Veterans Health Administration

FY24 Servant Leadership Guide

Support Guide and content alignment for Servant Leadership

FranklinCovey

Servant Leadership in VA: FranklinCovey Content Alignment

VA Servant Leadership is centered around the principles of Servant Leadership, grounded in ICARE values, and aligned with the OPM Executive Core Qualifications (ECQs). It is not a competency model, but instead a guiding set of principles for leadership.

1) Focus on the Mission and Personal Character

- **Leaders work to gain self-awareness, seek feedback, actively lead by example, and stay true to their personal values to serve others, particularly veterans.**

2) Focus on Others

- **Leaders create a culture of continuous learning and development, inspire service focused environments, and provide opportunities for others to achieve their highest potential.**

3) Focus on Organization Results

- **Leaders make timely decisions, hold self and others accountable, and are committed to providing superior service and care to veterans.**

Focus on the Mission and Personal Character

Focus Area	Learn	Apply	Reinforce
Gain Self-Awareness	- **Microcourse: Self-Awareness** - **Microcourse: Emotional Intelligence** - **Microcourse: Growth Mindset**	**Apply learning with:** **Identify an Emotional Trigger and Develop a Plan for Dealing with it**	**Choose an article from Resilience & Wellbeing and engage your team with a 20-minute group discussion**
Seek Feedback	- **Exercise: Blind Spots** - **Microcourse: Receiving Feedback**	**Apply learning with:** **How to Ask for Feedback** **Ask your Direct Reports for Feedback on your Performance as a Manager**	**Reinforce your learning with this practical tool:** **Feedback Log**
Lead By Example	- **Microcourse: Establishing Credibility** - **Self-Assessment: How Many of These Trust Eroding Behaviors do you have?**	**Apply learning with:** **5 Tactics to Keep your Communication Style from undermining your Trustworthiness**	**Reinforce your learning with taking an Accountability Self-Assessment and Establishing Credibility with your Team**
Stay True To Personal Values	- **Exercise: 80th Birthday** - **Identify Your Core Workplace Values and How You Will Model Them**	**Apply learning with this Application Challenge: Write a Personal Statement with How You Want to Be Known as a Leader**	**Reinforce your learning with this practical tool: Workplace User Manual**

Focus on Others

Focus Area	Learn	Apply	Reinforce
Create a Culture of Continuous Learning and Development	**Exercise: Multiplier Moments** **Microcourse: Developing Your Team** **Microcourse: Developing Your Leadership Style**	Apply learning with: **Help A Manager: How do I help someone see that they need skill development** **Make a Coaching Plan to help your direct report build autonomy in a task**	Reinforce learning with these Microcourses: **Accountability** **Coaching**
Inspire Service Focused Environment	**Module: Your Loyalty Legacy** **Module: Make a Human Connection**	Apply learning with: **9 Tips to Listen like a Leader** **Connecting your teams daily work to the organizational mission**	Reinforce learning with: **Spend 15 minutes per day reflecting on your work and how to do better next time** **Video: Applying direct reports work to company goals**
Provide Opportunities for Others to Achieve Their Highest Potential	**Exercise: Offering Bigger Challenges** **Microcourse: Delegating**	Apply learning with: **Help A Manager: How do I get my direct reports to take more ownership** Encourage learners to go over **Individual Goals**	Reinforce learning with: **Delegating a task that helps a direct report develop a new skill** **Give your direct report a stretch assignment where they can fail safely**

Focus on Organizational Results

Focus Area	Learn	Apply	Reinforce
Make Timely Decisions	▪ **Exercise: Diagnose Before Your Prescribe** ▪ **Microcourse: Running Meetings** ▪ **Microcourse: Strategic Thinking** ▪ **Module: Schedule the Big Rocks, don't sort gravel** ▪ **Difficulty Making Decisions**	**Apply learning with:** Delegate a few small decisions to your direct reports this week Use the "5 Whys" technique to get to the root of a tough problem Before making an important decision, hold a team debate to discuss it	**Reinforce learning with:** Can't agree or make decisions Rushed decisions or atmosphere Reframe a current problem you're facing as a challenge
Hold Self and Others Accountable	▪ **Exercise: Green and Clean** ▪ **Microcourse: Accountability** ▪ **Microcourse: Difficult Conversations**	**Apply learning with:** Improve how you make and keep commitments to yourself Self-Assessment: How well are you setting up your team to get results	**Reinforce learning with:** Do an accountability self-assessment this week I don't know where my team stands on projects **Tool: Difficult Conversation Planner**
Commit to Provide Superior Service and Care to Veterans	▪ **Exercise: Store 334 from the 4 Essential Roles of Leadership** ▪ **Microcourse: Vision Setting** ▪ **Microcourse: Team Goals**	**Apply learning with:** How to establish your teams values and why it's worth doing Microcourse: Motivating Your Team Celebrate your teams progress this week	**Reinforce learning with:** Team unmotivated by the vision Direct report isn't on board with the vision 5 expert tips to help your team get out of survival mode and make real progress