



When You Speak. VA Listens. Everyone Learns.

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# All Employee Survey Learning Guide



FranklinCovey®

THE ULTIMATE COMPETITIVE ADVANTAGE

# A Note from VHA NCOD

This Learning Guide provided by Franklin Covey resource is intended to *supplement* the tools to promote All Employee Survey (AES) Data Sharing and Use provided by the VHA National Center for Organizational Development (NCOD). To maximize employee engagement by using your AES Data, NCOD recommends leading a *collaborative* action planning effort with your staff based on their identified workgroup-level AES priorities.

The resources in the AES Dashboard ([download here](#)) are designed to guide you through the process of using employee feedback to drive improvement efforts. Additionally, the [VA Leadership Canvas](#) SharePoint is a place for VA leaders to access additional best practices and data-driven solutions to making improvements in your priority area. This Learning Guide provides supplemental resources you as a leader can use to grow in your priority area, but should not replace workgroup level action planning. Gathering employee feedback from the survey and then having a conversation at the workgroup level to create unique plans to improve workplace culture maximizes survey use.

If you have any questions or concerns about how to access or understand your data, or any of the AES tools , you can contact the AES Helpdesk Here ([AES Help Desk](#)). Thanks for all your efforts to lead VA to be the best place to work!



# How to use this learning guide

- This guide contains a selection of on-demand All Access Pass resources organized around each of the ten All Employee Survey priorities. This guide includes content from your Jhana website, indicated by the Jhana logo. If you aren't able to access these resources, reach out to [vacare@franklincovey.com](mailto:vacare@franklincovey.com) for support. 1

- There are three focus areas for each priority, referred to as a 'track'. A track is simply a grouping of content organized around a specific learning focus. Each track is a complete, self-paced learning experience, and it is not necessary to complete them in order. 2

- The text below each icon contains a deep link to that specific learning item. When you click the link, the learning item will open in your browser. (You may be asked to log-in to Jhana or the All Access Pass) 3

## Growth

Creating opportunities for employee growth.

Three, stand-alone learning experiences					
	Focus Area	Step 1	Step 2	Step 3	Step 4
TRACK A	Grow Yourself	 <a href="#">Paradigms and Principles of Effectiveness</a>	Jhana  <a href="#">5 ways to self-promote (for those who hate self-promotion)</a>	 <a href="#">Extraordinary Roles</a>	Jhana  <a href="#">Assess your own work motivation</a>
TRACK B	Grow Others	 <a href="#">The Multiplier Effect</a>	Jhana  <a href="#">6 simple ways to improve your coaching conversations</a>	 <a href="#">Looking for Genius</a>	 <a href="#">Coaching session evaluation</a>
TRACK C	Grow the Team	 <a href="#">Unleash Your Team's Potential Through Coaching</a>	Jhana  <a href="#">Assess how well you write emails</a>	Jhana  <a href="#">How to establish your team's values – and why it's worth doing</a>	Jhana  <a href="#">Team building Get to know your team</a>

# How to use this learning guide (cont.)

- Different icons represent various learning elements, including an estimated time to complete where applicable.
- 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](#)



## Excelerators:

30-60-minute self-paced, eLearning modules. Includes downloadable tools and discussion questions.



## Insights:

5-15-minute self-paced, eLearning modules. Includes downloadable tools and discussion questions.



## Podcasts:

FranklinCovey interviews with a variety of thought leaders, authors, and professionals.



## Articles and Tips:

Resources from Jhana with key insights, tips, and short videos on a broad range of management challenges.



## Tools:

PDF documents to practice and apply the skills associated with each track.



## Assessments:

Simple, PDF assessments to evaluate effectiveness in a variety of areas.



## Video Discussion Activities:

20–30-minute, video-based group discussions. Each of them includes facilitator instructions, debrief questions, and additional resources to enhance group learning.

# Table of Contents

- Click on any of the AES Priorities to the right to view the tracks and learning resources that support it.
- Click on 'Live Facilitation' to see which of FranklinCovey's instructor-led course offerings support each of the 10 AES priorities.
- **Return to this table of contents at any time** by clicking on the 'AES' logo in the top right corner of each priority page. 1
- You can use this Learning Guide to:
  - **Learn** by using the resources on your own.
  - **Facilitate** discussions in team meetings.
  - 2 • **Assign** elements to your learners in the All Access Pass.
  - **Upload** this document to SharePoint for easy access and distribution.

- [Communication](#)
- [Growth](#)
- [Workload](#)
- [Accountability](#)
- [Recognition](#)
- [Innovation](#)
- [Co-Worker Relationships](#)
- [Evaluation](#)
- [Goals](#)
- [Supervisor Relationships](#)
- [Live Facilitation](#)

## **For Client Administrators:**

- 2 • [Click here to view a tutorial on assigning content within your AAP Portal](#)
- [Click here to view a tutorial on assigning external content in your AAP Portal](#)

# Communication



Communicating necessary information timely and clearly.

Three, stand-alone learning experiences – 2 to 3 hours each

TRACK

A

## Effective Listening

**30**

[Seek First to Understand, Then to be Understood](#)

*Jhana*

[9 tips to listen like a leader](#)

**5**

[The Hidden Story](#)

*Jhana*

[Difficult conversation planner](#)

**5**

[Diagnose Before You Prescribe](#)

**15**

[Listening – the untapped leadership competency](#)

*Jhana*

**20**

[Listening for better approachability](#)

*Jhana*

[Distance is hurting my team's communication](#)

TRACK

B

## Effective Meetings

**30**

[Leading Effective Meetings](#)

*Jhana*

[Checklist: How to run great remote meetings](#)

**5**

[Play Your Chips](#)

*Jhana*

[Templates: Meeting agenda and follow-up](#)

**5**

[Team Accountability Session](#)

**5**

[4 Types of resistance in meetings](#)

*Jhana*

**20**

[Running effective meetings](#)

*Jhana*

[Team can't agree or make decisions](#)

TRACK

C

## Effective Writing

**30**

[Writing for Results](#)

*Jhana*

[Assess how well you write emails](#)

*Jhana*

[How to write emails that pass the 10-second test](#)

*Jhana*

[6 strategies of the silver-tongued](#)

**5**

[Get Your Volume Right](#)

**5**

[The Secret to Business Writing \(Crash Course – YouTube\)](#)

*Jhana*

[Why business writing is so awful](#)




















[Explore more:](#)

- Meetings
- Writing

# Growth

Creating opportunities for employee growth.









































Three, stand-alone learning experiences – 2 to 3 hours each									
	Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A	Grow Yourself	 <a href="#">Paradigms and Principles of Effectiveness</a>	 <a href="#">5 ways to self-promote (for those who hate self-promotion)</a>	 <a href="#">Extraordinary Roles</a>	 <a href="#">Assess your own work motivators</a>	 <a href="#">Energy Crisis</a>	 <a href="#">Be Authentic, Seize Opportunities, and Make an Impact</a>	 <a href="#">Managing your career when you want to advance</a>	 <a href="#">Self-doubt holding you back? 4 strategies to overcome it</a>
TRACK B	Grow Others	 <a href="#">The Multiplier Effect</a>	 <a href="#">6 simple ways to improve your coaching conversations</a>	 <a href="#">Looking for Genius</a>	 <a href="#">Coaching session evaluation</a>	 <a href="#">Wooden</a>	 <a href="#">See the potential all around you: Janice Bryant Howard</a>	 <a href="#">Learning to build other's skills</a>	 <a href="#">5 coaching questions for when you're tempted to just tell someone what to do</a>
TRACK C	Grow the Team	 <a href="#">Unleash Your Team's Potential Through Coaching</a>	 <a href="#">Assess how well you write emails</a>	 <a href="#">How to establish your team's values – and why it's worth doing</a>	 <a href="#">Team building: Get to know your team</a>	 <a href="#">Path to Synergy</a>	 <a href="#">Crack Your Culture Code: Daniel Coyle</a>	 <a href="#">How to Keep Your Team Motivated, Remotely</a>	 <a href="#">Explore more:</a> <ul style="list-style-type: none"><li>• <a href="#">Individual Goals</a></li><li>• <a href="#">Coaching</a></li><li>• <a href="#">Delegating</a></li></ul>

# Workload



Supporting a reasonable workload and distributing it fairly.

Three, stand-alone learning experiences – 2 to 3 hours each									
	Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A	Managing Priorities	 <a href="#">Act on the Important, Don't React to the Urgent</a>	 <a href="#">Develop questions to determine the importance and urgency of tasks</a>	 <a href="#">Avoid the Pinball Syndrome</a>	 <a href="#">How to process email effectively</a>	 <a href="#">Focus on Your Circle of Influence</a>	 <a href="#">Karen Dillon on prioritizing what is really important in your life</a>	 <a href="#">Improving Productivity Despite Interruptions</a>	 <a href="#">Too many interruptions</a>
		 <a href="#">Schedule the Big Rocks, Don't Sort the Gravel</a>	 <a href="#">Overwhelmed from working too much</a>	 <a href="#">Technology: Tool or Tyrant?</a>	 <a href="#">9 tactics to assess how your team spends its time</a>	 <a href="#">Q2 Culture</a>	 <a href="#">I have to. I ought to. I get to. Hyrum Smith</a>	 <a href="#">Improving productivity through blocking time</a>	 <a href="#">3 simple management tactics to save your team's time</a>
TRACK B	Managing Time	 <a href="#">Set Your Team Up to Get Results</a>	 <a href="#">Workload handoff planner</a>	 <a href="#">After a direct report completes a delegated project, assess how it went</a>	 <a href="#">Extend Trust</a>	 <a href="#">Great Leaders Clarify Expectations</a>	 <a href="#">Improving productivity through blocking time</a>	 <a href="#">Have you fallen into the reverse delegation trap</a>	 <a href="#">Explore more:</a> <ul style="list-style-type: none"><li>Productivity</li><li>Delegating</li></ul>
		 <a href="#">Schedule the Big Rocks, Don't Sort the Gravel</a>	 <a href="#">Overwhelmed from working too much</a>	 <a href="#">Technology: Tool or Tyrant?</a>	 <a href="#">9 tactics to assess how your team spends its time</a>	 <a href="#">Q2 Culture</a>	 <a href="#">I have to. I ought to. I get to. Hyrum Smith</a>	 <a href="#">Improving productivity through blocking time</a>	
TRACK C	Managing Delegation	 <a href="#">Set Your Team Up to Get Results</a>	 <a href="#">Workload handoff planner</a>	 <a href="#">After a direct report completes a delegated project, assess how it went</a>	 <a href="#">Extend Trust</a>	 <a href="#">Great Leaders Clarify Expectations</a>	 <a href="#">Improving productivity through blocking time</a>	 <a href="#">Have you fallen into the reverse delegation trap</a>	

# Accountability



Holding one another accountable for performance and professional conduct.

Three, stand-alone learning experiences – 2 to 3 hours each

TRACK

A

## Hold Myself Accountable



[Habit 1: Be Proactive](#)



[Do an accountability self-assessment this week](#)



[Your Brain and Bias](#)



[Identify and name an emotion that's holding you back](#)



[Discovery of a Character](#)



[Raise Your Awareness: Tasha Eurich](#)



[Establishing credibility for two-way communication](#)



[Success is built on 'yes' and sustained with 'no'](#)

TRACK

B

## Hold My Team Accountable



[Hold Regular 1-on-1s](#)



[Assess your team's culture of accountability](#)



[Green and Clean](#)



[1-on-1 prep:](#)

- [For managers](#)
- [For direct reports](#)



[Examine Your Real Motives](#)



[Own everything that impacts your mission: Leif Babin](#)



[Managing conflict when direct reports don't pull their weight](#)



[8 ways to increase accountability on your team](#)

TRACK

C

## Hold My Peers Accountable



[Think Win-Win](#)



[Colleague outside my team won't help](#)



[Deciding which conversations to initiate](#)



[It Takes Everyone](#)



[Add Value to People: John Maxwell](#)



[Persuasion in dotted-line relationships](#)



[How can you get help from a team that doesn't report to you?](#)



























[Explore more:](#)

- [Persuading](#)
- [Challenging Employees](#)

# Recognition



Recognizing performance fairly and in a meaningful way.

Three, stand-alone learning experiences – 2 to 3 hours each									
	Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A	Feedback Essentials	 <a href="#">Create a Culture of Feedback</a>	 <a href="#">5 ways to build a culture of feedback</a>	 <a href="#">Blind Spots</a>	 <a href="#">Assess your team's feedback culture</a>	 <a href="#">Whole-Person Paradigm</a>	 <a href="#">How do you know when to give feedback to a direct report or when to let it go?</a>	 <a href="#">Seeking feedback from a hands-off manager</a>	 <a href="#">Team feedback assessment</a>
TRACK B	Focus: Giving Feedback	 <a href="#">See the Tree, Not Just the Seedling</a>	 <a href="#">Planner: Give effective feedback</a>	 <a href="#">Radical Candor: Kim Scott</a>	 <a href="#">10 examples of how to give more effective redirecting feedback</a>	 <a href="#">The 5 languages of appreciation: Dr. Paul White</a>	 <a href="#">How much reinforcing feedback do I give?</a>	 <a href="#">Giving feedback to defensive reports</a>	 <a href="#">Connect feedback to team and organizational goals</a>
TRACK C	Focus: Receiving Feedback	 <a href="#">Make it Safe to Tell the Truth</a>	 <a href="#">Feedback log</a>	 <a href="#">How to receive feedback</a>	 <a href="#">I get defensive about feedback</a>	 <a href="#">Your Brain and Bias</a>	 <a href="#">Seeking feedback from direct reports</a>	 <a href="#">Confess your mess: Scott Miller</a>	 <b>Explore more:</b> <ul style="list-style-type: none"><li><a href="#">Giving Feedback</a></li></ul>

# Innovation



Being willing and able to try new ideas in the workplace.

Three, stand-alone learning experiences – 2 to 3 hours each

TRACK

A

## Lead with Curiosity



[Think Differently](#)



[Stop! Don't solve that problem just yet...](#)



[Uncovering Needs](#)



[Use the "5 Whys" to get to the root of a tough problem](#)



[Find Struggling Moments](#)



[Reframe a current problem as an exciting challenge](#)



[What we can learn from shortcuts?](#)



[Team problem solving](#)

TRACK

B

## Value Differences



[Look for Genius](#)



[Bring people together with divergent views and skillsets](#)



[Make A Debate](#)



[Get to know your team](#)



[Apathy is a Fierce Competitor: Karen Dillon](#)



[When someone shares a view or idea you disagree with, spend five minutes assuming it's true](#)



[Learning to build other's skills](#)



[Groupthink](#)

TRACK

C

## Create an Innovative Culture



[Make it Safe to Tell the Truth](#)



[Feedback log](#)



[Identify one small innovation to try - and build on](#)



[The Three Bias Traps](#)



[Why criticism is good for innovation](#)



[Seeking feedback from direct reports](#)



[Foster the curiosity of your team to thrive: David Epstein](#)



**Explore more:**  
• [Innovation](#)

# Co-Worker Relationships



Cooperating, collaborating, and treating one another with respect.

Three, stand-alone learning experiences – 2 to 3 hours each

TRACK

A

**Building Effective Relationships**  
– Part 1



[Relationship Trust](#)



[Building Relationship Capital](#)



[Examine Your Real Motives](#)



[Unsure how personal to get at work](#)



[Start With Humility](#)



[Add Value to People: John Maxwell](#)



[5 ways to kick-start conversations](#)



[How to make friends at work](#)

TRACK

B

**Building Effective Relationships**  
– Part 2



[Cultivate Connections](#)



[Emotional Bank Account](#)



[Building relationships for two-way communication](#)



[Must work well with someone I dislike](#)



[Repair a relationship](#)



[Achieve results with and through other people: Todd Davis](#)



[Reconnecting with disengaged direct reports](#)



[Too busy to maintain relationships](#)

TRACK

C

**Creating a Culture of Collaboration**



[Synergize®](#)



[Collaborating at the Speed of Trust](#)



[Strengthen a relationship with a colleague who's work impacts yours](#)



[IDEO](#)



[Better collaboration and idea generation](#)



[Getting help from other teams by building relationships](#)



[Driving collaboration across teams](#)
























**Explore more:**

- [Building Relationships](#)
- [Collaboration](#)

# Evaluation


























Reflecting on our work through activities like huddles, after-action reviews, and/or debriefings.

Three, stand-alone learning experiences – 2 to 3 hours each									
	Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A	Evaluating Change	 <a href="#">Lead Your Team Through Change</a>	 <a href="#">Self-assessment: How well are you leading change?</a>	 <a href="#">Trim Tab</a>	 <a href="#">Ask each direct report to diagnose how they're adapting to a recent change</a>	 <a href="#">Reflection Guide – Adapting to Change</a>	 <a href="#">Look Forward, Faster: Mauro Guillé</a>	 <a href="#">Managing your response to change</a>	 <a href="#">Course correcting and following through</a>
TRACK B	Evaluating My Systems and Processes	 <a href="#">Align the Six Rights</a>	 <a href="#">Create a library of 'how-to' documents for your team's most important work</a>	 <a href="#">Ensure Your Systems Support Your Mission</a>	 <a href="#">Managing process improvement from a strategic change</a>	 <a href="#">Store 334</a>	 <a href="#">Execute Your Way to Engagement: Chris McChesney</a>	 <a href="#">Spend 30 minutes a week and 10 minutes a day on planning</a>	
TRACK C	Evaluating Tasks and Projects	 <a href="#">Monitor, Control, and Close Projects</a>	 <a href="#">Workload handoff planner</a>	 <a href="#">After a direct report completes a delegated project, assess how it went</a>	 <a href="#">Team Accountability Session</a>	 <a href="#">Balance people and processes for successful projects: Suzette Blakemore</a>	 <a href="#">Project management with multiple stakeholders</a>	 <a href="#">I don't know where my team stands on projects</a>	 <a href="#">Explore more: Change</a>

# Goals



























Setting of challenging and yet attainable performance goals.

Three, stand-alone learning experiences – 2 to 3 hours each									
	Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A	Setting Individual Goals	 <a href="#">Go for Extraordinary, Don't Settle for Ordinary</a>	 <a href="#">Develop questions to determine the importance and urgency of tasks</a>	 <a href="#">Avoid the Pinball Syndrome</a>	 <a href="#">SMART goal and action plan</a>	 <a href="#">Play Your Roles Well</a>	 <a href="#">What Do You Want?: Patrick Bet-David</a>	 <a href="#">Setting and shaping key goals</a>	
TRACK B	Setting Team Goals	 <a href="#">Create a Shared Team Vision and Strategy</a>	 <a href="#">5 types of strategic goals that can help your team perform better</a>	 <a href="#">Applying direct reports work to company goals</a>	 <a href="#">5 ways to connect direct reports work to their motivators</a>	 <a href="#">Offering Bigger Challenges</a>	 <a href="#">Set Up Your Team to Get Results</a>	 <a href="#">Setting goals and vision for a team</a>	 <a href="#">5 ways to help your direct reports set better goals</a>
TRACK C	Achieving Goals with Excellence	 <a href="#">Disciplines 1 &amp; 2 to Execute Strategy</a>	 <a href="#">Setting Expectations Checklist</a>	 <a href="#">Have your direct reports publicly track goals</a>	 <a href="#">Disciplines 3 &amp; 4 to Execute Strategy</a>	 <a href="#">Why is it so hard to execute a strategy?</a>	 <a href="#">Communicating strategy and setting goals</a>	 <a href="#">How to lead your team in pursuit of a goal</a>	 <a href="#">Explore more:</a> <ul style="list-style-type: none"><li>Goals</li><li>Strategy</li></ul>

# Supervisor Relationships



Feeling comfortable with and supported by my supervisor.

Three, stand-alone learning experiences – 2 to 3 hours each									
	Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A	Creating Psychological Safety	 <a href="#">Inspire a Culture of Trust</a>	 <a href="#">Develop questions to determine the importance and urgency of tasks</a>	 <a href="#">Building relationships with defensive direct reports</a>	 <a href="#">6 meeting tactics to encourage people to say what they really think</a>	 <a href="#">Creating Space for Others</a>	 <a href="#">Are You an Accidental Diminisher?: Liz Wiseman</a>	 <a href="#">Establishing approachability with your team</a>	 <a href="#">Unconscious Bias: What it is and how it affects managers</a>
TRACK B	Managing Up	 <a href="#">Behave Your Way to Credibility</a>	 <a href="#">6 keys to managing up remotely</a>	 <a href="#">Q2 Culture</a>	 <a href="#">Worksheet: Understanding your manager</a>	 <a href="#">How to build strong relationships up and across</a>	 <a href="#">Hit Life's Green Lights: Matthew McConaughey</a>	 <a href="#">Building a relationship with a demanding boss</a>	 <a href="#">A conversation guide to help you get what you need from your manager</a>
TRACK C	Navigating Office Politics	 <a href="#">Choose Courage</a>	 <a href="#">Colleague seeks to undermine me</a>	 <a href="#">Stone: Be A Transition Person</a>	 <a href="#">Building relationships for better office politics</a>	 <a href="#">Organizational Trust</a>	 <a href="#">Dealing with office drama</a>	 <a href="#">Employee Behavior Log</a>	 <a href="#">Explore more:</a> <ul style="list-style-type: none"><li>Managing Up</li><li>Addressing Unconscious Bias</li></ul>

# Live Facilitation – 10 Focus Areas



As you think about classroom and webinar delivery, the following programs support the AES focus areas for that facilitation.

Communication	<u>Growth</u>	<u>Workload</u>	<u>Accountability</u>	<u>Recognition</u>	<u>Innovation</u>	<u>Co-Worker Relationships</u>	<u>Evaluation</u>	<u>Goals</u>	<u>Supervisor Relationships</u>
Communicating necessary information timely and clearly.	Creating opportunities for employee growth.	Supporting a reasonable workload and distributing it fairly	Holding one another accountable for performance and professional conduct.	Recognizing performance fairly and in a meaningful way.	Being willing and able to try new ideas in the workplace.	Cooperating, collaborating, and treating one another with respect.	Reflecting on our work through activities like huddles, after-action reviews, and/or debriefings.	Setting of challenging and yet attainable performance goals.	Feeling comfortable with and supported by my supervisor.

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