#)

**Manager:  
Leading Programs**

Loading at the  
**SPEED  
OF  
TRUST**

LIZ WISEMAN'S  
**MULTIPLIERS**  
HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE

Jhana Topics:

- [Trust](#)
- [Team Culture](#)
- [Motivating Your Team](#)
- [Assessing Your Team](#)

Video Discussion

Activities:

- [Establishing Credibility](#)
- [Managing Company Change](#)
- [Stress Management](#)

**Senior Leaders:  
Leading Organizations**

The **4** Essential Roles of  
**LEADERSHIP**



Jhana Topics:

- [Coaching](#)
- [Strategic Thinking](#)
- [Negotiation](#)
- [Innovation & Creativity](#)

Video Discussion Activities:

- [Setting Team Vision](#)
- [Strategy](#)
- [Problem Solving](#)

***Service first, leadership always – Promoting leadership growth through lifelong learning in service to America's Veterans***

# How to use this comprehensive learning guide

This guide contains a selection of blended Impact Journeys organized around the five levels of leadership in the VA's Leadership Development Framework. Each 'Impact Journey' is an end-to-end learning experience and contains resources from the All Access Pass Portal, Jhana, and instructor-led facilitation.

Each level of leadership contains three components:

- 1 **"The Big Picture"** – an explanation of the content aligned to that leader level and how it maps to the competencies to specific to that level of leadership.
- 2 **"A Comprehensive Approach"** – a deep dive Impact Journey anchored by instructor-led training and bolstered by eLearning and microlearning reinforcement content.
- 3 **"An Efficient, Independent Approach"** - a waterski impact journey designed to be turnkey and self-paced, focused on the Insights and Excelerators eLearning modules in the All Access Pass Portal and bolstered by microlearning content in Jhana.

The text below each icon contains a deep link to that specific learning item or supplemental resource. (If the link is for a learning item, you may be asked to log-in to Jhana or your All Access Pass Portal)

**1** Emerging Leader

## The Big Picture – Content Alignment

U.S. Department of Veterans Affairs

Solution Title	How Does This Align?	Competencies Covered	Solution Modalities
	Ultimately, the core model of the 7 habits is built on personal accountability, which drives the other key competencies for emerging leaders. The framework of the 7 habits is called the Maturity Continuum and it is divided into three segments – the private victory is focused on personal accountability (Habit 1 – Be Proactive), resilience (Habit 2 – Begin with the End in Mind) and integrity/honesty (Habit 3 – Put First Things First). The second component of the maturity continuum is focused on interpersonal skills and how we build what FranklinCovey calls the public victory through effective problem solving (Habit 4 – Think Win-Win), effective listening to support interpersonal skills (Habit 5 – Seek First to Understand, then to be Understood) and team building and leveraging diversity (Habit 6 – Synergize). Finally, habit 7 focuses on the Saw as focused on continual learning and reinforces resilience in renewal in work and in life.	<ul style="list-style-type: none"> <li>Problem Solving</li> <li>Interpersonal Skills</li> <li>Accountability</li> </ul>	<ul style="list-style-type: none"> <li>2-day ILT</li> <li>3-day ILT</li> <li>6x90 minute VILT</li> <li>1-day Foundations ILT</li> <li>3x90 minute Foundations VILT</li> <li>Excelerators (7)</li> </ul>

**2** Core Content

## A Comprehensive Approach: Live Training & Reinforcement

Solution Title	Alignment to Leadership Level
	As an emerging leader, written communication is important that can be persuasive and effective. This content is designed to help you build your influence as a team leader.
	<p>Jhana Topics:</p> <ul style="list-style-type: none"> <li>Accountability</li> <li>Time Management</li> <li>Managing Yourself</li> <li>Managing Up</li> </ul>

**3** First-Line Supervisor

## An Efficient & Independent Approach - OnDemand

Solution Title	Alignment to Leadership Level
	<p>Portal Prep:</p> <p>Communicate: 6 Critical Practices for Leading a Team</p> <p>Pre-work</p> <p>Manager Meeting</p> <p>Excelerators</p> <p>Excelerators</p> <p>Excelerators</p>

3-4 Weeks Before

Teams and Assigned Learning:

Create a team in your AAP Portal for this Impact Journey.

Assign learning and set due dates.

View the video tutorials on the Jhana AAP Information Page for instructions.

3 Weeks Before

Setting the Tone:

Email participants using the:

- GCP email template
- Link to GCP Jhana reinforcement track (<https://app.jhana.com/c-critical-practices-email-signup/>)
- Digital Participant Materials (if using)

2-3 Weeks Before

Self-Assessments:

- How well do you run 1-on-1s?
- How well are you setting up your team up to get results?
- How well are you leading change?
- How well do you manage workplace well-being?

1 Week Before

Align Expectations:

- Review insights from your assessments.
- Click here to view supplemental resources to structure effective manager meetings.

Week 1

1 x 30-minute eLearning Module

- The 6 Critical Practices - Introduction & Practice 1: Develop a Leaders Mindset

Week 2

1 x 30-minute eLearning Module

- The 6 Critical Practices - Practice 2: Hold Regular 1:1s

Week 3

1 x 30-minute eLearning Module

- The 6 Critical Practices - Practice 3: Set Up Your Team to Get Results

Week 5

Facilitated Discussion:

- What is most difficult for you making the shift to leader?
- What was your most effective 1-on-1 like? Why?
- Discuss challenges you might face in meeting those goals this year.
- How do you plan to delegate effectively?

Setting the Tone:

In your calendar invitation, include the following:

- LSOT email template
- LSOT two-page overview
- Digital Participant Materials (if using)

3 Weeks Before

Self Assessment

- Click here to view a sample of the LSOT assessment (Trust Questionnaire) (pages 57-69)
- Contact your Katherine Hurt-Ridley ([katherine.hurt@frankincovey.com](mailto:katherine.hurt@frankincovey.com)) to begin the assessment process.

1 Week Before

Align Expectations:

- Click here to view supplemental resources to structure effective manager meetings.

Core Work Session

2-day, Instructor-Led

- The Case for Trust
- Self Trust
- Relationship Trust
- Organizational Trust
- Market Trust
- Societal Trust

Week 1

Insights:

- The Critical Leadership Competency

Tips, Tools, and Articles:

Week 2

Insights:

- The Speed of Trust

Tips, Tools, and Articles:

Week 3

Insights:

- See-Speak-Behave

Tips, Tools, and Articles:

Week 4

Insights:

- The High Cost of Low Trust

Tips, Tools, and Articles:

3-4 Weeks Before

Setting the Tone:

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3-4 Weeks Before

Teams and Assigned Learning:

Create a team in your AAP Portal for this Impact Journey.

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View the video tutorials on the Jhana AAP Information Page for instructions.

3 Weeks Before

Setting the Tone:

Email participants using the:

- GCP email template
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2-3 Weeks Before

Self-Assessments:

- How well do you run 1-on-1s?
- How well are you setting up your team up to get results?
- How well are you leading change?
- How well do you manage workplace well-being?

1 Week Before

Align Expectations:

- Review insights from your assessments.
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Week 3

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Week 5

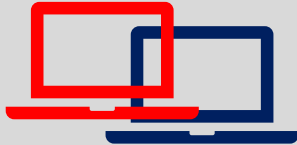










Facilitated Discussion:

- What is most difficult for you making the shift to leader?
- What was your most effective 1-on-1 like? Why?
- Discuss challenges you might face in meeting those goals this year.
- How do you plan to delegate effectively?

*\*If you're having trouble opening any of these links in Adobe, click this link and follow these simple steps to enable external links!*

# How to use this Learning Guide (cont.)

- **Different icons** represent various learning elements and phases in each specific Impact Journey.
- **If you need support** accessing or using these resources, please contact [vacare@franklincovey.com](mailto:vacare@franklincovey.com) for assistance.
- **You can explore** more of what FranklinCovey's All Access Pass has to offer here, on the [VHA AAP Information Page](#)

 <p><b>Insights/Excelerators:</b> 5-15-minute or 30-60-minute self-paced, eLearning modules. Includes downloadable tools and discussion questions.</p>	 <p><b>Jhana Resources:</b> Tips, tools, articles and short videos on a broad range of leadership and workplace challenges.</p>	 <p><b>Implementation Tools:</b> Resources and worksheets for helping participants focus on commitments made during the work session.</p>	 <p><b>Assessments:</b> Simple, PDF assessments to evaluate effectiveness in a variety of areas.</p>
<p>FranklinCovey <b>ALL ACCESS PASS<sup>PLUS</sup></b></p>  <p><b>Portal Prep:</b> Leverage the 'Teams', 'Assigned Learning', and 'Due Dates' features in the AAP Portal to automate reinforcement and support behavior change.</p>	 <p><b>Communication:</b> Resources to include in marketing and setting expectations for participants around an upcoming work session.</p>	 <p><b>Facilitated Discussion:</b> Resources to include in marketing and setting expectations for participants around an upcoming work session.</p>	 <p><b>Video Discussions:</b> Resources to include in marketing and setting expectations for participants around an upcoming work session.</p>
 <p><b>Instructor-Led Training:</b> This content can be delivered by an internal facilitator or a FranklinCovey consultant (\$).</p>	 <p><b>Comprehensive Approach:</b> Live classroom or live webinar delivery anchors this deep dive learning</p>	 <p><b>Efficient, Independent Approach:</b> 100% self-paced and still aligned to competencies</p>	



# Table of Contents

- Click on any of the **Impact Journeys** to the right to view the learning resources and implementation plan that support it.
  - Click on any of the **Supplemental Resources** to view additional documents around Facilitator Certification, identifying learning outcomes, getting leaders involved, etc.
- 1 • **Return to this table of contents at any time** by clicking on the VA logo in the top or bottom right corner of any page.

• **You can use this Learning Guide to:**

- **Implement** an end-to-end learning experience for your leaders and employees, as prescribed.
- **Customize** any of the Impact Journeys to meet the unique needs of your learners by eliminating steps, adjusting timeframes or adding additional content by FranklinCovey or any of the other learning resources available to you as a learning professional at VHA.
- **Create a vision** for your learners by providing a visual roadmap of the end-to-end learning experience.

## Emerging Leaders

- [The Big Picture](#)
- [Comprehensive Approach](#)
- [Efficient, Independent Approach](#)

## Team Leaders

- [The Big Picture](#)
- [Comprehensive Approach](#)
- [Efficient, Independent Approach](#)

## First-Level Supervisors

- [The Big Picture](#)
- [Comprehensive Approach](#)
- [Efficient, Independent Approach](#)

## Managers

- [The Big Picture](#)
- [Comprehensive Approach](#)
- [Efficient, Independent Approach](#)

## Senior Leaders

- [The Big Picture](#)
- [Comprehensive Approach](#)
- [Efficient, Independent Approach](#)

## Supplemental Resources

- [Road to Certification](#)
- [Coaching Guides](#)
- [Manager Meetings](#)
- [Defining Success](#)

### A note for the Microsoft Edge browser:

- You may need to 'Allow Cookies' in your Edge browser to open All Access Pass and Jhana content. [Click here for three simple instructions to correct this issue!](#)

### For Client Administrators:

- [View useful resources on FranklinCovey's AAP Community Page.](#)
- Email [vacare@franklincovey.com](mailto:vacare@franklincovey.com) for an invitation to our weekly AAP Portal Demos.



# Implementing an Impact Journey



## Comprehensive Approach – Live Training & Reinforcement



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**ALL ACCESS PASS**  
PLUS



1. Define success	2. Identify your facilitators.	3. Facilitator Certification	4. Communicate	5. Prep the Portal	6. Facilitate	7. Reinforce & Apply	8. Measure Success
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- What outcome do you want to improve/change?
- What behaviors need to change to affect that outcome?
- What metric will we point to in order to measure success?
- Supplemental Resources: [Defining Success](#)

- Who is interested in facilitating?
- What credibility will they have the audience (*emerging leaders, managers, etc.*)
- What support will they need to prepare?

- For new certifications, begin preparing 4-6 weeks prior to the work session.
- Supplemental Resources: [Road to Certification](#)
- Download a comprehensive Facilitator Prep Guide for:
  - [Live In-Person](#)
  - [Live Online](#)

- Send initial communication and calendar appointments, at least 3 weeks prior to the work session.
- Send a reminder email one-week prior to the work session.
- Resources to Include:
  - [Two-page content information sheets \(slipsheets\)](#)
  - Content-specific email templates.
  - Communication for managers of participants.

- [Create a team](#) in your AAP Portal for this Impact Journey.
- The following features will automate and support reinforcement and application following the work session. Click on each to view a video tutorial:
  - [Assign learning from the All Access Pass Portal.](#)
  - [Assign learning from external sites, like Jhana or TMS.](#)
  - [Set due dates.](#)

- Virtual facilitation tips and resources:**
- [View recorded Platform overviews for MS Teams, WebEx, and Zoom.](#)
  - ['12 Tips for Better Live-Online Learning.](#)
  - [FAQs about the LiveClicks platform](#)
- In-Person facilitation tips and resources:**
- [Body Language](#)
  - [Visual Facilitation](#)

**Each Impact Journey in the Learning Guide includes a detailed 'reinforcement prescription' to keep learning alive for your leaders and employees. Below are some resources to help you support reinforcement:**

- [How to facilitate a group discussion](#)

- What was the improvement or change in the outcome(s) you identified in Step 1?
- Have you observed or otherwise been made aware of behavior change?
- What was the change in the metric(s) you identified in Step 1? If it didn't change, was it the wrong metric or the wrong approach?



# Implementation Roadmap



## Efficient, Independent Approach – OnDemand



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**ALL ACCESS PASS**  
PLUS



1. Define success	2. Identify your 'engagement leaders'	3. Facilitator Certification	4. Communicate	5. Prep the Portal	7. Reinforce & Apply	8. Measure Success
<ul style="list-style-type: none"> <li>• What outcome do you want to improve/change?</li> <li>• What behaviors need to change to affect that outcome?</li> <li>• What metric will we point to in order to measure success?</li> <li>• Supplemental Resources: <a href="#">Defining Success</a></li> </ul>	<ul style="list-style-type: none"> <li>• You don't need live facilitation for the OnDemand Impact Journeys. You do need someone well-versed in the content who's committed to connecting with learners periodically throughout their journey.</li> <li>• Supplemental Resources: <a href="#">Coaching guides</a></li> </ul>	<ul style="list-style-type: none"> <li>• A certified facilitator makes a great 'engagement leader'. <a href="#">Click here to view the steps in that process.</a></li> <li>• Your 'engagement leader' may be a manager or senior and doesn't have time for full certification. At the least, we recommend they engage in the Impact Journey along with participants and review the coaching guides in Step 2.</li> </ul>	<ul style="list-style-type: none"> <li>• Send initial communication at least 3 weeks before the Impact Journey begins.. <i>As a best practice, schedule 1-hour orientation call to make sure participants understand the process.</i></li> <li>• Send a reminder email one-week prior to the beginning of their journey.</li> <li>• <b>Resources to Include:</b></li> <li>• <a href="#">Two-page content information sheets (slipsheets)</a></li> <li>• Content-specific email templates*</li> <li>• Communication for managers of participants*</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Create a team</a> in your AAP Portal for this Impact Journey.</li> </ul> <p>The following features will automate and support reinforcement and application following the work session. Click on each to view a video tutorial:</p> <ul style="list-style-type: none"> <li>• <a href="#">Assign learning from the All Access Pass Portal.</a></li> <li>• <a href="#">Assign learning from external sites, like Jhana or TMS.</a></li> <li>• <a href="#">Set due dates.</a></li> </ul>	<p><b>Each Impact Journey in the Learning Guide includes a detailed 'reinforcement prescription' to keep learning alive for your leaders and employees. Below are some resources to help you support reinforcement:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">How to facilitate a group discussion</a></li> </ul>	<ul style="list-style-type: none"> <li>• What was the improvement or change in the outcome(s) you identified in Step 1?</li> <li>• Have you observed or otherwise been made aware of behavior change?</li> <li>• What was the change in the metric(s) you identified in Step 1? If it didn't change, was it the wrong metric or the wrong approach?</li> </ul>

# The Big Picture – Content Alignment














	Solution Title	How Does This Align?	Competencies Covered	Solution Modalities
Core Content	 <p>Click above to visit the 'Solutions' page in your All Access Pass Portal</p>	<p>Ultimately, the core model of the 7 Habits is built on personal accountability, which drives the other key competencies for emerging leaders. The framework of the 7 Habits is called the Maturity Continuum and it is divided into three segments – the private victory is focused on personal accountability (Habit 1 – Be Proactive), resilience (Habit 2 – Begin with the End in Mind) and integrity/honesty (Habit 3 – Put First things First). The second component of the maturity continuum is focused on interpersonal skills and how we build what FranklinCovey calls the public victory through effective problem solving (Habit 4 – Think Win-Win), effective listening to support interpersonal skills (Habit 5 – Seek First to Understand, then to Be Understood) and team building and leveraging diversity (Habit 6 – Synergize). Finally, Habit 7 – Sharpen the Saw, is focused on continual learning and reinforces resilience with an emphasis on ensuring continuous improvement and renewal in work and in life.</p>	<ul style="list-style-type: none"> <li>• Problem Solving</li> <li>• Interpersonal Skills</li> <li>• Accountability</li> <li>• Leveraging Diversity</li> <li>• Integrity/Honesty</li> <li>• Resilience</li> <li>• Team Building</li> <li>• Continual Learning</li> </ul>	<ul style="list-style-type: none"> <li>• 2-day ILT</li> <li>• 3-day ILT</li> <li>• 6x90 minute VILT</li> <li>• 1-day Foundations ILT</li> <li>• 3x90 minute Foundations VILT</li> <li>• Excelerators (7)</li> <li>• Insights (37)</li> </ul>
	 <p>Click above to visit the 'Solutions' page in your All Access Pass Portal</p>	<p>As an emerging leader, the reality is much of your communication is in written form via emails, briefings, memos and reports. It is important that emerging leaders understand the mechanics of persuasive and effective writing to ensure their ability to communicate around the emerging leader key competencies and build their influence as they look ahead at a possible future as a team leader.</p>		
Supplemental Content	Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
		<p><b>Jhana Topics:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Accountability and Continual Learning</a></li> <li>• <a href="#">Time Management</a></li> </ul> <p><b>Video Discussion Guides:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Managing Yourself</a></li> <li>• <a href="#">Managing Up</a></li> </ul>	<p><b>Jhana Topics:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Business Writing</a></li> <li>• <a href="#">Email</a></li> </ul> <p><b>Video Discussion Activities:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Business Writing</a></li> </ul>	
Reinforcement				



# A Comprehensive Approach: Live Training & Reinforcement

## 16 Week Impact Journey

 <b>Pre-Assessment</b>	 <b>Communicate:</b> <i>The 7 Habits of Highly Effective People: Signature Edition 4.0</i>	 <b>Manager Meeting</b>	 <b>7 Habits of Highly Effective People: Signature Edition 4.0</b>	 <b>Insights</b>  7x7 Contract: Week 1	 <b>Jhana</b>  7x7 Contract: Week 2	 <b>Insights</b>  7x7 Contract: Week 3	
<b>3 Weeks Before Self or 360</b> <ul style="list-style-type: none"> <li>• <a href="#">Click here to view a sample of the 7 Habits assessment</a> (pages 8 - 23)</li> <li>• Contact your Katherine Hunt-Ridley (<a href="mailto:Katherine.huntridley@franklincovey.com">Katherine.huntridley@franklincovey.com</a>) to begin the assessment process.</li> </ul>	<b>2 Weeks Before Setting the Tone:</b> <ul style="list-style-type: none"> <li>• Reminder email</li> <li>• <a href="#">7 Habits Warmup</a> Click 'Facilitating' tab of Solution Page in AAP Portal</li> </ul>	<b>1 Week Before Align Expectations:</b> <a href="#">Click here to view supplemental resources to structure effective manager meetings.</a>	<b>Core Work Session 2-days; Instructor-Led</b> <ul style="list-style-type: none"> <li>• H1: Be Proactive</li> <li>• H2: Begin With the End in Mind</li> <li>• H3: Put First Things First</li> <li>• H4: Think Win-Win</li> <li>• H5: Seek First To Understand</li> <li>• H6: Synergize</li> <li>• H7: Sharpen the Saw</li> </ul>	<b>Week 1 Video-Based Reinforcement (5-15 minutes):</b> <ul style="list-style-type: none"> <li>• <a href="#">Carry Your Own Weather</a></li> <li>• <a href="#">Circle of Influence</a></li> <li>• <a href="#">80<sup>th</sup> Birthday</a></li> </ul>	<b>Week 2 Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li>• <a href="#">Selecting and shaping key goals</a></li> <li>• <a href="#">How to maintain a relationship</a></li> <li>• <a href="#">How long does it take to form a habit?</a></li> </ul>	<b>Week 3 Video-Based Reinforcement (5-15 minutes):</b> <ul style="list-style-type: none"> <li>• <a href="#">Empathic Listening</a></li> <li>• <a href="#">Play Your Roles Well</a></li> <li>• <a href="#">The Time Matrix</a></li> </ul>	<b>Week 4 Facilitated Discussion:</b> <ul style="list-style-type: none"> <li>• Think about a current challenge and Circle of Influence. What is in your circle of influence vs/ your circle of concern? Where else can you apply this thinking?</li> <li>• What is the one thing you want to work on over the next 2 weeks?</li> <li>• Where have you invested in an emotional bank account? Where do you need to invest?</li> </ul>
<b>Prepare</b>			<b>Learn</b>	<b>Reinforce &amp; Apply</b>			

**Pro Tip:** Leverage 'Teams' and 'Assigned Learning' in your AAP Portal to drive Reinforce & Apply resources!

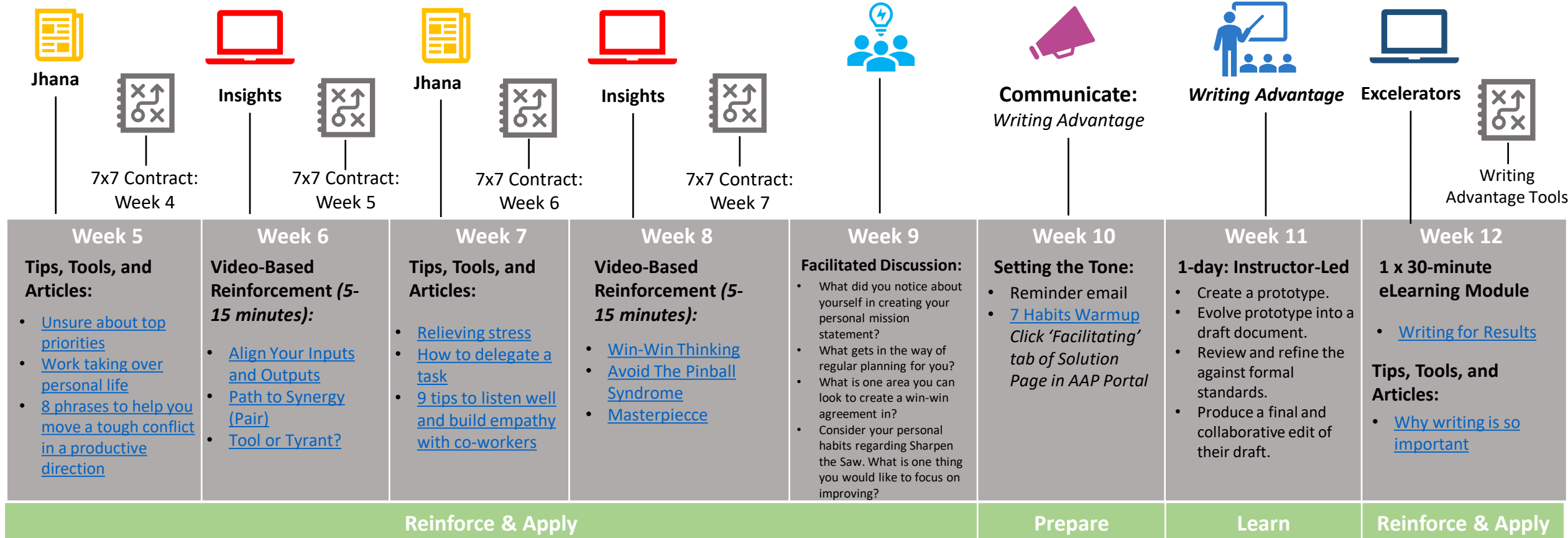
This course can also be delivered in 6x90 minute webinars





# A Comprehensive Approach: *Live Training & Reinforcement (cont.)*

## 16 Week Impact Journey





# A Comprehensive Approach: *Live Training & Reinforcement (cont.)*

## 16 Week Impact Journey



Jhana



Writing  
Advantage Tools



Post-Assessment:



Manager Meeting



### Week 13

#### Tips, Tools, and Articles:

- [Writing emails](#)
- [Writing reports](#)
- [Writing proposals](#)

### Week 14

#### Facilitated Discussion:

- What mistakes do you find yourself making in emails or messages?
- How can you ensure you are considering your reader?
- How can you ensure you're clear on your purpose?

### Week 15

#### Self or 360

- [Click here to view a sample of the 7 Habits assessment](#) (pages 8 - 23 )
- Contact your Katherine Hunt-Ridley ([Katherine.huntridley@franklincovey.com](mailto:Katherine.huntridley@franklincovey.com)) to begin the assessment process.

### Week 16

#### Manager Reconnect

[Click here to view supplemental resources to structure effective manager meetings.](#)

Reinforce & Apply

Close



# An Efficient & Independent Approach - OnDemand

## 12 Week Impact Journey



### Portal Prep

**Communicate:**  
*The 7 Habits of Highly Effective People: Signature Edition 4.0*

**Pre-Assessment**



### Excelerators



### Insights



7x7 Contract:  
Week 1



### Excelerators



7x7 Contract:  
Week 2



### Jhana



7x7 Contract:  
Week 3



### 3-4 Weeks Before Teams and Assigned Learning:

Create a team in your AAP Portal for this Impact Journey.

Assign learning and set due dates.

View the video tutorials on the [VHA AAP Information Page](#) for instructions.

### 3-4 Week Before Setting the Tone:

In your email, include the following:

- 7H 4.0 email template\*
- [7 Habits Warmup Digital Participant Materials](#) (if using)

### 3Weeks Before Self or 360

- [Click here to view a sample of the 7 Habits assessment](#) (pages 8 - 23 )
- Contact Katherine Hunt-Ridley ([Katherine.huntridley@franklincovey.com](mailto:Katherine.huntridley@franklincovey.com)) to begin the assessment process.

### Week 1 2 x 30-minute eLearning Modules

- [The 7 Habits – Paradigms and Principles of Effectiveness](#)
- [The 7 Habits - Habit 1: Be Proactive](#)

### Week 2 Video-Based Reinforcement (5-15 minutes):

- [Win-Win Thinking](#)
- [Avoid The Pinball Syndrome](#)
- [Masterpiece](#)

### Week 3 2 x 30-minute eLearning Modules

- [The 7 Habits – Habit 2: Begin With the End in Mind](#)
- [The 7 Habits – Habit 3: Put First Things First](#)

### Week 4 Tips, Tools, and Articles:

- [Selecting and shaping key goals](#)
- [How to maintain a relationship](#)
- [How long does it take to form a habit?](#)

### Week 5 Facilitated Discussion:

- Consider Circle of Influence. Where do you need to apply this thinking in your day to day right now?
- What is the one thing you want to work on over the next 2 weeks?
- Where have you invested in an emotional bank account? Where do you need to invest?

## Prepare

## Learn, Reinforce, & Apply

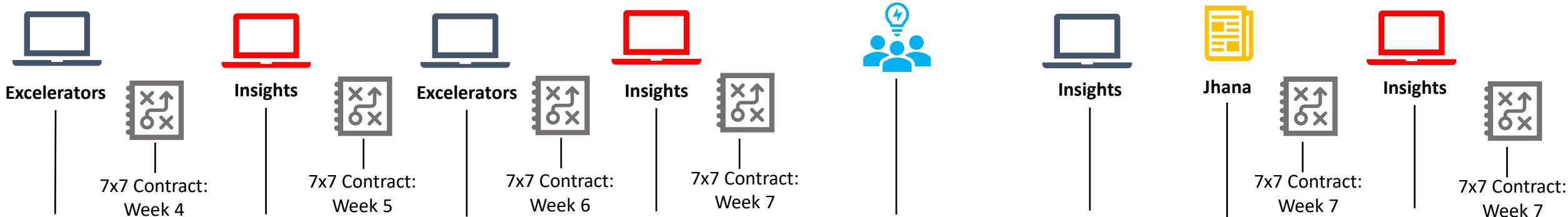


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# An Efficient & Independent Approach - OnDemand (cont.)

## 12 Week Impact Journey



Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13
<p><b>2 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">The 7 Habits – Habit 4: Think Win-Win</a></li> <li><a href="#">The 7 Habits – Habit 5: Seek First to Understand, Then to be Understood</a></li> </ul>	<p><b>Video-Based Reinforcement (5-15 minutes):</b></p> <ul style="list-style-type: none"> <li><a href="#">Begin With The End in Mind</a></li> <li><a href="#">Empathic Listening</a></li> <li><a href="#">The Time Matrix</a></li> </ul>	<p><b>2 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">The 7 Habits – Habit 6: Synergize</a></li> <li><a href="#">The 7 Habits - Habit 7: Sharpen the Saw</a></li> </ul>	<p><b>Video-Based Reinforcement (5-15 minutes):</b></p> <ul style="list-style-type: none"> <li><a href="#">Align Your Inputs and Outputs</a></li> <li><a href="#">Path to Synergy (Pair)</a></li> <li><a href="#">Tool or Tyrant?</a></li> </ul>	<p><b>Facilitated Discussion:</b></p> <ul style="list-style-type: none"> <li>What did you notice about yourself in creating your personal mission statement?</li> <li>What gets in the way of regular planning for you?</li> <li>What is one area you can look to create a win-win agreement in?</li> <li>Consider your personal habits regarding Sharpen the Saw. What is one thing you would like to focus on improving?</li> </ul>	<p><b>2 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">Writing for Results</a></li> </ul>	<p><b>Tips, Tools, and Articles:</b></p> <ul style="list-style-type: none"> <li><a href="#">Writing emails</a></li> <li><a href="#">Writing reports</a></li> <li><a href="#">Writing proposals</a></li> </ul>	<p><b>Video-Based Reinforcement (5-15 minutes):</b></p> <ul style="list-style-type: none"> <li><a href="#">Carry Your Own Weather</a></li> <li><a href="#">Circle of Influence</a></li> <li><a href="#">80<sup>th</sup> Birthday</a></li> </ul>

### Learn, Reinforce, & Apply



# An Efficient & Independent Approach - OnDemand (cont.)

## 12 Week Impact Journey



Post-Assessment: Manager Meeting

### Week 14

#### Facilitated Discussion:

- What mistakes do you find yourself making in emails or messages?
- How can you ensure you are considering your reader?
- How can you ensure you're clear on your purpose?

Reinforce & Apply

### Week 15

#### Self or 360

- [Click here to view a sample of the 7 Habits assessment \(pages 8 - 23\)](#)
- Contact your Katherine Hunt-Ridley ([Katherine.huntridley@franklincovey.com](mailto:Katherine.huntridley@franklincovey.com)) to begin the assessment process.

Close



### Week 16

#### Manager Reconnect

[Click here to view supplemental resources to structure effective manager meetings.](#)



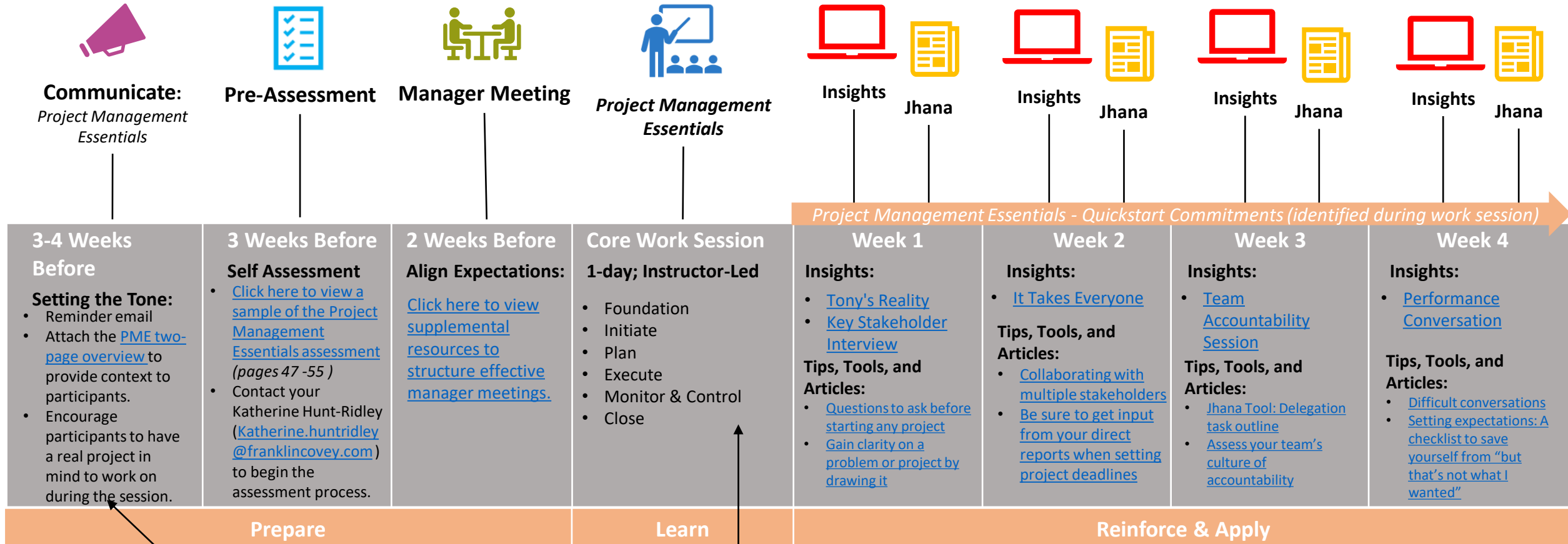
# The Big Picture – Content Alignment

	Solution Title	Course Desc/Why We Chose	Competencies Covered	Solution Modalities
Core Content Area	 <p><i>Click above to visit the 'Solutions' page in your All Access Pass Portal</i></p>	<p>Every team leader is responsible for completing projects on time, in scope and with excellence. This is essentially the task of a team leader. The Project Management Essentials courses aligns the five-part PMI model – Initiate, Plan, Execute, Monitor &amp; Control and Close – with four fundamental people leadership skills – Demonstrate Respect, Listen First, Clarify Expectations and Practice Accountability to meet the required competencies of this leader level. This tools-heavy content pushes leaders to think critically about the different components of a problem, evaluate risk and rally the team around solving that problem, focuses on the importance of partnering through the people leadership component of the course to include a key stakeholder interview focused on influencing and negotiating, a team accountability framework to build accountability and integrity/honesty in recognizing achievements, highlighting opportunities and surfacing lessons learned, and a project scope tool to drive decisiveness as changes arise.</p>	<ul style="list-style-type: none"> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Partnering</li> <li>• Influencing/</li> <li>• Negotiating</li> <li>• Integrity/</li> <li>• Honesty</li> <li>• Decisiveness</li> </ul>	<ul style="list-style-type: none"> <li>• 1-day ILT</li> <li>• 3x90 minute VILT</li> <li>• 2-hour VILT</li> <li>• Excelerators (5)</li> <li>• Insights (6)</li> </ul>
	 <p><i>Click above to visit the 'Solutions' page in your All Access Pass Portal</i></p>	<p>At the team leader level, learners are tasked with communicating effectively through presentations to include everything from one-on-one meetings to larger and more formal presentations. This content bolsters the learner's ability to influence through connection – connecting with their message, their content and their presence (integrity). Developing an effective presentation also requires decisiveness around what points will be most compelling and most important for your audience.</p>		<ul style="list-style-type: none"> <li>• 1-day ILT</li> <li>• 3x90 minute VILT</li> <li>• Insights (3)</li> </ul>
Supplemental Content Area	Solution Title	Alignment to Core Content	Alignment to Supplemental Content	A Step Further
		<p>Jhana Topics:</p> <ul style="list-style-type: none"> <li>• <a href="#">Project Management</a></li> <li>• <a href="#">Persuading Others</a></li> </ul> <p>Video Discussion Activities:</p> <ul style="list-style-type: none"> <li>• <a href="#">Project Management</a></li> </ul>	<p>Jhana Topics:</p> <ul style="list-style-type: none"> <li>• <a href="#">Giving Presentations</a></li> </ul> <p>Video Discussion Activities:</p> <ul style="list-style-type: none"> <li>• <a href="#">Running Meetings</a></li> </ul>	
Reinforcement				



# A Comprehensive Approach: Live Training & Reinforcement

## 16 Week Impact Journey



**Pro Tip:** Leverage 'Teams' and 'Assigned Learning' in your AAP Portal to drive Reinforce & Apply resources!

**Pro Tip:** This session can also be delivered in 3, 90-minute modules!

**Pro Tip:** Projects involve meetings. Include the 30-minute Excelsior, 'Leading Effective Minutes' for additional learning!

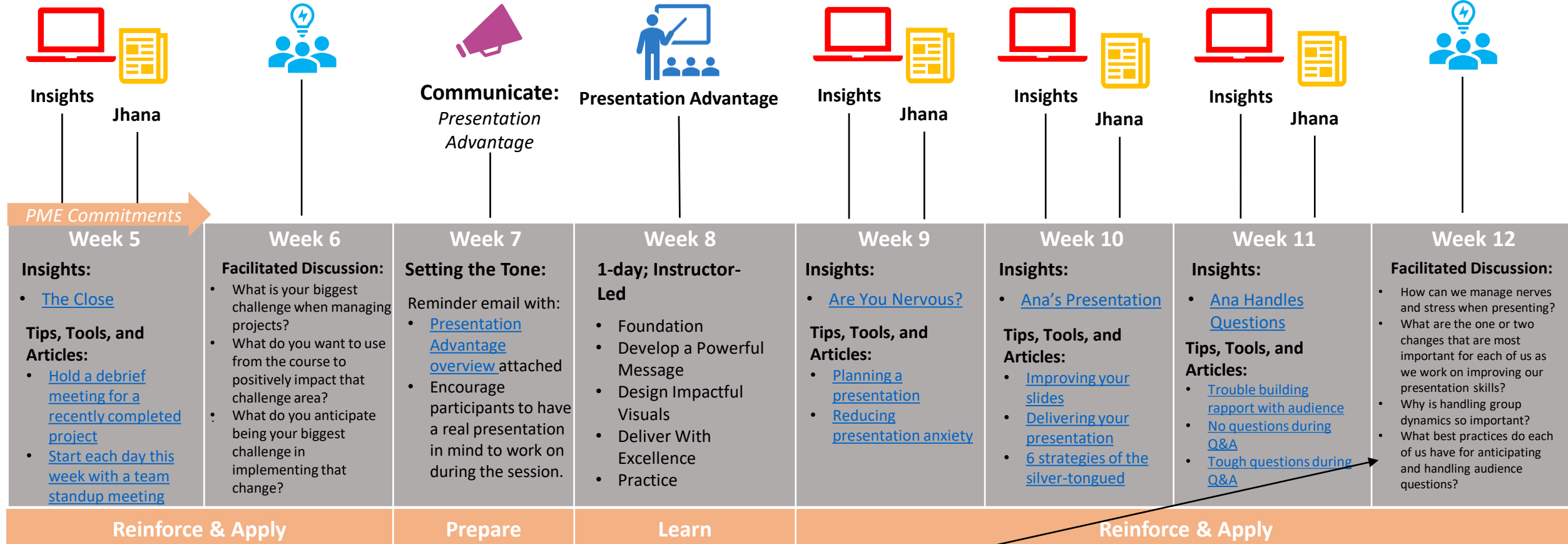


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# A Comprehensive Approach: Live Training & Reinforcement (cont.)

## 16 Week Impact Journey



**Pro Tip:** This could be a great opportunity for participants to practice their presentations and receive feedback!



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# A Comprehensive Approach: *Live Training & Reinforcement* (cont.)

16 Week Impact Journey



Post-Assessment



Manager Meeting

Week 13

- Self or 360**
- [Click here to view a sample of the Project Management Essentials assessment \(pages 47 -55 \)](#)
  - Contact your Katherine Hunt-Ridley ([Katherine.huntridley@franklincovey.com](mailto:Katherine.huntridley@franklincovey.com)) to begin the re-assessment process.

Week 14

**Manager Reconnect**

[Click here to view supplemental resources to structure effective manager meetings.](#)

Close

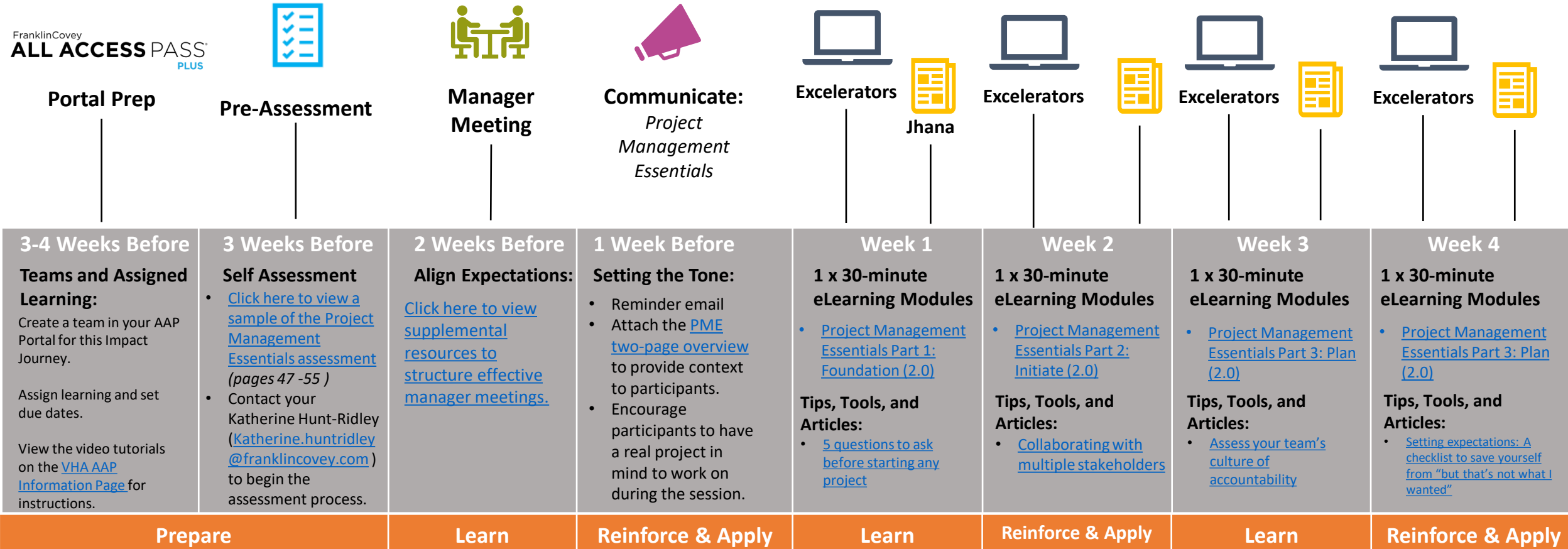


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# An Efficient & Independent Approach - OnDemand

## 12 Week Impact Journey



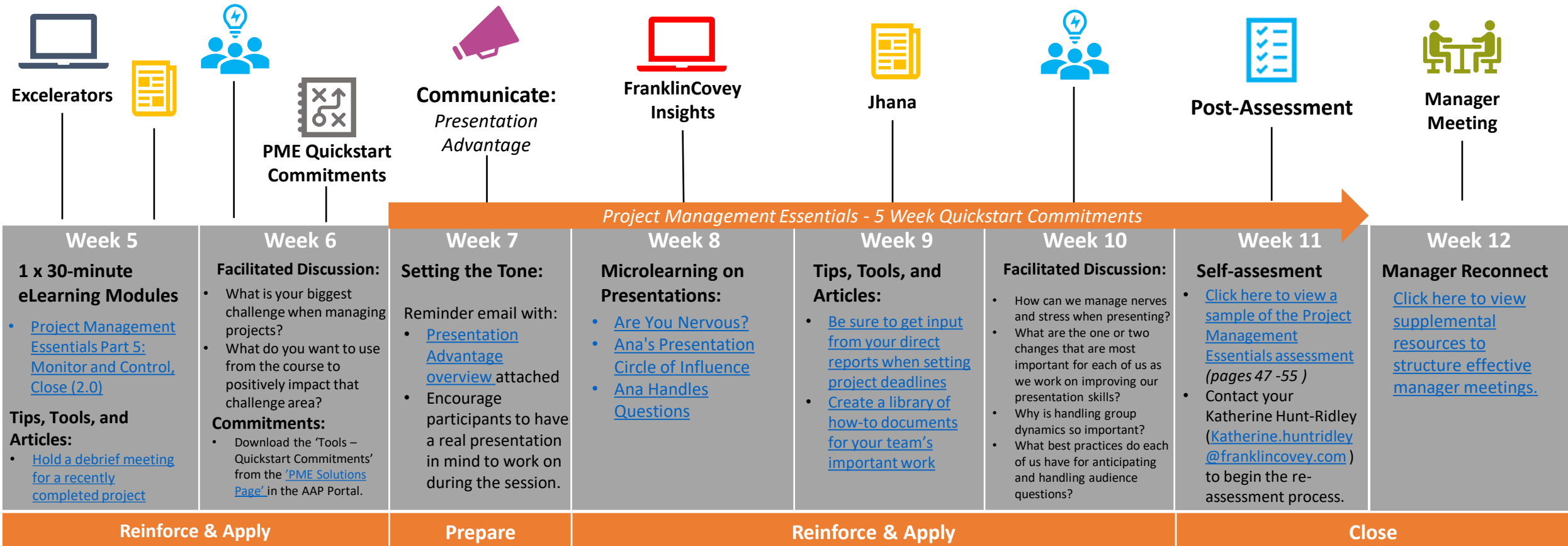
**Pro Tip:** You can download Jhana articles as PDFs and attach them to an email or calendar invite!





# An Efficient & Independent Approach - OnDemand (cont.)


## 12 Week Impact Journey



**Pro Tip:** Since this learning element is shorter OnDemand, encourage participants to set up meetings with an accountability triad during the Facilitated Discussion!



# The Big Picture – Content Alignment

	Solution Title	Course Desc/Why We Chose	Competencies Covered	Solution Components
Core Content	<b>THE 6 CRITICAL PRACTICES FOR LEADING A TEAM™</b>  <i>Click above to visit the 'Solutions' page in your All Access Pass Portal</i>	The transition to first-line supervisor requires a shift in mindset from someone who achieves results to someone who achieves results through others. The 6 Critical Practices for Leading a Team are focused on this transition to include Develop a Leader's Mindset (decisiveness), hold regular 1-on-1's (accountability), set up your team to get results (strategic thinking and technical credibility), create a culture of feedback (resilience and accountability), lead your team through change (political savvy and strategic thinking) and manage your time and energy to avoid burnout (resilience).	<ul style="list-style-type: none"> <li>Resilience</li> <li>Decisiveness</li> <li>Strategic Thinking</li> <li>Technical Credibility</li> <li>Accountability</li> <li>Political Savvy</li> </ul>	<ul style="list-style-type: none"> <li>1-day ILT</li> <li>6x60 minute VILT</li> <li>Excelerators (6)</li> <li>Insights (7)</li> </ul>
	<b>UNCONSCIOUS BIAS™</b>  <i>Click above to visit the 'Solutions' page in your All Access Pass Portal</i>	First-line supervisors are also responsible for performance appraisals, delegating assignments and maintaining employee engagement on their teams. Unconscious Bias: Understanding Bias to Unleash Potential highlights the reality that bias is a natural part of the human condition and impacts our decision making (decisiveness), our interactions with other people (accountability) and the results we achieve (strategic thinking). This content builds an additional layer of complexity for first-line supervisors to ensure they are assessing their decisions and interactions as accurately as possible and provides a framework for how to mitigate possible negative impacts of bias.		
Supplemental Content	Solution Title	Alignment to Core Content		Alignment to Supplemental Content
	 A FRANKLINCOVEY® COMPANY	Jhana Topics: <ul style="list-style-type: none"> <li><a href="#">First 90 Days as a Manager</a></li> <li><a href="#">Team Culture</a></li> </ul> Video Discussion Activities: <ul style="list-style-type: none"> <li><a href="#">Building Team Culture</a></li> </ul>	Jhana Topics: <ul style="list-style-type: none"> <li><a href="#">Addressing Unconscious Bias</a></li> </ul>	
Reinforcement				

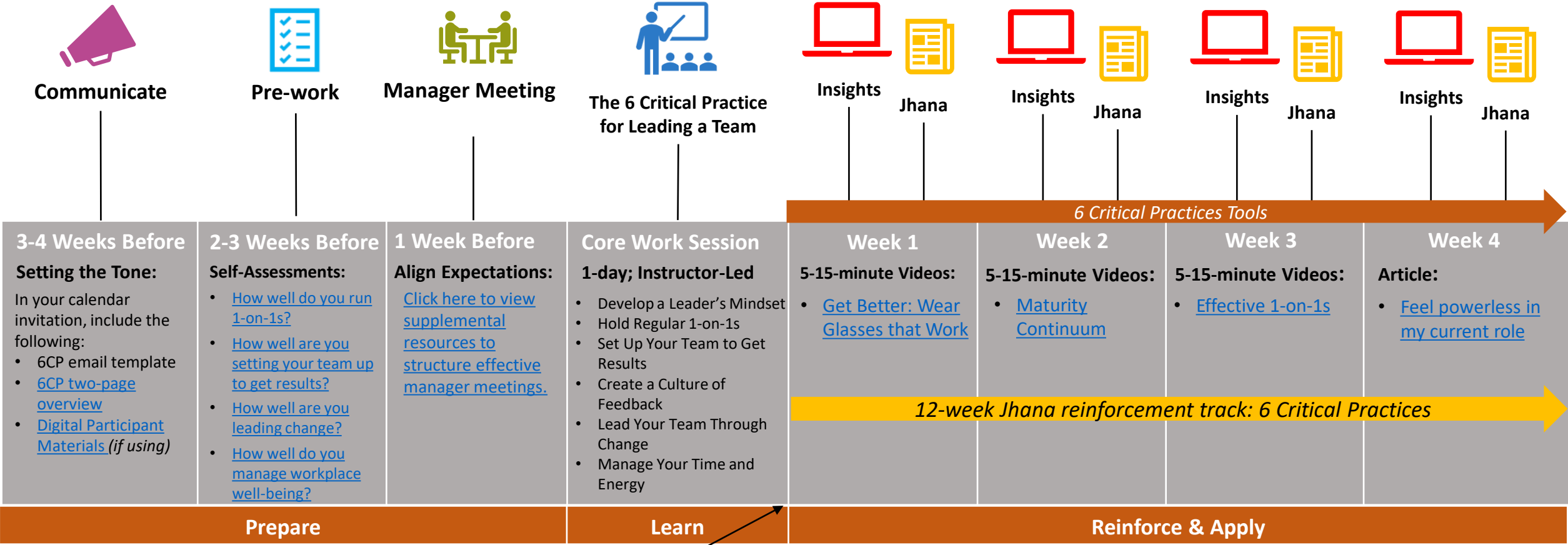


# A Comprehensive Approach: *Live Training & Reinforcement*

THE  
**6 CRITICAL PRACTICES**  
FOR LEADING A TEAM™

**UNCONSCIOUS BIAS™**

## 27 Week Impact Journey



**Pro Tip:** Encourage your participants to sign up for the 6 Critical Practices reinforcement track, driven by Jhana, before they leave the work session!  
<https://aap.jhana.com/6-critical-practices-email-signup/>

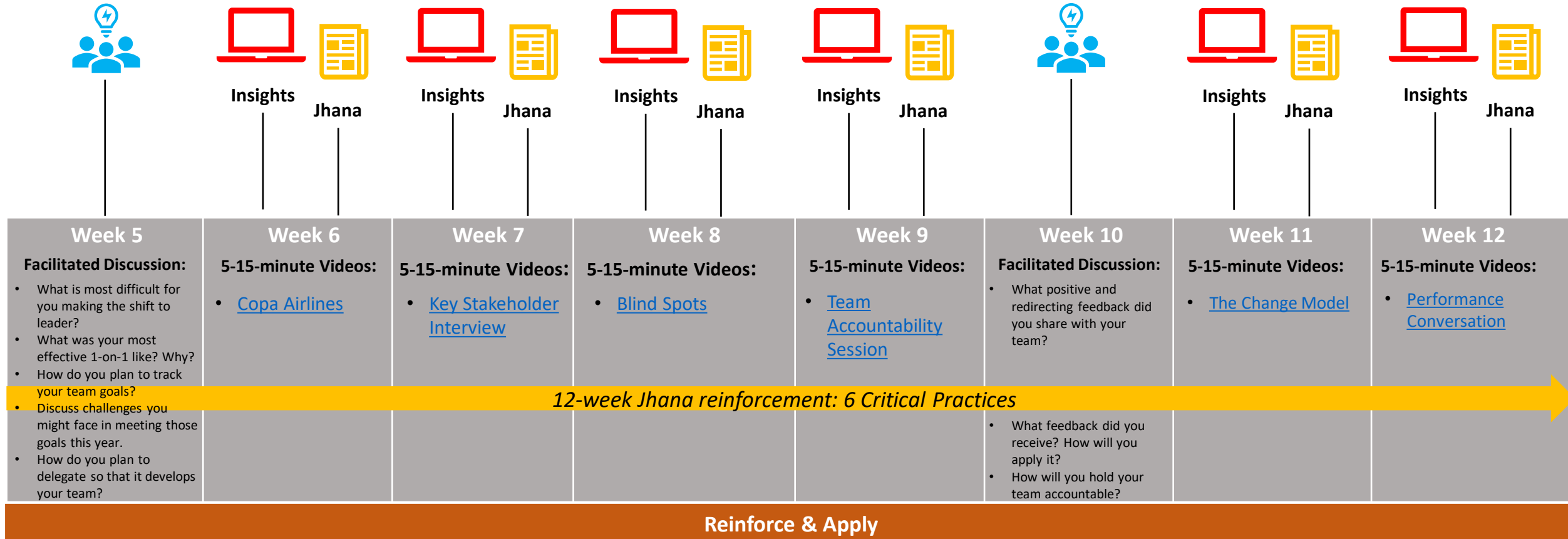






# A Comprehensive Approach: Live Training & Reinforcement (cont.)

## 27 Week Impact Journey



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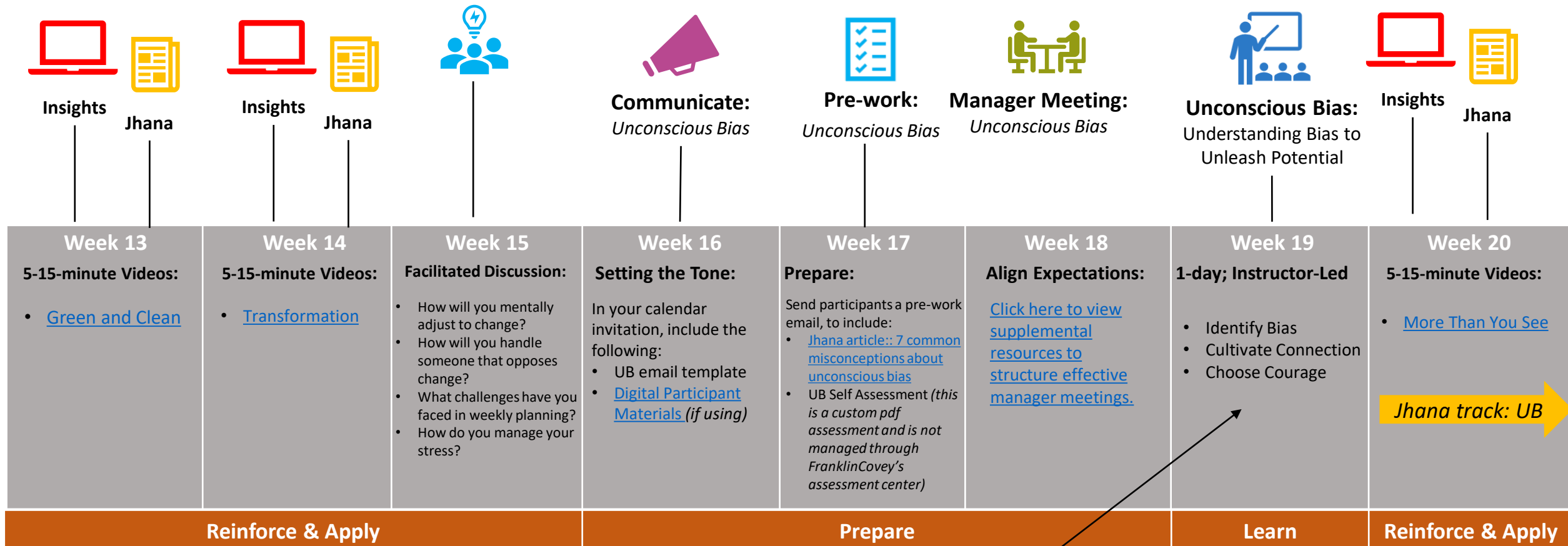


# A Comprehensive Approach: Live Training & Reinforcement (cont.)

THE 6 CRITICAL PRACTICES FOR LEADING A TEAM™

UNCONSCIOUS BIAS™

## 27 Week Impact Journey



**Pro Tip:** make sure participants sign up for the Unconscious Bias reinforcement track, driven by Jhana, before they leave the session!

<https://aap.jhana.com/unconscious-bias-email-signup/>

**Pro Tip:** Can also be delivered in 4 x 75-minute webinar modules!

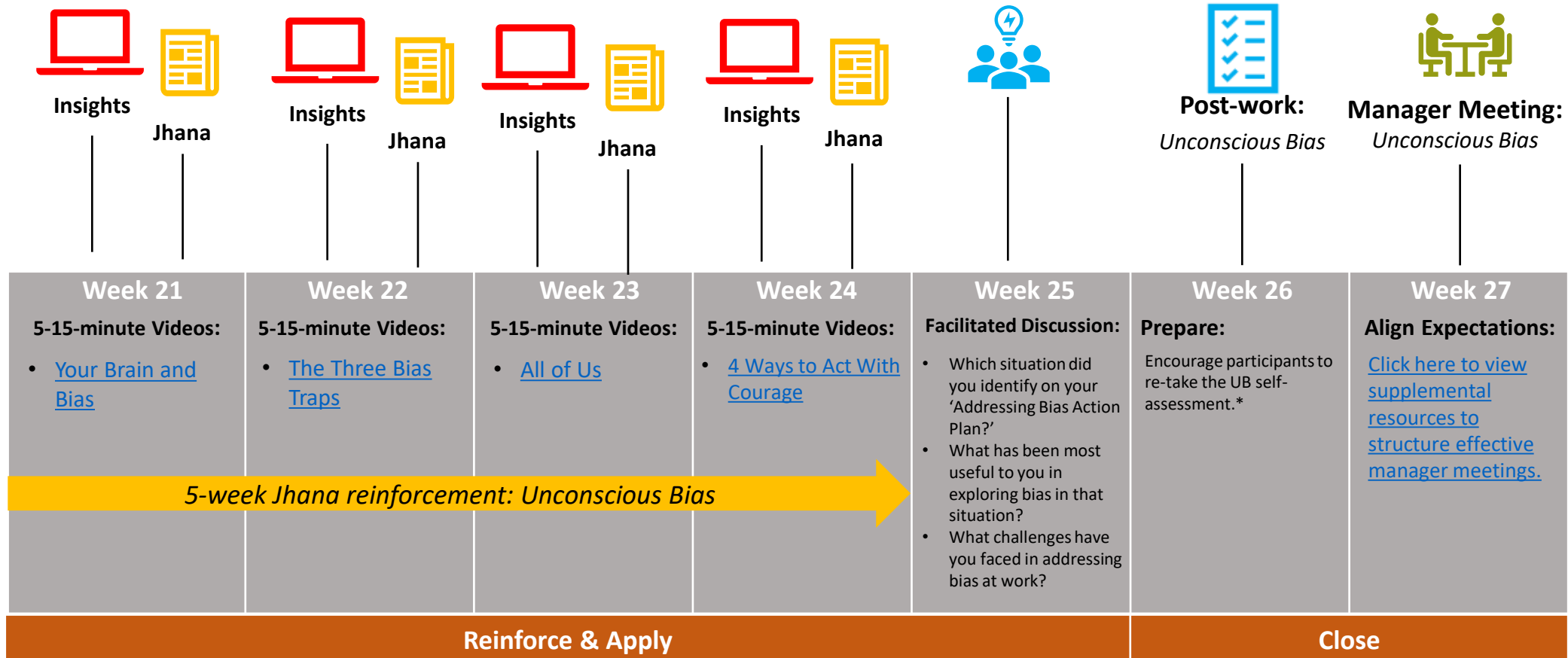


# A Comprehensive Approach: *Live Training & Reinforcement* (cont.)

THE 6 CRITICAL PRACTICES FOR LEADING A TEAM™

UNCONSCIOUS BIAS™

## 27 Week Impact Journey



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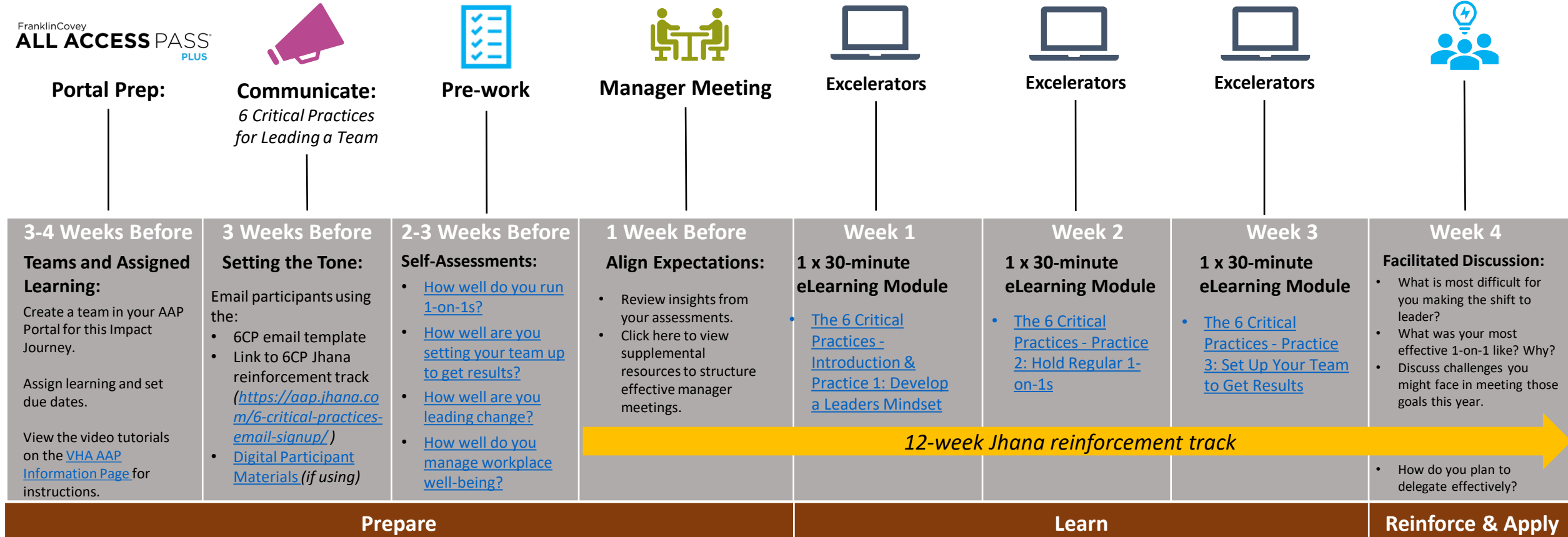


# An Efficient & Independent Approach - OnDemand

THE  
**6 CRITICAL PRACTICES**  
FOR LEADING A TEAM™

**UNCONSCIOUS BIAS™**

## 12 Week Impact Journey



12-week Jhana reinforcement track



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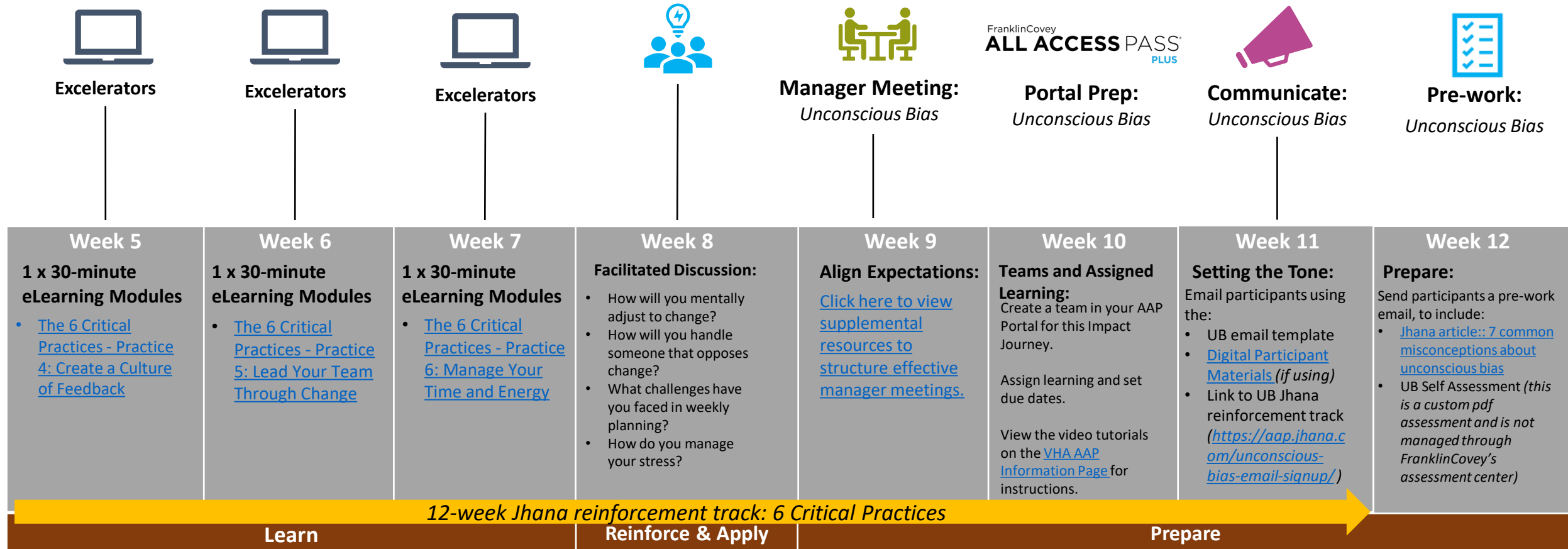


# An Efficient & Independent Approach - OnDemand (cont.)

THE  
**6 CRITICAL PRACTICES**  
FOR LEADING A TEAM™

**UNCONSCIOUS BIAS™**

## 12 Week Impact Journey



12-week Jhana reinforcement track: 6 Critical Practices

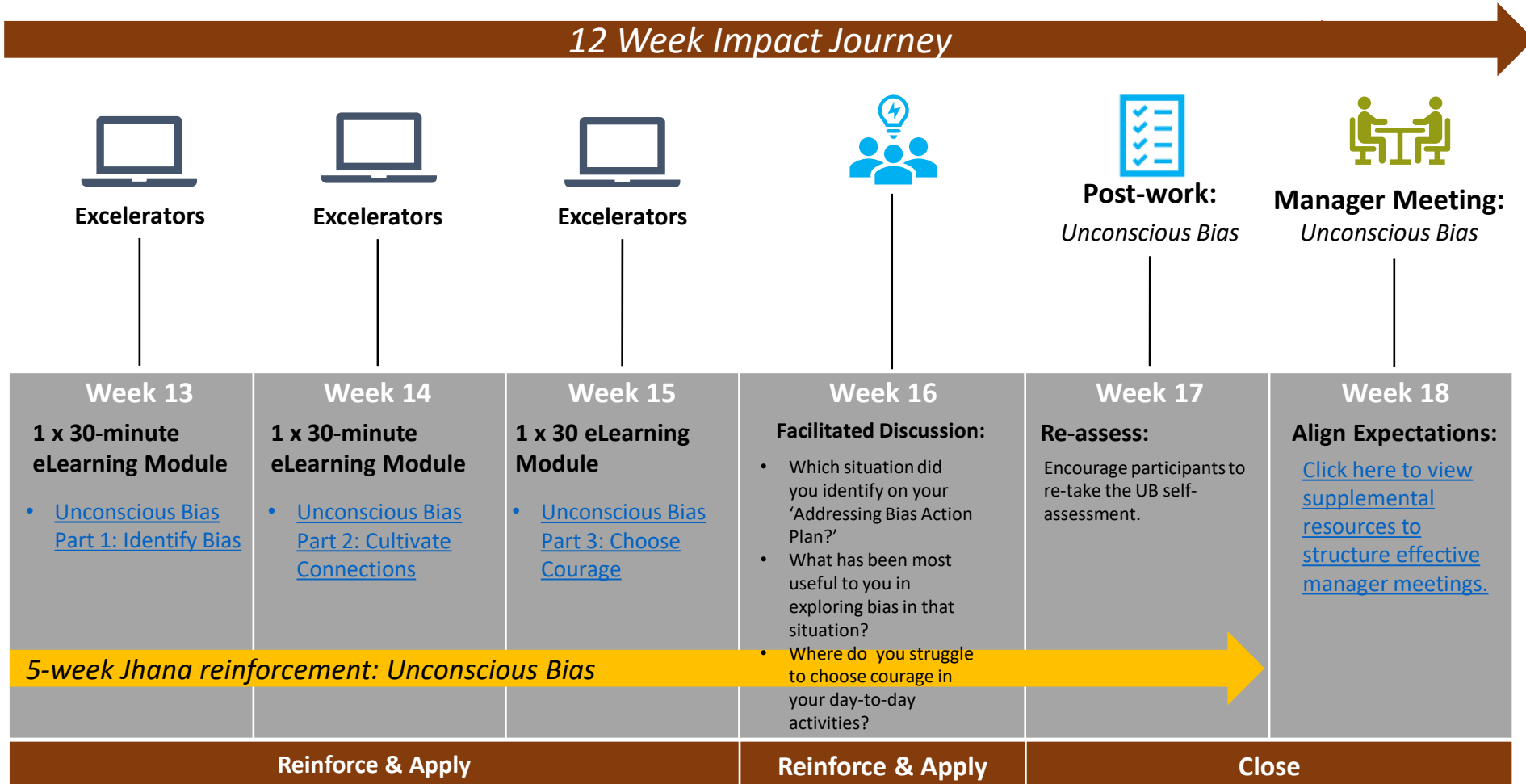


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# An Efficient & Independent Approach - OnDemand (cont.)

## 12 Week Impact Journey






# The Big Picture – Content Alignment

Core Content

Supplemental Content

Reinforcement

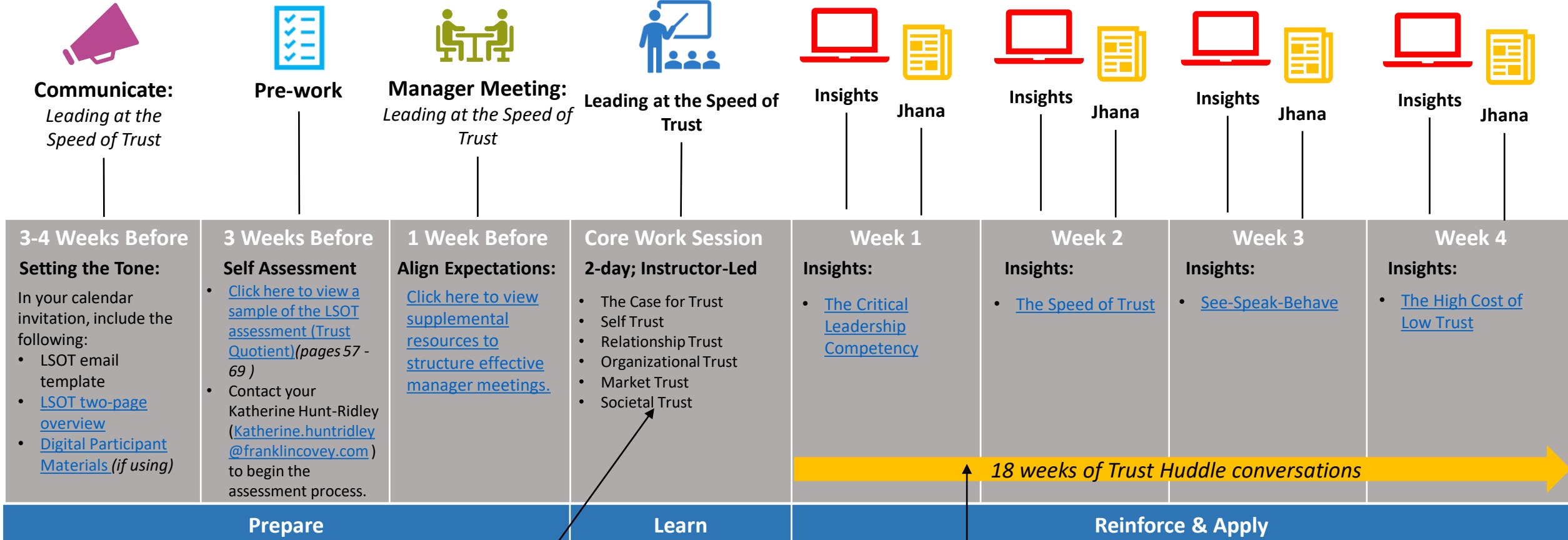
	Solution Title	How does this align?	Competencies Covered	Solution Components
Core Content	 Leading at the <b>SPEED OF TRUST</b> Click above to visit the 'Solutions' page in your All Access Pass Portal	The Speed of Trust is built around three core models to reinforce managerial competencies to include (1) the five waves of trust – self trust, relationship trust, organizational trust, market trust and societal trust; (2) the four cores of credibility – integrity, intent, capabilities and results; and (3) the 13 trust behaviors - talk straight, demonstrate respect, create transparency, right wrongs, show loyalty, deliver results, get better, confront reality, clarify expectations, practice <b>accountability</b> , listen first, keep commitments and extend trust. The 13 trust behaviors become a language through which to <b>solve problems, partner better, influence and negotiate</b> . The four cores of credibility build <b>resilience</b> in managers to whether the challenges they face and ensure they have a rubric for making critical decisions ( <b>decisiveness</b> ).	<ul style="list-style-type: none"> <li>• Problem Solving</li> <li>• Accountability</li> <li>• Partnering</li> <li>• Financial Management</li> <li>• Resilience</li> <li>• Decisiveness</li> <li>• Influencing/</li> <li>• Negotiating</li> </ul>	<ul style="list-style-type: none"> <li>• 2-day ILT</li> <li>• 6x90 minute VILT</li> <li>• Excelerators (5)</li> <li>• Insights (18)</li> </ul>
	 LIZ WISEMAN'S <b>MULTIPLIERS</b> HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE Click above to visit the 'Solutions' page in your All Access Pass Portal	The strengths we display as an individual contributor do not always serve us in a managerial role. This content area really hones in on how leaders can better <b>partner</b> with their subordinates by asking better questions, looking for their genius, creating space for others and offering bigger challenges to better achieve results.		<ul style="list-style-type: none"> <li>• 1-day ILT</li> <li>• 4x75 minute VILT</li> <li>• Excelerators (6)</li> <li>• Insights (12)</li> </ul>
	Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
Reinforcement	 <b>Jhana</b> A FRANKLINCOVEY® COMPANY	Jhana Topics: <ul style="list-style-type: none"> <li>• <a href="#">Trust</a></li> <li>• <a href="#">Team Culture</a></li> </ul> Video Discussion Activities: <ul style="list-style-type: none"> <li>• <a href="#">Establishing Credibility</a></li> <li>• <a href="#">Managing Company Change</a></li> </ul>	Jhana Topics: <ul style="list-style-type: none"> <li>• <a href="#">Motivating Your Team</a></li> <li>• <a href="#">Assessing Your Team</a></li> </ul> Video Discussion Activities: <ul style="list-style-type: none"> <li>• <a href="#">Stress Management</a></li> </ul>	



# A Comprehensive Approach: *Live Training & Reinforcement*



## 33 Week Impact Journey



18 weeks of Trust Huddle conversations

**Pro Tip:** This course can be also be delivered in 6, 90-minute modules.

**Pro Tip:** To boost leader's confidence in leading the Trust Huddles, share the Jhana article, 'How to facilitate a group discussion' - <https://aap.jhana.com/how-to-facilitate-a-group-discussion/>



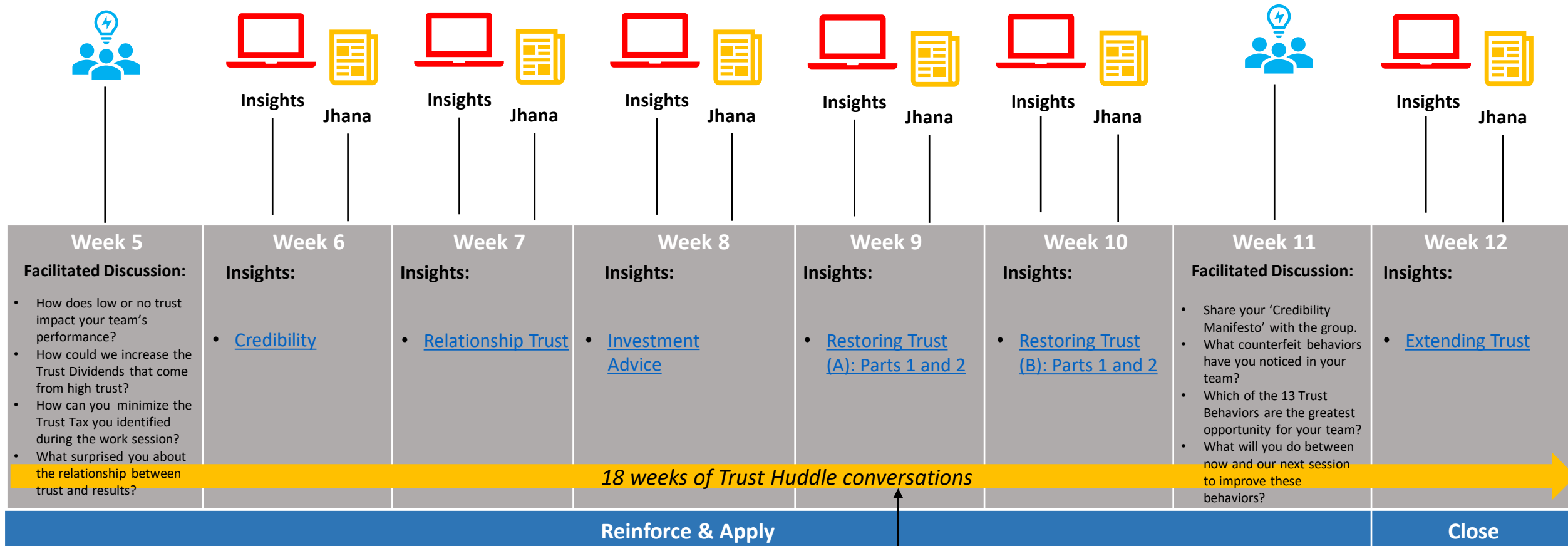
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# A Comprehensive Approach: Live Training & Reinforcement (cont.)

## 33 Week Impact Journey



**Pro Tip:** In week 9, host a virtual lunch-and-learn to reconnect on key concepts, share best practices, and focus on application!

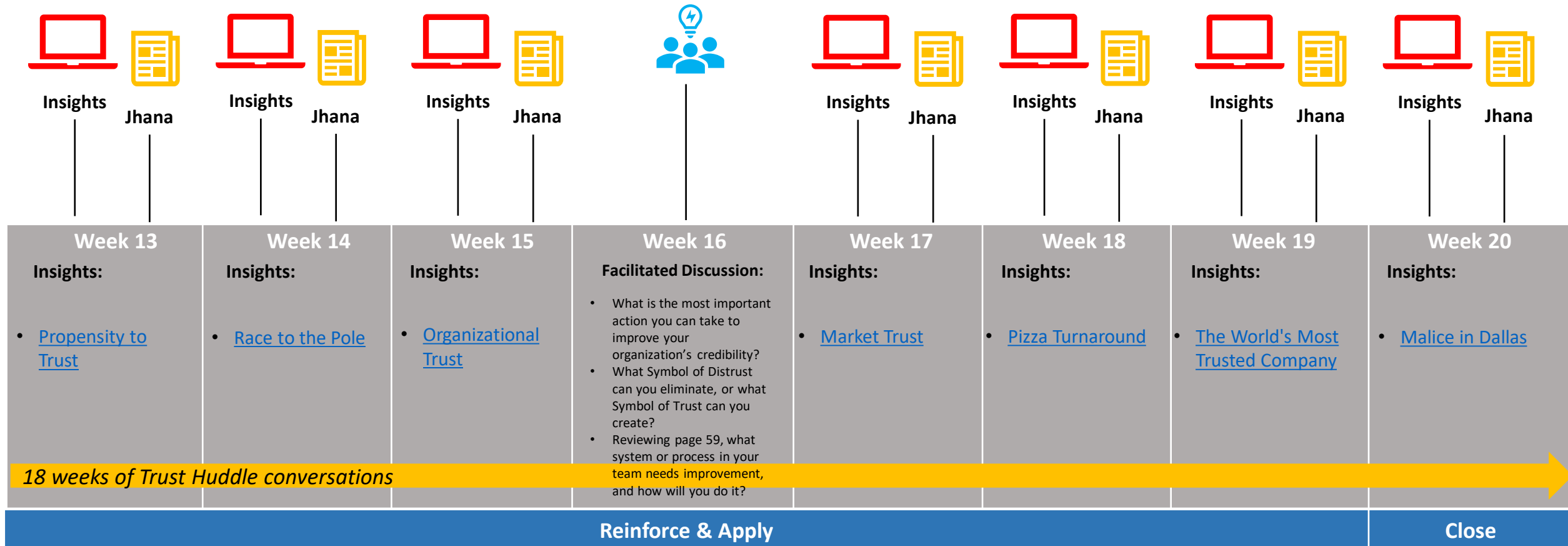


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# A Comprehensive Approach: *Live Training & Reinforcement* (cont.)

## 33 Week Impact Journey





# A Comprehensive Approach: Live Training & Reinforcement (cont.)

## 33 Week Impact Journey



**Post-work:**  
*Leading at the Speed of Trust*

**Manager Meeting:**  
*Leading at the Speed of Trust*

**Communicate:**  
*Multipliers*

**Manager Meeting:**  
*Multipliers*

**Multipliers: How the Best Leaders Ignite Everyone's Intelligence**

Insights  
Jhana

Insights  
Jhana

### Week 21

**Facilitated Discussion:**

- What has been the biggest takeaway from your Huddle conversations with your team?
- Who are the key stakeholders with whom your organization's reputation needs improvement?
- How will you improve your reputation with those organizations?

### Week 22

**Post Assessment:**

- Contact Katherine Hunt-Ridley ([Katherine.huntridley@franklincovey.com](mailto:Katherine.huntridley@franklincovey.com)) to begin the post-assessment process.

### Week 23

**Align Expectations:**

[Click here to view supplemental resources to structure effective manager meetings.](#)

### Week 24

**Setting the Tone:**

- In your calendar invitation, include the following:
- Multipliers email template
  - [Multipliers two-page overview](#)
  - [Digital Participant Materials](#) (if using)

### Week 25

**Align Expectations:**

[Click here to view supplemental resources to structure effective manager meetings.](#)

### Supplemental Work Session

**1-day; Instructor-Led**

- The Multiplier Effect
- Ask Better Questions
- Look for Genius
- Create Space for Others
- Offer Bigger Challenges

### Week 27

**Insights:**

- [Multiplier Moments](#)

### Week 28

**Insights:**

- [Asking Better Questions](#)

**6-week Jhana: Multipliers**

Reinforce & Apply

Close

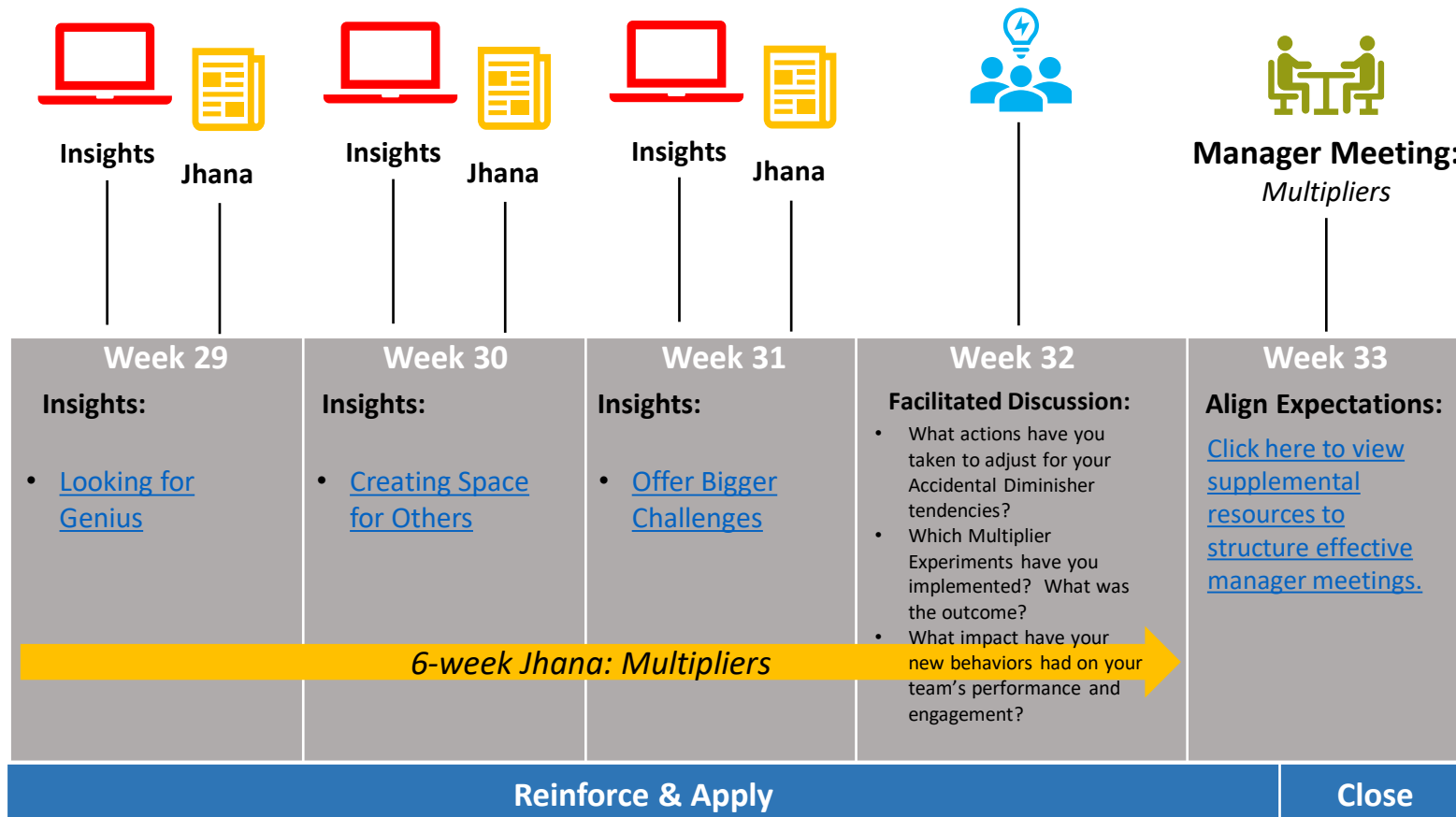


U.S. Department of Veterans Affairs



# A Comprehensive Approach: *Live Training & Reinforcement* (cont.)

## 33 Week Impact Journey



U.S. Department of Veterans Affairs

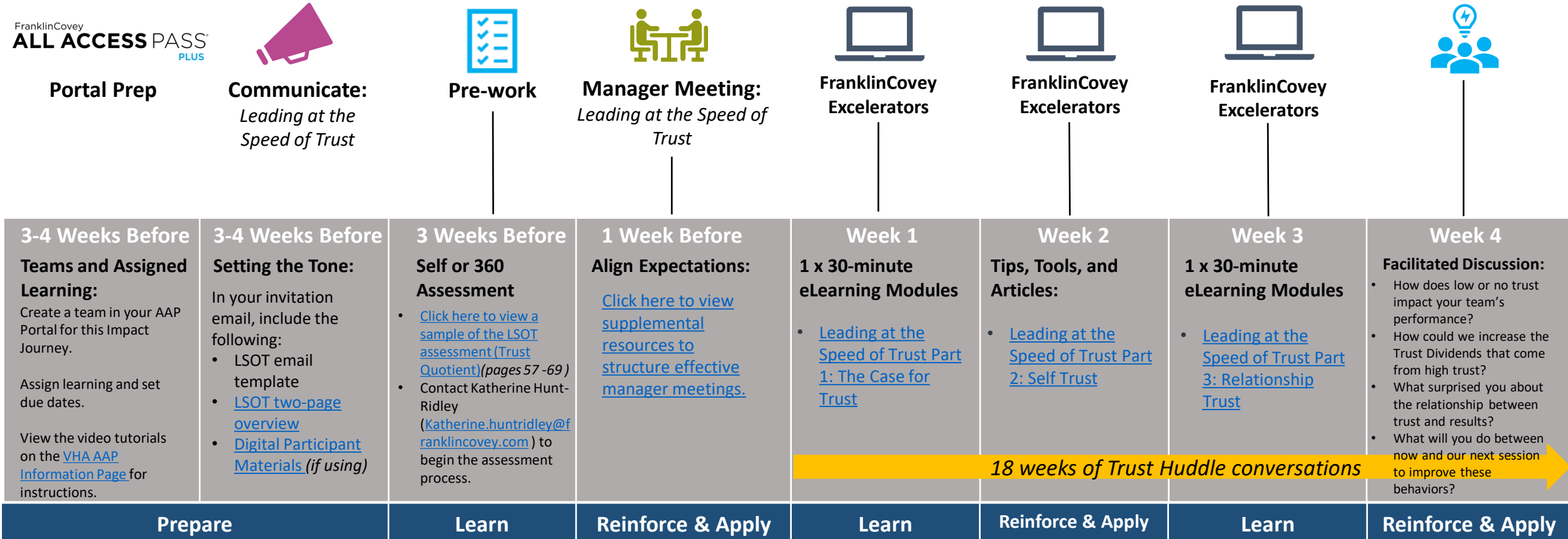


# An Efficient & Independent Approach - OnDemand

Leading at the  
**SPEED**  
OF  
**TRUST**

LIZ WISEMAN'S  
**MULTIPLIERS**  
HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE

## 18 Week Impact Journey



18 weeks of Trust Huddle conversations



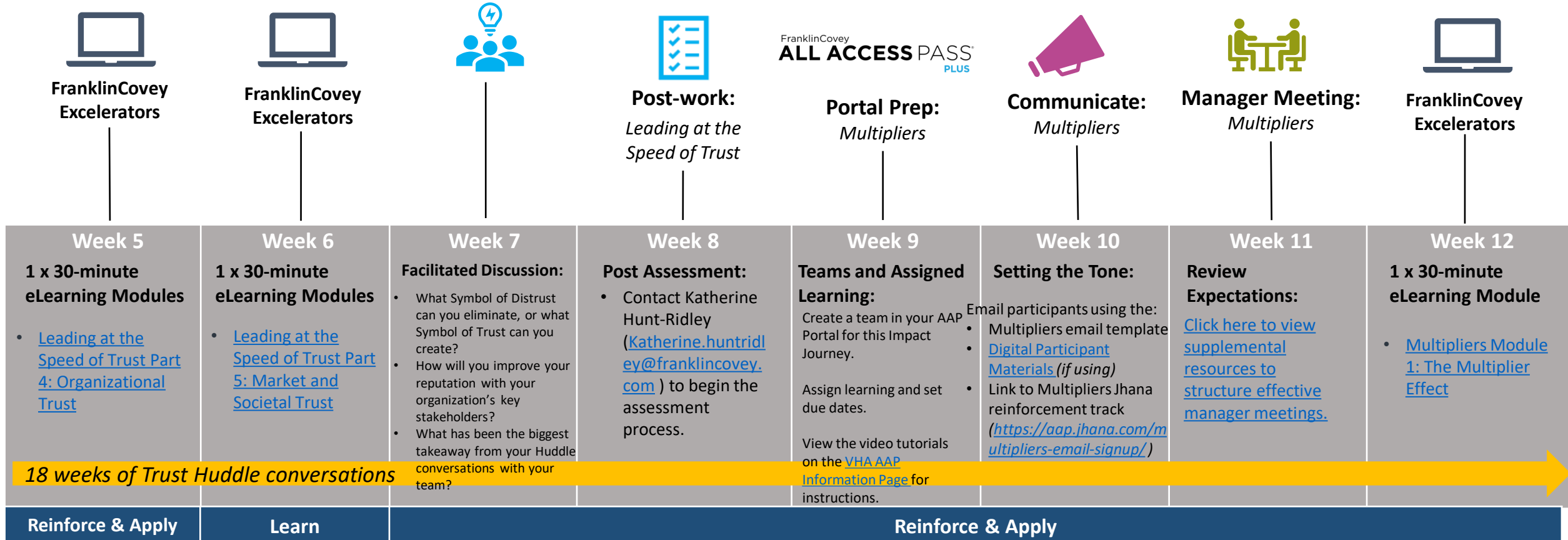
U.S. Department of Veterans Affairs



# An Efficient & Independent Approach - OnDemand (cont.)



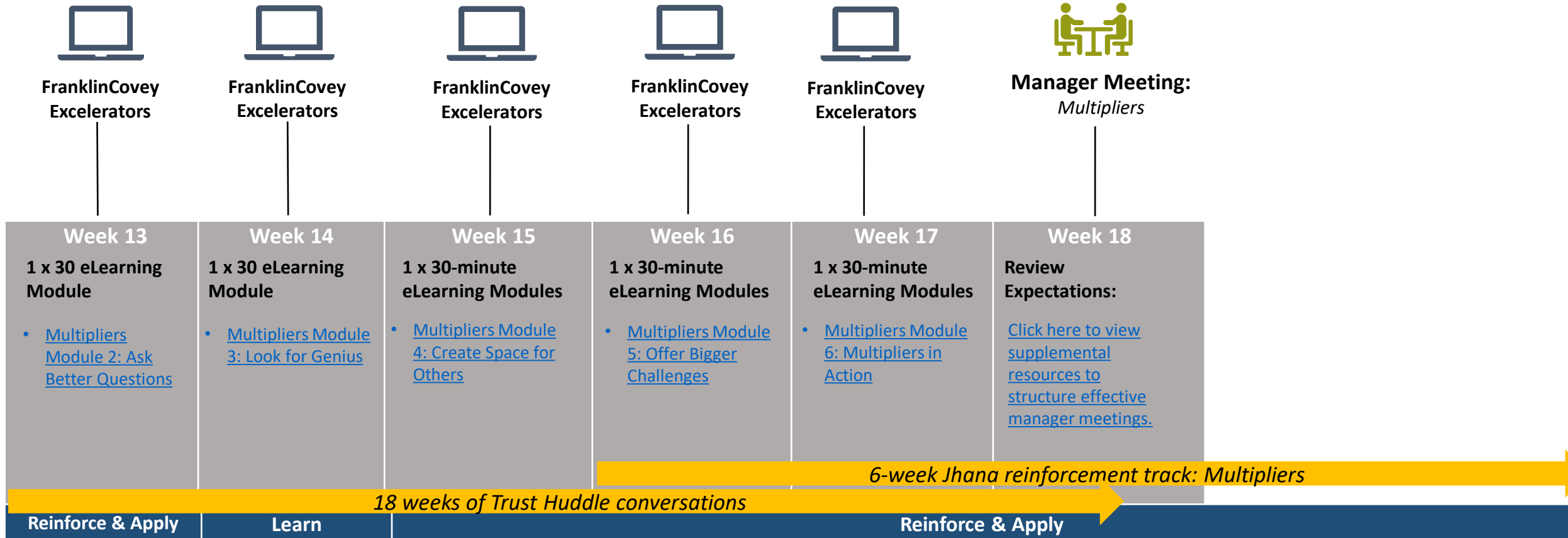
## 18 Week Impact Journey








# An Efficient & Independent Approach - OnDemand (cont.)

## 18 Week Impact Journey



# The Big Picture – Content Alignment



	Solution Title	How does this align?	Competencies Covered	Solution Components
Core Content	 <p><i>Click above to visit the 'Solutions' page in your All Access Pass Portal</i></p>	The 4 Cores of Leadership is focused on operational and strategic leadership for senior leaders. The four cores are Inspire Trust (influencing/negotiating), Create Vision (decisiveness and strategic thinking), Execute Strategy (political savvy and accountability) and Coach Potential (problem solving and accountability) and each part of the model includes tools to implement and apply.	<ul style="list-style-type: none"> <li>Problem Solving</li> <li>Decisiveness</li> <li>Political Savvy</li> <li>Financial Management</li> <li>Accountability</li> <li>Strategic Thinking</li> <li>Influencing/ Negotiating</li> </ul>	<ul style="list-style-type: none"> <li>2-day ILT</li> <li>4, half-day ILT modules</li> <li>6x90 minute VILT</li> <li>5, 2-hour VILT modules</li> <li>Excellerators (9)</li> <li>Insights (14)</li> </ul>
Supplemental Content	 <p><i>Click above to visit the 'Solutions' page in your All Access Pass Portal</i></p>	Find Out Why is grounded in job to be done theory and the idea that people don't hire a ½ inch drill, they hire a ½ inch hole. Senior leaders are introduced to this strategy for <b>solving problems</b> and <b>thinking strategically</b> about the "job" that veterans need them to do in their organizations.		<ul style="list-style-type: none"> <li>1-day ILT</li> <li>3x90 minute VILT</li> <li>Excellerators (6)</li> <li>Insights (22)</li> </ul>
	Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
Reinforcement		Jhana Topics: <ul style="list-style-type: none"> <li><a href="#">Coaching</a></li> <li><a href="#">Strategic Thinking</a></li> <li><a href="#">Negotiation</a></li> </ul> Video Discussion Activities: <ul style="list-style-type: none"> <li><a href="#">Setting Team Vision</a></li> <li><a href="#">Strategy</a></li> </ul>	Jhana Topics: <ul style="list-style-type: none"> <li><a href="#">Innovation &amp; Creativity</a></li> </ul> Video Discussion Activities: <ul style="list-style-type: none"> <li><a href="#">Problem Solving</a></li> </ul>	

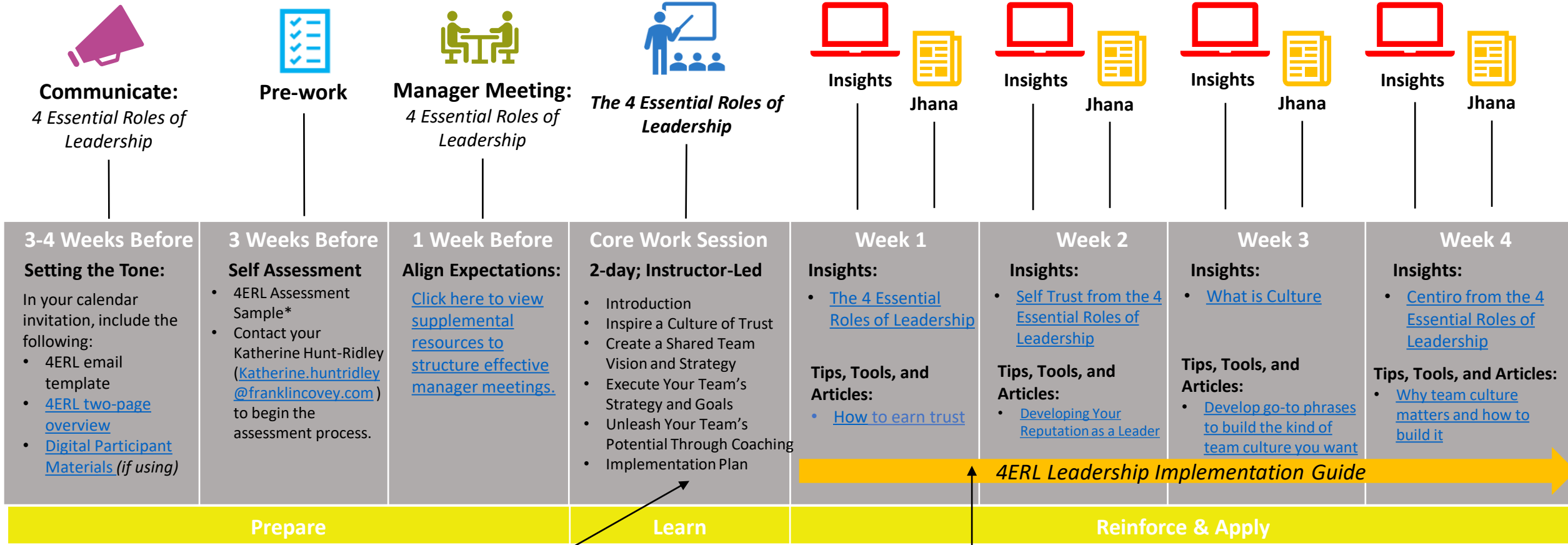




# A Comprehensive Approach: *Live Training & Reinforcement*



## 31 Week Impact Journey



\*creating link and it will be included in the final version.

**Pro Tip:** This course can be also be delivered in 6 x 90-minute modules or 4, half-day sessions.

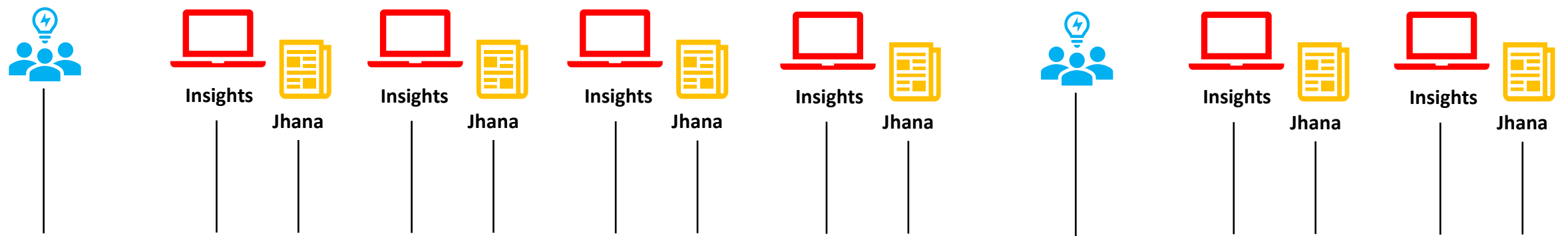
**Pro Tip:** To boost leader's confidence in leading team conversations during the implementation process, share the Jhana article, 'How to facilitate a group discussion' - <https://aap.jhana.com/how-to-facilitate-a-group-discussion/>



# A Comprehensive Approach: Live Training & Reinforcement (cont.)



## 31 Week Impact Journey



Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
<b>Facilitated Discussion:</b> <ul style="list-style-type: none"> <li>Which of the 4 Cores you struggle with the most?</li> <li>What Values are important to you as a leader?</li> <li>Why is having a high trust culture on your team important?</li> </ul>	<b>Insights:</b> <ul style="list-style-type: none"> <li><a href="#">The Need for a Strategic Narrative</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li><a href="#">10-visionary-quotes-about-vision</a></li> </ul>	<b>Insights:</b> <ul style="list-style-type: none"> <li><a href="#">We choose to go to the moon</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li><a href="#">Direct report isn't on board with the vision</a></li> </ul>	<b>Insights:</b> <ul style="list-style-type: none"> <li><a href="#">Dabbawalas from the 4 Essential Roles of Leadership</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li><a href="#">Connecting your team's daily work to the company mission</a></li> </ul>	<b>Insights:</b> <ul style="list-style-type: none"> <li><a href="#">Landfill Harmonic</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li><a href="#">5 types of strategic goals that can help your team perform better</a></li> </ul>	<b>Facilitated Discussion:</b> <ul style="list-style-type: none"> <li>Why is having a clear team vision important?</li> <li>What happens if you do not have a strategy?</li> <li>Why is it so critical to involve your team in the process?</li> </ul>	<b>Insights:</b> <ul style="list-style-type: none"> <li><a href="#">Align the Six Rights</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li><a href="#">9 tactics to assess how your team spends its time – without micromanaging</a></li> </ul>	<b>Insights:</b> <ul style="list-style-type: none"> <li><a href="#">Whirlwind</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li><a href="#">How to evaluate and improve your team's goal performance</a></li> </ul>

### 4ERL Leadership Implementation Guide

## Reinforce & Apply





# A Comprehensive Approach: Live Training & Reinforcement (cont.)



## 31 Week Impact Journey

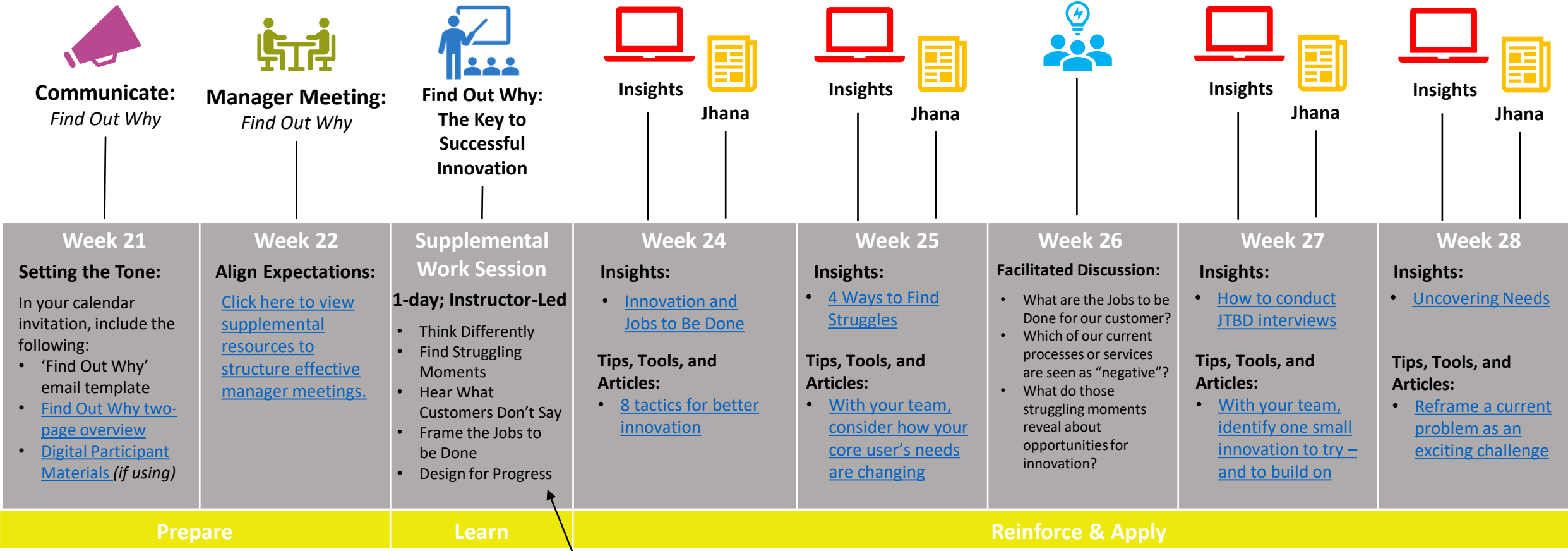
 <b>Insights</b> Jhana	 <b>Insights</b> Jhana	 Facilitated Discussion	 <b>Insights</b> Jhana	 <b>Insights</b> Jhana	 <b>Insights</b> Jhana	 Facilitated Discussion	 <b>Post-work:</b> 4 Essential Roles of Leadership
<b>Week 13</b> <b>Insights:</b> <ul style="list-style-type: none"> <li>• <a href="#">Lead Measures</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li>• <a href="#">Direct report is struggling with a team goal</a></li> </ul>	<b>Week 14</b> <b>Insights:</b> <ul style="list-style-type: none"> <li>• <a href="#">Store 334 from The 4 Essential Roles of Leadership</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li>• <a href="#">Self-assessment: How well are you setting up your team to get results?</a></li> </ul>	<b>Week 15</b> <b>Facilitated Discussion:</b> <ul style="list-style-type: none"> <li>• Which of the Six Rights do you Struggle with?</li> <li>• How will you balance the Six Rights?</li> <li>• Why is having a WIG so important?</li> <li>• What are the 1-2 WIGs that your team is focused on?</li> </ul>	<b>Week 16</b> <b>Insights:</b> <ul style="list-style-type: none"> <li>• <a href="#">Hidden Potential</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li>• <a href="#">40 questions to help you unleash your team's best thinking</a></li> </ul>	<b>Week 17</b> <b>Insights:</b> <ul style="list-style-type: none"> <li>• <a href="#">Giving Feedback</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li>• <a href="#">5 ways to build a feedback culture</a></li> </ul>	<b>Week 18</b> <b>Insights:</b> <ul style="list-style-type: none"> <li>• <a href="#">Looking for Genius</a></li> </ul> <b>Tips, Tools, and Articles:</b> <ul style="list-style-type: none"> <li>• <a href="#">Skill-building for the future (for direct reports)</a></li> </ul>	<b>Week 19</b> <b>Facilitated Discussion:</b> <ul style="list-style-type: none"> <li>• Why is coaching for potential so important for you?</li> <li>• What makes listening so difficult?</li> <li>• How do different team members react to being coached?</li> </ul>	<b>Week 20</b> <b>Post Assessment:</b> <ul style="list-style-type: none"> <li>• Contact Katherine Hunt-Ridley (<a href="mailto:Katherine.huntridley@frankincovey.com">Katherine.huntridley@frankincovey.com</a>) to begin the post-assessment process.</li> </ul>
<b>4ERL Leadership Implementation Guide</b>							<b>Close</b>
<b>Reinforce &amp; Apply</b>							<b>Close</b>



# A Comprehensive Approach: Live Training & Reinforcement (cont.)



## 31 Week Impact Journey



**Pro Tip:** This course can be also be delivered in 3, 90-minute modules.



# A Comprehensive Approach: *Live Training & Reinforcement* (cont.)



## 31 Week Impact Journey



Insights

Jhana



**Manager Meeting:**  
*Find Out Why*



### Week 29

**Insights:**

- [Building a Purpose Brand](#)

**Tips, Tools, and Articles:**

- [6 ways to give your team space to speak up, take risks – and ultimately perform better](#)

### Week 30

**Facilitated Discussion:**

- Think about our customers. What are the functional, emotional, and social reasons they have for choosing the VHA?
- How are JTBD Interviews different from our current approach to understanding our customers?
- What would it take for the VHA to become a purpose brand?
- How does innovation influence strategy?

### Week 31

**Review Expectations:**

[Click here to view supplemental resources to structure effective manager meetings.](#)

Reinforce

Close



U.S. Department of Veterans Affairs



# An Efficient & Independent Approach - OnDemand



## 20 Week Impact Journey

<b>Portal Prep:</b> <i>The 4 Essential Roles of Leadership</i>		<b>Communicate:</b> <i>The 4 Essential Roles of Leadership</i>	<b>Pre-work</b>	<b>Manager Meeting:</b> <i>The 4 Essential Roles of Leadership</i>	<b>Excelerators</b>	<b>Excelerators</b>	<b>Excelerators</b>	<b>Excelerators</b>
<b>3-4 Weeks Before Teams and Assigned Learning:</b> Create a team in your AAP Portal for this Impact Journey.  Assign learning and set due dates.  View the video tutorials on the <a href="#">VHA AAP Information Page</a> for instructions.	<b>3-4 Weeks Before Setting the Tone:</b> Send participants an e-mail to include: <ul style="list-style-type: none"> <li>4ERL email template</li> <li><a href="#">4ERL two-page overview</a></li> <li><a href="#">Digital Participant Materials</a> (if using)</li> </ul>	<b>3 Weeks Before Self or 360 Assessment</b> <ul style="list-style-type: none"> <li>4ERL Assessment Sample</li> <li>Contact your Katherine Hunt-Ridley (<a href="mailto:Katherine.huntridley@franklincovey.com">Katherine.huntridley@franklincovey.com</a>) to begin the assessment process.</li> </ul>	<b>1-2 Weeks Before Align Expectations:</b> <a href="#">Click here to view supplemental resources to structure effective manager meetings.</a>	<b>Week 1</b> <b>1 x 30-minute eLearning Module:</b> <ul style="list-style-type: none"> <li><a href="#">Orientation to The 4 Essential Roles of Leadership</a></li> </ul>	<b>Week 2</b> <b>1 x 30-minute eLearning Module:</b> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles Part 1: Introduction</a></li> </ul> <b>Implementation Plan:</b> <ul style="list-style-type: none"> <li><a href="#">My Leadership Contribution</a></li> </ul>	<b>Week 3</b> <b>1 x 30-minute eLearning Module</b> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles Part 2: Inspire a Culture of Trust</a></li> </ul> <b>Implementation Plan:</b> <ul style="list-style-type: none"> <li><a href="#">Credibility Accelerator</a></li> </ul>	<b>Week 4</b> <b>1 x 30-minute eLearning Modules</b> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles of Leadership Part 3: Create a Shared Vision and Strategy</a></li> </ul> <b>Implementation Plan:</b> <ul style="list-style-type: none"> <li><a href="#">Team Vision and Strategy</a></li> </ul>	
Prepare		Learn	Reinforce & Apply	Learn	Reinforce & Apply	Learn	Reinforce & Apply	



# An Efficient & Independent Approach - OnDemand (cont.)



## 20 Week Impact Journey









	<p>Excelerators</p>	<p>Excelerators</p>	<p>Excelerators</p>		<p>Excelerators</p>	<p><b>Post-work:</b> 4 Essential Roles of Leadership</p>	<p>FranklinCovey <b>ALL ACCESS PASS PLUS</b></p> <p><b>Portal Prep:</b> Find Out Why</p>
<p><b>Week 5</b></p> <p><b>Facilitated Discussion:</b></p> <ul style="list-style-type: none"> <li>Which of the 4 Cores you struggle with the most?</li> <li>What Values are important to you as a leader?</li> <li>Why is having a clear team vision important?</li> </ul>	<p><b>Week 6</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles Part 4: Execute Your Team's Strategy and Goals 1</a></li> </ul> <p><b>Implementation Plan:</b></p> <ul style="list-style-type: none"> <li><a href="#">Six Rights Alignment Plan</a></li> </ul>	<p><b>Week 7</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles Part 5: Execute Your Team's Strategy and Goals 2</a></li> </ul> <p><b>Implementation Plan:</b></p> <ul style="list-style-type: none"> <li><a href="#">4 Disciplines of Execution Process</a></li> </ul>	<p><b>Week 8</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles Part 6: Execute Your Team's Strategy and Goals 3</a></li> </ul>	<p><b>Week 9</b></p> <p><b>Facilitated Discussion:</b></p> <ul style="list-style-type: none"> <li>Which of the Six Rights do you Struggle with?</li> <li>How will you balance the Six Rights?</li> <li>Why is having a WIG so important?</li> <li>What are the 1-2 WIGs that your team is focused on?</li> </ul>	<p><b>Week 10</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li><a href="#">The 4 Essential Roles Part 7: Unleash Your Team's Potential Through Coaching</a></li> </ul>	<p><b>Week 11</b></p> <p><b>Post Assessment:</b></p> <ul style="list-style-type: none"> <li>Contact Katherine Hunt-Ridley (<a href="mailto:Katherine.huntridley@franklincovey.com">Katherine.huntridley@franklincovey.com</a>) to begin the post-assessment process.</li> </ul>	<p><b>Week 12</b></p> <p><b>Teams and Assigned Learning:</b></p> <p>Create a team in your AAP Portal for this Impact Journey.</p> <p>Assign learning and set due dates.</p> <p>View the video tutorials on the <a href="#">VHA AAP Information Page</a> for instructions.</p>
<p>Learn, Reinforce, &amp; Apply</p>						<p>Close</p>	<p>Prepare</p>



# An Efficient & Independent Approach - OnDemand (cont.)



## 20 Week Impact Journey

 <b>Communicate:</b> <i>Find Out Why</i>	 <b>Manager Meeting:</b> <i>Find Out Why</i>	 <b>Excelerators</b>	 <b>Excelerators</b>	 <b>Excelerators</b>	 <b>Excelerators</b>	 <b>Excelerators</b>	
<p><b>Week 13</b></p> <p><b>Setting the Tone:</b></p> <p>In your calendar invitation, include the following:</p> <ul style="list-style-type: none"> <li>• 'Find Out Why' email template</li> <li>• <a href="#">Find Out Why two-page overview</a></li> <li>• <a href="#">Digital Participant Materials (if using)</a></li> </ul>	<p><b>Week 14</b></p> <p><b>Review Expectations:</b></p> <p><a href="#">Click here to view supplemental resources to structure effective manager meetings.</a></p>	<p><b>Week 15</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Find Out Why Part 1: Think Differently</a></li> </ul> <p><b>Tips, Tools, and Articles:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">8 tactics for better innovation</a></li> </ul>	<p><b>Week 16</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Find Out Why Part 2: Find Struggling Moments</a></li> </ul> <p><b>Tips, Tools, and Articles:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">6 ways to give your team space to speak up, take risks – and ultimately perform better</a></li> </ul>	<p><b>Week 17</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Find Out Why Part 3: Hear What Customers Don't Say</a></li> </ul> <p><b>Tips, Tools, and Articles:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">With your team, consider how your core user's needs are changing</a></li> </ul>	<p><b>Week 18</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Find Out Why Part 4: Frame the Jobs to be Done</a></li> </ul> <p><b>Tips, Tools, and Articles:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">With your team, identify one small innovation to try – and to build on</a></li> </ul>	<p><b>Week 19</b></p> <p><b>1 x 30-minute eLearning Modules</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Find Out Why Part 5: Design for Progress</a></li> </ul> <p><b>Tips, Tools, and Articles:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Reframe a current problem as an exciting challenge</a></li> </ul>	<p><b>Week 20</b></p> <p><b>Facilitated Discussion:</b></p> <ul style="list-style-type: none"> <li>• What are the Jobs to be Done for our customer?</li> <li>• Which of our current processes or services are seen as "negative"?</li> <li>• What would it take for the VHA to become a purpose brand?</li> <li>• How does innovation influence strategy?</li> </ul>
<p><b>Prepare</b></p>		<p><b>Learn</b></p>					<p><b>Reinforce &amp; Apply</b></p>



# Road to Certification

VA



U.S. Department  
of Veterans Affairs

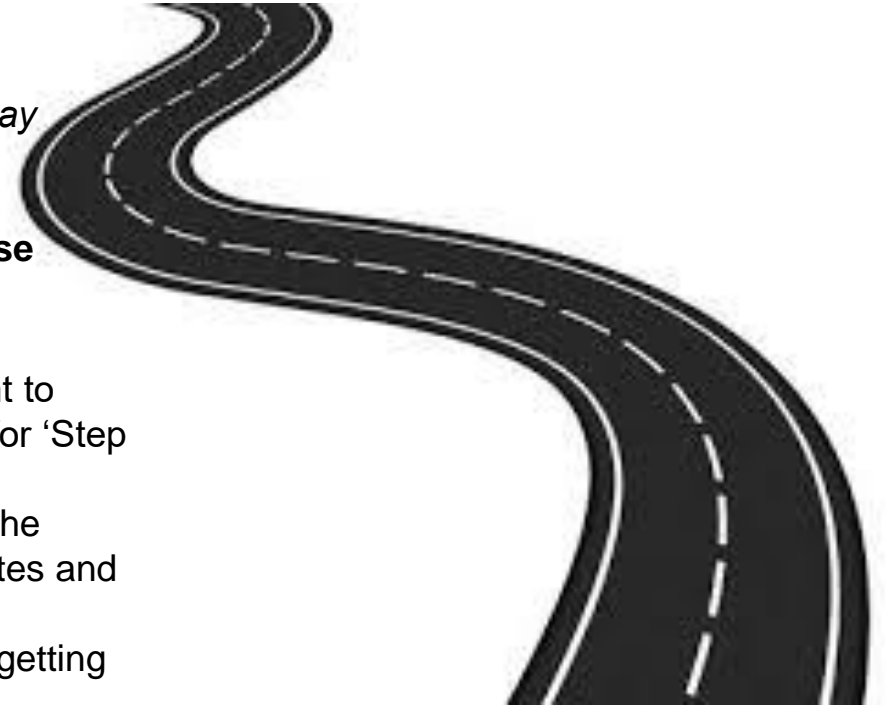


Follow these steps to become a certified facilitator in any FranklinCovey content area.

- 7 Steps to Certification – Process Overview
- Certification Best Practices
- Facilitation Best Practices
- 5 Tips for Facilitating Versus Presenting

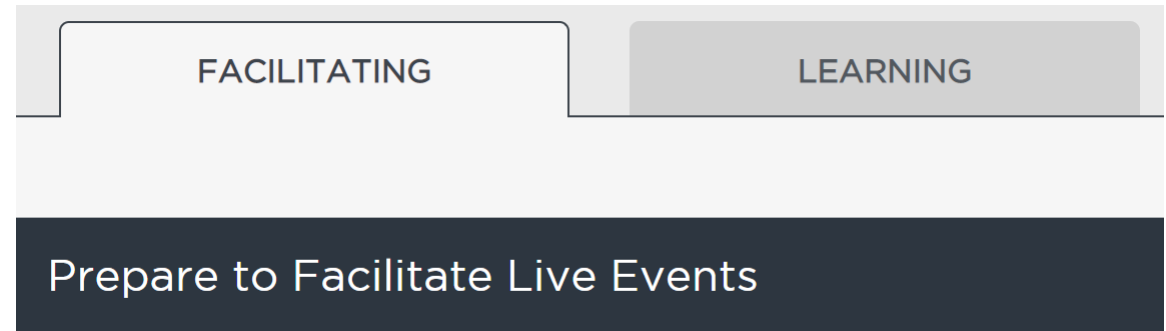
# The Road to Certification - Overview

- Step 1** – Log in to your All Access Pass Portal (<https://link.allaccesspass.com/my>)
- Step 2** – From the ‘**Explore Solutions**’ section, click on the title of the course you’re attending.
- Step 3** – Click on the ‘**Facilitating**’ tab at the top of the page (*if it’s not there, that user may need ‘Facilitator’ access. You can do that as a Client Admin – visit the [VHA AAP Information Page](#) and watch the tutorial video, ‘**Changing User Role**’.*)  
Click on the ‘**Facilitating**’ tab will prompt you to electronically sign your **Facilitator License Agreement** (*screenshot below*). This is the official step that allows you to teach a FranklinCovey course in accordance with the terms of the agreement.
- Step 4** – View the ‘Virtual Certification’ videos with your **Participant Guide**. It’s important to experience the content as a learner first! Attending an open-enrollment could also count for ‘Step 4’.
- Step 5** – after the open-enrollment course, view the ‘**Virtual Certification Videos**’ from the ‘**Facilitating**’ tab of the course. View these videos with your **Facilitator Guide**, taking notes and preparing to help your audience connect to the content.
- Step 6** – Download your PowerPoints from the ‘**Facilitating**’ tab. Practice teaching and getting familiar with the platform you’ll be using (if teaching virtually).
- Step 7** – Schedule your first course!



# Certification Process & Best Practices

- The **Launch Certification Videos** link opens a series of videos featuring an **in-person** course in its entirety, delivered by a FranklinCovey master facilitator.
- If you have never attended the course as a participant, you should first view the videos as a classroom learner, completing all exercises in your participant manual.
- After wearing the participant hat, you can re-watch videos as needed, and read through all pages in your facilitator guide.
- Note: Most onboarding facilitators indicate the **total** time needed to prepare is 2x the course time.



## FACILITATOR VIDEOS

Launch Certification Videos

- Overview
- Unconscious Bias Overview
- + FAQs
- + Introduction
- + Identify Bias
- + Cultivate Connection
- + Choose Courage



# Facilitation Best Practices

- **Watch all videos, twice...**
  - Once from the lens of a *learner*
  - Once from the lens of *facilitator*
- **“Enhance your facilitator guide, e.g.,**
  - Generate relevant work examples that will apply to your learners.
  - Complete all the participant guide exercises yourself.
  - Jot down contingency plans to help you in a time crunch (e.g., *on p. X, if time is short just have participants complete Application Exercise questions #1 and #3.*)
- **Do a practice session for 2-3 colleagues**
- **Co-facilitate with a peer**
- This site contains some great facilitator videos on body language and visual facilitation:  
<https://www.franklincovey.com/engage-with-us/facilitator.html> (*scroll to the bottom of the page*)

**“The difference  
between ordinary and  
extraordinary is  
practice!”**

*Vladimir Horowitz*

- **Train the Trainer**—An additional option is to hire a FC consultant to do a train-the-trainer session. You can choose to:
  - Observe
  - Co-facilitate
  - Be coached

## 5 Tips for Facilitating Versus Presenting

1. Pull Insight from the Room
2. Don't be quick to jump to an answer; ask **Insightful questions** to draw out answers from participants
3. Embrace silence
4. Deepen the discussion and learning as appropriate
5. Pace the session well
6. **Pro tip: trust the design of the course**

# Coaching Guides for Facilitated Discussions

VA



U.S. Department  
of Veterans Affairs



\*Use these guides during your facilitated discussions to drive application and reinforcement.

- 7 Habits of Highly Effective People: Signature Edition 4.0
- The 6 Critical Practices for Leading a Team
- Unconscious Bias: Understanding Bias to Unleash Potential
- Leading at the Speed of Trust
- The 4 Essential Roles of Leadership

*\*not all content areas available at this time. We will add more as they are released.*

## Habit 1

Be Proactive



### Common Paradigm

This is just the way things are and there's not much I can do about it.



### Highly Effective Paradigm

I am free to choose and am ultimately responsible for my happiness.

#### Principles of Effectiveness

- Responsibility
- Choice
- Accountability
- Initiative
- Resourcefulness

#### Activities

- 7 Habits Tools
- Jhana Article
- Watch Video: Roots of effectiveness
- Watch Video: Carry Your Own Weather

#### Coaching Questions

- What actions have you taken within your Circle of Influence. How has this approach impacted outcomes?
- How does using Proactive language improve your working relationships?
- Is there anything happening that is causing you to be reactive versus proactive? How could you change your response to be more proactive?

## Habit 2

Begin with the End in Mind



### Common Paradigm

I can't predict how my life will turn out, so I just go with the flow.



### Highly Effective Paradigm

Clearly defining my vision and purpose in life will make all the difference.

#### Principles of Effectiveness

- Vision
- Commitment
- Purpose

#### Activities

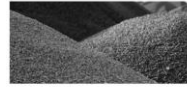
- 7 Habits Tools
- Jhana Article
- Watch Video: Discovery of a Character
- Watch Video: 80<sup>th</sup> Birthday

#### Coaching Questions

- How has creating your personal mission statement changed your daily interactions?
- Is there an important relationship you have overlooked? What can you do to refocus on this relationship?
- How has having a clear "end in mind" for each of your work activities improved your day? Quality of interactions?

## Habit 3

Put First Things First



### Common Paradigm

I spend time on what's most urgent.



### Highly Effective Paradigm

I spend time on what's most important.

#### Principles of Effectiveness

- Focus
- Integrity
- Discipline
- Prioritization

#### Activities

- 7 Habits Tools
- Jhana Article
- Watch Video: Weekly Planning
- Watch Video: Daily Private Victory

#### Coaching Questions

- In what quadrant do you currently spend most of your time?
- What is one thing you have NOT accomplished that is not in your Q2?
- What one Q3 or Q4 thing could you eliminate to free up time, attention and energy for Q2?
- What are your big rocks?
- What are the one or two most important things that if you accomplished would have the biggest impact in your role?

## Habit 4

Think Win-Win



### Common Paradigm

There is only so much, and the more you get, the less there is for me.



### Highly Effective Paradigm

There is plenty out there for everyone, and more to spare.

#### Principles of Effectiveness

- Mutual Benefit
- Fairness
- Abundance

#### Activities

- 7 Habits Tools
- Jhana Article
- Watch Video: Green and Clean
- Watch Video: Royal School Ballet

#### Coaching Questions

- Share an example of when you have been abundant with praise. Was it hard for you to give credit to someone else?
- Have you focused on your Emotional Bank account? What are some deposits you have made recently? What are some withdrawals you have made?
- Do you have any relationships that are bankrupt?
- Would people describe you as cooperative or competitive? Why?

## Habit 5

Seek First to Understand, Then To Be Understood



### Common Paradigm

I need to make sure people understand my point of view.



### Highly Effective Paradigm

I have greater influence with others if I truly understand them first.

#### Principles of Effectiveness

- Respect
- Mutual Understanding
- Empathy
- Courage

#### Activities

- 7 Habits Tools
- Jhana Article
- Watch Video: It's Not About the Nail
- Watch Video: Autobiographical Responses

#### Coaching Questions

- How does listening with the intent to understand change your interactions?
- How would you rate your ability to fully engage and listen without trying to respond?
- Which of the autobiographical responses do you typically fall into? What could you differently to change your behavior?

## Habit 6

Synergize



### Common Paradigm

Let's compromise.



### Highly Effective Paradigm

Let's come up with something that's better than what either of us has in mind.

#### Principles of Effectiveness

- Respect
- Mutual Understanding
- Empathy
- Courage

#### Activities

- 7 Habits Tools
- Jhana Article
- Watch Video: It Takes Everyone
- Watch Video: The Nature of Synergy

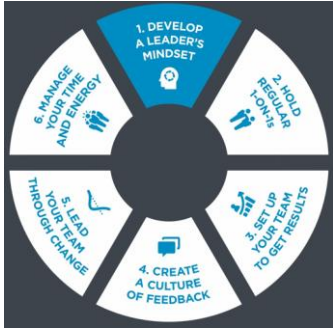
#### Coaching Questions

- Do you reject, tolerate or value differences? Does it depend on the situation?
- What could you do today to take greater advantage of the strengths of others in your own work?
- How can considering other opinions improve the outcome of a project you are involved in?

## Month 1

Develop a Leader's Mindset

**Common Mindset:**  
I am a responsible for my results.



**Effective Mindset:**  
I am responsible for delivering results through other people.

### Activities

- Jhana email series
- Access 6 Critical Practice tools

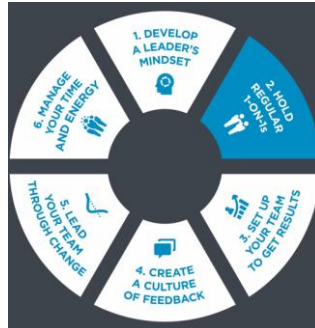
### Coaching Questions

- What are the 1-3 leadership attributes you value?
- How will you build strong relationships up and across?
- What is your plan to shape your reputation as a leader?
- What is most difficult for you making the shift to leader?

## Month 2

Hold Regular 1-1's

**Common Mindset:**  
I hold 1-on-1's to check on people's progress



**Effective Mindset:**  
I hold regular 1-on-1's to help people get – and stay – engaged.

### Activities

- Jhana email series
- Watch video "Effective 1-1's"

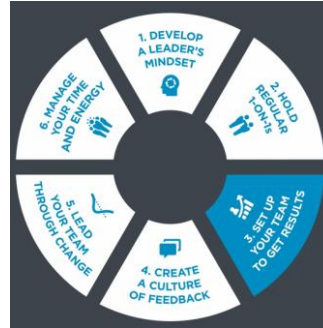
### Coaching Questions

- What cadence did you choose for your 1-1's?
- Walk me through your prep sheet for an upcoming 1-1
- What do you do when someone's not sharing in their 1-1?

## Month 3

Set up your team to get results

**Common Mindset:**  
I tell team members what to do and how to do it.



**Effective Mindset:**  
I help people get clear about the "why" behind the "what" and support them in the "how".

### Activities

- Jhana email series

### Coaching Questions

- Share with me how you selected and shaped your team goals.
- How do you plan to delegate so that it develops your team?
- How will you hold your team accountable?

## Month 4

Create a culture of feedback

**Common Mindset:**  
I give feedback so I can fix people's problems.



**Effective Mindset:**  
I give and seek feedback to elevate the entire team.

### Activities

- Jhana email series

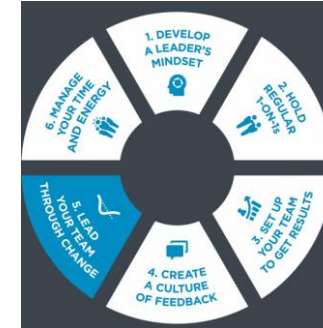
### Coaching Questions

- What positive and redirecting feedback did you share with your team?
- What feedback did you receive? Did you thank them?
- Share with me your plan for redirecting feedback

## Month 5

Lead your team through change

**Common Mindset:**  
I control and contain change for my team.



**Effective Mindset:**  
I champion change with my team.

### Activities

- Jhana email series
- Watch video "The Change Model"

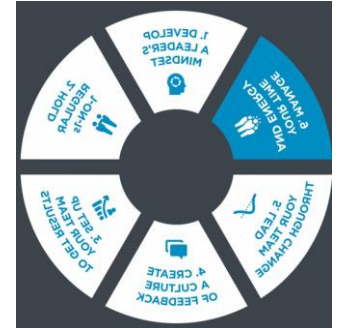
### Coaching Questions

- How will you mentally adjust to change?
- How will you handle someone that opposes change?
- What is your plan to guide your team through change?

## Month 6

Manage your time and energy

**Common Mindset:**  
I am too busy to take time for myself.



**Effective Mindset:**  
I must manage my time and energy to be an effective leader.

### Activities

- Jhana email series

### Coaching Questions

- What are your top priorities?
- Have you added your planning sessions to your calendar?
- How do you manage your stress?



# UNCONSCIOUS BIAS

Understanding Bias to  
Unleash Potential

Understanding Bias to Unleash Potential: Bias is a natural part of the human condition, of how the brain works. It affects how we make decisions, engage with others, and respond to situations, often limiting potential. This solution helps you discover how to notice and adjust for bias and act with courage to make real changes.

FranklinCovey  
**ALL ACCESS PASS**

## Identify Bias



**PRINCIPLE:**  
Self-Awareness

### FRAME

I am not biased.  
I view things  
objectively.

### REFRAME

Bias exists in  
everyone, including  
me. I actively think  
about how bias is  
at play in the  
choices I make.

### Journal Questions

- What are some common misconceptions about Bias that have impacted you personally?
- What did you learn in “Blind Audition” that was eye opening for you?

### Personal Reflection

- Consider a recent example of a time that you have stopped to explore another point of view?
- Are there any ideas you have discarded because it didn't fit your beliefs that you should go back and consider?

## Cultivate Connection



**PRINCIPLE:**  
Openness

### FRAME

If I understand my  
biases, I can fix them  
on my own.

### REFRAME

Only when I  
cultivate meaningful  
connections can I  
see past bias and  
value the people  
around me.

### Journal Questions

- What are some ways you would like to start cultivating connection?
- Where do you struggle to choose courage in your day to day activities?

### Personal Reflection

- Is there someone on your team that you need to build a deeper connection with? What questions will you ask to cultivate that connection?
- When you practiced listening with empathy, what was easy and/or hard about that?

## Choose Courage



**PRINCIPLE:**  
Growth

### FRAME

If I confront bias, it  
will just create more  
division.

### REFRAME

When I effectively  
confront bias, I create  
a space where we  
are all valued and  
able to contribute  
our best.

### Journal Questions

- How has this course opened your eyes to a different perspective?
- What are the one or two key takeaways that you want to continue working on and applying?

### Personal Reflection

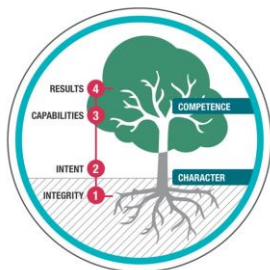
- What “pause” techniques have you found most helpful to use when faced with bias?
- Talk to me about a scenario when you found yourself facing bias, what proactive response did you find most helpful?

## Month 1

### Strengthening Your 4 Cores of Credibility



The first wave is Self Trust. It is about you and your personal credibility—the single drop in the pond - It is you that starts the ripple effect.



#### Activities

- Watch Insight Video “Discovery of a Character”
- Watch Insight Video “Win-Win Thinking”
- Watch Insight Video “Get Better: Carry Your Own Weather”
- Attend Coaching Session with Manager
- Meet with Accountability Partner
- Conduct Trust Huddle and Trust Action Plan

#### Coaching Questions

- What is your personal Credo? What do you stand for?
- What other viewpoints have you considered?
- How have you been abundant?
- What are your natural talents?
- How have you adopted a results mindset?

## Month 2

### Using the 13 Behaviors to Develop, Restore, and Extend Trust in Your Key Relationships



Notice that the body of water in the image has gotten much larger. As our Self Trust drop ripples out, we have greater influence on trust and our ability to impact the relationships around us.

#### 13 Behaviors Tips

- It's inside out.
- Sequence matters.
- Always use the 13 Behaviors in combination.
- Any behavior taken to the extreme can backfire.



#### Activities

- Watch Insight Video “Blind Spot”
- Watch Insight Video “It Takes Everyone”
- Watch Insight Video “Get Better: Behave your Way to Credibility”
- Attend Coaching Session with Manager
- Meet with Accountability Partner
- Conduct Trust Huddle and Trust Action Plan

#### Coaching Questions

- In what situations should a leaders use “develop trust” talk?
- Which of the 4 Cores of Credibility/13 behaviors could help restore trust?
- What happens when you fail to extend trust?

## Month 3

### Aligning Your Organization's Credibility, Symbols, and Systems With Principles of Trust



As a leader, you now have to move to a larger venue. Your impact goes beyond Self Trust and Relationship Trust—your “waves” spill over into a larger area because you have a distinct stewardship in Organizational Trust.

Define your target organization based on the most actionable level. Choose the context in which you have the greatest influence and relevant stewardship.



#### Activities

- Watch Insight Video “Walls”
- Watch Insight Video “Transformation”
- Watch Insight Video “Pizza Turnaround”
- Attend Coaching Session with Manager
- Meet with Accountability Partner
- Conduct Trust Huddle and Trust Action Plan

#### Coaching Questions

- What Trust Taxes and Dividends do you see on your teams?
- What are symbols of Trust and Distrust?
- Which High and Low Trust Systems or Processes can you influence?
- What actions will you take to improve it?

Every day leaders are making countless decisions and facing problems they've never encountered before. What worked yesterday can change overnight. The speed is relentless, the stakes are high, but the rewards are great for those who can lead a team to consistently achieve extraordinary results. Leaders will learn how to stay ahead of the curve and differentiate themselves and their teams when so much is changing so quickly.

## Month 1

## Month 2

## Month 3

## Month 4

## Month 5

## Month 6

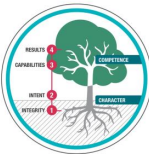
### MOVING FROM..

Leading a team where culture just happens..



**..TO**  
Leading a team where a high-trust culture is created intentionally from the inside out..

**..BY**  
Accelerating your credibility



### Activities

- Watch Video "Self Trust"
- Complete Credibility Accelerator
- Complete Leadership Credibility Excelsator

### Coaching Questions

- What 5 Values did you pick?
- How do they align with the organization?
- How will you model these values?

### MOVING FROM..

Leading a team where culture just happens..



**..TO**  
Leading a team where a high-trust culture is created intentionally from the inside out..

**..BY**  
Creating Team Culture Statement



### Activities

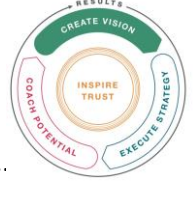
- Watch Video "What is Culture"
- Complete Team Culture Statement

### Coaching Questions

- Share your team culture statement
- How did you define how work gets done?
- How will you know when the culture has been embraced?

### MOVING FROM..

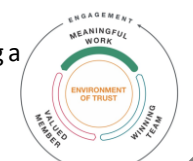
Managing people to a job description..



**..TO**  
Engaging your team in meaningful work

**..BY**

1. Crafting a team vision statement
2. Drafting a team strategy
3. Practicing a strategic narrative



### Activities

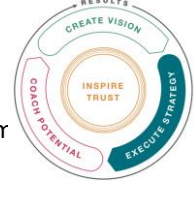
- Watch Videos "Your Money Making Model" and "Green and Clean"
- Complete Vision & Strategy
- Complete Strategic Narrative

### Coaching Questions

- Share your team vision/strategy
- How will you increase your team's relevance?
- Share your Strategic Narrative

### MOVING FROM..

Thinking success comes from strategy...



**..TO**  
Knowing that enduring success us in the systems...

**..BY**

1. Aligning the Six Rights
2. Implementing the 4 Disciplines of Execution



### Activities

- Watch Video "Store 334"
- Complete Execution Process

### Coaching Questions

- What is your WIG?
- Share your Lead Measures
- Share your scoreboard
- When are you holding your accountability sessions?

### MOVING FROM..

Solving problems by telling others what to do...



**..TO**  
Developing other leaders and building team members capacity..

**..BY**  
Using the Feedback approach



### Activities

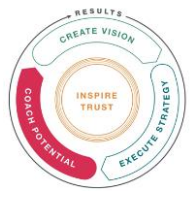
- Watch Video "Giving Feedback" & "Hidden Potential"
- Complete Feedback Approach

### Coaching Questions

- What positive feedback have you given?
- What instructive feedback have you given?
- Walk me through your Feedback Planner

### MOVING FROM..

Solving problems by telling others what to do...



**..TO**  
Developing other leaders and building team members capacity..

**..BY**

1. Practicing key coaching skills
2. Implementing the Coaching Framework



### Activities

- Complete Coaching Conversations
- Watch the video "Coach Potential"

### Coaching Questions

- Walk me through your coaching conversation planner
- Update me on coaching conversations you have held

# Manager Meeting



During this pre-program meeting we suggest learners and their managers follow these 4 steps:

## 1. Discuss value and impact of this workshop:

- What need is the upcoming learning session hoping to fill?
- Why is this associate going to take this learning session?
- What behavioral change is expected and why?
- How will you and the associate know if the initiative has had the desired outcome?

**2. Identify who will cover the employees' duties during the workshop hours and confirm that these assignments have been communicated.**

## 3. Discuss the general overview of the learning program with the associate.

- Go over the overall impact journey surrounding the learning session.
- Identify the kind of sustainability that will be expected of the associate and the amount of time it is expected to take.
- Ask what type of accountability is to be expected, with whom, and for what period of time.

## 4. Address expectations about the period after the workshop

### Expectations from the associate:

- At the next staff meeting, to share 3 key learnings or insights from workshop that other associates may benefit from.
- To schedule a meeting with you - no more than 1 week after the workshop - to share follow-up action plans.
- Schedule time for the required action plans, follow up eLearning and so forth

### Expectations from you:

- Provide initial and ongoing support for the associate's plans to improve skills learned in the workshop.
- Support the post-workshop learning initiatives
- If you are not familiar with the content of your associate's workshop, contact your L&D and they will provide you with more details on what new skills your associate will learn. Familiarize yourself with it.

# Defining Success

VA



U.S. Department  
of Veterans Affairs



Use these worksheets to help you define success for your participants in alignment with VA Strategic Priorities before an Impact Journey begins.

1. Identify your 'Jobs To Be Done'
2. Identify the challenges each leadership level needs to address
3. Prioritize the 'Jobs To Be Done' for each category and determine how you will measure success

## IDENTIFY JOBS TO BE DONE

### Effective Individuals

- How many?
- Where are they located?
- What are the challenges or opportunities people face?
- What are the most significant skill/ capability gaps?

### Great Leaders

- How many leaders by level?
- Where are they located?
- What are the challenges or opportunities leaders face?
- What are the most significant skill/ capability gaps for each level of leader?

### Organizational Focus and Execution

- What are the top three BU/ organizational goals around employee engagement, customer loyalty, or revenue growth?
- How are you progressing against these goals?
- Is there a group of people that have to learn something new or do something different in order to achieve these goals?
- What percentage of that group currently models the right behavior? What percentage doesn't? What percentage never will?

- What learning methodologies work best for your organization? (e.g., face-to-face ILT, online ILT, On Demand, short bursts, other)

## GLOBAL CHALLENGES

### Effective Individuals

- Doing more with less
- Juggling competing priorities
- Burn out
- Managing projects to quality, on time completion
- Managing projects with a matrixed team
- Inability to influence others
- Inability to get one's point across
- Fear of public speaking
- Poor teaming/collaboration skills
- Low emotional intelligence
- Low/damaged credibility
- Avoidance of accountability
- Inability to cope with change
- Lack of business acumen

### Great Leaders

- Lack of leadership mindset
- Brain drain of high-performing talent
- Industrial Age management in a Knowledge Worker world
- Leading in a virtual environment
- Multigenerational workforce
- Ineffective change leadership
- Failure to get work done with and through others
- Struggles with delegating, empowering, and coaching
- Inability to communicate effectively with multiple levels of stakeholders
- Lack of experience or preparation for leadership
- Lack of alignment up and down the organization
- Lack of clarity on business priorities
- Low team trust
- Outdated performance-management methods
- Resource constraints

### Organizational Focus and Execution

- Too much strategy, not enough execution
- Slow adoption of change
- Erosion of customer loyalty
- Inconsistent top-line performance
- Consistent but flat-line sales performance
- Bureaucratic, misaligned systems and processes
- Turbulence from major reorganizations and/or acquisitions
- Failure to deliver returns on innovation investments
- Mediocre internal/external reputation
- Dysfunctional systems
- Not enough "ready now" leaders

**PRIORITIZE JOBS TO BE DONE**

- What are three to five priority Jobs to Be Done to achieve a Winning Culture?
- How will you measure progress and improvement on each of these priorities?

**Effective Individuals**

**Great Leaders**

**Organizational Focus and Execution**