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- Click on any of the **Impact Journeys** to the right to view the learning resources and implementation plan that support it.

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- **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.

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For Client Administrators:

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



How to use this learning guide

- This guide contains a selection of on-demand All Access Pass resources organized around six specific organizational roles. 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 for support. 1







- Each organizational role contains links to specific learning resources as well as a description of that resource where applicable. 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

Supervisors & Managers

Supporting a reasonable workload and distributing it fairly.

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

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
2 Learning Resource	 Hold Regular 1-on-1s	 Set Up Your Team to Get Results	 Create a Culture of Feedback 3	 The Change Model	 1 Accountability	 Delegation Task Outline
2 Description	How leaders interact with others significantly impacts engagement levels. Every interaction you have with your team members affects how they choose to volunteer their efforts and energies. Regular 1-on-1s, when done well, can help release the highest talents and contributions of each individual.	In this practice, we'll look at how to clarify goals and how to delegate effectively. We'll also explore how to communicate to your team the importance or bigger picture for the work they do. These behaviors help teams achieve better results because team members are engaged and take ownership.	To create a culture of feedback, leaders model how to both give and get feedback so that everyone has the opportunity to learn and grow at work and bring their best selves in everything they do.	Although we all have the ability to change our behavior, we rarely ever do. As you understand the change model, you can help people work through short-term turbulence so they can get to longer-term benefits of the change.		

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 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.



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.







Executive Team

VA









U.S. Department of Veterans Affairs

Complete as a comprehensive experience (Options 1-5) or as individual, stand-alone experiences.

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
Learning Resource	 Inspire a Culture of Trust	 Create a Shared Team Vision & Strategy	 Execute Your Team's Strategy and Goals: Align the Six Rights	 Store 334	 Strategic Thinking	 Negotiation preparation worksheet
Description	Credible leaders have both character and competence, and they shape a culture of high trust. Your leadership credibility depends on whether you consciously work to improve your character and competence.	Every great leader needs to communicate their vision in such a way to encourage others to help them achieve their vision.	Leaders need to be able to execute a strategy based on their vision. Aligning the Six Rights will help you understand how you should be thinking about key systems that influence your outcomes.	In this video, a low-performing store and a struggling manager learn that sheer effort and goal setting isn't enough for change without a disciplined execution system.	You don't need a two-day offsite and big ideas in order to be strategic. The best — or at least most practical — way to be strategic is within your day-to-day work.	The best way to counteract negotiation nerves is to go prepared.







Physicians

Complete as a comprehensive experience (Options 1-5) or as individual, stand-alone experiences.

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
Learning Resource	 The Case For Trust	 Self-Trust	 Relationship Trust	 Diagnose Before Your Prescribe	 Trust	 Developing your reputation as a leader
Description	<p>Understand the impact of trust on cost and speed. Build your own personal case for why you can be trusted.</p>	<p>Improve your personal effectiveness and productivity by increasing trust. Discover how to avoid the costs of low trust, build confidence in yourself, restore trust with others when necessary, and act with integrity.</p>	<p>Build trust with your team and improve business results. Find out how to resolve conflicts, empower others, improve business relationships, and increase your speed to market all at the same time!</p>	<p>Just as a doctor would never prescribe medicine without diagnosing the problem, so should you never try to pass judgment or influence someone without carefully listening and trying to understand that person's point of view.</p>	<p>You've heard the old saying about trust being earned, not given. Fair enough. But how do you earn it?</p>	<p>Use this guide to help you determine how you'd like to be known as a leader. When you're deliberate about developing your reputation as a leader, you'll be better equipped to influence how others perceive you and to prioritize the actions most likely to help you reach your goals.</p>







Supervisors & Managers

Complete as a comprehensive experience (Options 1-5) or as individual, stand-alone experiences.

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
Learning Resource	 <p><u>Hold Regular 1-on-1s</u></p>	 <p><u>Set Up Your Team to Get Results</u></p>	 <p><u>Create a Culture of Feedback</u></p>	 <p><u>The Change Model</u></p>	 <p><u>Accountability</u></p>	 <p><u>Delegation Task Outline</u></p>
Description	<p>How leaders interact with others significantly impacts engagement levels. Every interaction you have with your team members affects how they choose to volunteer their efforts and energies. Regular 1-on-1s, when done well, can help release the highest talents and contributions of each individual.</p>	<p>In this practice, we'll look at how to clarify goals and how to delegate effectively. We'll also explore how to communicate to your team the importance or bigger picture for the work they do. These behaviors help teams achieve better results because team members are engaged and take ownership.</p>	<p>To create a culture of feedback, leaders model how to both give and get feedback so that everyone has the opportunity to learn and grow at work and bring their best selves in everything they do.</p>	<p>Although we all have the ability to change our behavior, we rarely ever do. As you understand the change model, you can help people work through short-term turbulence so they can get to longer-term benefits of the change.</p>	<p>Why are some direct reports willing to take responsibility for their job performance while others just ... aren't? Obviously, each person's attitude, skill level, and comfort in the role are big factors. But leaders like you also play a critical part in instilling and upholding team members' accountability.</p>	<p>For each task you delegate, outline these key details so you'll be ready to clearly communicate your expectations for the assignment.</p>

Nursing Staff

Complete as a comprehensive experience (Options 1-5) or as individual, stand-alone experiences.

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
Learning Resource	 The Hidden Story	 Carry Your Own Weather	 Autobiographical Responses and Empathic Listening	 All of Us	 Resilience & Well-Being	 Do a personal energy audit
Description	In this inspirational vignette, viewers are reminded that the shopkeepers, customers, and passersby we see each day each has a hidden story that deserves our compassion.	Too often we blame other people or our circumstances for our problems. Dr. Stephen R. Covey shows how to respond effectively when our lives feel out of control.	Autobiographical listening is filtering what you hear through your own experiences and biases, which hampers understanding. Dr. Stephen Covey shows how Empathic Listening is the shortest route to understanding.	So often we see what makes us different from those around us. It is interesting to see what happens as we see how we are already similar.	If you're feeling stressed, you're in good company. Most people experience significant stress from time to time. Stress is normal, but too much of it or not managing it effectively can cause serious harm to your physical and mental health and to your ability to do your job.	How are you doing with managing your prime sources of energy? Rate yourself in the following areas, with 0 as "never" and 10 as "always." Where you come up short, commit to improve.

Independent Contributors









U.S. Department of Veterans Affairs

Engineers, Tradesman, etc.

Complete as a comprehensive experience (Options 1-5) or as individual, stand-alone experiences.

Learning Resource

Description

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
	 <p><u>Tony's Reality</u></p>	 <p><u>The Time Matrix – The 5 Choices</u></p>	 <p><u>Relationship Trust</u></p>	 <p><u>Time Management</u></p>	 <p><u>Build Relationships</u></p>	 <p><u>5 ways to kick-start conversations</u></p>
	<p>This video introduces Tony as he is assigned to a new, daunting project. It also serves as an introduction to the Project Management Framework.</p>	<p>An overview of the Time Matrix and the return on the time and energy you spend in Q2.</p>	<p>Build trust within your team and improve your results. In this course, you will learn to resolve conflicts, empower others, improve business relationships, and achieve business results through increased trust.</p>	<p>This topic was developed for busy people like you who want to get organized, simplify their lives, get things under control and actually get things done. The essential spirit is that of simplicity, of a focus on doing — in the here and now — instead of on planning. We'll look at the most important habit changes in a very practical and stress-free way.</p>	<p>Our focus is on helping you build professional relationships. Adding a personal relationship on top of a professional one can make work more enjoyable when things go well. It can also present significant challenges when things don't go well. Finding the "right" balance is up to you.</p>	<p>It's not just what you say, it's how you say it. The next time you find yourself at a group event like a conference, or face-to-face with a promising new contact, give one of these tactics a try.</p>

Independent Contributors









U.S. Department of Veterans Affairs

Food Service, Housekeeping, Hospital Attendants

Complete as a comprehensive experience (Options 1-5) or as individual, stand-alone experiences.

Learning Resource

Description

	Option 1	Option 2	Option 3	Option 4	Option 5	Supporting Tools
Learning Resource	 Circle of Influence	 80th Birthday	 Big Rocks – The Choices	 Individual Goals	 Conflict Management	 Difficult Conversation Planner
Description	In tough times, we might feel helpless to direct our destiny. Dr. Stephen R. Covey explains how to make your worries shrink and your Circle of Influence grow.	Developing a powerful personal mission in life helps us make better daily decisions and moves us in the right direction.	A humorous look at people trying to “fit everything in” on the streets of London.	Our topic on Individual Goals will give you the practical tips and suggestions you need to select your goals, define them, create an action plan, make them a reality and, ultimately, improve your life.	Whether you realize it or not, you are always managing conflict. Whenever you interact with colleagues or make decisions, the potential to improve things or make them worse is ever-present. These key lessons may help you bring a productive approach to conflict in your workplace.	While preparation won’t guarantee that a difficult conversation goes perfectly, it gives you a much greater chance for success. Use this worksheet to organize your thoughts and plan your approach.