

The  
On Target  
VA Leadership Series™

# On Target VA Leadership Series

This program is designed to meet  
the VHA Supervisor Training and  
Development Directive  
(VHA Directive 2006-054)

This Leadership Series has been developed specifically for the supervisors and managers of the VA medical system.

# About the VA Leadership Series

The Leadership Series is built upon three essential elements:

1. The eight **Core Competencies**
2. The five **Core Values**
3. Appropriately applying the Core Competencies and Core Values in the four personal **Spheres of Influence.**

# Eight Core Competencies

- Interpersonal Effectiveness
- Customer Service
- Systems Thinking
- Flexibility/Adaptability
- Creative Thinking
- Organizational Stewardship
- Personal Mastery
- Technical Expertise

# Core Values

- Trust
- Respect
- Commitment
- Compassion
- Excellence

# Four Spheres of Influence

- Interpersonal & Personal Effectiveness
- Applied/Shared Knowledge
- Team Leadership
- Organizational Leadership/Stewardship

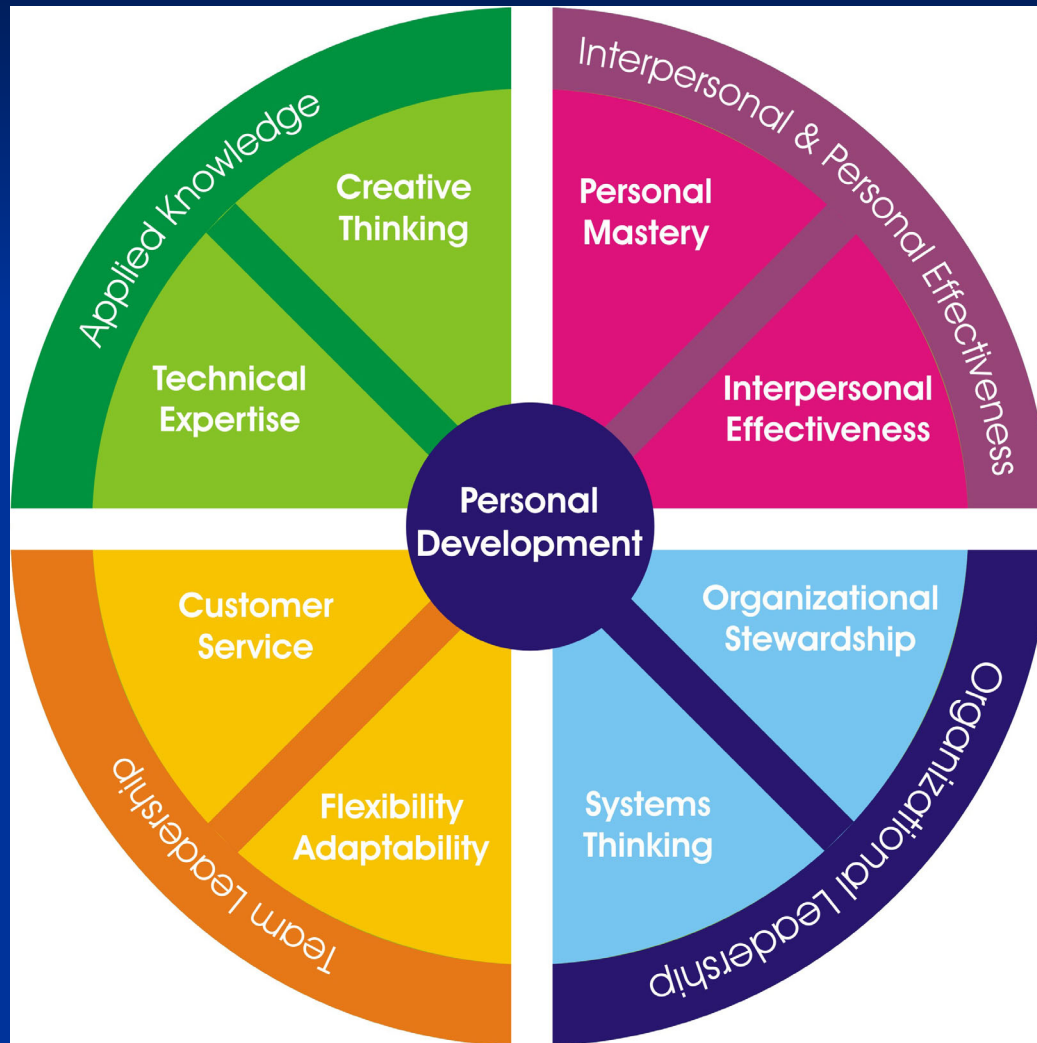
The *On Target Influence/Competence Model*<sup>TM</sup> integrates the eight Core Competencies with the four Spheres of Influence.

The model shows the interdependence between the competencies and the individual's influence.

At the center of the model is the individual's development efforts.



# On Target Influence/Competence Model™



# Training Success . . . .

- Training is only truly successful when it results in real and measurable behavior change in each participant.
- The results of training should be real and tangible to the attendee.
- The results should also be observable by the attendee's immediate superiors.

**The VA Leadership Series will provide real and measurable results.**

# The Application

- The Spheres of Influence is really about *where* and *how* the individual leader personally contributes to the vision, mission and goals of their service area as well as those of the medical center.
- How effective the individual leader is at doing this depends upon their leadership skills and abilities.
- The VA Leadership Series focuses on the critical leadership skills in each of the core competencies and challenges participants to apply these skills within their own personal Spheres of Influence.

# A few things you should know . . .

- The Leadership Series is designed to specifically meet the training needs of the VA's supervisors and managers.
- The Leadership Series is designed to support the VA's HPDM and the corresponding eight core competencies.
- The Leadership Series provides several opportunities for self-assessment.
- The Series encourages participants to utilize the Personal Development Plan (PDP) worksheets to identify areas for personal performance improvement.

# What kind of topics are included?

- The training topics offered in the Leadership Series are directly linked to one or more of the eight core competencies *and* to one of the personal spheres of influence.
- The following slides provide an examples of the types of skills that could be addressed during the program.
- These are only suggestions – since each facility will have it's own unique training needs.

# Interpersonal Effectiveness

Core Competency	Leadership Skills
<b>Interpersonal Effectiveness</b>	<p>Skill #1: Connecting Goals to Actions</p> <p>Skill #2: Encouraging Multi-Level Communication Actions</p> <p>Skill #3: Encouraging Team Member Contributions</p>

Sphere of Influence: Interpersonal and Personal Effectiveness

# Customer Service

Core Competency	Leadership Skills
<b>Customer Service</b>	<p>Skill #4: Applying the Core Values to Service Goals</p> <p>Skill #5: Interpersonal Listening Techniques</p> <p>Skill #6: Building Diverse Relationships with Internal Customers</p>

Sphere of Influence: Team Leadership

# Systems Thinking

Core Competency	Leadership Skills
Systems Thinking	<p data-bbox="774 576 1657 705">Skill #7: Identifying Opportunities and Threats</p> <p data-bbox="774 765 1740 825">Skill #8: Doing a Force Field Analysis</p> <p data-bbox="774 882 1812 1082">Skill #9: Integrating Group Actions with Other Organizational Stakeholders</p>

Sphere of Influence: Organizational Leadership



# Flexibility/Adaptability

Core Competency	Leadership Skills
<b>Flexibility &amp; Adaptability</b>	<p>Skill #10: Building on Team Member Strengths</p> <p>Skill #11: Adapting to Change</p> <p>Skill #12: Acting in the Role of Change Leader</p>

Sphere of Influence: Team Leadership

# Creative Thinking

Core Competency	Leadership Skills
<b>Creative Thinking</b>	Skill #13: Problem Solving & Decision Making Skill #14: Creating New Strategies Skill #15: Encouraging Creative Solutions

Sphere of Influence: Applied Knowledge

# Organizational Stewardship

Core Competency	Leadership Skills
<b>Organizational Stewardship</b>	<p>Skill #16: Communicating Visionary Goals</p> <p>Skill #17: Living the Core Values in the Team</p> <p>Skill #18: Coaching for Performance Improvement</p>

Sphere of Influence: Organizational Leadership

# Personal Mastery

Core Competency	Leadership Skills
<b>Personal Mastery</b>	<p>Skill #19: Setting and Achieving Visionary Goals</p> <p>Skill #20: Practicing and Encouraging honesty and fairness</p> <p>Skill #21: Maintaining Objectivity</p>

Sphere of Influence: Interpersonal and Personal Effectiveness

# Technical Expertise

Core Competency	Leadership Skills
<b>Technical Expertise</b>	<p data-bbox="765 639 1586 775">Skill #22: <i>Acquiring Conceptual Knowledge</i></p> <p data-bbox="765 836 1831 901">Skill #23: <i>Sharing Conceptual Knowledge</i></p> <p data-bbox="765 962 1779 1098">Skill #24: <i>Transforming the Knowledge into Team Action</i></p>

Sphere of Influence: Applied Knowledge

# A few Unique Features . . .

- On Target offers a wide variety of topics and skills that can be included in your version of the Leadership Series.
- The Series can be easily customized to meet the specific needs of a particular medical center or group of leaders within a facility.
- Besides the skills listed in the above examples, On Target can also include one or more of the over 100 topics that we offer.

Because we own almost all of the training materials, customizing the program is easy and cost-effective.

# Another Option:

We can also offer two different content levels based upon the experience levels of your participants:

## **Level One Series:**

- ◆ Covers topics that are most often appropriate for employees that are GS 5 – 8 (and Title 38 wage grade equivalents).

## **Level Two Series:**

- ◆ Covers topics that are most often appropriate for employees that are GS 9 – 12 (and Title 38 wage grade equivalents).

# Another Popular Feature . . .

The program materials can be “branded” with covers, headers and graphics that allow the program to have that “made just for us” feel.

Because the On Target VA Leadership Series utilizes materials that are largely owned by On Target, tailoring and customizing the program can be accomplished quickly and economically.



# Training Methodology

**The training should have at least the following elements:**

- Self-assessment opportunities
- Solid information on each of the 24 skill areas
- Skill practice activities
- Integration of learning into a personal development plan
- Small group learning applications, including
  - Case studies
  - Best practices discussions
  - Skill practice and/or role plays

*In Summary . . .*

# Training Should lead to Positive Change

## The Concept:

- Each person in a leadership function must operate effectively in their *personal spheres of influence*
- There are four influence spheres in which leaders operate when at work
- The individual leader's effectiveness within these influence spheres is dependant upon their mastery of the core leadership competencies

# On Target VA Leadership Series

- There are 24 Advanced Leadership Skills in this version of the program
- Each of the Advanced Leadership Skills sharpen at least one of the leader's **core competencies**
- Each of the leadership skills can also be tied directly to one of the individual's five **spheres of influence**.
- Effective leadership requires the individual to apply the skills in one of their influence spheres