



AES

When You Speak. VA Listens. Everyone Learns.

All Employee Survey Learning Guide

A Note from VHA NCOD



This Learning Guide provided by FranklinCovey 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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Click on any of the AES Priorities listed on the right to view the microcourse that support development in that area.

Microcourses are self-paced and consist of brief videos, articles, tools, and application challenges pushed out over a 3-week period.

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.

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Action Planning



Use this page to select specific microcourses that address your top three AES Priority opportunities.

For each priority, you will capture two things:

- Current Situation – what are the specific behaviors or circumstances on my team that make this priority an opportunity?
- To improve this priority, I will – after completing the learning track, identify two to three specific commitments to improve the current situation.

Priority #1:

Priority #2:

Priority #3:

Track:

Current situation:

Track:

Current situation:

Track:

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

Communicating necessary information timely and clearly.

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Listening

Truly understand other's perspectives and improve your interactions.



[Listening](#)

Running Meetings

Run efficient, effective meetings that people are excited to attend.



[Running Meetings](#)

Writing

Write quickly and clearly in a way that captures your audience's attention and delivers your message.



[Writing](#)

Navigating Difficult Conversations

Write quickly and clearly in a way that captures your audience's attention and delivers your message.



[Navigating Difficult Conversations](#)

Presenting

Learn to shape and deliver your message in a way that wins over your audience.



[Presenting](#)

Email

Write emails quickly and clearly in a way that captures your audience's attention and gets your message across.



[Email](#)

Leading Change

Lead your team through uncertainty with confidence and make the most of every change and achieve better performance.



[Leading Change](#)

Growth

Creating opportunities for employee growth.

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Growth Mindset

Engage with feedback and challenges to drive your development.



[Growth Mindset](#)

Emotional Intelligence

Understand your own and others' emotions to improve effectiveness and well-being.



[Emotional Intelligence](#)

Self-Awareness

Understand your strengths, weaknesses, and impact on others.



[Self Awareness](#)

Coaching

Guide team members to build their skills and become more independent problem-solvers.



[Coaching](#)

Developing and Retaining Talent

Shape each team member's role and responsibilities in a way that keeps them engaged, interested and growing.



[Developing and Retaining Talent](#)

Challenging Employees

Navigate tough issues with direct reports and find a productive way forward.



[Challenging Employees](#)

Workload

Supporting a reasonable workload and distributing it fairly.

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Work-Life Boundaries

Adjust workflows to improve well-being.



[Work-Life Boundaries](#)

Managing Energy

Prioritize your own physical and mental health for sustained performance.



[Managing Energy](#)

Delegation

Assign work effectively, so you accomplish more and help others grow.



[Delegating](#)

Time Management

Prioritize and use your time to get the most important things done well.



[Time Management](#)

Strategic Focus

Allocate your team's time and energy on the highest-value work to accomplish your most important goals.



[Strategic Focus](#)

Project Management

Set clear project goals and expectations so you get the right things done on time and on budget.



[Project Management](#)

Accountability

Holding one another accountable for performance and professional conduct.



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Accountability

Set clear standards and hold yourself and others to them.



[Accountability](#)

Extending Trust

Express confidence in others' abilities and trust them to meet commitments.



[Extending Trust](#)

Navigating Difficult Conversations

Balance courage and consideration to destress challenging interactions and get better results.



[Navigating Difficult Conversations](#)

Strategic Thinking

Think holistically to produce creative solutions and make better decisions.



[Strategic Thinking](#)

Proactivity

Take action rather than reacting after something happens.



[Proactivity](#)

Recognition

Recognizing performance fairly and in a meaningful way.

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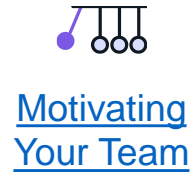
Giving Feedback

Share timely, actionable feedback in a way that people feel good about acting on.



Motivating Your Team

Engage your team so they're excited to do their best work every day.



Team Culture

Develop shared beliefs and behaviors for a more inclusive and effective team.



Innovation

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

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Adaptability

Stay flexible during times of uncertainty into opportunity.



[Adaptability](#)

Persuading Others

Use highly effective communication tactics to build your influence and get buy-in from others.



[Persuading Others](#)

Negotiation

Learn how to confidently, responsibly and collaboratively negotiate a win for everyone involved.



[Negotiation](#)

Innovation & Creativity

Lead your team to find new and better solutions to your biggest challenges.



[Innovation & Creativity](#)

Developing Your Leadership Style

Become a more intentional – and successful – leader.



[Developing Your Leadership Style](#)

Co-Worker Relationships

Cooperating, collaborating and treating one another with respect.

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Identifying Bias

Spot where you may be taking mental shortcuts that limit your own and others' contributions, so everyone offers their best.



Reducing Bias

Take action to address bias so that everyone can thrive and contribute their best.



Belonging

Create an inclusive and accepting environment for everyone on the team.



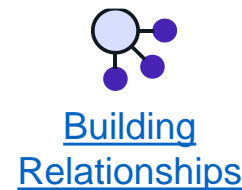
Earning Trust

Develop this seemingly elusive skill that enables you and your team to achieve better, faster results.



Building Relationships

Strengthen professional ties to improve your performance and chance of success.



Evaluation

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

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Receiving Feedback

Make it easy for others to share constructive input that you'll feel good embracing.



[Receiving Feedback](#)

Assessing Your Team

Gauge how well people are doing and de-stress performance conversations.



[Assessing Your Team](#)

1-on-1's

Make good use of these valuable meetings.



[1-on-1s](#)

Goals

Setting of challenging and yet attainable performance goals.

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Vision Setting

Create and communicate a compelling vision that inspires everyone on your team to focus on the goal.



[Vision Setting](#)

Setting Goals

Identify measurable goals that are clear, specific and impactful to personal and team priorities.



[Setting Goals](#)

Achieving Team Goals

Make a plan and stay on track to meet your personal and team goals.



[Achieving Team Goals](#)

Career Development

Drive your professional development forward and create opportunities to progress in your career.



[Career Development](#)

Achieving Individual Goals

Achieve individual goals that are clear, specific and impactful to personal and team priorities.



[Achieving Goals](#)

Team Goals

Work together to make a plan and stay on track to meet your team goals.



[Team Goals](#)

Supervisor Relationships

Feeling comfortable with and supported by my supervisor.

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Psychological Safety

Help your team feel safe to speak up and give their best ideas and effort.



[Psychological Safety](#)

Managing Up and Across

Take more ownership of improving relationships with your boss and other influential leaders to ensure mutual success.



[Managing Up and Across](#)

Conflict Management

Navigate challenging situations to resolve differences and find the best path forward for all involved.



[Conflict Management](#)

Establishing Credibility

Be seen as confident, capable and trustworthy by people who matter to grow your reputation.



[Establishing Credibility](#)

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.