



# Create Collective Behavior Change That Lasts

A Guide for L&D Leaders

FranklinCovey

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The standard for great leadership has changed. It's no longer enough for leaders to keep their people focused on important organizational objectives—they also need to develop the character, mindset, skillset, and behaviors to inspire their teams, navigate periods of rapid transformation, and deliver exceptional results again and again. To build effective programs for individuals, leaders, and teams, learning and development (L&D) leaders need to do more than provide training and content that addresses surface-level needs. They need to invest in solutions that drive behavior change both individually and collectively.

Lasting behavior change occurs from the inside out—changes that start with who people are and how they see things. Successful development programs guide people through an internal

transformation that empowers them to change the way they engage and lead others. This type of change is harder to achieve than teaching someone a new skill or piece of information—but it can have a much more substantial, lasting impact on your organization.

In this guide, we'll explore the three key L&D program components required to create behavior change, the relationship between active learning and behavior change, and how FranklinCovey's unique approach to individual effectiveness and leadership development drives lasting behavior change for organizations worldwide.

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# The 3 Keys to L&D Programs That Drive Behavior Change

To create change that is authentic and lasting, L&D leaders need a new paradigm. This requires a critical evaluation of where your people have been, where they're going, and what structures are necessary to align their behaviors with intentions.

If you want employees that can put this kind of self-learning to the test, you need L&D solutions that facilitate long-term growth—and point solutions aren't enough. It takes content, people, and technology for your leadership programs to succeed.

## 1. Content

As your organization fosters great leaders, you need the support of content that's deep, relevant, and tested. Powerful principle-based content can help your individuals, leaders, and teams learn more effective ways of working, leading, and collaborating that will take your organization to the next level.

## 2. People

Content alone isn't enough to drive lasting change. You need to actively engage your people with key concepts, build new skills, and put what they've learned into practice on an ongoing basis. This requires a team of experts to design and deliver the ideal solution for your organization, guaranteeing the kind of experience that will achieve your desired results.

## 3. Technology

Technology is an integral part of any L&D program. But organizations today need more than a delivery vehicle for online courses. Your organization needs supportive technology that not only provides access to content but also tracks progress and sustains engagement to ensure lasting behavior change.



## Powerful content

Lasting behavior change begins from the inside out—with who you are and how you see things. This translates into how you engage and lead others. Our content, based on timeless principles of human effectiveness, is designed to help people change both their mindset and their behavior.

Principle-based content helps people grow, no matter what the current organizational challenges or industry trends might be. Kory Kogon, vice president of content development at FranklinCovey, says this is how FranklinCovey's content addresses the root of underlying issues no matter what the current topic might be:

"We're very conscious as we develop content to not go with the shiny new thing that's out there, but to make sure it is supported by these natural principles . . . and make these principles come alive to exactly meet and solve the problem and the circumstance that's out there today!"



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FranklinCovey thought leaders have spent years establishing and refining principle-based solutions that support collective behavior change. With a commitment to content that is evidence-based and backed by learning science, your leaders and individual contributors will be able to make behavioral changes with high-quality content built on decades of research and development.

"Organizations are living, changing, growing organisms fed by constant change and improvement," explains Patrick Maguire, senior vice president of content at FranklinCovey. "FranklinCovey facilitates this need for change with time-tested content calibrated to help your organization understand performance curves." Additionally, course content is available in a variety of learning modalities—online and offline, synchronous and asynchronous—to help people shift their mindsets and behaviors as leaders, whether they're individual contributors or C-suite executives.

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## Expert consultants and facilitators

The right people make a difference. Whether it's a facilitator who's leading a course, a coach who's working with a leader one-on-one, or an accountability buddy checking in with someone to see how they've been applying what they've learned in the real world. This personalized approach is integral to achieving results for your unique organization.

FranklinCovey's experts work with you to understand your organization's most pressing problems and design an impact journey tailored to your goals. We also provide flexible facilitation services and training to support content delivery Live In-Person, Live-Online, or On Demand.

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—Leena Rinne, Senior Vice President of Professional Services & Client Facilitation, FranklinCovey

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### 1. EXPERT FACILITATION

FranklinCovey consultants—with experience across nearly every industry and in over 160 countries—facilitate learning for your leaders and teams, adapting content to the context of learners' specific roles and challenges.

### 2. CLIENT FACILITATION

If you prefer to deliver your own sessions, our experts will train your facilitators on FranklinCovey's content and certify them to deliver courses in person or online. After completing a certification program, client facilitators are supported by FranklinCovey staff as they provide content to their organization.

Leena Rinne, senior vice president of professional services & client facilitation at FranklinCovey, explains that facilitators make all the difference in helping organizations have an effective road to behavior change. "We believe that the genius is in the room," says Rinne, "It's not just about what a facilitator brings in content knowledge—it's how they pull knowledge from learners and encourage them to process new ideas and share themselves."



## Innovative technology

The FranklinCovey Impact Platform™ provides organizations with technology that supports and reinforces lasting behavior change. Learners are bolstered at each part of their personalized impact journeys to absorb content and apply what they've learned.

"The hard part about online learning is the motivation to complete content," says Will Houghteling, executive vice president of products for the enterprise division at FranklinCovey. "Our technology increases motivation for continued content absorption throughout each learner's journey."

Features like application challenges and automated reinforcement nudges ensure your learning initiatives have a lasting impact. Assessments help participants monitor their own progress and identify where they need to focus their attention, while social accountability platform elements encourage participants to follow through on their goals.

Every learning program offered through the Impact Platform can be measured, benchmarked, and optimized. Underpinning everything are detailed analytics that assist leaders in tracking progress across a whole team or organization so you can gauge progress, understand what's working, and identify opportunities for future L&D investment.

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# Active Learning for Behavior Change

Leadership development solutions that create behavior change at scale involve action and two-way participation from learners. Kory Kogon explains that in order to motivate learners to act on change, content must come together as a seamless journey of learning experiences. "It's not just one and done," says Kogon, "but a series of interactions that make someone feel the difference and do something different."

To change leadership behavior and collective focus for the long term, you need active learning solutions that meet the nuanced needs of your organization. When your L&D programs help your people know the hows and whys behind your organization's specific change, they can practice new behaviors with that relevance in mind. Active learning is engaging because it gives learners experiences as they go, and when those experiences are tailored to your organization, you give learners a head start in changing their behavior.



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# A Partner for Lasting and Sustained Behavior Change

The secret to driving behavior change at scale is to have a partner that can meet your L&D needs today, tomorrow, and years from now. When organizations partner with FranklinCovey, their people change behavior—both individually and collectively—in ways that have a dramatic impact.

FranklinCovey's unique approach to leadership development is based on timeless principles of human effectiveness that equip every person in your organization with the mindset and behaviors they need to reach new levels of performance.

While many L&D companies offer content, consulting, or technology as standalone solutions, FranklinCovey seamlessly—and uniquely—integrates all three to help you achieve lasting transformation.

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With FranklinCovey, you can do more than develop your people's skills. Together, we can make a lasting impact on individual and collective behaviors, so your organization can achieve breakthrough results again and again.

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# Make a Lasting Impact With FranklinCovey

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FranklinCovey is the most trusted leadership company in the world, with operations in over 160 countries. We transform organizations by building exceptional leaders, teams, and cultures that get breakthrough results. Available through the FranklinCovey All Access Pass<sup>®</sup>, our best-in-class content, experts, technology,

and metrics seamlessly integrate to ensure lasting behavior change at scale. Our approach to leadership has been tested and refined by working with tens of thousands of teams and organizations over the past 30 years.

*To learn more, email [info@franklincovey.com.sg](mailto:info@franklincovey.com.sg)  
or call us at 65-6819 9400.*

