
DLO/Educator Playbook for Deployment of FranklinCovey's All Access Pass in support of Leadership Development Framework Comprehensive Learning Guide

In alignment with VA's strategic plan and priorities



FranklinCovey®
THE ULTIMATE COMPETITIVE ADVANTAGE

FranklinCovey's All Access Pass

Value, Variety & Flexibility

Content Alignment to

VA's Leadership Development Framework (LDF)

**Emerging Leader:
Leading Self**



Microcourses:

- [Individual Goals](#)
- [Time Management](#)
- [Writing](#)
- [Email](#)
- [Self-Awareness](#)
- [Managing Up and Across](#)
- [Emotional Intelligence](#)
- [Receiving Feedback](#)



**Team Leader:
Leading Projects**



Working at the **Speed of Trust**®

Microcourses:

- [Project Management](#)
- [Persuading Others](#)
- [Presenting](#)
- [Running Meetings](#)
- [Resilience and Wellbeing](#)
- [Listening](#)
- [Innovation and Creativity](#)

**First-Line Supervisor:
Leading Teams**



UNCONSCIOUS BIAS™

Microcourses:

- [First 90 Days as a Manager](#)
- [Team Culture](#)
- [Addressing Unconscious Bias](#)
- [Accountability](#)
- [Onboarding](#)
- [1-on-1's](#)
- [Developing Your Leadership Style](#)

**Manager:
Leading Programs**

Leading at the **Speed of Trust**® **Inclusive LEADERSHIP**



Microcourses:

- [Trust](#)
- [Belonging](#)
- [Motivating Your Team](#)
- [Assessing Your Team](#)
- [Retaining Your Team](#)
- [Establishing Credibility](#)
- [Leading Change](#)
- [Navigating Difficult Conversations](#)
- [Developing Your Team](#)
- [Growth Mindset](#)

**Senior Leaders:
Leading Organizations**



CHANGE
How to Turn Uncertainty Into Opportunity™

Microcourses:

- [Coaching](#)
- [Strategic Thinking](#)
- [Negotiation](#)
- [Vision Setting](#)
- [Strategic Focus](#)
- [Delegation](#)
- [Giving Feedback](#)
- [Conflict Management](#)
- [Hiring](#)
- [Team Goals](#)

Service first, leadership always – Promoting leadership growth through lifelong learning in service to America's Veterans

How to use this learning guide ¹

This guide contains a selection of blended Impact Journeys organized around the five levels of leadership in the VA's Leadership Development Framework. Each 'Impact Journey' is an end-to-end learning experience and contains resources from FranklinCovey's Impact Platform and instructor-led facilitation.

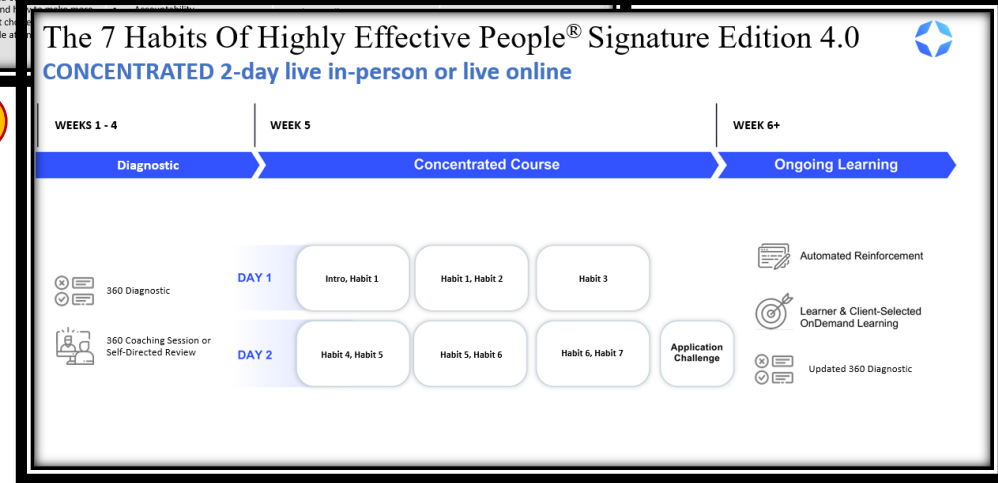
Each level of leadership contains three components:

- 1 **“Content Alignment”** – an explanation of the content aligned to that leader level and how it maps to the competencies specific to that level of leadership.
- 2 **“Facilitator-led training”** – a deep dive Impact Journey anchored by instructor-led training and bolstered ongoing microlearning reinforcement content.
- 3 **“OnDemand”** – a self-serve impact journey designed to be turnkey and self-paced, focused on the OnDemand/eLearning modules in the Impact Platform.

Emerging Leaders – Content Alignment

Solution Title	How does this Align?	Competencies Covered	Solution Modalities	Ongoing Learning Microcourses
THE 7 HABITS of Highly Effective People® SIGNATURE EDITION 4.0	The 7 Habits of Highly Effective People: Signature Edition aligns timeless principles of effectiveness with modern technology and practices. The content helps learners sustain lasting success by effectively leading themselves, influencing, engaging and collaborating with others, and continually improving and renewing their capabilities.	<ul style="list-style-type: none"> Problem Solving Interpersonal Skills Accountability Leveraging Diversity Integrity/Honesty Resilience Team Building Receiving feedback Self-awareness 	<ul style="list-style-type: none"> 2-day facilitation 1-day facilitation (Foundations) 6 x 90-minute sessions (spaced) 16 weeks OnDemand (8 x 30 min modules) 	<ul style="list-style-type: none"> Self-Awareness Acting with Integrity Emotional Intelligence Adaptability Difficult Conversations Building Relationships Achieving Goals
Writing Advantage TOOLS FOR BENEVOLENT EFFECTIVE COMMUNICATION	As an emerging leader, the reality is much of your communication is in written form via emails, briefings, memos and reports. It is important that emerging leaders understand the mechanics of persuasive and effective writing to ensure their ability to communicate around the emerging leader key competencies and build their influence as they look ahead at a possible future as a team leader.	<ul style="list-style-type: none"> Continual Learning Written Communication Technical Credibility 	<ul style="list-style-type: none"> 1-day facilitation 3 X 90 min sessions (spaced) 	<ul style="list-style-type: none"> Writing Email Listening
THE 5 CHOICES	This course help increase the productivity of individuals, teams, and departments. Participants understand selective, high-impact choices to invest their valuable attention and time.	<ul style="list-style-type: none"> Effective Time Management 	<ul style="list-style-type: none"> 1 day facilitation 	<ul style="list-style-type: none"> Time Management

2



3

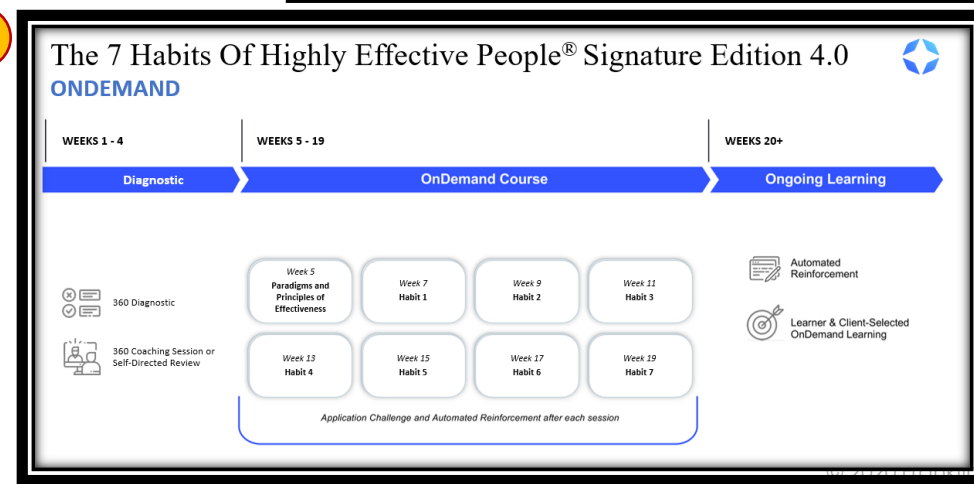




Table of Contents

- Click on any of the **Impact Journeys** to the right to view the learning resources and implementation plan that support it.
- Click on any of the **Supplemental Resources** to view additional documents around Facilitator Certification and Defining Success.

1 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.

<p><u>Emerging Leaders</u></p> <ul style="list-style-type: none"> • Content Alignment • Facilitator-led Training • OnDemand 	<p><u>Managers</u></p> <ul style="list-style-type: none"> • Content Alignment • Facilitator-led Training • OnDemand
<p><u>Team Leaders</u></p> <ul style="list-style-type: none"> • Content Alignment • Facilitator-led Training • OnDemand 	<p><u>Senior Leaders</u></p> <ul style="list-style-type: none"> • Content Alignment • Facilitator-led Training • OnDemand
<p><u>First-Level Supervisors</u></p> <ul style="list-style-type: none"> • Content Alignment • Facilitator-led Training • OnDemand 	<p>Supplemental Resources</p> <ul style="list-style-type: none"> • Road to Certification and Best Practices • Defining Success

Franklin Covey Content Language & Definitions

We are continuing to move toward clear, industry-conforming, language in our product development.

Our next step is to adjust the use of our language as we reference FranklinCovey specific content.

Our goal is to have this change completed July 31 in our marketing and platforms. Course material updates will be ongoing until complete.



Course

A facilitated course delivered live or live online.

On Demand Course

A course that's digital in format. Clients may assign or learners may subscribe.

On Demand Modules

Formerly known as Excelerators, several On Demand Modules, Microlearning, and Application Challenges make up an On Demand Course. On Demand Modules take 30 minutes to complete.

On Demand Exercises

Formerly known as InSights, these are standalone, single-point lessons from Courses. They will also be used in skill-based Microcourses. On Demand Exercises take 15 minutes to complete, including discussion.

Microcourse

A 3-week email-based course made up of Microlearning and Application Challenges, occasionally may contain an On Demand Module or On Demand Exercise. A Microcourse takes 15-30 minutes per week to complete.




Microlearning

The articles, videos, and self-assessments formerly know as "Jhana". Each resource takes 10 minutes or less to complete.

Emerging Leaders – Content Alignment



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Solution Title	How does this Align?	Competencies Covered	Solution Modalities	Ongoing Learning
	<p>The 7 Habits of Highly Effective People: Signature Edition aligns timeless principles of effectiveness with modern technology and practices. The content helps learners sustain lasting success by effectively leading themselves, influencing, engaging and collaborating with others, and continually improving and renewing their capabilities.</p>	<ul style="list-style-type: none"> • Problem Solving • Interpersonal Skills • Accountability • Leveraging Diversity • Integrity/Honesty • Resilience • Team Building • Receiving feedback • Self-awareness 	<ul style="list-style-type: none"> • 2-day facilitation • 1-day facilitation (Foundations) • 6 x 90-minute sessions (spaced) • 16 weeks OnDemand (8 x 30 min modules) 	<ul style="list-style-type: none"> • Self-Awareness • Acting with Integrity • Emotional Intelligence • Adaptability • Difficult Conversations • Building Relationships • Achieving Goals
	<p>As an emerging leader, the reality is much of your communication is in written form via emails, briefings, memos and reports. It is important that emerging leaders understand the mechanics of persuasive and effective writing to ensure their ability to communicate around the emerging leader key competencies and build their influence as they look ahead at a possible future as a team leader.</p>	<ul style="list-style-type: none"> • Continual Learning • Written Communication • Technical Credibility 	<ul style="list-style-type: none"> • 1-day facilitation • 3 X 90 min sessions (spaced) 	<ul style="list-style-type: none"> • Writing • Email • Listening
	<p>This course help increase the productivity of individuals, teams, and organizations. Participants understand how to make more selective, high-impact choices about where to invest their valuable attention, energy, and time.</p>	<ul style="list-style-type: none"> • Effective Time Management • Flexibility and Resilience • Accountability • Managing Energy • Productivity • Work-life boundaries 	<ul style="list-style-type: none"> • 1 day facilitation • 3 x 90-minute sessions (spaced) • 12 weeks OnDemand (6 x 30 min modules) 	<ul style="list-style-type: none"> • Time Management • Managing Energy • Proactivity • Work-life Boundaries

The 7 Habits Of Highly Effective People®

Habits are powerful forces in our lives. They determine our level of effectiveness or ineffectiveness. The purpose of *The 7 Habits of Highly Effective People* is to help you lead your life in a truly effective way. They represent a proven process of personal and interpersonal growth that can have an immediate and lasting impact.

Outcomes

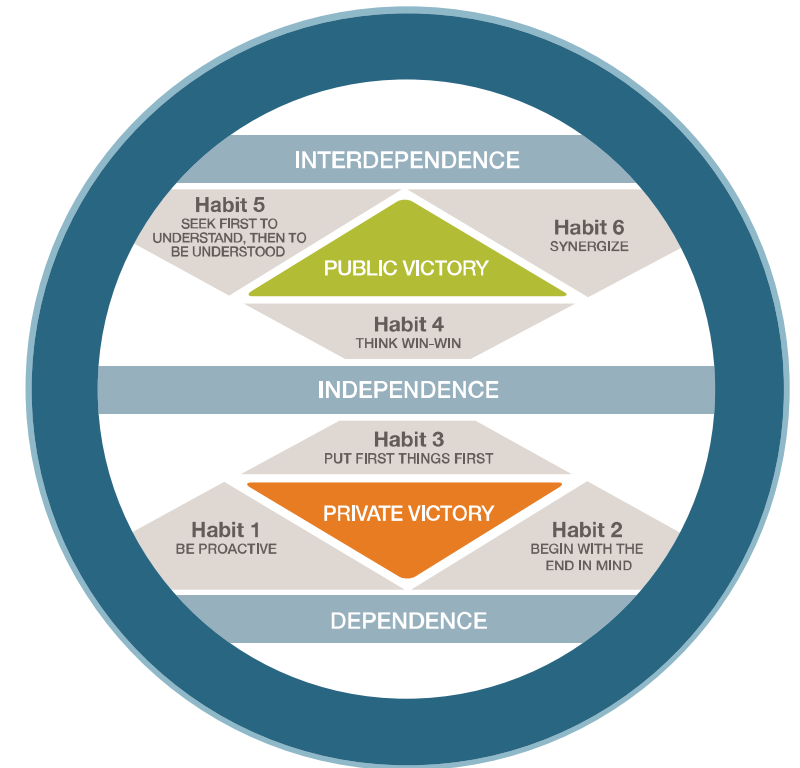
- Individuals will learn how to develop increased maturity, greater productivity, and the ability to manage one's self.
- Individuals will also execute critical priorities with laser-like focus and careful planning.
- Team engagement, morale, and collaboration will increase.
- Team communication and relationship skills will improve.
- Organizations will create a framework for developing core values and creating a highly effective culture.

Participant Materials

Participant Guide, 7x7 Contract, Habit Cards, Practice Cards, Skill Cards, Weekly Big Rocks Tool, OnDemand Modules

Learning Options

- Concentrated: 2 Days
- Spaced: 6 x 90-minute sessions
- OnDemand: 16 Weeks



The 7 Habits Of Highly Effective People® Signature Edition 4.0

CONCENTRATED 2-day live in-person or live online



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

DAY 1

Intro, Habit 1

Habit 1, Habit 2

Habit 3

DAY 2

Habit 4, Habit 5

Habit 5, Habit 6

Habit 6, Habit 7

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 7 Habits Of Highly Effective People® Signature Edition 4.0

SPACED Facilitation



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 15

WEEKS 16+

Diagnostic

Spaced Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Intro, Habit 1

Week 7
Habit 1, Habit 2

Week 9
Habit 3

Week 11
Habit 4, Habit 5

Week 13
Habit 5, Habit 6

Week 15
Habit 6, Habit 7

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 7 Habits Of Highly Effective People® Signature Edition 4.0

ONDEMAND



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 19

WEEKS 20+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Paradigms and Principles of Effectiveness

Week 7
Habit 1

Week 9
Habit 2

Week 11
Habit 3

Week 13
Habit 4

Week 15
Habit 5

Week 17
Habit 6

Week 19
Habit 7

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

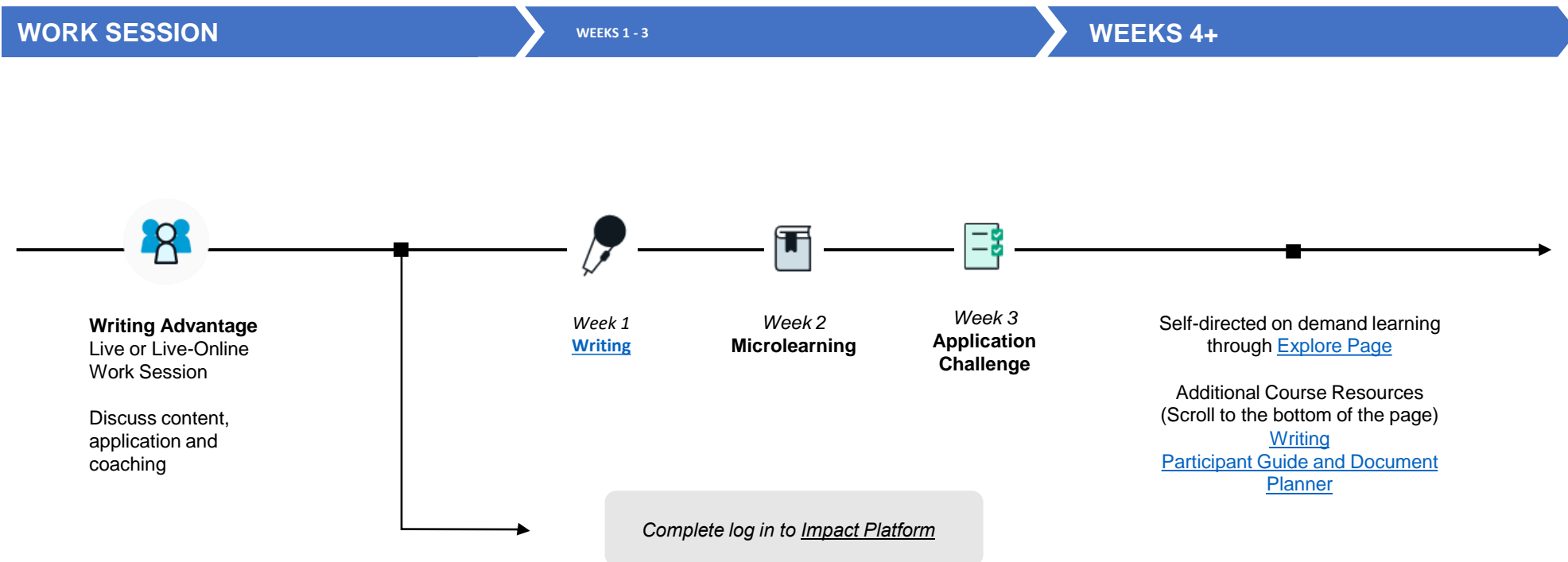
Writing Advantage™

CONCENTRATED 1-day live in-person or live online

VA



U.S. Department of Veterans Affairs



The 5 Choices to Extraordinary Productivity[®] VA



U.S. Department
of Veterans Affairs



Measurably increase the productivity of individuals, teams, and organizations. It's not about getting everything done, it's about getting the right things done without burning out. *The 5 Choices to Extraordinary Productivity* combines timeless principles with current neuroscience research to help better manage decisions, attention, and energy.

Outcomes

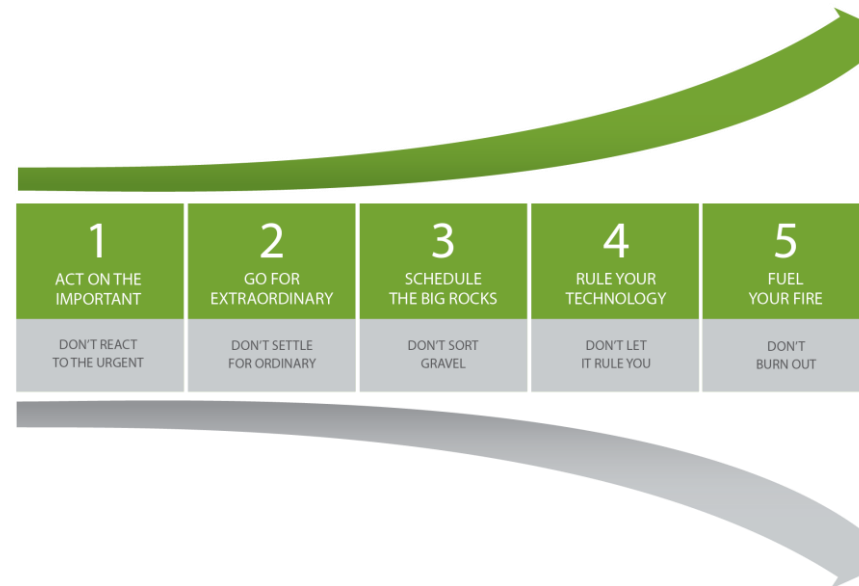
- Filter the vitally important priorities from distractions to focus on making a real contribution.
- Redefine roles in terms of extraordinary results to achieve high-priority goals.
- Regain control of work and life priorities through a cadence of planning and execution.
- Effectively leverage technology by optimizing platforms like Microsoft[®] Outlook[®] to boost productivity.
- Apply the 5 Energy Drivers to consistently recharge mentally and physically.

Course Materials

Participant Guide, Participant Guide, Technical Guide for Microsoft[®] Outlook[®], Lotus Notes[®], Google[®], etc.

Learning Options

- Concentrated: 1-2 Days
- Spaced: 3 x 90-minute sessions
- OnDemand: 12 Weeks



The 5 Choices to Extraordinary Productivity[®] VA

CONCENTRATED 1-day live in-person or live online



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

Foundation, Choice 1

Choice 2 & 3

Choice 4 & 5

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

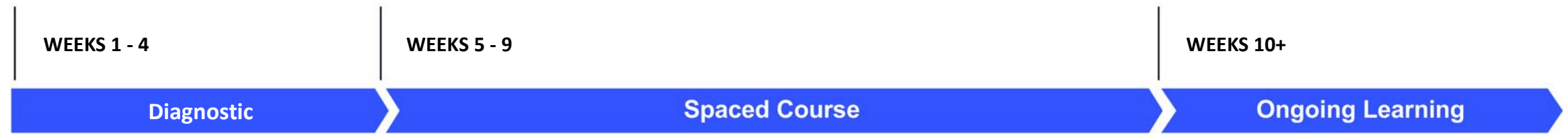
The 5 Choices to Extraordinary Productivity[®] VA



U.S. Department of Veterans Affairs



SPACED Facilitation



360 Diagnostic



360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 5 Choices to Extraordinary Productivity[®]

ONDEMAND



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 15

WEEKS 16+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Become Extraordinary

Week 7
Choice 1

Week 9
Choice 2

Week 11
Choice 3

Week 13
Choice 4

Week 15
Choice 5

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

Team Leaders/Leading Projects

VA



U.S. Department of Veterans Affairs

Solution Title	How does this Align?	Competencies Covered	Solution Modalities	Ongoing Learning
 <p>PROJECT MANAGEMENT FOR THE UNOFFICIAL PROJECT MANAGER™</p>	<p>This course brings together timeless best practices and modern agile elements to give participants the mindsets, skillsets, and toolsets they need to achieve consistent project success today. You'll find all new videos showcasing a new case study, updated (and new) tools, and a refreshed project success mindset that adds a focus on value to our proven elements of people and process.</p>	<ul style="list-style-type: none"> • Accountability • Project Management • Running Meetings • Time Management 	<ul style="list-style-type: none"> • 1-day facilitation • 3 x 90-minute sessions (spaced) • 6 weeks OnDemand (3 x 30 min modules) 	<ul style="list-style-type: none"> • Project Management • Running Meetings • Accountability
 <p>PRESENTATION ADVANTAGE™</p> <p>Communication Advantage Series</p>	<p>This course helps learners communicate effectively, whether with one or one hundred people. This course is most useful for people and organizations that seek to better inform, influence, and persuade others in today's knowledge-based world, live or virtually.</p>	<ul style="list-style-type: none"> • Presenting • Team Management • Team Development 	<ul style="list-style-type: none"> • 1-day facilitation • 3 x 90-minute sessions (spaced) 	<ul style="list-style-type: none"> • Presenting
 <p>Working at the Speed of Trust®</p>	<p>When trust is low, people become suspicious, guard communication, speculate and disengage. As a result, productivity grinds to a crawl, and the costs – whether social, emotional, or financial – increase. We call these trust taxes. When trust is high, people confident and communication, creativity, and engagement improve. As a result, productivity speeds up and costs decrease. We call these trust dividends. Working at the Speed of Trust help you strengthen your trust signals in every relationship to convert trust taxes into trust dividends and propel yourself and your team further, faster.</p>	<ul style="list-style-type: none"> • Internal/external awareness • Conflict Management • Team Building • Communication • Interpersonal Skills • Integrity/honesty 	<ul style="list-style-type: none"> • 1-day facilitation • 3 x 90-minute sessions (spaced) • 6 weeks OnDemand (3 x 30 min modules) 	<ul style="list-style-type: none"> • Trust • Extending Trust • Psychological Safety • Managing Up and Across • Building Relationships • Accountability

Project Management for the Unofficial Project Manager™ VA



U.S. Department
of Veterans Affairs



With best practices from agile and waterfall project management, *Project Management for the Unofficial Project Manager™* will equip learners with a mindset, skillset, and toolset to engage team members who may or may not report to them in a way that inspires them to volunteer their best efforts.

Outcomes

- Utilize a consistent process to start and finish high-value projects on time and with quality.
- Build a strong informal authority that inspires project teams to consistently volunteer their best efforts.
- Influence and engage others to define a clear project scope including clear deliverables and risk strategies.
- Model openness and agility to apply proactive change management and deliver high-value projects.

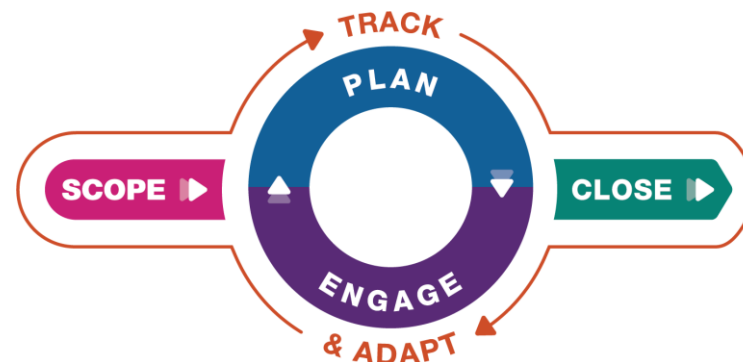
Participant Materials

Participant Guide, Pocket Card Set, Tools

Learning Options

- Concentrated: 3 x 2-hour sessions
- Spaced: 3 x 90-minute sessions
- OnDemand: 6 weeks

Five Fundamental Project Phases



Five Leadership Behaviors



Project Management for the Unofficial Project Manager™

CONCENTRATED 1-day live in-person or live online



U.S. Department of Veterans Affairs

VA



360 Diagnostic

360 Coaching Session or Self-Directed Review

1 DAY

Introduction, Scope

Plan

Engage, Track & Adapt, Close

Application Challenge

Automated Reinforcement

Learner & Client-Selected OnDemand Learning

Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Project Management for the Unofficial Project Manager™

SPACED Facilitation



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Project Management for the Unofficial Project Manager™ ONDEMAND



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

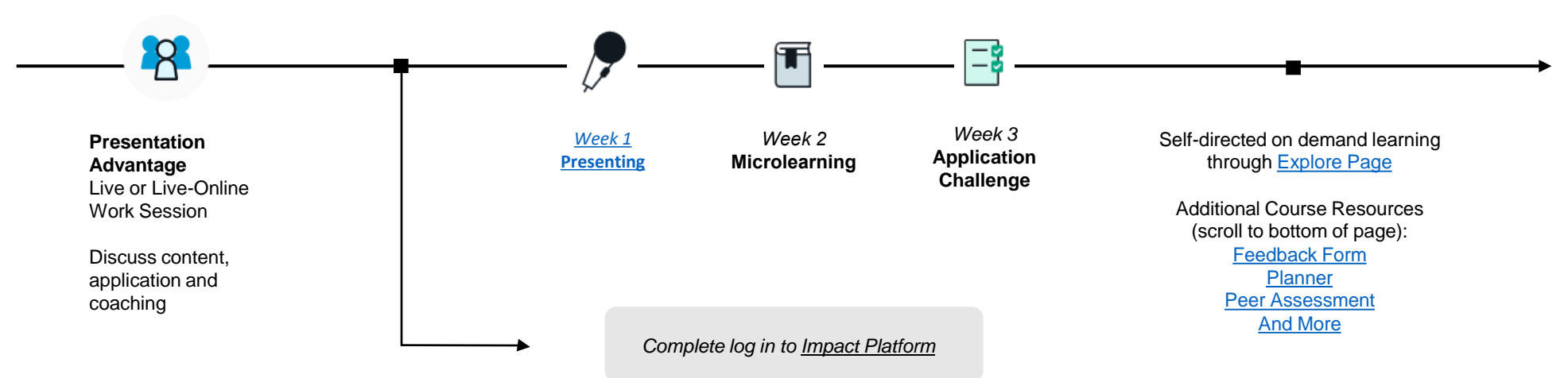
Presentation Advantage™

CONCENTRATED 1-day live in-person or live online

VA



U.S. Department of Veterans Affairs



Communication Advantage Series

Working at the *Speed of Trust*[®]

VA



U.S. Department of Veterans Affairs

Individuals can learn to “see” trust and its measurable impact, which allows them to build credibility, strengthen relationships, and work collaboratively to deliver essential results. Working at the *Speed of Trust* helps individual contributors strengthen their trust signals in every relationship to convert trust taxes into trust dividends and propel themselves and their team further, faster.

1 Outcomes

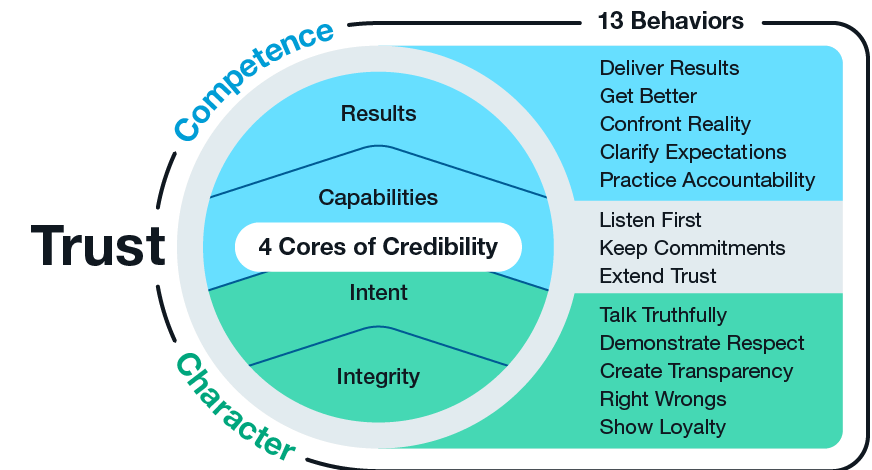
- Understand that credibility and behavior are always connected to be a model of high trust.
- Model personal credibility, demonstrate high-trust behaviors, and avoid counterfeit behaviors to generate trust dividends.
- Prepare for and structure conversations that extend, restore, and develop trust in relationships.

2 Participant Materials

Participant Guide, *Speed of Trust* Cards

3 Learning Options

- Concentrated: 1 Day
- Spaced: 3 x 90-minute sessions
- On Demand: 6 Weeks



Working at the *Speed of Trust*[®]

CONCENTRATED 1-day live in-person or live online



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

Module 1
The Case for Trust

Module 2
Be a High-Trust Contributor

Module 3
Extend, Restore, and Develop Trust

Application Challenge after each session

OPTIONAL

*Module 4**
Be a High-Trust Contributor



Automated Reinforcement



Learner & Client-Selected On Demand Learning



Updated 360 Diagnostic



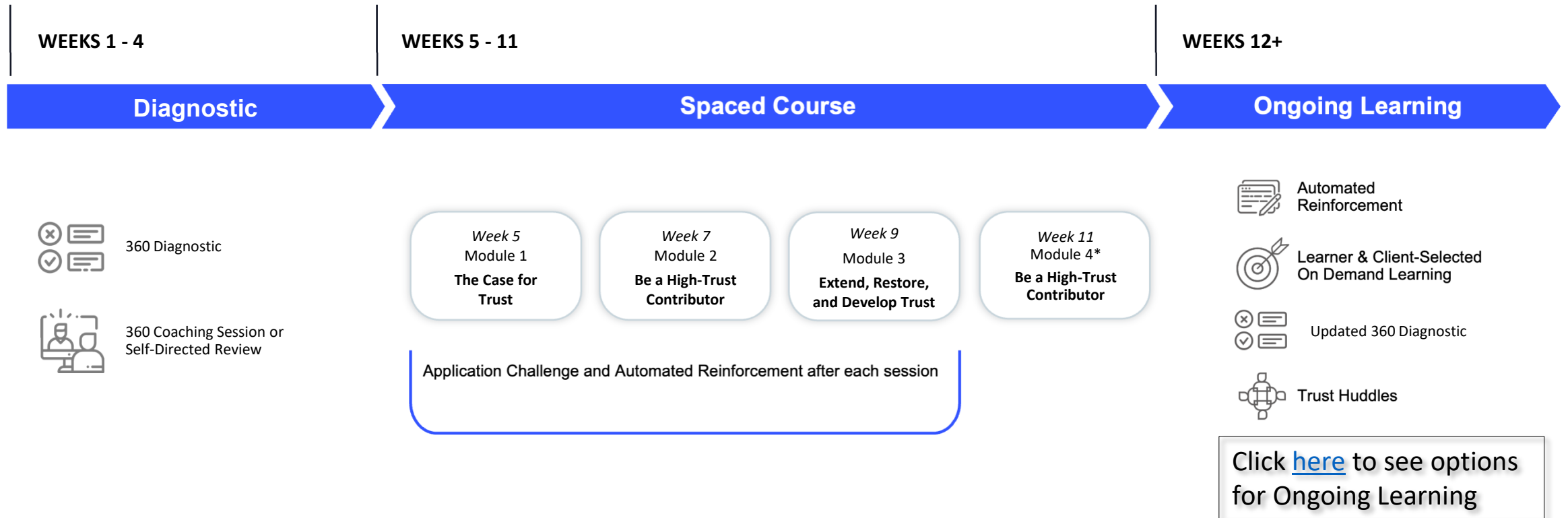
Trust Huddles

Click [here](#) to see options for Ongoing Learning

* Be a High-Trust Team is available for intact teams after completing Modules 1 - 3. It is best delivered one to two weeks following completion of the course.

Working at the *Speed of Trust*[®]

SPACED Facilitation



* Be a High-Trust Team is available for intact teams after completing Modules 1 - 3. It is best delivered one to two weeks following completion of the course.

Working at the *Speed of Trust*[®]

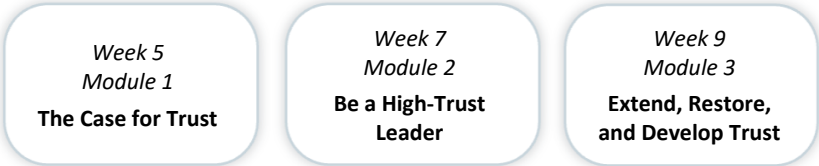
ONDEMAND



360 Diagnostic



360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected On Demand Learning



Updated 360 Diagnostic



Trust Huddles

Click [here](#) to see options for Ongoing Learning

First Line Supervisors – Leading Teams VA



U.S. Department of Veterans Affairs

Solution Title	How does this Align?	Competencies Covered	Solution Modalities	Ongoing Learning
<p>THE 6 CRITICAL PRACTICES FOR LEADING A TEAM™</p>	<p>This course equips leaders with the essential skills and tools to get work done with and through other people. The content applies to leaders of all levels, whether they're new first-level leaders who need to transition successfully from individual contributor to leaders of others, or leaders who have been in their roles for some time and are looking for practical and relevant guidance on how to effectively lead and manage their teams.</p>	<ul style="list-style-type: none"> • Team Goals • Coaching • Delegation • Collaboration • Team Management • Time Management • Leading Change • Self-Awareness • Hiring 	<ul style="list-style-type: none"> • 1-day facilitation • 3 x 120-minute sessions (spaced) • 12 weeks OnDemand (6 x 30 min modules) 	<ul style="list-style-type: none"> • Coaching • 1-on-1's • Developing and Retaining Talent • Receiving Feedback • Giving Feedback • Managing Up and Across
<p>UNCONSCIOUS BIAS™</p>	<p>Bias is a natural part of the human condition – of how the brain works. It affects how we make decisions, engage with others, and respond to various situations and circumstances, often limiting potential. This course helps participants identify and adjust for bias, cultivate meaningful connections, and choose courage in order to make real change. All this helps leaders and team members address bias and thrive, increasing performance across the organization.</p>	<ul style="list-style-type: none"> • Belonging • Identifying Bias • Reducing Bias • Self-Awareness • Inclusion • Self-Management 	<ul style="list-style-type: none"> • 1-day facilitation • 3 x 90-minute sessions (spaced) • 6 weeks OnDemand (3 x 30 min modules) 	<ul style="list-style-type: none"> • Identifying Bias • Reducing Bias • Belonging • Self-Awareness
<p>Navigating Difficult Conversations Turn Tension Into Progress™</p>	<p>This course helps learners to balance courage and consideration to destress challenging interactions and get better results. Learn how to manage emotional tension and have difficult conversations in a way that allows everyone to stay engaged and make progress.</p>	<ul style="list-style-type: none"> • Collaboration • Giving Feedback • Difficult Conversations 	<ul style="list-style-type: none"> • 1 x 120-minute session • 30 min OnDemand Module 	<ul style="list-style-type: none"> • Navigating Difficult Conversations

The 6 Critical Practices for Leading a Team™

VA



U.S. Department
of Veterans Affairs



This solution equips leaders with the essential skills and tools to get work done with and through other people. The program is ideal for new first-level leaders and leaders looking for practical and relevant guidance on how to effectively lead and manage their teams.

Outcomes

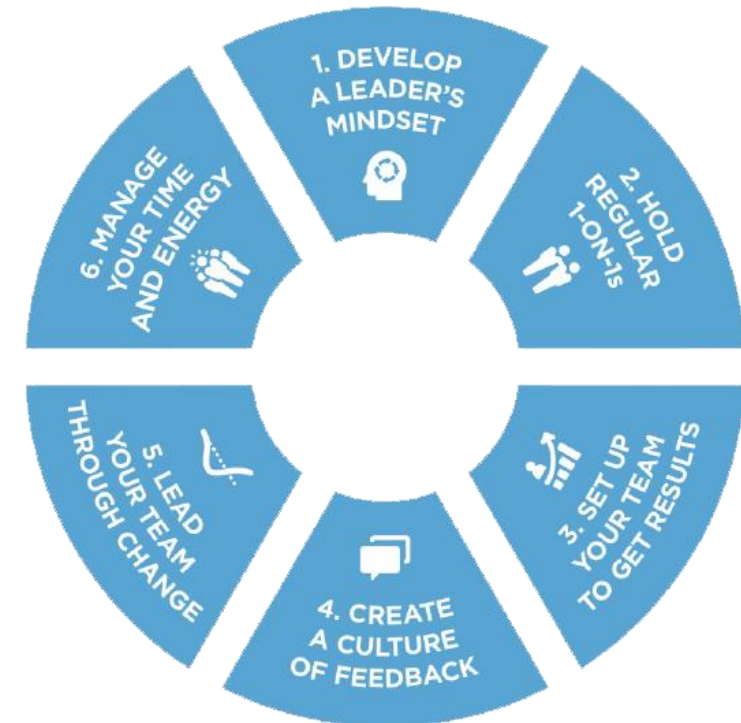
- Maximize success as a leader of others and increase team member engagement.
- Create clarity about goals and results, delegate responsibilities, and provide appropriate support.
- Give feedback and seek feedback to develop confidence, competence, and improved performance.
- Help team members navigate and accelerate through change.

Course Materials

Participant Guide, Practice Cards, OnDemand Modules

Learning Options

- Concentrated: 1 Day
- Spaced: 3 x 120-minute sessions
- OnDemand: 12 Weeks



The 6 Critical Practices for Leading a Team™

CONCENTRATED 1-day live in-person or live online



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

Practices 1 & 2

Practices 3 & 4

Practices 5 & 6

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 6 Critical Practices for Leading a Team™

VA



U.S. Department of Veterans Affairs



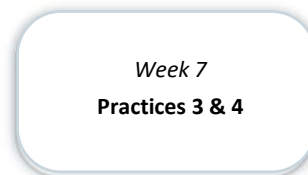
SPACED Facilitation



360 Diagnostic



360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 6 Critical Practices for Leading a Team™ ONDEMAND



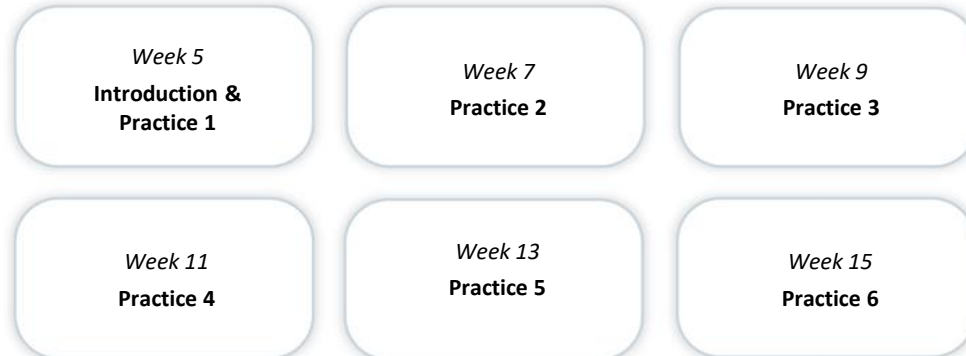
U.S. Department
of Veterans Affairs



360 Diagnostic



360 Coaching Session or
Self-Directed Review



Application Challenge and Automated Reinforcement after each session



Automated
Reinforcement



Learner & Client-Selected
OnDemand Learning

Click [here](#) to see options
for Ongoing Learning



Unconscious Bias: Understanding Bias To Unleash Potential™

Unconscious biases are how our brains compensate for overload which can inhibit performance and lead to poor decision-making. Helping your leaders and team members address bias will let them thrive, increasing performance across your entire organization.

Outcomes

- Create an inclusive workplace and address unconscious bias's impact on decision making.
- Face bias with courage and build a culture where everyone feels respected, included, and valued.
- Improve collaboration between newly acquired groups or between existing functional silos.
- Close the gap between expected and actual behaviors in how people see and treat each other.

Participant Materials

Participant Guide, Practice Cards,
Empathy & Curiosity Cards, OnDemand
Modules

Learning Options

- Concentrated: 1 Days
- Spaced: 3 x 90-minute sessions
- OnDemand: 6 Weeks



Unconscious Bias: Understanding Bias To Unleash Potential™

CONCENTRATED 1-day live in-person or live online



U.S. Department of Veterans Affairs

VA



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Unconscious Bias: Understanding Bias To Unleash Potential™

SPACED Facilitation



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 9

WEEKS 11+

Diagnostic

Spaced Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Identify Bias

Week 7
Cultivate Connection

Week 9
Choose Courage

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Unconscious Bias: Understanding Bias To Unleash Potential™

ONDEMAND



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 10

WEEKS 11+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Identify Bias

Week 7
Cultivate Connection

Week 9
Choose Courage

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

Navigating Difficult Conversations: Turn Tension Into Progress™

Navigating Difficult Conversations: Turn Tension Into Progress™ takes a targeted approach to help learners manage emotional tension and conduct conversations in a way that enables all parties to stay engaged in collaborative dialogue will shift their mindset from fearing and avoiding difficult conversations to seeing them as the way to make progress on important issues.

1 Outcomes

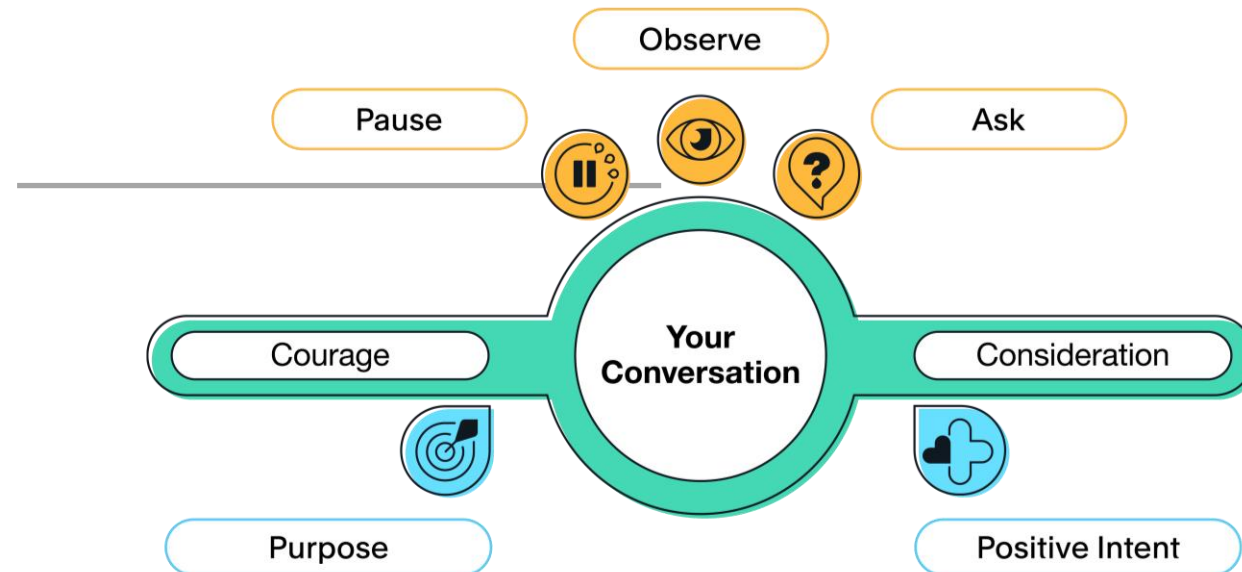
- Create a strong foundation for difficult conversations by balancing their own and others' needs.
- Understand that emotional reactions are a natural, human side of difficult conversations.
- Practice a range of tactics learners can apply during conversations to help everyone stay engaged and make progress.

2 Participant Materials

Participant guide, Practice cards

3 Learning Options

- Concentrated: 1 x 120-minute session
- On Demand: 1 x 30-minute session




Managers/Leading Programs

VA



U.S. Department of Veterans Affairs

Solution Title	How does this Align?	Competencies Covered	Solution Modalities	Ongoing Learning
	<p>There's far more intelligence and energy inside organizations than we realize. Leaders are key to unlocking these capabilities. This solution enables leaders to become Multipliers who: access and use the untapped capabilities on their teams, rekindle energy and enthusiasm as teams achieve stronger results, innovate by encouraging new and bold thinking, and break through to new levels of performance by amplifying people's intelligence. Multipliers delivers stronger results as people grow and teams excel.</p>	<ul style="list-style-type: none"> Coaching Delegation Developing & Retaining Talent Strategic Leadership Innovation & Creativity Team Development Team Management 	<ul style="list-style-type: none"> 1-day facilitation 3 x 90-minute sessions (spaced) 12 weeks OnDemand (6 x 30 min modules) 	<ul style="list-style-type: none"> Coaching Delegation Developing & Retaining Talent Innovation & Creativity
<p>Inclusive LEADERSHIP</p> <p>Practical Ways to Cultivate Inclusion & Build a Better Team™</p>	<p>This course will show you that leading inclusively isn't something extra to do – it's about making the most of things you're already doing. You'll learn to connect with every individual to understand their unique skills and needs, to spot potential and address barriers to success, and to involve your whole team in co-creating an inclusive culture.</p>	<ul style="list-style-type: none"> Inclusion Identifying Bias Reducing Bias Belonging 	<ul style="list-style-type: none"> 1-day facilitation 3 x 90-minute sessions (spaced) 6 weeks OnDemand (3 x 30 min modules) 	<ul style="list-style-type: none"> Identifying Bias Reducing Bias Belonging Hiring Building Relationships
<p>Leading at the Speed of Trust®</p>	<p>This course helps leaders increase their personal credibility and practice specific behaviors to increase trust. As a result, they will be able to better manage change and lead high-performing teams that are agile, collaborative, innovative, and engaged.</p>	<ul style="list-style-type: none"> Accountability Building Trusting Relationships Difficult Conversations Managing Up and Across Psychological Safety 	<ul style="list-style-type: none"> 2-day facilitation 6 x 90-minute sessions (spaced) 10 weeks OnDemand (5 x 30 min modules) 	<ul style="list-style-type: none"> Acting with Integrity Team Culture Difficult Conversations Building Relationships
<p>Navigating Difficult Conversations</p> <p>Turn Tension Into Progress™</p>	<p>This course helps learners to balance courage and consideration to destress challenging interactions and get better results. Learn how to manage emotional tension and have difficult conversations in a way that allows everyone to stay engaged and make progress.</p>	<ul style="list-style-type: none"> Collaboration Giving Feedback Difficult Conversations 	<ul style="list-style-type: none"> 1 x 120-minute session 30 min OnDemand Module 	<ul style="list-style-type: none"> Navigating Difficult Conversations



Multipliers[®]: How the Best Leaders Ignite Everyone's Intelligence

Leaders can't afford to waste talent. They need people to innovate, to solve problems, to deliver results—and to be excited and engaged as they do so. Introducing *Multipliers: How the Best Leaders Ignite Everyone's Intelligence*. In her research, leadership expert Liz Wiseman made a crucial discovery: There's far more intelligence and energy inside organizations than we realize. Leaders are key to unlocking these capabilities.

Outcomes

- Leaders redirect their diminishing tendencies and allow teams to accelerate performance, for greater impact.
- Employees are focused on the right problems and opportunities to accelerate progress and find the best solutions.
- People's natural aptitudes at work are unlocked, rekindling energy and enthusiasm for stronger team results.
- Team members are stretched to grow, innovate, and share bold thinking.

Course Materials

Participant Guide, Multiplier Moments Tool, Accidental Diminisher Tendency Cards, Experiment Cards, and OnDemand Modules

Learning Options

- Concentrated: 1 Day
- Spaced: 3 x 90-minute sessions
- OnDemand: 12 Weeks



Multipliers[®]: How the Best Leaders Ignite Everyone's Intelligence

CONCENTRATED 1-day live in-person or live online



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

The Multiplier Effect, Ask Better Questions

Ask Better Questions, Look for Genius, Create Space for Others

Create Space for Others, Offer Bigger Challenges, Multipliers in Action

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Multipliers[®]: How the Best Leaders Ignite Everyone's Intelligence

SPACED Facilitation



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 9

WEEKS 10+

Diagnostic

Spaced Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5

The Multiplier Effect,
Ask Better Questions

Week 7

Ask Better Questions,
Look for Genius, Create
Space for Others

Week 9

Create Space for Others,
Offer Bigger Challenges,
Multipliers in Action

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Multipliers[®]: How the Best Leaders Ignite Everyone's Intelligence

ONDEMAND



VA



U.S. Department of Veterans Affairs

Weeks 1 - 4

Weeks 5 - 15

Weeks 16+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
The Multiplier Effect

Week 7
Ask Better Questions

Week 9
Look for Genius

Week 11
Create Space for Others

Week 13
Offer Bigger Challenges

Week 15
Multipliers in Action

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

Inclusive Leadership: Practical Ways to Cultivate Inclusion & Build a Better Team™

Inclusive Leadership: Practical Ways to Cultivate Inclusion & Build a Better Team shows leaders how to effectively prioritize inclusion and increase DEI and belonging on their teams. Leading inclusively has a profound positive impact on teams and the results achieved together.

Outcomes

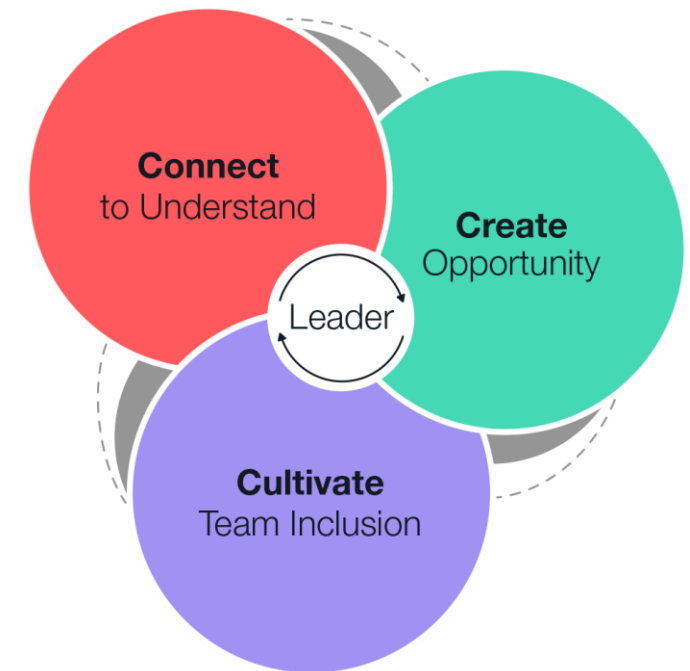
- Connect to understand every team member by choosing curiosity to learn their unique interests, skills, and vision for their future.
- Create opportunity by looking for potential in every team member, addressing any barriers to success, and advocating for them along the way.
- Cultivate team inclusion by engaging the team to define specific behaviors that will shape and sustain a culture of belonging.

Participant Materials

Participant Guide, Inclusive Leadership Cards, Tools

Learning Options

- Concentrated: 1 day
- Spaced: 3 x 90-minute sessions
- OnDemand: 6 weeks



Inclusive Leadership: Practical Ways to Cultivate Inclusion & Build a Better Team™

CONCENTRATED 1-day live in-person or live online

VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

Connect to Understand

Create Opportunity

Cultivate Team Inclusion

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Inclusive Leadership: Practical Ways to Cultivate Inclusion & Build a Better Team™


SPACED Facilitation


VA



U.S. Department of Veterans Affairs





 360 Diagnostic


 360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session

 Automated Reinforcement

 Learner & Client-Selected OnDemand Learning

 Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Inclusive Leadership: Practical Ways to Cultivate Inclusion & Build a Better Team™

ONDEMAND

VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 9

WEEKS 10+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Connect to Understand

Week 7
Create Opportunity

Week 9
Cultivate Team Inclusion

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Leading at the *Speed of Trust*®

VA



U.S. Department
of Veterans Affairs



Trust is today's currency—and everything a leader says and does affects the level of trust in their team. When trust is high, people become confident, and communication, creativity, and engagement improve. As a result, productivity speeds up and costs decrease. Leading at the *Speed of Trust* helps leaders strengthen their trust signals to influence nearly every performance-related issue their team faces—propelling them further, faster.

1 Outcomes

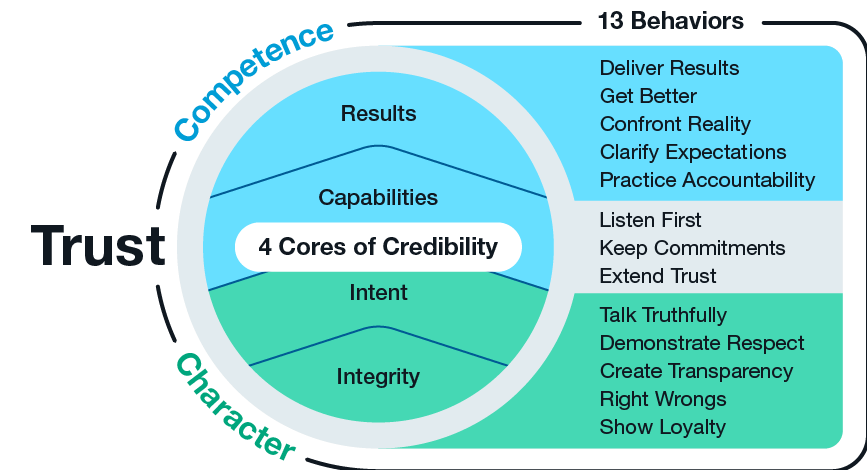
- “See” and measure the impact of trust on speed and cost of work and learn to convert trust taxes into trust dividends.
- Understand that credibility and behavior are always connected.
- Discover evidence of high- and low-personal trust through the Speed of Trust Leader Assessment.
- Model personal credibility, demonstrate high-trust behaviors, and avoid counterfeit behaviors to generate trust dividends.
- Prepare for and structure conversations that extend, restore, and develop trust in relationships.

2 Participant Materials

Participant Guide, Speed of Trust Cards, Speed of Trust Leader Assessment

3 Learning Options

- Concentrated: 1 Day
- Spaced: 3 x 90-minute sessions
- On Demand: 6 Weeks
- *Optional 4th module for intact teams.



Leading at the *Speed of Trust*[®]

CONCENTRATED 1-day live in-person or live online



U.S. Department of Veterans Affairs



360 Diagnostic with Speed of Trust Leader Assessment



360 Coaching Session or Self-Directed Review

1 DAY

Module 1
The Case for Trust

Module 2
Be a High-Trust Leader

Module 3
Extend, Restore,
and Develop Trust

Application Challenge after each session

OPTIONAL

Module 4*
Be a High-Trust Team



Automated Reinforcement



Learner and Client Selected On Demand Learning



Updated 360 Diagnostic with Speed of Trust Leader Assessment



Trust Huddles

Click [here](#) to see options for Ongoing Learning

* Be a High-Trust Team is available for intact teams after completing Modules 1 - 3. It is best delivered one to two weeks following completion of the course.

Leading at the *Speed of Trust*[®]


SPACED Facilitation

VA



U.S. Department of Veterans Affairs



 360 Diagnostic with Speed of Trust Leader Assessment


 360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session

 Automated Reinforcement

 Learner & Client-Selected On Demand Learning

 Updated Speed of Trust Leader Assessment

 Trust Huddles

Click [here](#) to see options for Ongoing Learning

* Be a High-Trust Team is available for intact teams after completing Modules 1 - 3. It is best delivered one to two weeks following completion of the course.

Leading at the *Speed of Trust*[®]

ONDEMAND



U.S. Department of Veterans Affairs

WEEKS 1-4

WEEK 5 - 10

WEEKS 11+

On Demand Course

Ongoing Learning



360 Assessment



360 Coaching Session or Self-Directed Review

Week 5
Module 1
The Case for Trust

Week 7
Module 2
Be a High-Trust Leader

Week 9
Module 3
Extend, Restore, and Develop Trust

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected On Demand Learning



Updated Speed of Trust Leader Assessment



Trust Huddles

Click [here](#) to see options for Ongoing Learning

Navigating Difficult Conversations: Turn Tension Into Progress™

Navigating Difficult Conversations: Turn Tension Into Progress™ takes a targeted approach to help learners manage emotional tension and conduct conversations in a way that enables all parties to stay engaged in collaborative dialogue will shift their mindset from fearing and avoiding difficult conversations to seeing them as the way to make progress on important issues.

1 Outcomes

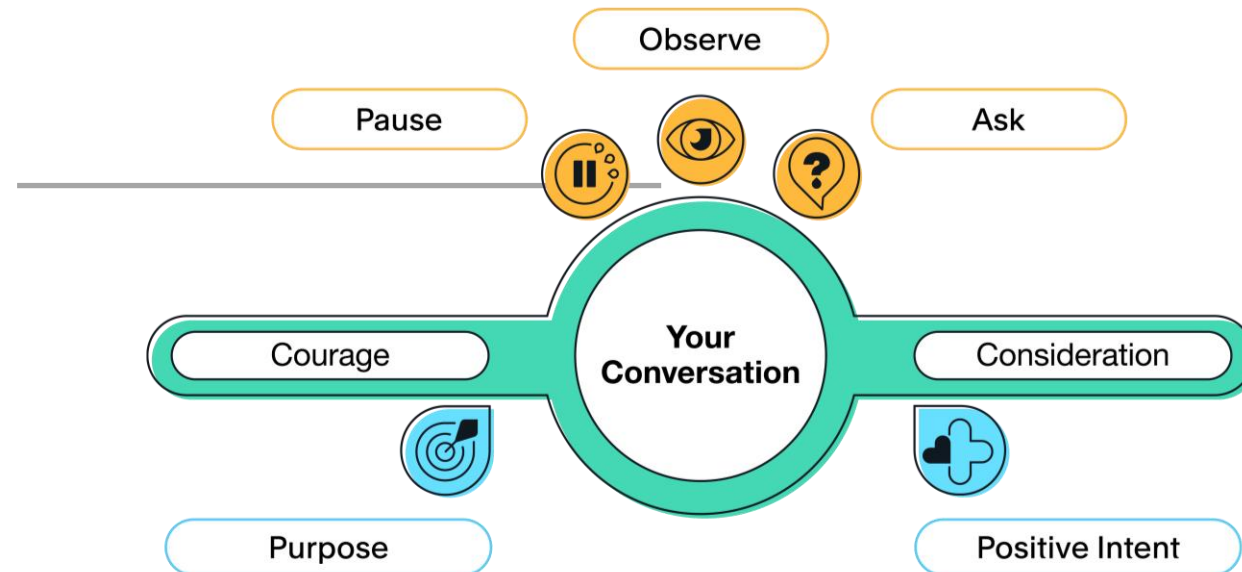
- Create a strong foundation for difficult conversations by balancing their own and others' needs.
- Understand that emotional reactions are a natural, human side of difficult conversations.
- Practice a range of tactics learners can apply during conversations to help everyone stay engaged and make progress.

2 Participant Materials

Participant guide, Practice cards

3 Learning Options

- Concentrated: 1 x 120-minute session
- On Demand: 1 x 30-minute session



Senior Leaders/Leading Organizations VA



U.S. Department of Veterans Affairs

Solution Title	How does this Align?	Competencies Covered	Solution Modalities	Ongoing Learning
<p>The 4 Essential Roles of LEADERSHIP™</p>	<p>Even in the most turbulent times, there are four roles leaders play that are highly predictive of success. We call them essential, because as leaders consciously lead themselves and their teams in alignment with these roles, they lay the foundations for effective leadership. The 4 Essential Roles of Leadership guides learners through each: Inspire Trust, Create Vision, Execute Strategy, and Coach Potential.</p>	<ul style="list-style-type: none"> Goals Accountability Running Meetings Business Acumen Strategic Focus Communication Collaboration Team Execution 	<ul style="list-style-type: none"> 2-day facilitation 6 x 90-minute sessions (spaced) 14 weeks OnDemand (7 x 30 min modules) 	<ul style="list-style-type: none"> Achieving Goals Strategic Focus Trust Team Culture Vision Setting Team Goals Strategic Thinking
<p>CHANGE How to Turn Uncertainty Into Opportunity™</p>	<p>When we recognize that change follows a predictable pattern, we can learn to manage our reactions and understand how to navigate change, both functionally and emotionally. This allows us to consciously determine how to best move forward – even in the most challenging stages. This course helps individuals and leaders learn how to successfully navigate any workplace change to improve results.</p>	<ul style="list-style-type: none"> Adaptability Leading Change Change Management 	<ul style="list-style-type: none"> 1-day facilitation 3 x 90-minute sessions (spaced) 6 weeks OnDemand (3 x 30 min modules) 	<ul style="list-style-type: none"> Leading Change Adaptability Listening
<p>Navigating Difficult Conversations Turn Tension Into Progress™</p>	<p>This course helps learners to balance courage and consideration to destress challenging interactions and get better results. Learn how to manage emotional tension and have difficult conversations in a way that allows everyone to stay engaged and make progress.</p>	<ul style="list-style-type: none"> Collaboration Giving Feedback Difficult Conversations 	<ul style="list-style-type: none"> 1 x 120-minute session 30 min OnDemand Module 	<ul style="list-style-type: none"> Navigating Difficult Conversations

The 4 Essential Roles of Leadership™

VA



U.S. Department
of Veterans Affairs

Even in the most turbulent times, there are four roles leaders play that are **highly predictive of success**. We call them essential, because as leaders consciously lead themselves and their teams in alignment with these roles, they lay the foundation for **effective leadership**.

Outcomes

- Be the credible leader others choose to follow—one with both character and competence.
- Clearly define where the team is going and how they are going to get there.
- Execute their strategy and achieve results with and through others.
- Unleash the potential of each team member and improve performance through consistent feedback and coaching.

Course Materials

Participant Guide, Implementation Plan,
On Demand Modules

Learning Options

- Concentrated: 2 Days
- Spaced: 6 x 90-minute sessions
- OnDemand: 14 Weeks



The 4 Essential Roles of Leadership™

CONCENTRATED 2-day live in-person or live online



360 Diagnostic



360 Coaching Session or Self-Directed Review

DAY 1

Introduction,
Inspire Trust

Inspire Trust,
Create Vision

Create Vision,
Execute Strategy

DAY 2

Execute Strategy

Execute Strategy,
Coach Potential

Coach Potential

Application
Challenge



Automated Reinforcement



Learner & Client-Selected
OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 4 Essential Roles of Leadership™

SPACED Facilitation



U.S. Department of Veterans Affairs



360 Diagnostic

360 Coaching Session or Self-Directed Review



Application Challenge and Automated Reinforcement after each session

Automated Reinforcement

Learner & Client-Selected OnDemand Learning

Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

The 4 Essential Roles of Leadership™

ONDEMAND

VA



U.S. Department of Veterans Affairs



360 Diagnostic

360 Coaching Session or Self-Directed Review



Automated Reinforcement

Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

Application Challenge and Automated Reinforcement after each session

Change: How To Turn Uncertainty Into Opportunity™

When we recognize that change follows a predictable pattern, we can learn to manage our reactions and understand how to navigate change, both functionally and emotionally. This allows us to consciously determine how to best move forward—even in the most challenging stages. *Change: How to Turn Uncertainty Into Opportunity* helps individuals and leaders learn how to successfully navigate any workplace change to improve results.

Outcomes

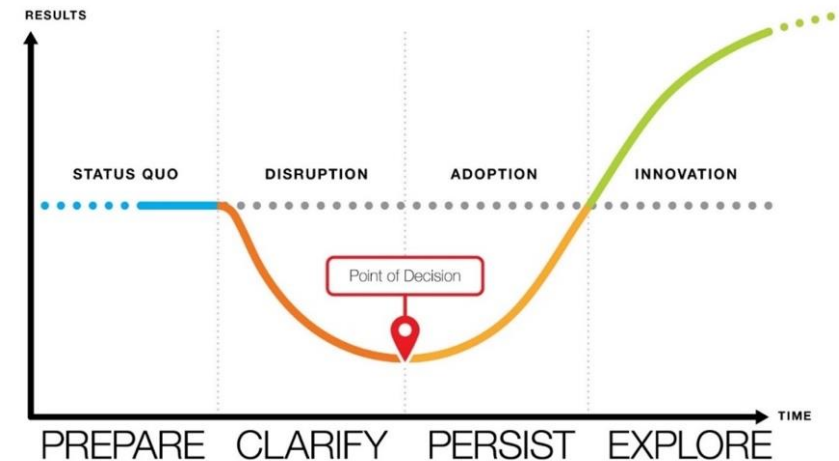
- Individuals will confidently harness change, turn uncertainty into opportunity, and exceed desired results.
- Leaders who understand the fundamentals of change engage their teams to achieve and exceed targeted change results.
- Employees at all levels will accelerate and optimize change, even beyond the initial possibilities.

Participant Materials

Participant Guide, Change Tools, Change Model and Reaction Cards, Change Toolkit for Leaders, OnDemand Modules

Learning Options

- Concentrated: 1 Days
- Spaced: 3 x 90-minute sessions
- OnDemand: 6 Weeks



Change: How To Turn Uncertainty Into Opportunity™

FOR LEADERS – CONCENTRATED 1-day live in-person or live online



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

Lead Yourself Through Change

Lead Your Team Through Change — Part 1

Lead Your Team Through Change — Part 2

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Change: How To Turn Uncertainty Into Opportunity™

FOR LEADERS – SPACED Facilitation



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEKS 5 - 9

WEEKS 10+

Diagnostic

Spaced Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Lead Yourself
Through
Change

Week 7
Lead Your Team
Through Change —
Part 1

Week 9
Lead Your Team
Through Change —
Part 2

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Change: How To Turn Uncertainty Into Opportunity™

FOR LEADERS - ONDEMAND



U.S. Department of Veterans Affairs

VA

WEEKS 1 - 4

WEEKS 5 - 9

WEEKS 10+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Lead Yourself Through Change

Week 7
Lead Your Team Through Change — Part 1

Week 9
Lead Your Team Through Change — Part 2

Application Challenge and Automated Reinforcement after each session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

Change: How To Turn Uncertainty Into Opportunity™

FOR INDIVIDUAL CONTRIBUTORS - CONCENTRATED 1-day live in-person or live online



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

1 DAY

Lead Yourself Through Change

Application Challenge



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Change: How To Turn Uncertainty Into Opportunity™

FOR INDIVIDUAL CONTRIBUTORS – SPACED Facilitation



VA



U.S. Department of Veterans Affairs



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Lead Yourself Through Change

Application Challenge and Automated Reinforcement after session



Automated Reinforcement



Learner & Client-Selected OnDemand Learning



Updated 360 Diagnostic

Click [here](#) to see options for Ongoing Learning

Change: How To Turn Uncertainty Into Opportunity™

FOR INDIVIDUAL CONTRIBUTORS - ONDEMAND



VA



U.S. Department of Veterans Affairs

WEEKS 1 - 4

WEEK 5

WEEKS 6+

Diagnostic

OnDemand Course

Ongoing Learning



360 Diagnostic



360 Coaching Session or Self-Directed Review

Week 5
Lead Yourself Through Change



Automated Reinforcement



Learner & Client-Selected OnDemand Learning

Click [here](#) to see options for Ongoing Learning

Application Challenge and Automated Reinforcement after session

Navigating Difficult Conversations: Turn Tension Into Progress™

Navigating Difficult Conversations: Turn Tension Into Progress™ takes a targeted approach to help learners manage emotional tension and conduct conversations in a way that enables all parties to stay engaged in collaborative dialogue will shift their mindset from fearing and avoiding difficult conversations to seeing them as the way to make progress on important issues.

1 Outcomes

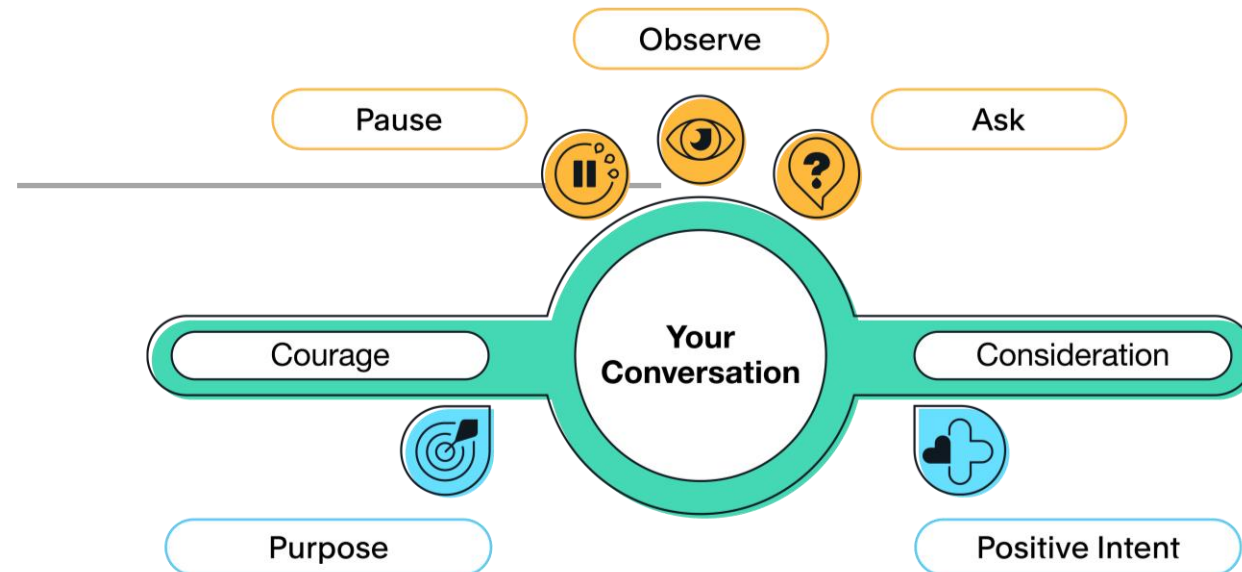
- Create a strong foundation for difficult conversations by balancing their own and others' needs.
- Understand that emotional reactions are a natural, human side of difficult conversations.
- Practice a range of tactics learners can apply during conversations to help everyone stay engaged and make progress.

2 Participant Materials

Participant guide, Practice cards

3 Learning Options

- Concentrated: 1 x 120-minute session
- On Demand: 1 x 30-minute session



The Road to Facilitator Certification



U.S. Department of Veterans Affairs

Step 1: Log into your Admin Platform VISN URL

- **NOTE:** The Learner Platform is **SEPARATE** from the Admin Platform. You will want to log into the Admin Platform through the VHA Website under the **VISN Admin Portals** section (see image 1)
- You can find your specific VISN URL on the VHA website here: [VHA Website](#) (see image 1)

Step 2: Search Course you want to certify in the Library Tab

- Go to the **Library Tab** and **Search** what course you want to get certified in
- Click on the course and go to the **Facilitation Tab** at the top (see image 2)
- Launch Certification Videos
- Once completed with Certification Videos, please email VACare@FranklinCovey.com to let them know and they will give you a certificate of completion and make sure that it's captured in ROI reporting
- **NOTE:** There will be additional materials on the **Materials Tab** in the course as well (see image 3)

VISN Admin Portals

Access your VISN's Unique Admin portal using the links below:

VHA PO	VISN 1	VISN 2
VISN 4	VISN 5	VISN 6
VISN 7	VISN 8	VISN 9
VISN 10	VISN 12	VISN 15
VISN 16	VISN 17	VISN 19
VISN 20	VISN 21	VISN 22
VISN 23		



FranklinCovey All Access Pass Library

Assign Course **Facilitation** Materials

Multipliers: How the Best Leaders Ignite Everyone's Intelligence

Prepare to Facilitate Live Events

Your preparation as a facilitator is essential, and these resources will help you prepare. Download the relevant Facilitator Guide and their certification videos.

Facilitator Videos

- ▶ Launch Certification Videos
- ▶ Launch Flexible Platforms Certification Videos
- ▶ Multipliers FAQ

FranklinCovey All Access Pass Library

Assign Course Facilitation **Materials**

Multipliers: How the Best Leaders Ignite Everyone's Intelligence

Prepare to Deliver:



What's next after getting certified?

All Facilitator Resources are in the **Facilitator Tab**

- Participant Guides can be downloaded and sent to learners digitally or learners have access to them from their Learner Platform. See directions below on how Learners can access Participant Guides from their Learner Platform
- Physical Participant Guides/Kits are also available upon request
 - These are generally used for Live In-Person Facilitation and are \$45 per kit for all courses
 - Please reach out to Madalyn.Budzik@FranklinCovey.Com for physical kits, pricing and invoicing.

1-Day Live In-Person Materials

- Facilitator PowerPoint (Embedded - Open Captions)
- Facilitator PowerPoint (No Video)
- Facilitator PowerPoint (Player)

Live-Online

- Placeholder - should be 1420

Transcripts

- Video and Audio Transcripts

Facilitator Guides

- Facilitator Guide
- Scenario Cards
- Facilitator Guide for Live Online Flexible Platforms

Deploy in Your Organization

Use the links below to download participant materials for this solution.

Participant Materials

- Participant Guide (Form-Fillable)

Performance Support

- Performance Support, Introduction and Email Templates
- Performance Support, Week 1 10-minute Action
- Performance Support, Week 1 Article 1
- Performance Support, Week 1 Article 2

DIRECTIONS ON HOW **LEARNERS** CAN DOWNLOAD/PRINT THE PARTICIPANT GUIDE

Click here to go to your Learner Platform: [Learner Platform](#)

- Go to the **Explore Tab** and **Search** what course you want download/print the participant guide from
- Click on that course and scroll all the way down to **Additional Resources**
- Click on **Tools and Cards**
- Open up the **Participant Guide** and save this. You will use this guide throughout the course

Facilitation Best Practices

Watch all videos, twice...

- Once from the lens of a *learner*
- Once from the lens of a *facilitator*

“Enhance your Facilitator Guide, e.g.”

- Generate relevant work examples that will apply to your learners
- Complete all the participant guide exercises yourself
- Jot down contingency plans to help you in a time crunch. (e.g. if time runs short, have participants complete Application Exercise questions 1 & 3 only.)

Do a practice session with 2-3 colleagues

Co-Facilitate with a peer

Prepare for plan B if learners do not attend

- Create plan for either a make-up class or OnDemand learning they can do. Your Implementation Strategist can help with this as well

**“The difference between
ordinary and
extraordinary is
practice!”**

Vladimir Horowitz

See next slide for additional **Facilitator Best Practices**

Facilitation Best Practices Continued...

Questions to ask yourself for prepping:

- Is there any pre-work needed to get out?
- Do I need to communicate any information to participants?
- Do I have my facilitation days all set up?
- Do I have my follow-up/re-cap plan all set?
- Do I need any support from FranklinCovey?
- Did I do a run-through with the PPT slides and make sure the network settings are all good?
- Do I need a “producer” for live online or live in-person helper to direct questions and help with technical issues?

Train the Trainer: An additional option is to hire a FranklinCovey Consultant to do a train-the-trainer session. You can choose to:

- Observe
- Co-Facilitate
- Be Coached

Email vacare@franklincovey.com to learn more about pricing and working with a FranklinCovey Consultant!



This site contains some great facilitator videos on body language and visual facilitation: [Engage with us.](#)
(Scroll to the bottom of the page)

Defining Success

VA



U.S. Department
of Veterans Affairs



Use these worksheets to help you define success for your participants in alignment with VA Strategic Priorities before an Impact Journey begins.

1. Identify your 'Jobs To Be Done'
2. Identify the challenges each leadership level needs to address
3. Prioritize the 'Jobs To Be Done' for each category and determine how you will measure success



IDENTIFY JOBS TO BE DONE

IDENTIFY JOBS TO BE DONE		
<p>Effective Individuals</p> <ul style="list-style-type: none"> • How many? • Where are they located? • What are the challenges or opportunities people face? • What are the most significant skill/ capability gaps? 	<p>Great Leaders</p> <ul style="list-style-type: none"> • How many leaders by level? • Where are they located? • What are the challenges or opportunities leaders face? • What are the most significant skill/ capability gaps for each level of leader? 	<p>Organizational Focus and Execution</p> <ul style="list-style-type: none"> • What are the top three BU/ organizational goals around employee engagement, customer loyalty, or revenue growth? • How are you progressing against these goals? • Is there a group of people that have to learn something new or do something different in order to achieve these goals? • What percentage of that group currently models the right behavior? What percentage doesn't? What percentage never will?
<ul style="list-style-type: none"> • What learning methodologies work best for your organization? (e.g., face-to-face ILT, online ILT, On Demand, short bursts, other) 		

GLOBAL CHALLENGES

Effective Individuals

- Doing more with less
- Juggling competing priorities
- Burn out
- Managing projects to quality, on time completion
- Managing projects with a matrixed team
- Inability to influence others
- Inability to get one's point across
- Fear of public speaking
- Poor teaming/collaboration skills
- Low emotional intelligence
- Low/damaged credibility
- Avoidance of accountability
- Inability to cope with change
- Lack of business acumen

Great Leaders

- Lack of leadership mindset
- Brain drain of high-performing talent
- Industrial Age management in a Knowledge Worker world
- Leading in a virtual environment
- Multigenerational workforce
- Ineffective change leadership
- Failure to get work done with and through others
- Struggles with delegating, empowering, and coaching
- Inability to communicate effectively with multiple levels of stakeholders
- Lack of experience or preparation for leadership
- Lack of alignment up and down the organization
- Lack of clarity on business priorities
- Low team trust
- Outdated performance-management methods
- Resource constraints

Organizational Focus and Execution

- Too much strategy, not enough execution
- Slow adoption of change
- Erosion of customer loyalty
- Inconsistent top-line performance
- Consistent but flat-line sales performance
- Bureaucratic, misaligned systems and processes
- Turbulence from major reorganizations and/or acquisitions
- Failure to deliver returns on innovation investments
- Mediocre internal/external reputation
- Dysfunctional systems
- Not enough "ready now" leaders



PRIORITIZE JOBS TO BE DONE

- What are three to five priority Jobs to Be Done to achieve a Winning Culture?
- How will you measure progress and improvement on each of these priorities?

Effective Individuals	Great Leaders	Organizational Focus and Execution