DLO's Playbook for Deployment of AAP in support of Leadership Development
Building Blocks

In alignment with VA's strategic plan and priorities

Per Contract Deliverables:

6.2.i. Provide suggested curricula of courses that can be taught together for students to learn a specific competency. For instance, a curriculum for a competency might include developmental assessments, on-demand online courses, instructor-led virtual courses, and instructor-led in-person courses that work together to teach a competency. This will allow instructors to use "ready-made" curriculum packages of different learning products without having to research what courses work together for a competency.

6.5.c. Develop a learner and Designated Learning Officer (DLO) playbook for deployment of the solution, which is a guide describing the interaction and expectations between vendor and VHA DLO's or Designated learning leaders.

6.5.e. Map competencies specific to outcomes in alignment with VA's strategic plan and priorities.

A Note on the Leadership Development Framework:

This playbook provided by FranklinCovey, is intended to meet the contract deliverables of the All Access Pass and *supplement* the tools provided by HLTI to meet the requirements of the Leadership Development Framework (LDF). FranklinCovey content is certainly not the only content available to VHA learning professionals and this learning guide is not meant to be single option alignment to the LDF. Instead, the intent of this playbook is to help you, as a learning leader, easily identify the specific elements of the All Access Pass and Jhana that could supplement your training plans in support of the LDF.
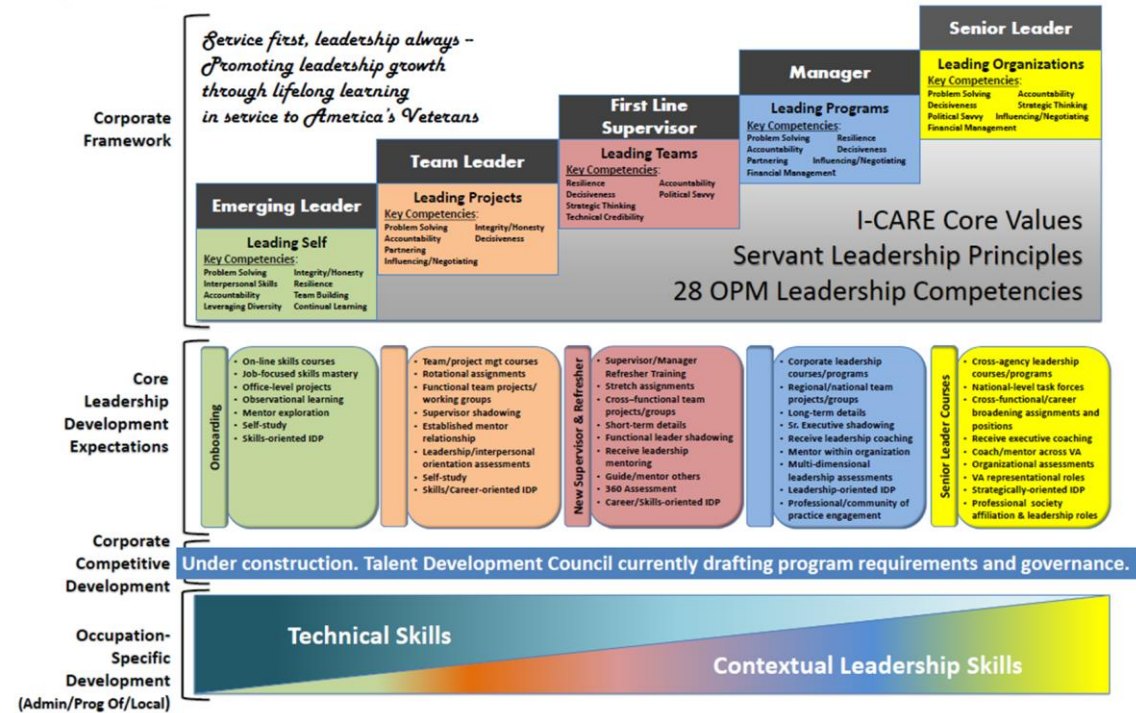
A Note on LeadX

We want to clarify that Covey products are not in competition with HLTI's Exploration in Leadership (LeadX) program. **LeadX is intended to be VHA's answer to self-development.** *FranklinCovey's resources from the All Access Pass Portal and Jhana are intended to supplement, rather than replace LeadX.*

For Additional information on LeadX, visit here:

[LeadX: Introducing VHA's New Self-Paced, Web-based Leadership Development Program! – Healthcare Leadership Talent Institute (HLTI) (va.gov)](#))

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How to use these building blocks

This building blocks document includes a high-level infographic mapping FranklinCovey core content to the VA's Leadership Development Framework and provides an additional page of detail for each leader level that provides an explanation of the content aligned to that leader level and how it maps to the competencies to specific to that level of leadership.

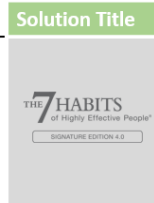**Each level of leadership contains three components:**

① **"Description of alignment"** – A narrative describing how the identified content area maps to the required competencies of that leader level.

② **"Content modalities"** – An outline of the modalities in which the content is available so that as a learning professional, you can pull the solution into your environment (i.e. in person vs. live webinar vs. e-learning, amount of time, etc.)

③ **"Jhana"** – The specific Jhana topics and video discussion guides that provide reinforcement and sustainment for the competencies outlined in that leader level of the LDF

What about other FranklinCovey content areas not included in the infographic?

- **5 Choices** (time management)
- **7 Habits for Managers** (supervisory refresher)
- **7 Habits Leader Implementation** (for leaders supporting 7 Habits in emerging leaders and working on culture)
- **Leading Customer Loyalty** (includes both a managerial and individual contributor track)
- **Meeting Advantage** (for anyone responsible for running meetings)
- **Building Business Acumen** (focused on understanding profit and loss across any business/organization).

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For Client Administrators:
- View useful resources on FranklinCovey's AAP Community Page.
- Email vacare@franklincovey.com for an invitation to our weekly AAP Portal Demos.

A note for the Microsoft Edge browser:
- You may need to 'Allow Cookies' in your Edge browser to open All Access Pass and Jhana content. Click here for three simple instructions to correct this issue!

FranklinCovey's All Access Pass

Value, Variety & Flexibility
Content Alignment to VA's Leadership Development Framework (LDF)

Senior Leaders: Leading Organizations

The 4 Essential Roles of LEADERSHIP

Find Out WHY — THE KEY TO SUCCESSFUL INNOVATION

Jhana Topics:
- Coaching
- Strategic Thinking
- Negotiation
- Innovation & Creativity

Video Discussion Activities:
- Setting Team Vision
- Strategy
- Problem Solving

Manager: Leading Programs

Leading at the SPEED OF TRUST

LIZ WISEMAN'S MULTIPLIERS — HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE

Jhana Topics:
- Trust
- Team Culture
- Motivating Your Team
- Assessing Your Team

Video Discussion Activities:
- Establishing Credibility
- Managing Company Change
- Stress Management

First-Line Supervisor: Leading Teams

THE 6 CRITICAL PRACTICES FOR LEADING A TEAM

UNCONSCIOUS BIAS

Jhana Topics:
- First 90 Days as a Manager
- Team Culture
- Addressing Unconscious Bias

Video Discussion Activities:
- Building Team Culture

Team Leader: Leading Projects

PROJECT MANAGEMENT ESSENTIALS — For the Unofficial Project Manager

PRESENTATION ADVANTAGE — Communication Advantage Series

Jhana Topics:
- Project Management
- Persuading Others
- Giving Presentations

Video Discussion Activities:
- Project Management
- Running Meetings

Emerging Leader: Leading Self

THE 7 HABITS of Highly Effective People — SIGNATURE EDITION 4.0

Writing Advantage — TOOLS FOR HIGHLY EFFECTIVE COMMUNICATION

Jhana Topics:
- Individual Goals
- Time Management
- Business Writing
- Email

Video Discussion Guides:
- Managing Yourself
- Managing Up
- Business Writing

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

If you're having trouble opening any of these links in Adobe, click this link and follow these simple steps to enable external links!

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	Solution Title	How Does This Align?	Competencies Covered	Solution Modalities
Core Content	**THE 7 HABITS of Highly Effective People®** SIGNATURE EDITION 4.0 *Click above to visit the 'Solutions' page in your All Access Pass Portal*	Ultimately, the core model of the 7 Habits is built on personal accountability, which drives the other key competencies for emerging leaders. The framework of the 7 Habits is called the Maturity Continuum and it is divided into three segments – the private victory is focused on personal accountability (Habit 1 – Be Proactive), resilience (Habit 2 – Begin with the End in Mind) and integrity/honesty (Habit 3 – Put First things First). The second component of the maturity continuum is focused on interpersonal skills and how we build what FranklinCovey calls the public victory through effective problem solving (Habit 4 – Think Win-Win), effective listening to support interpersonal skills (Habit 5 – Seek First to Understand, then to Be Understood) and team building and leveraging diversity (Habit 6 – Synergize). Finally, Habit 7 – Sharpen the Saw, is focused on continual learning and reinforces resilience with an emphasis on ensuring continuous improvement and renewal in work and in life.	• Problem Solving • Interpersonal Skills • Accountability • Leveraging Diversity • Integrity/Honesty • Resilience • Team Building • Continual Learning	• 2-day ILT • 3-day ILT • 6x90 minute VILT • 1-day Foundations ILT • 3x90 minute Foundations VILT • Excelerators (7) • Insights (37)
Supplemental Content	**Writing Advantage®** TOOLS FOR HIGHLY EFFECTIVE COMMUNICATION *Click above to visit the 'Solutions' page in your All Access Pass Portal*	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.		• 1-day ILT • 3x90 minute VILT • Excelerators (1)

	Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
Reinforcement	**Jhana** A FRANKLINCOVEY® COMPANY	Jhana Topics: • Accountability and Continual Learning • Time Management Video Discussion Guides: • Managing Yourself • Managing Up	Jhana Topics: • Business Writing • Email Video Discussion Activities: • Business Writing	

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Solution Title	Course Desc/Why We Chose	Competencies Covered	Solution Modalities
PROJECT MANAGEMENT ESSENTIALS™ *Click above to visit the 'Solutions' page in your All Access Pass Portal*	Every team leader is responsible for completing projects on time, in scope and with excellence. This is essentially the task of a team leader. The Project Management Essentials courses aligns the five-part PMI model – Initiate, Plan, Execute, Monitor & Control and Close – with four fundamental people leadership skills – Demonstrate Respect, Listen First, Clarify Expectations and Practice Accountability to meet the required competencies of this leader level. This tools-heavy content pushes leaders to think critically about the different components of a problem, evaluate risk and rally the team around solving that problem, focuses on the importance of partnering through the people leadership component of the course to include a key stakeholder interview focused on influencing and negotiating, a team accountability framework to build accountability and integrity/honesty in recognizing achievements, highlighting opportunities and surfacing lessons learned, and a project scope tool to drive decisiveness as changes arise.	• Problem Solving • Accountability • Partnering • Influencing/ Negotiating • Integrity/ Honesty • Decisiveness	• 1-day ILT • 3x90 minute VILT • 2-hour VILT • Excelerators (5) • Insights (6)
PRESENTATION ADVANTAGE® *Click above to visit the 'Solutions' page in your All Access Pass Portal*	At the team leader level, learners are tasked with communicating effectively through presentations to include everything from one-on-one meetings to larger and more formal presentations. This content bolsters the learner's ability to influence through connection – connecting with their message, their content and their presence (integrity). Developing an effective presentation also requires decisiveness around what points will be most compelling and most important for your audience.		• 1-day ILT • 3x90 minute VILT • Insights (3)

Core Content Area
Supplemental Content Area

Solution Title	Alignment to Core Content	Alignment to Supplemental Content	A Step Further
Jhana A FRANKLINCOVEY® COMPANY	Jhana Topics: • Project Management • Persuading Others Video Discussion Activities: • Project Management	Jhana Topics: • Giving Presentations Video Discussion Activities: • Running Meetings	

Reinforcement

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	Solution Title	Course Desc/Why We Chose	Competencies Covered	Solution Components
Core Content	THE **6 CRITICAL PRACTICES** FOR LEADING A TEAM™ *Click above to visit the 'Solutions' page in your All Access Pass Portal*	The transition to first-line supervisor requires a shift in mindset from someone who achieves results to someone who achieves results through others. The 6 Critical Practices for Leading a Team are focused on this transition to include Develop a Leader's Mindset (decisiveness), hold regular 1-on-1's (accountability), set up your team to get results (strategic thinking and technical credibility), create a culture of feedback (resilience and accountability), lead your team through change (political savvy and strategic thinking) and manage your time and energy to avoid burnout (resilience).	• Resilience • Decisiveness • Strategic Thinking • Technical Credibility • Accountability • Political Savvy	• 1-day ILT • 6x60 minute VILT • Excelerators (6) • Insights (7)
Supplemental Content	**UNCONSCIOUS** BIAS™ *Click above to visit the 'Solutions' page in your All Access Pass Portal*	First-line supervisors are also responsible for performance appraisals, delegating assignments and maintaining employee engagement on their teams. Unconscious Bias: Understanding Bias to Unleash Potential highlights the reality that bias is a natural part of the human condition and impacts our decision making (decisiveness), our interactions with other people (accountability) and the results we achieve (strategic thinking). This content builds an additional layer of complexity for first-line supervisors to ensure they are assessing their decisions and interactions as accurately as possible and provides a framework for how to mitigate possible negative impacts of bias.		• 1-day ILT • 4x75 minute VILT • Excelerators (3) • Insights (6)

	Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
Reinforcement	Jhana A FRANKLINCOVEY® COMPANY	Jhana Topics: • First 90 Days as a Manager • Team Culture Video Discussion Activities: • Building Team Culture	Jhana Topics: • Addressing Unconscious Bias	

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Core Content

Solution Title	How does this align?	Competencies Covered	Solution Components
Leading at the SPEED OF TRUST *Click above to visit the 'Solutions' page in your All Access Pass Portal*	The Speed of Trust is built around three core models to reinforce managerial competencies to include (1) the five waves of trust – self trust, relationship trust, organizational trust, market trust and societal trust; (2) the four cores of credibility – integrity, intent, capabilities and results; and (3) the 13 trust behaviors - talk straight, demonstrate respect, create transparency, right wrongs, show loyalty, deliver results, get better, confront reality, clarify expectations, practice **accountability**, listen first, keep commitments and extend trust. The 13 trust behaviors become a language through which to **solve problems, partner better, influence and negotiate.** The four cores of credibility build **resilience** in managers to whether the challenges they face and ensure they have a rubric for making critical decisions (**decisiveness**).	• Problem Solving • Accountability • Partnering • Financial Management • Resilience • Decisiveness • Influencing/ • Negotiating	• 2-day ILT • 6x90 minute VILT • Excelerators (5) • Insights (18)
LIZ WISEMAN'S MULTIPLIERS HOW THE BEST LEADERS IGNITE EVERYONE'S INTELLIGENCE *Click above to visit the 'Solutions' page in your All Access Pass Portal*	The strengths we display as an individual contributor do not always serve us in a managerial role. This content area really hones in on how leaders can better **partner** with their subordinates by asking better questions, looking for their genius, creating space for others and offering bigger challenges to better achieve results.		• 1-day ILT • 4x75 minute VILT • Excelerators (6) • Insights (12)

Supplemental Content

Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
Jhana A FRANKLINCOVEY® COMPANY	Jhana Topics: • Trust • Team Culture Video Discussion Activities: • Establishing Credibility • Managing Company Change	Jhana Topics: • Motivating Your Team • Assessing Your Team Video Discussion Activities: • Stress Management	

Reinforcement

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Solution Title	How does this align?	Competencies Covered	Solution Components
Core Content — The 4 Essential Roles of LEADERSHIP™ *Click above to visit the 'Solutions' page in your All Access Pass Portal*	The 4 Cores of Leadership is focused on operational and strategic leadership for senior leaders. The four cores are Inspire Trust (influencing/negotiating), Create Vision (decisiveness and strategic thinking), Execute Strategy (political savvy and accountability) and Coach Potential (problem solving and accountability) and each part of the model includes tools to implement and apply.	• Problem Solving • Decisiveness • Political Savvy • Financial Management • Accountability • Strategic Thinking • Influencing/ Negotiating	• 2-day ILT • 4, half-day ILT modules • 6x90 minute VILT • 5, 2-hour VILT modules • Excelerators (9) • Insights (14)
Supplemental Content — Find Out WHY™ THE KEY TO SUCCESSFUL INNOVATION *Click above to visit the 'Solutions' page in your All Access Pass Portal*	Find Out Why is grounded in job to be done theory and the idea that people don't hire a ½ inch drill, they hire a ½ inch hole. Senior leaders are introduced to this strategy for **solving problems** and **thinking strategically** about the "job" that veterans need them to do in their organizations.		• 1-day ILT • 3x90 minute VILT • Excelerators (6) • Insights (22)

Solution Title	Alignment to Core Content	Alignment to Supplemental Content	
Reinforcement — Jhana - A FRANKLINCOVEY® COMPANY	Jhana Topics: • Coaching • Strategic Thinking • Negotiation Video Discussion Activities: • Setting Team Vision • Strategy	Jhana Topics: Innovation & Creativity Video Discussion Activities: Problem Solving	

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