

The High Performance Leadership Series™

Designed specifically to meet the
developmental needs of:

**VHA Supervisors, Managers and
Leaders**



**This leadership series is
built upon the:**

On Target Competence/Influence Model™



The High Performance Leadership Series™

The **High Performance Leadership Series™** is designed to meet the common training needs of medical center supervisors and managers. This series offers two tracks – one for experienced leaders and one for those with less leadership experience and knowledge.

Our **Level One Series** covers topics that are most often appropriate for employees that are GS 5 – 8 (and Title 38 wage grade equivalents).

Our **Level Two Series** focuses on more advanced leadership skills and is most often appropriate for employees that are GS 9 – 12 (and Title 38 wage grade equivalents.)

This program is designed to meet the VHA Supervisor Training and Development Directive (VHA Directive 2006-054) This program might be especially well suited for those current experienced supervisors who are not likely candidates for the “Nuts and Bolts of Supervision” program.

- In addition, many VISNs are still using the 40 hour performance measure as a benchmark training level. Whether you are striving to achieve 40 hours, 20 hours or have chosen some other standard, we can guarantee that every program in the High Performance Leadership Series will meet or exceed the quality standards that you have set for your training and development initiatives.
- The High Performance Leadership Series™ has been specifically designed to meet the unique training needs of medical center supervisors and managers.
- We realize that every medical center is unique in its personality and that each has its own plan for training and developing current leaders as well as developing a pool of future leaders. Therefore, the mix of training objectives, training topics and emphasis will be unique for each medical center.
- What distinguishes *On Target* from others in the training business is our ability to create a training experience that looks and feels like it was custom-designed specifically for your group – because it is! And at *On Target*, we do this at a cost that is usually well below our competitors.



About the High Performance Leadership Series™

The High Performance Leadership Series is built upon three essential elements:

1. The eight **Core Competencies**
2. The five **Core Values**
3. The four organizational **Spheres of Influence**

The Four Spheres of Influence

Successful leadership requires the individual to operate effectively in their own personal spheres of influence. The four spheres of Influence that are most evident in the workplace are:



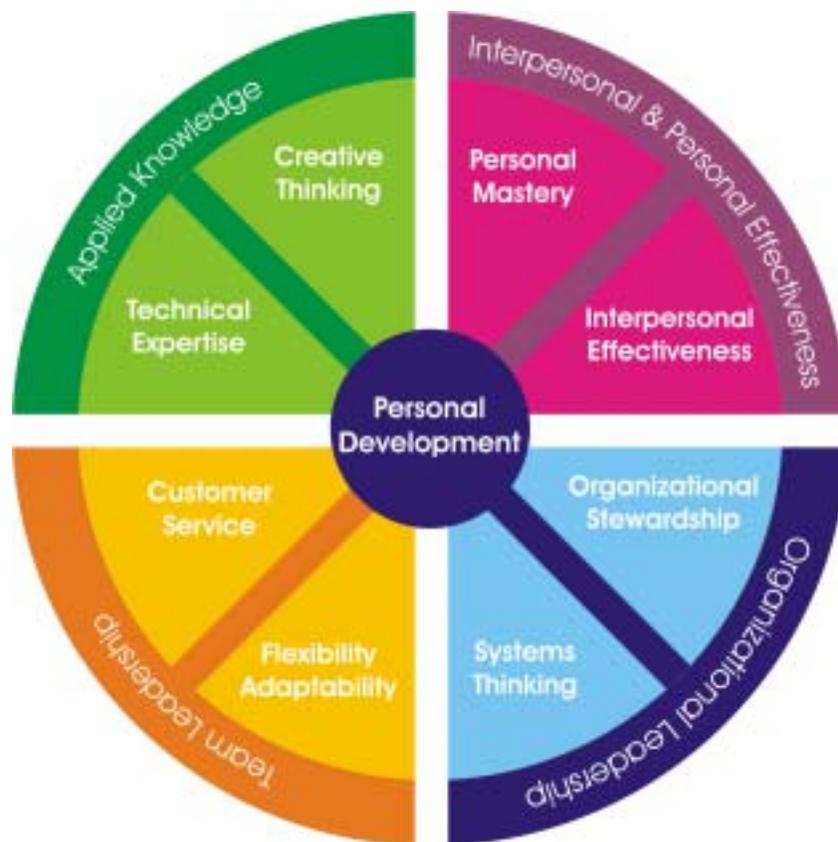


Integrating Competence and Influence

The High Performance Leadership Series™ integrates the eight core competencies with the individual leader's primary spheres of influence within the organization. This vital linkage allows and encourages participants to develop specific leadership skills that can be applied in their everyday work responsibilities.

The integrated relationship between the competencies and the four Spheres of Influence is visually represented in the On Target Influence/Competence Model™ below.

On Target Influence/Competence Model™



Notice that the individual is in the center of the model. As the individual develops their core competencies, they begin to apply their knowledge and skills within their own spheres of influence within the organization.



Skill-Based Training: An Example

On Target offers a wide variety of skill-based training topics that can be included in your leadership training plan. The sample program below shows 24 skill-based topics that are integrated with the core competencies and the influence spheres. *(However, this is only a small sample of the skill-based topics that are available in the High Performance Leadership Series™.)*

Sphere of Influence	Core Competencies	Leadership Skills
Interpersonal and Personal Effectiveness	Personal Mastery	Skill #1: Setting and Achieving Visionary Goals Skill #2: Practicing and Encouraging honesty and fairness Skill #3: Maintaining Objectivity
	Interpersonal Effectiveness	Skill #4: Connecting Goals to Actions Skill #5: Encouraging multi-level Communication actions Skill #6: Encouraging team member contributions
Organizational Leadership	Organizational Stewardship	Skill #7: Communicating visionary goals Skill #8: Living the Core Values in the Team Skill #9: Coaching for performance improvement
	Systems Thinking	Skill #10: Identifying opportunities and threats Skill #11: Doing a Force Field analysis Skill #12: Integrating group actions with other organizational stakeholders
Team Leadership	Customer Service	Skill #13: Applying core values to service goals Skill #14: Interpersonal Listening techniques Skill #15: Building diverse relationships with internal customers
	Flexibility & Adaptability	Skill #16: Building on team member strengths Skill #17: Adapting to change Skill #18: Acting in the Role of Change Leader
Applied Knowledge	Technical Expertise	Skill #19: Acquiring Conceptual knowledge Skill #20: Sharing Conceptual knowledge Skill #21: Transforming knowledge into team action
	Creative Thinking	Skill #22: Problem Solving & Decision Making Skill #23: Creating New Strategies Skill #24: Encouraging Creative Solutions

For a complete list of available skill-based topics, contact Rick Rumford at 713-729-7149 or Rumford@ontargetseminars.com



How the High Performance Leadership Series™ Works

Each VA medical center or facility may custom-design their own program series. Whether you are looking for a comprehensive program for your GS 9 – 12 level leadership or a program for your GS 5 – 8 level supervisors, On Target can custom-fit a program that meets your specific training objectives.

The series topics are always based upon your choices!

How It Works:

1. On Target provides you with a comprehensive list of skill-based training topics. (The list is also cross-referenced by the core competencies and influence spheres related to each topic.)
2. You choose the topics and the participant level.
3. Based upon your choices, On Target will then create a program series that addresses your specific training needs.

A few other things that you should know:

- Your program materials will be of the highest quality.
- Your materials will be “branded” with title pages and headers that personalize the materials for your medical center and/or specific participant group.
- Your version of the High Performance Leadership Series™ may be facilitated by an On Target facilitator. (We have been designing and facilitating training programs within the VHA since 1995.)
- You may also choose our Train-the-Trainer option, which allows you to use your own in-house professional training staff to conduct the training.
- Regardless of the option you choose, you will get personal attention from the On Target staff at every stage of the development and implementation process.



A few things that make us unique:

A few of the things that differentiate this program and On Target from our competitors:

- 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 Individual Development Plan (IDP) worksheets to identify areas for personal performance improvement.
- On Target offers a wide variety of skill-based topics 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.
- 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 High Performance Leadership Series uses materials that are largely owned by On Target, tailoring and customizing the program can be accomplished quickly and economically.

About Rick Rumford and On Target

Rick Rumford, owner and president of On Target, has been providing skill-based training to the VHA since 1995. We can provide you with a long list of VA references. Chances are good that you will know someone on it who can give you an honest opinion about the work we have done.



Other Programs that might be helpful:

Customer Service Series

Many facilities are working to improve patient satisfaction scores in the SHEP survey. On Target offers six customer service topics that can help improve employees' customer service mentality and behaviors.

Facility Level Programs (GS 1-4)

On Target offers several training programs that are appropriate for your GS 1-4 employees. Like all On Target programs, these programs can be customized to meet your specific needs. Whether you are looking for a one-hour, half-day or full-day program, On Target has what you are looking for.

For more information about the High Performance Leadership Series or the two above programs, please contact Rick Rumford at 713-729-7149 or e-mail at Rrumford@ontargetseminars.com