



Note to Reader:

The following document provides a comprehensive program and system for developing both employees and leaders.

I have written it in an effort to solve some major problems I have seen in over twenty years of developing individuals, teams and organizations:

- Too often, training and development lacks focus as organizations use a “shotgun” approach to employee and team development. Only by tying training and development to specific competencies and needs assessments can this problem be overcome.
- Training and development is often “weakness based,” on the assumption that greatness comes from identifying and neutralizing weaknesses. Recent research shows the opposite: fixing weaknesses can only take us so far. To become truly great we must find a way to identify individual and team strengths and passions and leverage these to achieve extraordinary performance.
- Individual and team assessments must be used to measure progress of any development program. However, these assessments must be used to plan, carry-out and measure growth and achievement, not to affix blame and create anxiety.
- Finally, greatness comes when organizations expect each and every person to commit to career-long learning and development and design an organizational learning culture that demands, recognizes and rewards continuous learning.

To answer these questions, myself and others have worked together to create a comprehensive program for moving your organization and its members to new levels of excellence. It involves identifying critical competencies, measuring current strengths and challenges and bringing together a complete institute of the finest training and development programs in the world today.

I hope you will find it enlightening. The best of luck to you in shaping the future of your organization.

Best Regards,

A handwritten signature in black ink that reads "Kevin R. Miller". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Kevin R. Miller  
President, VisionBound International, Inc.  
[www.visionbound.com](http://www.visionbound.com) 801-916-7433

# **CREATING A COMPREHENSIVE TRAINING AND DEVELOPMENT SYSTEM**

## **A Comprehensive Program for Employee and Leadership Development**

Prepared by: Kevin R. Miller, President, VisionBound International Inc.

**Overview:** The following presents a process for creating a comprehensive long-term development program for an organization at all levels. It involves creating a highly customized corporate institute that provides targeted, measurable, competency based employee and management development.

The goal is to create a true “learning organization” throughout an organization to develop employees and managers capable of handling both current and future challenges.

The program has been designed from web-based survey data collected from thousands of employees which have identified main development needs and the current challenges faced by organizations today. VisionBound International, Inc. can administer a customized version of this survey free of charge as a part of customizing the program for each organization’s needs.

The start point is to create a list of solid core competencies and related skills, then to align these with comprehensive job descriptions, and use these as the basic framework for creating assessments (including 360-degree assessments), self-directed development plans and formal corporate/divisional training.

By keying all development and training to identified and measurable competencies, a system is set in place that can be used for years to come.

### **The Process:**

1. The process begins by identifying the core performance competencies required for all managers/leaders and employees. Fortunately, extensive research by Dr. Jack Zenger and Dr. Joseph Folkman have identified the Sixteen Competencies of Extraordinary Leaders and the Sixteen Competencies of Extraordinary Performers, which can be used as the foundation of this system. To these can be added additional job-related and technical competencies. Using a wagon-wheel analogy, these competencies form the hub around which effective hiring, performance management, succession planning, training and promotions can revolve. See TAB A for the list of the core sixteen competencies. Zenger/Folkman’s landmark book, The Extraordinary Leader: Turning Good Managers into Great Leaders contains their research and key findings.
2. The next step is to identify the core skills that build these competencies. For instance, the skill of effective listening is critical to the “Build Relationships” competency. In this way there is a clear linkage between all training and the correlated competencies. VisionBound International has already done much of this work, as shown in TABs B and C and has created a leadership skills academy around them. TAB D contains information about the design of this academy.
3. Next, we identify the off-the-shelf existing training programs and internally-developed training needed to build the skills and competencies and organize this into a corporate program. Much training can be provided by VisionBound International, and internal trainers and other outside

vendors provide additional content.

4. It is critical to make sure all job descriptions, hiring processes, succession planning, and the performance management system are tied to these competencies and skills. Employees and leaders are expected to manage their own careers to a great extent by ensuring they stay skilled in the competencies. HR then provides the training, coaching and mentoring resources needed.
5. We administer a global on-line training needs assessment throughout the company. A sample is shown at [www.takeasurvey.net/survey/visionbound/trainassessedata.htm](http://www.takeasurvey.net/survey/visionbound/trainassessedata.htm). This is sent out to all employees and the data is used to clarify which training topics and skill development should receive top priority. Data can be filtered by level of management/employee as well as by geographical or departmental levels. We can also administer the Corporate Climate Survey which measures a wide variety of areas of organizational health, from leadership and morale to information flow and team effectiveness. See [www.takeasurvey.net/survey/visionbound/companysurvey.htm](http://www.takeasurvey.net/survey/visionbound/companysurvey.htm).
6. Based on the results of feedback, create a customized leadership development program that focuses on those areas of greatest need. Each individual leader should create a personal learning contract as a part of their annual performance program and should be held accountable for achieving their learning goals each year (and provided the time and resources needed to do so.) Development programs include such components as:
  - Seminars and workshops
  - Personal coaching and peer-coaching
  - Self-directed learning
  - Individual learning contracts
  - On the job training
  - Cross-functional training
  - On-line learning
  - Enrolling in college courses
  - Participating in accreditation programs
  - Professional reading lists and brown-bag discussion sessions
  - Mini-classes and lessons/reviews during staff meetings
  - Attending conferences and conventions and workshops in ones professional field
  - Joining professional organizations where learning is a part of the program
7. At some point we introduce the 360-degree personal Extraordinary Leader and Extraordinary Performer feedback tools. Leaders take the Extraordinary Leader profile and other employees the Extraordinary Performer. The resulting profiles are “eyes only” for the individual receiving them. In one-day seminars, they are taught how to interpret the data and create their Individual Development Plans. Each person receives a 130 page guide that contains details and instructions on how to use their data to create these plans. The plans are presented to their first-line supervisors and given to HR so that needed resources and support can be provided. Individual coaching is also made available. Aggregate “roll-up” reports can be created for departments, which greatly facilitate creating focused training programs.

8. Keep in mind that the EL and EP program are both very strength-based on the proven data that shows the best way to develop and leverage people is to build and use them in their strengths rather than their weaknesses. Of course, severe weaknesses can be “derailers” and must be addressed first in their plans.
9. VBI and ZengerFolkman Company have created two very powerful web-based tools which allow individuals to create and maintain their development plans, read articles and order books pertaining to their plans and even participate in blogs where they can post questions and review ideas and best-practices:
  - VBI’s Online Peer Coach™ allows each participant a password-protected domain in which they can create their Individual Development Plans using drop-down competency lists and other tools. We have also set up web-based “blogs” for each of the competencies so individuals can share ideas and questions, read a library of articles, and access a bookstore where they can purchase related materials.
  - When organizations subscribe to ZengerFolkman’s ActionPlan Mapper™, all development and performance goals can be set by individuals, and managers or team leaders can then review these plans from any location world-wide. This sophisticated system allows for managers of geographically dispersed teams to instantly review all performance and development goals and progress of individuals and teams. See [www.zfco.com](http://www.zfco.com) for more information on ActionPlan Mapper.

**The Result:** The end result of this program and process is to create a finely-tuned, competency based and motivational development system. Jack Welch said, “If you want to change an organization, change its’ training.” This program will do just that and will build ever increasing levels of competency in all employees, helping you make the good-to-great leap that is so essential for the future.

### **Recommended Next Steps:**

1. A good place to start is to conduct the web-based training and development needs survey among all employees, and also the corporate climate survey. These surveys will show us the current training needs and the strengths and challenges/issues facing your organization. It is also a good idea to hold some employee focus groups to further gather in their ideas.
2. We also look at any existing competency lists you are currently using and either migrate these to the Extraordinary Leader/Performer models or create a map that correlates them.
3. We then create the Leadership Institute customized to the needs of the organization and begin training the most important modules. We would create a certification and recognition program for participants and link learning and development to advancements and performance expectations. Each employee would create his or her own learning contract and meet with their supervisors.
4. We continue doing assessments throughout the length of the program so we can make adjustments to the program and assess its progress and outcomes.

Contact Information: For more information about this program, contact Kevin R. Miller, President of VisionBound International, Inc. at 801-916-7433 [www.visionbound.com](http://www.visionbound.com)

## Tab A: Competency Lists

Competency lists are one of the most important elements of any truly effective employee and leadership development system. Having effective, well-researched job and employee competencies provides the following:

- A basis for creating clear, standard job descriptions. Good job descriptions should always be competency based.
- A clear way to conduct and focus job interviews. Better hires are made when hiring interviews are based on competencies and clear job descriptions.
- A way to effectively evaluate job performance and create and conduct performance appraisal and reward/recognition programs
- A foundation for succession planning and promotion: employees desiring advancement know what competencies they need to develop and training can then be focused on building these competencies ahead of time.

The following represents a recommended list of 16 core competencies for both leaders and performers. These will be the core competencies we measure and develop for all employees. Additional supporting competencies may be developed for different leadership positions.

The 16 competencies in both categories are derived from the research of Jack Zenger and Joe Folkman in their ground-breaking book The Extraordinary Leader: Turning Good Managers into Great Leaders. Their research was based on thousands of actual competency based 360-degree feedback reports on leaders and performers in dozens of companies and organizations. Two powerful development programs, The Extraordinary Leader and The Extraordinary Performer, provide a way to measure individuals in these competencies and find ways to leverage their strengths and overcome their flaws.

<b>Core Leadership Competencies</b> From The Extraordinary Leader™ For those in leadership/management positions	<b>Core Performer Competencies</b> From The Extraordinary Performer™ For all other employees
<b>1. Displays High Integrity and Honesty</b>	<b>1. Displays High Integrity and Honesty</b>
<b>2. Demonstrates Technical and Professional Expertise</b>	<b>2. Demonstrates Technical and Professional Expertise</b>
<b>3. Solves Problems and Analyses Issues</b>	<b>3. Solves Problems and Analyses Issues</b>
<b>4. Innovates</b>	<b>4. Innovates</b>
<b>5. Practices Self Development</b>	<b>5. Practices Self Development</b>
<b>6. Drives for Results</b>	<b>6. Drives for Results</b>
<b>7. Establishes Stretch Goals</b>	<b>7. Establishes Stretch Goals</b>
<b>8. Takes Initiative</b>	<b>8. Takes Initiative</b>
<b>9. Communicates Powerfully and Prolifically</b>	<b>9. Communicates Powerfully and Prolifically</b>
<b>10. Inspires and Motivates Others to High Performance</b>	<b>10. Sets an Example of High Performance</b>
<b>11. Builds Relationships</b>	<b>11. Builds Relationships</b>
<b>12. Develops Others</b>	<b>12. Develops Others</b>
<b>13. Collaboration and Teamwork</b>	<b>13. Collaboration and Teamwork</b>
<b>14. Develops Strategic Perspective</b>	<b>14. Broad Perspective</b>
<b>15. Champions Change</b>	<b>15. Supports Change</b>
<b>16. Connects the Group to the Outside World-Networking</b>	<b>16. Connects the Group to the Outside World-Networking</b>

## TAB B: Core Leadership Supporting Skills

With leadership competencies well established, the next step is to identify critical leadership skills that build these competencies. A competency is normally a broader skill-set that embodies a number of critical skills.

The following is a list of leadership/management skills that are important to support the core competencies listed previously. Each of these skills is developed in a customized Leadership Academy training program. The goal is to have each leader demonstrate high-proficiency in these skills. Most of the modules are two hours in length and can therefore be fit together into any combination. Some are longer courses, as indicated in the last column.

The competency numbers refer to the numbers in the left hand column of the previous list at TAB A.

<b>Core Leadership Skills</b>	<b>Competency Number</b>	<b>Academy Module or Course</b>	<b>Module/course Length</b>
<b>1. Leading Meetings</b>	<b>2,9,6,13</b>	<b>LT-2</b>	<b>2 hours</b>
<b>2. Delegating</b>	<b>6,11,12</b>	<b>LO-3</b>	<b>2 hours</b>
<b>3. Coaching Others</b>	<b>12,13</b>	<b>LO-8</b>	<b>2 hours</b>
<b>4. Resolving Interpersonal Conflict</b>	<b>11,13</b>	<b>LO-6</b>	<b>2 hours</b>
<b>5. Setting SMART Goals (Team)</b>	<b>6,7,4</b>	<b>LT-3</b>	<b>2 hours</b>
<b>6. Effective Listening</b>	<b>11,3</b>	<b>LO-10</b>	<b>2 hours</b>
<b>7. Managing Stress</b>	<b>2,5</b>	<b>LS-1</b>	<b>2 hours</b>
<b>8. Managing Personal Time</b>	<b>5,7,1</b>	<b>LS-2</b>	<b>2 hours</b>
<b>9. Establishing Personal Values</b>	<b>1,5</b>	<b>LS-4</b>	<b>2 hours</b>
<b>10. Managing Projects</b>	<b>6,7,13,11</b>	<b>LT-6</b>	<b>2 hours</b>
<b>11. Setting Personal Goals</b>	<b>5,6</b>	<b>LS-3</b>	<b>2 hours</b>
<b>12. Handling Crucial Conversations</b>	<b>6,11,13,3,9</b>	<b>LO-11</b>	<b>Two day mastery course</b>
<b>13. Handling Crucial Confrontations</b>	<b>6,11,13,3</b>	<b>LO-12</b>	<b>Two day mastery course</b>
<b>14. Delivering Customer Service</b>	<b>16,6,11</b>	<b>SA-1</b>	<b>3 hours</b>
<b>15. Working with Difficult Customers</b>	<b>6,16,11</b>	<b>SA-2</b>	<b>2 hours</b>
<b>16. Dealing with Difficult People</b>	<b>11,13</b>	<b>LO-5</b>	<b>2 hours</b>
<b>17. Strategic Planning and Goal Setting</b>	<b>14,3,7,11</b>	<b>LORG-1</b>	<b>2-4 hours or a full day course</b>
<b>18. Leading Change</b>	<b>15,6,9,4</b>	<b>LORG-2</b>	<b>2 hours</b>
<b>19. Establishing and Modeling Personal Ethics</b>	<b>1,5,16</b>	<b>LS-4</b>	<b>2 hours</b>
<b>20. Becoming Emotionally Intelligent</b>	<b>11,10</b>	<b>LS-5</b>	<b>2-4 hours</b>
<b>21. Career Planning</b>	<b>5,1</b>	<b>LS-7</b>	<b>2 hours</b>
<b>22. Courageous Follower-ship</b>	<b>11,13,4</b>	<b>LS-13</b>	<b>2 hours</b>
<b>23. Oral Communication Skill</b>	<b>9,11,16</b>	<b>LS-9</b>	<b>3 hours</b>
<b>24. Effective Training</b>	<b>12,6,10</b>	<b>LT-12</b>	<b>4 hours</b>
<b>25. Business/professional Writing</b>	<b>9,10</b>	<b>LS-10</b>	<b>4 hours</b>
<b>26. Understanding Leadership</b>	<b>All</b>	<b>LO-1</b>	<b>2 hours</b>
<b>27. Behavior Based Interviewing/Hiring</b>	<b>2,13</b>	<b>LO-2</b>	<b>2 hours</b>
<b>28. Motivating Others</b>	<b>12,11,6</b>	<b>L0-4</b>	<b>2 hours</b>
<b>29. Managing Individual Performance</b>	<b>12,11,6</b>	<b>LO-7</b>	<b>2 hours</b>
<b>30. Conducting Performance Reviews</b>	<b>12,11,6</b>	<b>LO-7</b>	<b>2 hours</b>

<b>Core Leadership Skills</b>	<b>Competency Number</b>	<b>Academy Module or Course</b>	<b>Module/course Length</b>
<b>31. Mentoring</b>	<b>12,11,6</b>	<b>LO-9</b>	<b>2 hours</b>
<b>32. Negotiating</b>	<b>16,9,6</b>	<b>LT-5</b>	<b>2-4 hours</b>
<b>33. Creative Problem Solving</b>	<b>3,4</b>	<b>LT-7</b>	<b>2 hours</b>
<b>34. Networking</b>	<b>16,9,6</b>	<b>LS-6</b>	<b>2 hours</b>
<b>35. Decisiveness</b>	<b>2,3,10</b>	<b>LT-13</b>	<b>2 hours</b>
<b>36. Cross-Gender Communication</b>	<b>11,9,13</b>	<b>LT-9</b>	<b>2 hours</b>
<b>37. Diversity Training</b>	<b>11,13</b>	<b>LT-10</b>	<b>2 hours or full day course</b>
<b>38. Leading Organizational Change</b>	<b>15.6.11</b>	<b>LORG-2</b>	<b>2 hours</b>
<b>39. Creating Vision/Mission Statements</b>	<b>14,16,10</b>	<b>LORG-4</b>	<b>2-8 hours</b>
<b>40. Quality Control/Six Sigma</b>	<b>3,6,2</b>	<b>LORG-6</b>	<b>Multiple day program</b>
<b>41. Organizational Redesigning</b>	<b>14,2,15</b>	<b>LORG-8</b>	<b>Variable</b>
<b>42. Legal Training (ADA, etc.)</b>	<b>2,13</b>	<b>LORG-10</b>	<b>4 hours</b>
<b>43. Personal Health and Fitness</b>	<b>5,1</b>	<b>LS-12</b>	<b>4 hours</b>
<b>44. Living a Balanced Life</b>	<b>5,1</b>	<b>LS-15</b>	<b>2 hours</b>

Pages 11-13 of this packet show how the Academy Modules are organized into four levels of leadership and provide additional information on the major courses such as Crucial Conversations.

## TAB C

### Core Performer Supporting Skills

The following is a list of employee skills that are important to support the core competencies for non-management employees listed previously in TAB A. Each of these skills will be covered as part of the Leadership Academy training program. The goal is to have each employee/performer demonstrate high-proficiency in these skills. These skills should be a key part of development discussions between managers and direct-reports. They also form the basis of their Individual Development Plans, performance appraisalment, promotions and rewards/recognition.

We will create a self-assessment tool to help individuals determine areas of most strength and weakness.

<b>Core Extraordinary Performer Skills</b>	<b>EP Competency Numbers</b>	<b>Academy Module Number</b>	<b>Length of Module</b>
1. <b>Oriented to Company</b>		<b>NEO</b>	<b>TBD</b>
2. <b>Resolving Interpersonal Conflict</b>	<b>11,3,6</b>	<b>LO-7</b>	<b>2 hours</b>
3. <b>Setting SMART Goals</b>	<b>7</b>	<b>LS-3</b>	<b>2 hours</b>
4. <b>Working in a Team</b>	<b>13</b>	<b>LS-17</b>	<b>2 hours</b>
5. <b>Delivering Customer Service</b>	<b>16,6</b>	<b>SA-1</b>	<b>2 hours</b>
6. <b>Working with Difficult Customers</b>	<b>16,6</b>	<b>SA-2</b>	<b>2 hours</b>
7. <b>Courageous Follower-ship</b>	<b>15,13</b>	<b>LS-15</b>	<b>2 hours</b>
8. <b>Effective Listening</b>	<b>11,3,6</b>	<b>LS-16</b>	<b>2 hours</b>
9. <b>Managing Stress</b>	<b>5,1</b>	<b>LS-1</b>	<b>2 hours</b>
10. <b>Managing Personal Time</b>	<b>5,1</b>	<b>LS-2</b>	<b>2 hours</b>
11. <b>Showing Appropriate Initiative</b>	<b>8</b>	<b>LS-18</b>	<b>2 hours</b>
12. <b>Establishing Personal Values/Ethics</b>	<b>1</b>	<b>LS-4</b>	<b>2 hours</b>
13. <b>Setting Personal Goals</b>	<b>7,6</b>	<b>LS-3</b>	<b>2 hours</b>
14. <b>Handling Crucial Conversations</b>	<b>11,6,3</b>	<b>LO-11</b>	<b>3 Hours</b>
15. <b>Being a “Star” at Work</b>	<b>5,6</b>	<b>LS-14</b>	<b>2 hours</b>
16. <b>Dealing with Difficult People</b>	<b>11,13</b>	<b>LO-8</b>	<b>2 hours</b>
17. <b>Supporting Change</b>	<b>15,6</b>	<b>LS-19</b>	<b>2 hours</b>
18. <b>Becoming Emotionally Intelligent</b>	<b>11,6</b>	<b>LS-5</b>	<b>2 hours</b>
19. <b>Career Planning</b>	<b>5,6</b>	<b>LS-7</b>	<b>2 hours</b>
20. <b>Oral Communication Skill</b>	<b>9,11</b>	<b>LS-9</b>	<b>2 hours</b>
21. <b>Business/professional Writing</b>	<b>9</b>	<b>LS-10</b>	<b>Variable</b>
22. <b>Managing Personal Performance</b>	<b>8,6</b>	<b>LS-20</b>	<b>2 hours</b>
23. <b>The Extraordinary Performer</b>	<b>5,6</b>	<b>LS-22</b>	<b>1 Day</b>
24. <b>Creative Problem Solving</b>	<b>3,6,7</b>	<b>LT-7</b>	<b>2 hours</b>
25. <b>Networking</b>	<b>16</b>	<b>LS-6</b>	<b>2 hours</b>
26. <b>Cross-Gender Communication</b>	<b>11,6,9</b>	<b>LT-9</b>	<b>2 hours</b>
27. <b>Diversity Training</b>	<b>11,6,9</b>	<b>LT-10</b>	<b>One day</b>
28. <b>Business Etiquette</b>	<b>5,6,11</b>	<b>LS-13</b>	<b>2 hours</b>
29. <b>Personal Health and Fitness</b>	<b>5</b>	<b>LS-11</b>	<b>2 hours</b>
30. <b>Living a Balanced Life</b>	<b>5,1</b>	<b>LS-21</b>	<b>2 hours</b>

# **TAB D: The Leadership In Action Academy**

## **Building Extraordinary Leaders and Performers**



<b>Purpose</b>	<p>To build exceptional leadership and employee teams by providing powerful training in an organized, assessment-based program over a period of 1-3 years.</p> <p>Developing leadership and performance in any organization is essential: it affects team morale, productivity, creativity, turnover, initiative and quality and thus directly affects the customer experience.</p>
<b>Audience</b>	<p>Leaders at all levels from executive on down, including those you are preparing to be future leaders in your succession planning program. Ideal for team leaders, supervisors, middle managers and department heads. Special versions can be customized for executive teams. Additional modules are also designed for employees at all levels. Recommend group sizes of 15-30. Suitable for corporate/business, non-profit, civic and government leadership and employee teams.</p>
<b>Program Design</b>	<p>Fully customizable. Recommend four or five days of training per year with monthly brown-bag discussions between sessions. Program can be accelerated. Exact order and mix of modules and courses will be based on a web-based staff training needs assessment. Elements and modules may also be presented to line staff in in-service programs. A full list of modules and courses is found on pages 11-17.</p> <p>See page three for a sample three year design currently being used by one client.</p>
<b>Process</b>	<p>Courses and modules are held in one day or half-day sessions on location. Days can also be combined back-to-back into 2-3 day programs or used as content for retreats and conferences. The program is very high-energy with much group discussion and participant involvement. It is also customized to the needs of the individual team and draws upon data from the surveys. It is an ongoing program that involves class participation, individual study, application of learning and “return and report” activities. Between formal sessions, monthly group discussions are held to review the readings and report progress and share experiences, insights and “best practices.”</p>
<b>Assessments</b>	<p>Free web-based surveys, such as the one shown at <a href="http://www.takeasurvey.net/survey/visionbound/companysurvey.htm">www.takeasurvey.net/survey/visionbound/companysurvey.htm</a> can be customized and administered throughout the company to obtain opinions and feedback to use in customizing the program and identifying issues for discussion. Also, a training needs assessment will be sent out to all the participants in which they are asked to rank order the importance of all the modules and courses. A sample is shown at <a href="http://www.takeasurvey.net/survey/visionbound/trainassessedata.htm">www.takeasurvey.net/survey/visionbound/trainassessedata.htm</a> This allows for</p>

complete customization of the program. Post assessment tools are used to show and document progress and chart future programs. Individual 360-degree feedback surveys can be done as an option for individual leaders through the Extraordinary Leader program.

## **Content**

Content is modularized, allowing customization of program design. There are several main programs plus over twenty five two hour modules covering all the key skills of great leaders. Details on each module and course are found on the website at [www.visionbound.com](http://www.visionbound.com) A sample three day design is shown on page 10.

### **Modules Include:**

Skills such as understanding leadership, delegating, motivating others, coaching, giving performance feedback, holding effective meetings, managing stress, action planning and goal setting, creating vision/mission statements, team-building, dealing with difficult personalities, resolving conflict, effective listening, communication, creative problem solving, strategic planning and thinking and numerous other topics. Most are two hour modules and can be expanded for more depth. Modules are normally two hours each in length. See pages 11-13.

### **Courses include:**

- Crucial Conversations and Crucial Confrontations Mastery Courses  
These award-winning programs revolutionize your team's ability to resolve conflict, confront poor behavior, solve problems and work through challenging, emotion-laden issues.
- The Extraordinary Leader: includes each participant receiving a detailed, personalized 360-degree feedback survey from his/her staff and faculty, providing feedback on his or her strengths and flaws in the Sixteen Differentiating Competencies of extraordinary leaders. Each person creates his or her own personal action plan and can have follow-on reports each year. See [www.zfco.com](http://www.zfco.com) for more information.
- 7 Habits of Highly Effective People: one of the best known and most effective programs in the world based on the award winning book by Dr. Stephen R. Covey.
- Note: Courses are normally 1-3 days in length but can be divided up into half day programs.

## **Materials**

Modules are inserted in a customized binder, behind tabs. Main courses, such as Crucial Conversations, each come with participant materials. The outstanding book, The Leadership Challenge by Kouzes and Posner, is used for the first year's reading. Additional books are selected depending on participant interest.

## **Pricing**

Pricing varies depending on program design and location and travel expenses and group size. Typical programs cost about \$3,500 per day inclusive of all expenses, plus materials costs which vary by program. Modules are normally five dollars each per person per module for materials. Courses such as

Crucial Conversations and 7 Habits have materials costs of 200-300 dollars per participant.

**Contact  
Information**

Contact Kevin R. Miller for additional information, exact price quotes and to begin the survey process. 801-916-7433, [getkevin@jrsmail.com](mailto:getkevin@jrsmail.com) and [www.visionbound.com](http://www.visionbound.com)



## **Kevin R. Miller**

**Kevin is President of VisionBound International, Inc. and the Extraordinary Development Alliance. His bright, energetic teaching style has made him a favorite with audiences everywhere. With over 20 years as an educator, trainer, author, consultant and leader in corporate, non-profit, educational, community, military and community settings, Kevin brings a vast array of experience and insight to his keynote speeches, seminars and presentations. He graduated from BYU with a degree in business management in 1979 and holds graduate degrees in Adult and Continuing Education from Kansas State University and a Masters in Secondary Education from Utah State University. Kevin served on active duty as a regular Army officer in duties all over the world and developed and taught leadership doctrine for the Army, retiring in 1996. He served as the Professional Development Manager at Brigham Young University and now heads his own successful speaking, training and consulting business working with local, national and international companies such as Boeing, ConocoPhillips, Toyota and many school administrative and government groups throughout the U.S. and internationally.**

## Sample Two or Three Year LIA Program

This sample shows one program adopted by a client for leaders. It involves four or five days of training per year for about three years. The modules were chosen after completing the staff needs assessment. The program involves completing the Crucial Conversations course and the Extraordinary Leader program with its individualized 360-degree feedback reports, and about six days of modularized leadership development. The cost for the entire 3 year program for twenty persons for this client was about \$750/per person per year.

Day	Program Content
One	• Understanding Leadership
	• Creating compelling vision
	• Modeling the Way
	• Enrolling Others in the Vision
Two	<ul style="list-style-type: none"> <li>• Managing Individual Performance</li> <li>• Delegating</li> <li>• Motivating and Empowering Others</li> <li>• Managing Stress in Self and Others</li> </ul>
Three	• The Extraordinary Leader with individual 360-degree feedback profiles
Five	• Coaching
	• Leading Change
	• Resolving Conflict
Six and Seven	• Crucial Conversations Mastery Course
Eight	• Effective Communication (four hours)
	• Strategic Thinking and Turning Strategy into Actions and SMART Goals (four hours)
Nine	• Creative Problem Solving
	• Effective Decision Making
	• Improving Meetings
	• SMART Goal Setting and Action Planning
Ten	• Managing Projects
	• Interviewing and Hiring
	• Confronting Problem Behavior
	•

# Leadership in Action Academy Modules and Courses

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The Academy is designed to bring both individuals and leadership teams to new levels of effectiveness. To be effective long-term leaders and individual performers, we must be able to first and always **lead ourselves**, then **lead others**, next **lead teams** and finally **lead organizations**.

These modules are normally 2 hours in length, except when noted otherwise. Based on our team and individual assessments, we prioritize needs and build modules into a customized Academy for your team.

## **Leading Self**

**The skills needed by all people to be successful.** These refer to the personal skills needed to lead effective, meaningful lives and be role models to others. These skills are very appropriate for staff and faculty as well.

- Managing Stress (LS-1)
  - Managing Time (LS-2)
  - Personal Goal Setting (LS-3)
  - Personal Ethics (LS-4)
  - Emotional Intelligence (LS-5)
  - Networking (LS-6)
  - Career Planning (LS-7)
  - Living a Balanced Life (LS-8)
  - Oral Communication (LS-9)
  - Business Writing (LS-10) normally half to full day
  - Wellness and Fitness (LS-11)
  - Personality and Learning-style Typing (LS-12)
  - Business Etiquette (LS-13)
  - How to Be a Star at Work (LS-14)
  - Courageous Followership (LS-15)
  - Effective Listening (LS-16)
  - Working in a Team (LS-17)
  - Personal Initiative (LS-18)
  - Supporting Change (LS-19)
  - Managing Personal Performance (LS-20)
  - Leading a Balanced Life (LS-21)
  - The Extraordinary Performer (LS-22) 360-degree feedback reports in a one day seminar
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## **Leading Others**

**The skills needed for one-on-one influence and leadership.** These are the skills needed to influence others and many are pertinent to all employees, not just those in management positions. They are also crucial skills to prepare “next-generation” leaders for promotion.

- Understanding Leadership (LO-1)
  - Modeling the Way (LO-2)
  - Interviewing and Hiring (LO-3)
  - Delegating (LO-4)
  - Motivating and Empowering Others (LO-5)
  - Dealing with Difficult People (LO-6)
  - Resolving Interpersonal Conflict (LO-7)
  - Managing Individual Performance (LO-8)
  - Coaching and Counseling (LO-9)
  - Mentoring (LO-10)
  - Crucial Conversations™ Mastery Course (Two Day) (LO-11)
  - Crucial Confrontations™ Mastery Course (Two Day) (LO-12)
  - The Extraordinary Leader™ w/ feedback reports (One Day) (LO-13)
  - The 7 Habits of Highly Effective People™ (three day program) (LO-14)
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## **Leading Teams**

**The skills needed to lead and work with teams of 3 or more.**

Ideal for all administrators and also faculty who work in collaborative teams.

- Building Teams (LT-1)
  - Leading Meetings (LT-2)
  - Goal Setting and Action Planning (Team) (LT-3)
  - Resolving Team Conflict (LT-4)
  - Negotiating (LT-5)
  - Project Management (LT-6)
  - Creative Problem Solving (Team) (LT-7)
  - Leading Change in your Team (LT-8)
  - Cross-gender Communication (LT-9)
  - Diversity (LT-10) One Day FranklinCovey Course
  - The Attitude Virus: Overcoming Workplace Negativity (LT-11)
  - Delivering Effective Training (half day) (LT-12)
  - 8 PowerSkills of Effective Presenters (LT-13)
  - 7 Habits for Managers (LT-14)
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## **Leading Organizations**

**The skills needed for higher level organizational leadership.**

Most are around a half day in length or are noted otherwise

- Strategic Thinking (LORG-1)
- Leading Organizational Change (LORG-2)
- Strategic Planning: Turning Plans into Action (LORG-3)
- Creating Vision/Mission Statements (LORG-4)

- Creating Learning Organizations (LORG-5)
  - Legal Issues/Avoiding legal pitfalls (LORG-6)
  - Six-Sigma/Lean (LORG-7) Multi-day programs
  - Networking (Organizational) (LORG-8)
  - Organizational Re-design (LORG-9)
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**Serving All** The end purpose of all organizations is to provide service in some form, and a main purpose of leadership is to make that happen better. These customer service modules build these skills

- Delivering World-class Customer Service (SA-1)
- Serving Difficult Customers/Patients/Co-workers (SA-2)
- Building and Leading a Service Team (SA-3)
- Serving by Phone (SA-4)
- Creating and Maintaining a Service Culture (SA-5)
- Serving the Internal Customer (SA-6)

## **Additional Information on the Advanced Programs**

### **The Crucial Conversations Mastery Course**

The Crucial Conversations Mastery Course is built around the New York Times Bestselling book by Joseph Grenny and three other authors. A crucial conversation is one where opinions differ, stakes are high and emotions run hot. Individuals and teams who are skilled in holding these conversations can safely talk about just about anything with just about anyone. In this two day course, which won HR Executive Magazine's training program of the year, participants learn and practice the six principles and fifteen skills needed to step up to the plate and hold tough conversations. Since crucial conversations abound daily in all organizations, this course is proving to be one the most powerful learning programs possible. Contact Kevin for more details and a detailed outline of the course objectives or visit [www.crucialconversations.com](http://www.crucialconversations.com).

### **The Crucial Confrontations Mastery Course**

A Crucial Confrontation differs from a crucial conversation because it involves situations where someone else has violated your expectations, not met a key promise or exhibited bad behavior. In their latest book, Crucial Confrontations, the same authors reveal a powerful model for safely confronting anyone about these kinds of issues and creating an action plan for overcoming their deficiencies. This two day course teaches participants how to describe the gap between what was expected and what was delivered, then unbundle the causes of the gap to find out what went wrong and where. Finally, it teaches how to commit the wrong-doer to specific actions and hold joint accountability sessions to overcome the deficiency. Tom Peters, the renowned leadership expert, has labeled this book as the most significant management book written in the last ten years. Contact Kevin for more details and visit [www.crucialconfrontations.com](http://www.crucialconfrontations.com).

### **The Extraordinary Leader Program**

This powerful program allows participants to get a very accurate assessment from their manager, peers, direct report staff and direct report faculty, in a 360-degree web-based survey. It provides feedback on the 16 Differentiating Competencies of Extraordinary Leaders, identified in research by Jack Zenger and Joseph Folkman in their book, The Extraordinary Leader: Turning Good Managers into Great Leaders. We have created a special educator version of the survey so educators can see what strengths they have to build on and what potential "fatal flaws" or "neutralizers" they have in their leadership skill-set. In the one-day seminar, participants receive their survey results and learn a powerful new way to interpret their data and create personal "good to great" Extraordinary Leader Development Plans that they can use to map out how they will develop as leaders. This provides a powerful coaching tool as well and can form a solid foundation for personalized professional development of the entire district administrative team. A group of individual reports is combined in an aggregate report for the entire district, so we can see the collective strengths and flaws of the group, which aids in creating development and training plans for the district. We have had over 150 educators go through the program so far in Utah and South Dakota and are developing a great database of comparative data. Contact Kevin to see samples of the surveys.

### **7 Habits of Highly Effective People Signature Course**

There is no program in the world as famous as the three day 7 Habits course, based on the bestselling book by Dr. Stephen R. Covey. Two years ago, a completely updated version of the course, called the Signatures course, was released and it is the most powerful program of all.

## Client References, Comments and Testimonials

### Kevin R. Miller

Here are some references you can contact about me if and when you need them. Many of their comments are already included below:

1. Tony Ellis, CAE Director of Education National Association of College Stores (440) 775-7777 ext. 2354 ( I have presented at their national conference three years running.)
2. Bryan Inkley, HR Director, ProPay International 801-232-2400. Customer Service, Sales, Crucial Conversations and leadership training.
3. Joel Johnson, Vice President, Altiris, 801.805.2706 Leadership training to his international team
4. Mr. Bob Stevens, director of corporate training/Custom Fit Applied Technology College, Salt Lake Community College 801-957-5230. Numerous customer service programs for dozens of his clients.
5. Ted Dodge, President, Boardwalk Group 801-319-9810: extensive leadership and customer service and strategic planning
6. Ray Fuchs, President, Serv Corp International 229-1000 (ask for Ray). I have done extensive leadership and customer service for them
7. Rich Jarvis, President, Extraordinary Development Group 208-283-7424
8. Mr. Paul Verhagen, magistrate, State of Alaska: 907-832-5430. Crucial Conversations and leadership programs.

### Client Comments

"Kevin is one of the most powerful and influential presenters and facilitators I have ever met. He helped my company develop a powerful vision, mission statement and strategy, and his customer service seminar fired up my team as never before. He has an incredible way of connecting with others and inspiring them with power-packed tools and ideas. I can't possibly recommend him more highly." --**Ted Dodge, CEO Boardwalk Group, Provo Utah**

We have been working with Kevin on ways to improve our customer service; his energy, enthusiasm and especially understanding of our industry--were all well received by our employees; he involved them in the learning process and had them commit to their individual goals. He was able to help us see our financial institution through the eyes of a customer which was invaluable- the excellent training and loads of new ideas was a bonus- very cost effective for us. --**Phil Trost- Senior Vice President Central Bank**

It is with great pleasure and enormous confidence that I submit to you my personal recommendation of Kevin Miller of VisionBound International. Kevin has taught various training and development seminars to many of our clients. As an institution of Higher Education, our customers expect that their educational experiences with us will be of the highest caliber and value. The seminars we have sponsored where Kevin has been the facilitator have been some of the most well received, most popular, and most highly praised of this type. In particular, Kevin's customer service seminars are invariably among the most highly rated of all the workshops and seminars we sponsor. He has a unique ability to motivate every attendee to participate fully and to simultaneously feel that they are being entertained and that they are learning and gaining some very powerful and useful tools. I recommend Kevin Miller most highly and am enormously confident that his training will be as valuable to your organization as it has been to so many of our clients. --**Bob Stevens, Director, Corporate Training Salt Lake Community College (801) 957.5200**

Kevin Miller has presented to our organization and community brief overviews of Crucial Conversations, hour long telephonic multimedia overviews of Crucial Conversations, and the three day long Crucial Conversations Mastery Course. His ability to present, no matter which way he was asked to present, and with

or without advance notice, says a lot about his ability and versatility. Kevin is skilled and likable. He knows how to reach an audience and how to keep their attention. He is quick to recognize when someone in the audience is not engaged and soon has them involved. His humor makes his classes fun and keeps people interested. He has in memory a multitude of applicable sayings and adages that he adds to the class at just the right time and place - as if he were a chef adding just the right spice or flavoring to make the meal that much more pleasurable. Kevin believes that the material he shares will make a significant difference in the lives and affairs of the people he teaches and those who attend his classes become very aware of that. I strongly recommend Kevin as someone you can count on to represent you well. --**Paul Verhagen, Magistrate, Nenana Alaska and Chair, Nenana Wellness Coalition**

We invited Kevin Miller to provide storewide training on Customer Service and leadership skills. We discovered, to our delight, he uses foundational principles as his training style. His high energy, conviction about his subject matter and fun interactive teaching skills made a strong impact on our employees. They learned while having fun! Kevin makes the seminar experience easy. He is a skilled presenter, previewing his training materials and establishing clear objectives. He then relates the training to known or familiar circumstances through examples and case studies so students easily identify the principles in action. He builds upon this understanding by relating these principles to their own work situations through interaction and games. His handouts, shortcuts and survey tools are outstanding reminders of essential principles. Everyone loves his keen sense of humor and fun examples. We plan on bringing him back to develop a long-term training/coaching program we believe will be world-class. If you would like my further impressions on Kevin as a presenter or of his customer service program, please call me at 435-797-1666. --**David Hansen, Director Utah State University Bookstore**

We invited Kevin to present a full eight hours of training to over 60 members in our Mountain States College Store Association last year. His powerful, dynamic sessions provided dozens of great tools to our members on how to lead their bookstore teams and deliver incredible customer service. His presentations were so great that our members insisted we invite him back this year for another day of presentations on leadership, communication, resolving conflict, and working with difficult customers. The response from our members was incredible. He leaves his audiences inspired, but more importantly, leaves very useful handouts packed with tools you can take back and implement immediately in your teams. Kevin has worked with college students for many years and understands their needs and how to lead them. His "Customers Only Want Two Things" program is right on the mark in working in this market and my own bookstore employees completely benefited from it. I highly recommend you bring Kevin in as a trainer and presenter in your bookstores, or as a main presenter or keynote speaker for any association conference. --**Roger Reynolds, 2000-2001 president, MSCSA**

Kevin Miller is one of the most talented inspirational trainers I have ever met with the natural ability to generate excitement and the courage required to change. I have attended several workshops and seminars in admiration of how he has unfolded to my understanding the concepts he was teaching while at the same time created an incredible desire to succeed at them. --**Richard D. Jarvis, President, Extraordinary Development, INC**

"All of QSI's managers, including me, participated in the Extraordinary Leader profile and seminar. I have met with each of them to discuss their leadership development, and have been very impressed with how well the EL program helps people see their strengths and weaknesses, and, just as important, helps them develop a plan for improvement. Kevin Miller's presentation is engaging and helped us bring to the book's theory into real practice. Several months after the seminar, all of QSI's managers are still regularly using EL and what they learned from Kevin. This seminar is time and money well spent." --**Jim Elwell, President and CEO, QSI Incorporated [www.qsicorp.com](http://www.qsicorp.com)**

Kevin's sessions on leadership and customer service last year for the Mountain States College Store Association were so incredible our members insisted he come back this year for another full day of training. He understands students, the market and our leadership challenges and packs his sessions with powerful and useful tools. You won't do better anywhere if you are looking for a dynamic presenter for your conferences!

**--Roger Reynolds, 2001-02 President MSCSA**

“Kevin was our keynote presenter at our corporation's annual convention at Clearwater, Florida. His presentation on ‘Lessons in Leadership’ was dynamic, powerful and drove home to our managers the key differences between leadership and management. He provided us with many keys to determine if we were truly visionary leaders, and really fired up our team to become better at what we do. I was totally pleased with the results.” —**David Hoggan, CEO, Petragon Corporation, Kansas City, MO**

“Kevin Miller speaks so powerfully, with such confidence, and is so interactive, you know this is how the guy got where he is. There is no doubt that he exceeded our expectations. We had numerous attendees ask for a reappearance after his superb keynote presentation on stress management. We feel fortunate to have had a chance to hear him.”

—**Marianne Fowers, program coordinator for 15th Annual Partners in Business Conference, sponsored by numerous corporations and Utah State University**

“I was delighted with Kevin's keynote presentation on leadership that he gave at our annual company seminar. His tremendous energy and skill as a presenter inspired our managers with the desire to become better leaders. I heard numerous positive comments from our participants, who are eager to hear from him again.”

—**Scott Peterson, President, Life and Safety Corporation**

The Emery County School District had the delightful privilege of having Kevin Miller present at our Back to School Institute. His presentation of finding joy in life and reducing stress was well received by our teachers.

Kevin also presented a session to our principals on Leadership and how we separate leadership from management. He presented with enthusiasm and earned the respect of our administrators with his knowledge and experience. Kevin presents with energy and excitement. He knows his stuff. We will continue to call upon Kevin in our efforts to change the way we look at leadership in light of the federal mandates of No Child Left Behind. I would highly recommend Kevin Miller to other school districts interested in motivating employees and developing strong leaders. -- **Kirk L. Sitterud Emery County School District Superintendent**

Payson City recently completed a training course from Kevin Miller that had the effect of rekindling the positive moral of the employees and created a dedication to customer service that will remain with us for a long time. Kevin was able to relate with the diverse needs of a full service organization and provide meaningful insights of how each of us can be more customer friendly. Kevin brings with him some great written and reference information that can be used time and again as a refresher course or as new employees are hired. We hope to continue with more extensive training in the future. If you have any questions about the training or Kevin as a trainer, please feel free to contact me by calling (801) 465-5209 between 8:00 a.m. and 5:00 p.m. Monday through Friday. **Sincerely, Andy Hall, Payson City Manager**