



Based on research with...



Getting Ready For Your Vested Journey

RealPlay®
Playbook





About RealPlay®

RealPlay® was created by Kate Vitasek, a faculty member of Graduate and Executive Education at the University of Tennessee's Haslam College of Business Administration. *RealPlay* takes role-playing to the next level. Instead of merely being assigned roles and a potential problem or situation to work through, *RealPlay* allows course attendees to take the material they have just covered in the course and immediately put the Vested theory and methodology into practice with their own situation, creating tangible decisions and deliverables essential for developing a Vested Agreement.

About the Getting Ready Playbook

This Getting Ready Playbook is part of the Vested® Courseware/Toolkit and is available as part of the **Getting Ready** course you registered for ("Courseware").

The Playbook is organized to follow the flow established in the **Getting Ready** course. As you work through each Topic in the course, you will use 11 *RealPlay* tools, each designed to help you make key decisions and create essential deliverables that will lay a strong foundation for your relationship and make creating your Vested Agreement much easier. Using the Playbook and associated *RealPlay* tools and templates will help you close any gaps in Readiness. They will also help you to set up and manage your Vested initiative. In short – the Getting Ready Playbook and tools will help you get out the gate right.



Playbook Roadmap

Focus Area	Topic #	Deliverables	RealPlay Tools
Assessing Your Readiness	1: Readiness Factors and Pitfalls	No Deliverables	
	2. Completing a Readiness Assessment	Document Known Readiness Gaps	<i>Readiness Self-Assessment</i> <i>Vested Readiness Consensus Template</i>
Closing Gaps in Readiness	3. Closing Gaps – Stakeholder Analysis	Complete Stakeholder Analysis	<i>Stakeholder Analysis & Communication Plan Template</i>
	4. Closing Gaps – Vested Knowledge Base	Educate Key Stakeholders for Proper Buy-in	<i>Vested Awareness Presentation</i> <i>Vested courses</i>
	5. Closing Gaps - Champions	Identify Champions	<i>Organizational Alignment Worksheet</i>
	6. Closing Gaps - Organization Alignment	Ensure Organizational Alignment	
	7. Closing Gaps – Guardrails	Develop and agree on Guardrails	<i>Guardrails Worksheet</i>
Establishing Your Deal Architect Team	8. Building Your Team	Assign the Project Core Team and Subject Matter Experts	<i>Project Team and Roles Worksheet</i>
	9. Establishing a Steering Committee	Develop Gate Review Process and Project Governance	<i>Project Team and Roles Worksheet</i> <i>Gate Review Worksheet</i>
Project Administration	10. Using a Structured Approach	No Deliverables	
	11. Planning Your Initiative	Develop the Project Plan and timeline	<i>Project Plan Template</i> <i>Project Action Register Template</i> <i>Project Status Overview Template</i>

Note: the RealPlay tools and templates are in orange, bold, italic font throughout this document as an easy reference.

Getting Ready RealPlay® Playbook



How the Getting Ready Playbook Works





This Playbook will guide you through making the decisions and completing the deliverables you need to ensure you are ready to move forward with your Vested journey.

The Playbook is structured to follow the online course and provide an overall roadmap for you to work through each Getting Ready Topics and associated deliverables. There are 11 Topics in the Getting Ready online course and 11 *RealPlay* tools.

There is no 'right' answer for how to work through your organization's Readiness. The time it will take to complete the deliverables is largely based on the number of known Stakeholders (larger groups take more time) and the synergies between the Stakeholders (less aligned Stakeholders takes more time). As a benchmark, most organizations can complete the Readiness deliverables in 16 hours. Very few finish them in less than 12 hours. Some have taken over a hundred hours over a six-month time frame.

The most effective way to complete the deliverables is to work with a Vested Center of Excellence to facilitate formal workshops with known Stakeholders. Attendees should review each Topic in the online course and then come to the workshops where they will work together to complete the *RealPlay* exercises, making decisions and completing the deliverables that will lay the foundation for helping you create a successful Vested partnership.

Our recommended approach is to group the Topics into one Prework session and three workshops as follows.

		Suggested Time Allocation
 Prework	Topic 1-2 (Assessing Your Readiness)	Must complete the Readiness Assessment and achieve consensus on the gaps before Workshop 1
 Workshop 1	Topics 3-7 (Closing Gaps in Readiness)	Suggested minimum of 8 hours Typically, no longer than 24 hours
 Workshop 2	Topics 8-9 (Establishing Your Team)	Suggested minimum of 2 hours Typically, no longer than 8 hours
 Workshop 3	Topics 10-11 (Project Administration/Planning)	Suggested minimum of 2 hours Typically, no longer than 8 hours

This Playbook assumes you will use the three-workshop format above using the typical time allocation for completing the deliverables. If you are working with a Vested Center of Excellence, they can support your Readiness Workshop(s).

While we recommend the above approach, some organizations find it more efficient to complete the deliverables using a single 2-day offsite workshop. The downside of having a 2-day offsite workshop is you may likely not have the appropriate Stakeholders present to gain full consensus on your Readiness and close the gaps. In this case, you will likely have action items or work to get missing Stakeholders up to speed.

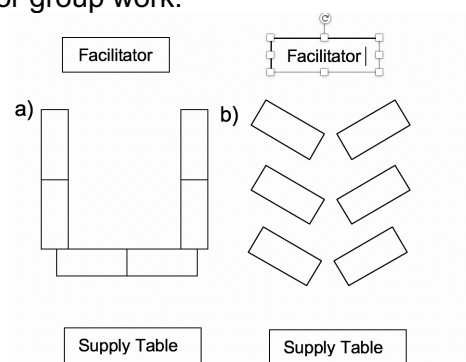
Other organizations find it easier to have several shorter meetings and cover one Topic per meeting.



Prepping for Your Workshops

We have seen Readiness Workshops range from as little as four people and up to 50 people. Ensure you have the appropriate supplies and environment before kicking off your Readiness Workshop(s).

- Determine if you will complete the deliverables as one group or in smaller groups that will then reconvene to gain consensus. If you have a larger group, create smaller breakout groups. A general rule of thumb is
 - Use smaller breakout groups if your total group size is eight or more.
 - The ideal breakout group size is 5. Smaller or larger groups can work, with groups between 3 and 6 people per breakout being best.
 - If you are completing your Readiness deliverables with your partner, ensure that each breakout group has a good balance. The exception to this is when working on Topic 3 (Stakeholder Analysis) and Topic 7 (Guardrails).
 - Ensure each breakout group has a good mix from all parties (e.g. company / service provider, sales / operations / finance). Don't put the executives together, all the engineers together, or the service provider team members in a "supplier only" group.
- Workshops – especially workshops where you have smaller breakout groups – work best when you have a dedicated facilitator to help you work through the exercises and complete the deliverables.
 - Many organizations work with a Vested Center of Excellence to facilitate team members to complete the Readiness deliverables. Having an external and neutral third-party facilitator is especially helpful for joint workshops where both partners are together. Typically, external facilitators “roam” from small group to small group to answer questions and keep things on track.
 - You can select someone from the group to be the facilitator. If you chose this approach, we suggest that he or she should simply work with one group, and then play the facilitator role when the group reconvenes into the larger group.
- Ensure you have the right room/setting conducive for group work.
 - For smaller groups, we recommend a “U” shaped setting, where everyone can sit facing each other (example “a”) to the right).
 - For larger groups, split into smaller tables in groups of 4-6, ideally with everyone sitting facing the facilitator (example “b”) to the right).
 - It is always good to have a supply table in the room stocked with supplies, such as flip charts and markers.
 - If you are doing an all-day workshop, consider using a main room that has natural light.
 - Many teams love doing all-day workshops “offsite,” such as at a hotel or event center, so they can keep focused.



Getting Ready RealPlay® Playbook



- Many teams enjoy the opportunity to use informal settings (such as an outdoor setting – see photo to the right) if it is available for doing their small group breakout work.
- Ideally, you will want a room where you can put up the draft deliverables and/or final deliverables as they are created on the wall (i.e., stick the flip charts on the walls). This will allow larger groups to review the work in progress during breaks. Ensure the room is larger than just the tables/chairs.



- Ensure you have the right supplies. We recommend;
 - Flip chart and markers for each breakout group and two flip charts/markers dedicated to the facilitator.

- Self-adhesive flip charts (e.g., PostIt® brand) are ideal to allow the small groups to easily document their work and bring it back to the larger group and post on the wall for others to see.
- If you do not have self-adhesive flip charts, bring tape or a sticky substance such as UHU Tack® or a removable poster tape so you can stick the flip charts to the wall.



- Many find it is helpful to have either a hard copy printout or a soft copy of the RealPlay tools and templates. While it might be tempting to skip a printout of the RealPlay tools, we find many individuals find comfort in having hard copies where they can easily look at the examples provided in the worksheets. The worksheets also provide space for the participants to write out their thoughts and notes making it easy to reference when smaller breakout groups merge with other breakout groups to gain a consensus.
- Use computer(s) and projector(s) to complete the tools in real-time. At a minimum have one computer and projector for the facilitator. Organizations that are more comfortable working “in real-time” with the soft-copy tools should have dedicated workspace/breakout rooms with a computer and projector for each small group.



Gaining Consensus: Using the “Fist To Five” Method

Using facilitation tools like “Fist to Five” ensures there is proper consensus and buy-in regarding key decisions. It is also great for getting people to stop nitpicking when there is nothing “big” to worry about.

The Fist to Five exercise asks people to raise their fingers in the air to show how comfortable and how committed they are to a decision or idea – fist is zero and five fingers is full agreement. Having high comfort and commitment signals a high-level of buy-in. The general rule of thumb when asked “Are you at least 80% comfortable **and** 100% committed?” there is buy-in when a group has every member raise all five fingers.



If people are NOT committed (they have four or fewer fingers up on a Fist to Five vote) STOP, hear them out, and work to incorporate their perspective into whatever solution the team is working on. In every case, the decision being made is better because the concerns are addressed in real-time to get a 100% commitment level.

A key benefit of the Fist to Five exercise is it allows people to show their comfort and commitment level transparently – but also anonymously. It is transparent because the group is asked to vote at the same time, typically on a count of three; their fingers are raised which everyone can see how they voted. It is anonymous because no one knows how someone will vote, ensuring people do not feel peer pressured into a decision because everyone else thinks one way. However, it is transparent because after the vote, everyone sees who is not comfortable/committed. The Fist to Five exercise is an excellent way to stop the group discussion and provide a method for quieter individuals to have a voice and test for buy-in.

Here are examples from everyday practical living that can demonstrate why it is OK to be 80 percent comfortable and 100 percent committed:

- I am often 80 percent comfortable with what my husband fixed for dinner, but I am 100 percent committed to eating without a complaint because I was happy he made it vs. me!
- My 8-year-old boy is 80 percent comfortable jumping off the dock for a swim the first time of the year, but he is 100 percent committed to doing it when everyone else is.

Source: The **Fist to Five Consensus Building Tool** was part of the General Electric “GE CAP Pocket Tool Kit” published in January 2010. You can learn more about the **Fist to Five Method** at <https://agileforall.com/learning-with-fist-of-five-voting/>

Getting Ready RealPlay® Playbook



Kicking Off Each Workshop

Purpose: To make sure that everyone is clear with the objectives and deliverables you will need to complete during each workshop.

Prior to each Workshop

- If you will be using more than one workshop to complete the Readiness deliverables, we recommend scheduling all of the workshops in advance.
 - Before each workshop, send out a reminder of which of the online Topics team members should review and what **Pre-Work** the team should complete before coming to the workshop. This can be found in each of the individual **RealPlay** tools.



As part of each Workshop

- Start each workshop stating the objectives for the day: to complete the deliverables for Topic(s) you will be covering as part of that workshop.
- Do introductions if there are people present who do not know each other. What is everyone's role? How do they envision themselves contributing to the success of the relationship?
- Remind everyone the work they will be doing will help you lay a strong foundation for your relationship and make creating your Vested Agreement a much easier process – and there are many pitfalls for moving forward without being ready.
- Review each exercise the group will participate in and the deliverables you will collectively create as a group.
- If you have a larger group, remember you should create smaller breakout groups. A general rule of thumb is the ideal breakout group size is 5. Smaller groups can work with between 3 and 6 people per breakout, and groups should be a mix to include members from all parties (e.g., company / service provider, sales / operations / finance).

Readiness Checklist



Use the Readiness Checklist below record your progress. We highly recommend you not start to create a Vested Agreement until you have completed all of the Readiness deliverables.

Topic #	Description	► Deliverable	Status ✓
GR2	Readiness Assessment	Readiness Self-Assessment	
GR3	Closing Gaps in Stakeholders	Stakeholder Analysis and Communication Plan	
GR4	Closing Gaps in Vested Knowledge Base	Vested Awareness Presentation	
GR5-6	Closing Gaps in Org Alignment	Organizational Alignment Analysis	
GR7	Closing Gaps in Guardrails	Guardrails	
GR8	Building Your Team	Project Team and Roles	
GR9	Establishing Your Steering Committee	Gate Review Process	
GR11	Planning Your Initiative	Project Plan, Action Register and Status Overview	

Getting Ready RealPlay® Playbook



Useful Tips



We highly recommend teams work with a Vested Center of Excellence as a professional coach if they are new to Vested.



If you are working with a Center of Excellence for professional coaching support, they may have already helped you complete these deliverables prior to starting your Vested journey. If your Certified Deal Architect has approved your Readiness, you can skip this work.



If the Core Team Leads act as internal facilitators, they should “roam” from group to group. If a facilitator is a key part of the group / relationship, he or she can spend some time with that group but must spend time in all groups in order to effectively play the facilitator role when the groups reconvene.



Commonly, additional Stakeholders are discovered during Topic 3 – Closing Gaps in Stakeholder Analysis. If additional Stakeholders are identified are not included, ensure they have complete buy-in and provide a formal “go” for your Vested initiative.

Pitfalls In Practice



We have seen organizations that skip completing the Readiness deliverables struggle with completing their Agreement. We strongly recommend that you should either not move forward or move forward with extreme caution if you have not completed the appropriate deliverables.

Contract Work:

The **Getting Ready** course has no formal contract work.



However, almost always some of the Guardrails you identify (Topic 7) become key components of your Vested Agreement.



For example, by law, Vancouver Coastal Health must abide by the laws of the British Columbia government and may not create an evergreen contract – meaning that contracts must have a formal end date and cannot be extended beyond the formal end date. The contract length was set at seven years with the opportunity to have seven one-year extensions for a cap of 14-year contract duration. This became a Guardrail that Compass (the service provider) had to accept and was a direct input into the actual Agreement.



Pework: **Assessing Your Readiness (Topics 1 and 2)**

Purpose of Readiness Assessment

It is crucial that the parties involved in your Vested initiative understand if they have any gaps in Readiness before they embark on their Vested journey. The parties that will be part of a Vested Agreement should answer the questions raised by the assessment, and stated in the Purpose for Workshop 1 below:

The Pework is intended to gain consensus on your organization's (and ideally your partner's) Readiness, and more specifically on the gaps that need to be closed to be truly ready.

RealPlay Exercise:

The Core Team (and an appropriate broader Stakeholder community) should complete the online **Readiness Self-Assessment Survey** to understanding how each organization views its Readiness. Collect the results of the individual self-assessments and, as a group, develop a consensus view of each organization's Readiness. Completing this exercise will help guide you in understanding the magnitude of gaps you will need to close before you are ready.

If there are gaps in your Readiness, use the rest of this Playbook to help you work through closing any gaps in Readiness. If your entire Stakeholder group feels you are ready, you can skip to the **Creating a Vested Agreement** online course.

Preparing for the Workshops

This Pework should be accomplished by a small group from both parties – ideally, the people who initiated the Vested process in the first place (hereafter called the Pework team). The goal is to review the results of the individual Readiness Self-Assessments and achieve consensus on the nature and size of the gaps that need to be closed before the Vested initiative can move forward.

Each individual that does the **Readiness Self-Assessment Survey** will receive a result like the example below:

Getting Ready RealPlay® Playbook

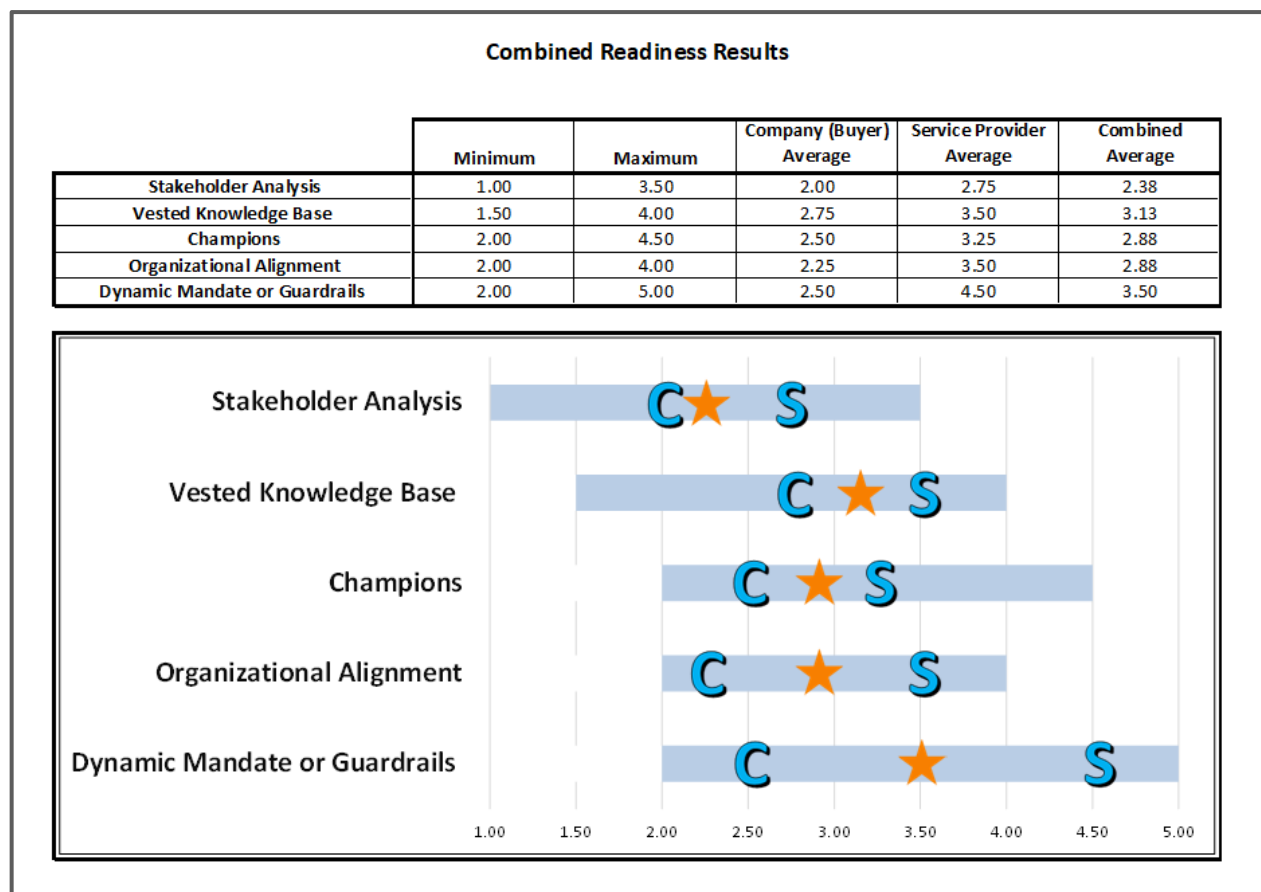


Organizational Readiness		Score
Stakeholder Analysis		3.4
Vested Knowledge Base		1.8
Champions		3.6
Organizational Alignment		2.9
Dynamic Mandate or Guardrails		3.4
Total Score		15.1

Score Key	Ailment Score	Total Score
Not Ready	≤2	≤10
Needs Work	>2 <3.5	>10 <17.5
Ready for Vested	≥3.5	≥17.5

©2012 Vested All Rights Reserved

You will need to ask each individual to forward their results to the Prewrite team. The Prewrite team should take these results and combine them using the **Vested Readiness Consensus Template** to understand the breadth and depth of the responses. The template will help you create a graph similar to the one below to present to the team in Workshop 1.



The range represents the total spread from the lowest score to the highest score of each respondent. The averages then show the average score from the group as a whole, and then the average scores for the Buyer (Company) and the Service Provider. Based on this information, the Prewrite team can provide a consensus number to the team in Workshop 1 regarding the size of the gap to be closed.

Getting Ready RealPlay® Playbook



Please download the **Vested Readiness Consensus Template** to assist you in creating this graphic, and follow the instructions provided in the tool. Alternatively, if you are working with a Vested Center of Excellence, they can compile the results for you.

Deliverables and RealPlay Tools

Use the individual RealPlay tools to complete each deliverable. You will find a comprehensive list of instructions to complete each RealPlay exercise.

Focus Area	Topic #	Deliverables	RealPlay Tools	✓
Assessing Your Readiness	1: Readiness Factors and Pitfalls	No Deliverables		
	2: Completing a Readiness Assessment	Document Known Readiness Gaps	Readiness Self-Assessment Vested Readiness Consensus Template	

Useful Tips



If you are working with a Center of Excellence, they will have likely completed a professional Deal Review that included a formal Readiness Assessment. If you have done this, you can skip this Topic.



You can ask your assigned Certified Deal Architect providing support for this online course about a professional Readiness Assessment or Deal Review if you are interested.

Pitfalls in Practice



We recommend that you complete the Readiness Prewrite and Workshops with your potential partner(s). If you go through the Readiness exercises without your partner, you may find you are ready, but your partner is not. This ultimately will cause you to go backward to go forward and can easily cause rework. We recommend you do not move forward with your Vested initiative until both parties are ready.



Workshop 1: Closing Gaps in Readiness (Topics 3 and 7)

Purpose of Workshop 1

In the Pework, you should have gained consensus on any gaps in Readiness. In Workshop 1 you will work through how you will close each gap. Some teams find they can close all of the gaps during Workshop 1. Others find they know what needs to be done, but cannot close the gaps during the Workshop. For example, it is common to have an action item to educate and get buy-in from one or more Key Stakeholders that needs to be on the Steering Committee and is not present in Workshop 1.

Once you have completed your action items to close your gaps, you should be able to answer “yes” to each of these questions:

- Are Key Stakeholders in both organizations identified? Have you documented their issues and concerns?
- What is the Vested Knowledge Base in each organization? How will you educate Key Stakeholders in each organization?
- Are executive-level Champions identified? Are they aware of your proposed initiative?
- Do you know how you will align Key Stakeholders in each organization?
- Have you and your partner opened a discussion on Guardrails, and started to get comfortable sharing information on key areas of concern to close gaps in your Readiness?

Kicking Off Workshop 1

- Because Workshop 1 is the first workshop, start your meeting stating the objective for going through the Readiness process:
 - To help you lay a strong foundation for your potential Vested relationship and make creating your Vested Agreement a much easier process.
- Do introductions if people present do not know each other. What is everyone’s role? How do they envision themselves contributing to the success of the relationship?
- Review the format you will be using (e.g., three workshops with the goal to complete the 11 Readiness deliverables and gain consensus on your Readiness to move forward with a Vested initiative.)
- Provide a high-level overview of Topics you will cover, the *RealPlay* exercises the group will participate in, and the deliverables you will collectively create as a group.

Getting Ready RealPlay® Playbook



Deliverables and RealPlay Tools

Use the individual RealPlay tools and templates to complete each deliverable. You will find a comprehensive list of instructions for completing each RealPlay exercise and in many cases examples in practice.

Focus Area	Topic #	Deliverables	RealPlay Tools	✓
Closing Gaps in Readiness	3. Closing Gaps – Stakeholder Analysis	Complete Stakeholder Analysis	Stakeholder Analysis & Communication Plan Template	
	4. Closing Gaps – Vested Knowledge Base	Educate Key Stakeholders for Proper Buy-in	Vested Awareness Presentation Vested courses	
	5. Closing Gaps - Champions	Identify Champions	Organizational Alignment Worksheet	
	6. Closing Gaps - Organization Alignment	Ensure Organizational Alignment		
	7. Closing Gaps - Guardrails	Develop and agree on Guardrails	Guardrails Worksheet	

Useful Tips



A fully engaged and informed Champion is the most important Readiness factor of a Vested initiative. Make sure you have a Champion, and that he/she is kept up-to-date at all times. Surprises are not good!

Pitfalls In Practice



Failure to ensure your Key Stakeholders are part of the process and stayed informed throughout will likely set you back when you go for sign-off.



Failure to engage all parts of the organization that must participate and sign-off on the final Agreement will likely stop your initiative.

Additional Resources:

Need educational resources to get Stakeholders up to speed on Vested?

- Register for the free **Open Source Vested Orientation Course** at <http://www.vestedway.com/vested-orientation-sign-up/>
- Register for the free **Five Rules Online Course** at <http://www.vestedway.com/five-rules-that-will-transform-business-relationships-online-course/>
- Register for the **Creating a Vested Agreement Course** at <http://www.vestedway.com/online-courseware/>



Workshop 2: Establishing the Team (Topics 8 and 9)

Purpose of Workshop 2

In Workshop 1 you either closed gaps in your Readiness or created action items designed to close the gaps. The purpose of Workshop 2 is to formally establish a Deal Architect Team and Steering Committee chartered to create your Vested Agreement once your Readiness gaps are close. In most cases, the Deal Architect Team you establish plays a key role in completing any action items to close your Readiness gaps you have created in Workshop 1.

Kicking Off Workshop 2

- Commonly, you have identified additional Stakeholders that were not part of Workshop 1 that will be integral to creating (or managing) your Vested Agreement. Some of these Stakeholders may just now be joining Workshop 2.
- Do introductions if people present do not know each other. Take time to “onboard” any new people not in Workshop 1.
 - What is everyone’s role?
 - How do they envision themselves contributing to the success of the relationship?
- Review the format you will be using (e.g., three workshops with the goal to complete 11 Readiness deliverables) and provide an update or summary from the Pework and Workshop 1.
- Provide a high-level overview of the Topics you will cover and the deliverables you will collectively create as a group as part of Workshop 2.

Deliverables and RealPlay Tools

Use the individual *RealPlay* tools and templates to complete each deliverable. You will find a comprehensive list of instructions for complete each *RealPlay* exercise and in many cases examples in practice of how others have formed their Deal Architect Team.

Focus Area	Topic #	Deliverables	RealPlay Tools	✓
Establishing Your Deal Architect Team	8. Building Your Team	Assign the Project Core Team and Subject Matter Experts	<i>Project Team and Roles Worksheet</i>	
	9. Establishing a Steering Committee	Develop Gate Review Process and Project Governance	<i>Project Team and Roles Worksheet</i> <i>Gate Review Worksheet</i>	



Workshop 3: Project Administration/Planning (Topics 10 and 11)

Purpose of Workshop 3

In Workshop 2 you established your project and leadership (Steering Committee) teams responsible for creating your Vested Agreement and ultimately signing off on it. The purpose of Workshop 3 is to complete a project plan and timeline that will guide you throughout creating your Vested Agreement.

Kicking Off Workshop 3

- You may have identified a key resource that will be on the Deal Architect Team not involved in the previous workshops. If there are new people, do introductions if people present do not know each other. Take time to “onboard” any new people not in the previous workshops and clarify the roles of the Deal Architect Team and Steering Committee as defined in Workshop 2.
 - What is everyone’s role?
 - How do they envision themselves contributing to the success of the relationship?
- Review the format you will be using (e.g., three workshops with the goal to complete 11 Readiness deliverables) and provide an update or summary from the previous workshops.
- Provide a high-level overview of the Topics you will cover and the deliverables you will collectively create as a group as part of Workshop 3.

Deliverables and RealPlay Tools

Use the individual *RealPlay* tools and templates to complete each deliverable. You will find a comprehensive list of instructions for complete each *RealPlay* exercise and in many cases examples in practice of how others have formed their Deal Architect Team.

Focus Area	Topic #	Deliverables	RealPlay Tools	✓
Project Administration	10. Using a Structured Approach	No Deliverables		
	11. Planning Your Initiative	Develop the Project Plan and timeline	<i>Project Plan Template</i> <i>Project Action Register Template</i> <i>Project Status Overview Template</i>	

Getting Ready RealPlay® Playbook



This Toolkit is provided as part of the Vested® Online Courseware you purchased via a single-use license (“Courseware”).

The tools and templates are provided to assist you or your company on your Vested journey. The license granted includes the right to make a reasonable number of copies of the Courseware, disseminate the Courseware to individuals working with you on your Vested journey within your organization, and use of the Courseware for intra-company, individual, non-commercial educational purposes only. If you are working with a partner, they should register for the course themselves to ensure they have their own license.

Your assigned Vested Center of Excellence Certified Deal Architect can answer questions about the course or templates.

If you have questions for the Vested Faculty, email VestedFaculty@utk.edu.

Corporate licenses are available for multi-use. If you would like to purchase a corporate license, please contact Kate Vitasek directly at kvitasek@utk.edu



©2017 Vested Outsourcing Inc. – All Rights Reserved

VESTED®, Vested Outsourcing®, RealPlay® and the Vested concepts and related intellectual property originally evolved from a research project conducted by the University of Tennessee College of Business Administration. The service marks, trade names, trade dress and related intellectual property are the property of Vested Outsourcing, Inc.