AES

When You Speak. VA Listens. Everyone Learns.

All Employee Survey Learning Guide

FranklinCovey®

THE ULTIMATE COMPETITIVE ADVANTAGE

A Note from 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!

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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 include content from your Jhana website, **(1)** indicated by the Jhana logo. If you aren't able to access these resources, reach out to vacare@franklincovey.com for support.

- 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.

(2)

	Focus Area	Step 1	Step 2	Step 3	Step 4
TRACK A	Grow Yourself	30 — Paradigms and Principles of Effectiveness	*Jhana* — 5 ways to self-promote (for those who hate self-promotion)	5 — Extraordinary Roles **(1)**	*Jhana* — Assess your own work motivato...
TRACK B	Grow Others	30 — The Multiplier Effect	*Jhana* — 6 simple ways to improve your coaching conversations	5 — Looking for Genius **(3)**	Coaching s... evaluati...
TRACK C	Grow the Team	30 — Unleash Your Team's Potential Through Coaching	*Jhana* — Assess how well you write emails	*Jhana* — How to establish your team's values – and why it's worth doing	*Jhana* — Team buil... Get to k... your te...

Three, stand-alone learning expe...

*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, 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 All Access Pass Community Page.

30

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

5

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

15

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.

20

2

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.

2 Minute Mentor:
Short, actionable videos from Jhana from FranklinCovey thoughtleaders covering a variety of relevant workplace topics.

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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.

- You can use this Learning Guide to:
  - **Action plan** to make progress on specific priorities
  - **Learn** by using the resources on your own.
  - **Facilitate** discussions in team meetings.
  - **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
- Action Planning
- Live Facilitation

For Client Administrators:
- 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

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Action Planning

Priority #1:	Priority #2:	Priority #3:
Track:	Track:	Track:
Current Situation:	Current Situation:	Current Situation:

To improve this priority, I will…   By: To improve this priority, I will: By: To improve this priority, I will: By:

1. 2.	1. 2.	1. 2.

| Communication | Growth | Workload | Accountability | Recognition | Innovation | Co-worker Relationships | Evaluation | Goals | Supervisor Relationships |

Communication

Communicating necessary information timely and clearly.

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 — **Effective Listening**	30 — Seek First to Understand, Then to be Understood	9 tips to listen like a leader	5 — The Hidden Story	Difficult conversation planner	5 — Diagnose Before You Prescribe	15 — Listening – the untapped leadership competency	20 — Listening for better approachability	Distance is hurting my team's communication
TRACK B — **Effective Meetings**	30 — Leading Effective Meetings	Checklist: How to run great remote meetings	5 — Play Your Chips	Templates: Meeting agenda and follow-up	5 — Team Accountability Session	5 — 4 Types of resistance in meetings	20 — Running effective meetings	Team can't agree or make decisions
TRACK C — **Effective Writing**	30 — Writing for Results	Assess how well you write emails	How to write emails that pass the 10-second test	3 — A simple phrase to make your interactions more effective	5 — Get Your Volume Right	5 — The Secret to Business Writing (Crash Course – YouTube)	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	**30** Paradigms and Principles of Effectiveness	5 ways to self-promote (for those who hate self-promotion)	**5** Extraordinary Roles	Assess your own work motivators	**7** Energy Crisis	**35** Be Authentic, Seize Opportunities, and Make an Impact	**20** Managing your career when you want to advance	Self-doubt holding you back? 4 strategies to overcome it
TRACK B Grow Others	**30** The Multiplier Effect	6 simple ways to improve your coaching conversations	**5** Looking for Genius	Coaching session evaluation	**5** Wooden	**3** 4 ways to invest in your high performers	**20** Learning to build other's skills	5 coaching questions for when you're tempted to just tell someone what to do
TRACK C Grow the Team	**30** Unleash Your Team's Potential Through Coaching	Assess how well you write emails	How to establish your team's values – and why it's worth doing	Team building: Get to know your team	**5** Path to Synergy	**40** Crack Your Culture Code: Daniel Coyle	How to Keep Your Team Motivated, Remotely	Explore more: • Individual Goals • Coaching • Delegating

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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**	**30** Act on the Important, Don't React to the Urgent	Develop questions to determine the importance and urgency of tasks	**5** Avoid the Pinball Syndrome	How to process email effectively	**7** Focus on Your Circle of Influence	**3** Karen Dillon on prioritizing what is really important in your life	**20** Improving Productivity Despite Interruptions	Too many interruptions
TRACK B **Managing Time**	**30** Schedule the Big Rocks, Don't Sort the Gravel	Overwhelmed from working too much	**6** Technology: Tool or Tyrant?	9 tactics to assess how your team spends its time	**5** Q2 Culture	**50** I have to. I ought to. I get to. Hyrum Smith	**3** 3 tips to set better work-life boundaries	3 simple management tactics to save your team's time
TRACK C **Managing Delegation**	**30** Set Your Team Up to Get Results	Workload handoff planner	After a direct report completes a delegated project, assess how it went	**5** Extend Trust	**40** Great Leaders Clarify Expectations	**20** Improving productivity through blocking time	Have you fallen into the reverse delegation trap	Explore more: • Productivity • Delegating

Accountability

Holding one another accountable for performance and professional conduct.

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 **Hold Myself Accountable**	**30** Habit 1: Be Proactive	Do an accountability self-assessment this week	**7** Your Brain and Bias	Identify and name an emotion that's holding you back	**6** Stuck in the Circle of Concern	**38** Raise Your Awareness: Tasha Eurich	**20** Establishing credibility for two-way communication	Success is built on 'yes' and sustained with 'no'
TRACK B **Hold My Team Accountable**	**30** Hold Regular 1-on-1s	Assess your team's culture of accountability	**7** Green and Clean	1-on-1 prep: • For managers • For direct reports	**5** Examine Your Real Motives	**55** Own everything that impacts your mission: Leif Babin	**20** Managing conflict when direct reports don't pull their weight	8 ways to increase accountability on your team
TRACK C **Hold My Peers Accountable**	**30** Think Win-Win	Colleague outside my team won't help	Deciding which conversations to initiate	**5** Get Better: Start With Humility	**40** Add Value to People: John Maxwell	**20** 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**	**30** Create a Culture of Feedback	5 ways to build a culture of feedback	**5** Blind Spots	Assess your team's feedback culture	**7** Whole-Person Paradigm	How do you know when to give feedback to a direct report or when to let it go?	**20** Seeking feedback from a hands-off manager	Team feedback assessment
TRACK B **Focus: Giving Feedback**	**5** See the Tree, Not Just the Seedling	Planner: Give effective feedback	**42** Radical Candor: Kim Scott	10 examples of how to give more effective redirecting feedback	**38** The 5 languages of appreciation: Dr. Paul White	How much reinforcing feedback do I give?	**20** Giving feedback to defensive reports	Connect feedback to team and organizational goals
TRACK C **Focus: Receiving Feedback**	**5** Make it Safe to Tell the Truth	Feedback log	How to receive feedback	I get defensive about feedback	**7** Your Brain and Bias	**20** Seeking feedback from direct reports	**12** Confess your mess: Scott Miller	**Explore more:** • Giving Feedback

Innovation

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

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 Lead with Curiosity	30 Think Differently	Stop! Don't solve that problem just yet...	5 Uncovering Needs	Use the "5 Whys" to get to the root of a tough problem	30 Find Struggling Moments	Hurdles, Quicksand, and Brick Walls	7 What we can learn from shortcuts?	20 Team problem solving
TRACK B Value Differences	30 Look for Genius	Bring people together with divergent views and skillsets	5 Make A Debate	Get to know your team	38 Apathy is a Fierce Competitor: Karen Dillon	When someone shares a view or idea you disagree with, spend five minutes assuming it's true	20 Learning to build other's skills	Groupthink
TRACK C Create an Innovative Culture	5 Make it Safe to Tell the Truth	Feedback log	Identify one small innovation to try - and build on	7 The Three Bias Traps	Why criticism is good for innovation	20 Seeking feedback from direct reports	50 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

Focus Area	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
TRACK A — **Building Effective Relationships** – *Part 1*	**30** Relationship Trust	**20** Building Relationship Capitol	**5** Examine Your Real Motives	Unsure how personal to get at work	**7** Start With Humility	**3** 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*	**30** Cultivate Connections	**6** Emotional Bank Account	**20** Building relationships for two-way communication	Must work well with someone I dislike	Repair a relationship	**50** Achieve results with and through other people: Todd Davis	**5** Reconnecting with disengaged direct reports	Too busy to maintain relatiobships
TRACK C — **Creating a Culture of Collaboration**	**30** Synergize®	**2** Collaborating at the Speed of Trust	Strengthen a relationship with a colleague who's work impacts yours	**2** One constructive way to confront potential bias	Better collaboration and idea generation	**20** Getting help from other teams by building relationships	**2** Driving collaboration across teams	Explore more: • Building Relationships • Collaboration

Evaluation

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

AES

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**	**30** Lead Your Team Through Change	Self-assessment: How well are you leading change?	**5** Trim Tab	Ask each direct report to diagnose how they're adapting to a recent change	Reflection Guide – Adapting to Change	**40** Look Forward, Faster: Mauro Guillé	**20** Managing your response to change	Course correcting and following through
TRACK B — **Evaluating My Systems and Processes**	**30** Align the Six Rights	Create a library of 'how-to' documents for your team's most important work	**2** Ensure Your Systems Support Your Mission	**20** Managing process improvement from a strategic change	**10** Store 334	**50** Execute Your Way to Engagement: Chris McChesney	Spend 30 minutes a week and 10 minutes a day on planning	
TRACK C — **Evaluating Tasks and Projects**	**30** Monitor, Control, and Close Projects	Workload handoff planner	After a direct report completes a delegated project, assess how it went	**6** Team Accountability Session	**35** Balance people and processes for successful projects: Suzette Blakemore	**20** Project management with multiple stakeholders	I don't know where my team stands on projects	Explore more: • Change

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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	**30** Go for Extraordinary, Don't Settle for Ordinary	Develop questions to determine the importance and urgency of tasks	**5** Avoid the Pinball Syndrome	SMART goal and action plan	**7** Play Your Roles Well	**45** What Do You Want?: Patrick Bet-David	Setting and shaping key goals	
TRACK B — Setting Team Goals	**30** Create a Shared Team Vision and Strategy	5 types of strategic goals that can help your team perform better	**6** Applying direct reports work to company goals	5 ways to connect direct reports work to their motivators	**6** Offering Bigger Challenges	**10** Set Up Your Team to Get Results	**20** Setting goals and vision for a team	5 ways to help your direct reports set better goals
TRACK C — Achieving Goals with Excellence	**30** Disciplines 1 & 2 to Execute Strategy	Setting Expectations Checklist	Have your direct reports publicly track goals	**30** Disciplines 3 & 4 to Execute Strategy	**6** Persistence	**20** Communicating strategy and setting goals	How to lead your team in pursuit of a goal	Explore more: • Goals • Strategy

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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**	**30** Inspire a Culture of Trust	**9** Your Brain on Change	**20** Building relationships with defensive direct reports	6 meeting tactics to encourage people to say what they really think	**7** Creating Space for Others	**60** Are You an Accidental Diminisher?: Liz Wiseman	**20** Establishing approachability with your team	Unconscious Bias: What it is and how it affects managers
TRACK B — **Managing Up**	**5** Behave Your Way to Credibility	6 keys to managing up remotely	**7** Q2 Culture	Worksheet: Understanding your manager	How to build strong relationships up and across	**2** Two ways to improve 1-on-1s with your boss	**20** Building a relationship with a demanding boss	A conversation guide to help you get what you need from your manager
TRACK C — **Navigating Office Politics**	**30** Choose Courage	Colleague seeks to undermine me	**5** Stone: Be A Transition Person	**20** Building relationships for better office politics	**5** Organizational Trust	**20** Dealing with office drama	Employee Behavior Log	Explore more: • Managing Up • Addressing Unconscious Bias

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	Growth	Workload	Accountability	Recognition	Innovation	Co-Worker Relationships	Evaluation	Goals	Supervisor Relationships
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.
THE 7 HABITS of Highly Effective People SIGNATURE EDITION 4.0 PRESENTATION ADVANTAGE Communication Advantage Series Create a Shared VISION AND STRATEGY	Writing—Advantage TOOLS FOR HIGHLY EFFECTIVE COMMUNICATION LIZ WISEMAN'S MULTIPLIERS HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE Leading at the SPEED of TRUST	PROJECT MANAGEMENT ESSENTIALS For the Unofficial Project Manager THE 7 HABITS FOR Managers ESSENTIAL SKILLS AND TOOLS FOR LEADING TEAMS THE 6 CRITICAL PRACTICES FOR LEADING A TEAM	THE 5 CHOICES to extraordinary productivity PROJECT MANAGEMENT ESSENTIALS For the Unofficial Project Manager The 4 Essential Roles of LEADERSHIP	LIZ WISEMAN'S MULTIPLIERS HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE UNCONSCIOUS BIAS Unleash Your Team's Potential Through COACHING	Find Out WHY THE KEY TO SUCCESSFUL INNOVATION LEADING CUSTOMER LOYALTY	LEADING CUSTOMER LOYALTY UNCONSCIOUS BIAS Meeting—Advantage TOOLS FOR HIGHLY EFFECTIVE COMMUNICATION	The 4 Essential Roles of LEADERSHIP Change Management UNCONSCIOUS BIAS	THE 7 HABITS of Highly Effective People SIGNATURE EDITION 4.0 Building Business Acumen The 4 Essential Roles of LEADERSHIP EXECUTE Your Team's Strategy and Goals	Leading at the SPEED of TRUST THE 6 CRITICAL PRACTICES FOR LEADING A TEAM

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