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NRO Unclassified Training Options November 2020



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Questions related to:

- **Telework contact:** *OHR_Policy*
- **Content contact:**
NROU_SPD@nro.ic.gov.
- **Provider specific content:** *contact the provider directly*

NRO Unclassified Training Options: Change Log

Revision	Date	Revised By	Pages Affected	Remarks
0		OHR/NROU	All	Release to the NRO Workforce
1	17 June 2020	OHR/NROU	4-5	Added reimbursement and transcript information
2	1 July 2020	OHR/NROU	2, 3, 10-17, 18	Added change log, reading list, and podcast list; Clarified role of supervisor with Learning Activities Tracker
3	11 August 2020	OHR/NROU	4, 8-9	Added edX, MIT OCW, and Aerospace Corporation to Online Resources
4	13 August 2020	OHR/NROU	17	Added webinars and supplemental blog
5	23 November 2020	OHR/NROU	5, 6, 9-12	Added DCIPS, Franklin Covey LiveClicks, Money Savings Program & TOD; Updated library information; Removed transcript information

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(U) INTRODUCTION**(U) BACKGROUND**

(U) To support NRO employees while teleworking, this guide outlines available unclassified resources and types of learning activities to support staff growth and development across leadership and tradecraft competencies.

(U) ONLINE RESOURCES SUMMARY

(U) The following is a list of providers who have unclassified training and learning aligned to NRO competencies. Links and access instructions to these resources are provided starting on page 8 of this document.

Online Resource	Provider	Accessibility	Topic Areas
O'Reilly	NRO Library	Email NRO Library for account creation	Cyber security, artificial intelligence, data science, professional development, personal well-being, and leadership
Mango	NRO Library	Email NRO Library for account creation	70 languages
Knovel	NRO Library	Email NRO Library for account creation	Aerospace and radar technology, engineering, project administration, advanced sciences
FEDVTE Program	Cybersecurity and Infrastructure Security Agency	Federal employees, federal contractors	Cyber security
DOD Financial Management	DoD	CAC is required to register	Leadership, Professional Development, Business, Information Technology, Finance, Budget, etc.
Defense Civilian Intelligence Personnel System (DCIPS)	DoD	Fully accessible by any person	Individual, supervisor/manager, and leader trainings on the DCIPS
Defense Acquisition University (DAU)	DAU	Fully-accessible by any government staff member	Contracting, Program Management, Logistics, Finance
EdX	Multiple Institutions of Higher Learning	Fully-accessible to any person	Business & Management, Chemistry, Communication, Computer Science, Data Analysis & Statistics, Design, Economics & Finance, Electronics, Energy & Earth Sciences, Engineering, Environmental Studies, Ethics, Food & Nutrition, Health & Safety, Language, Law, Math, Medicine, Physics, Science, and more.
Coursera	Multiple Institutions of Higher Learning	Fully-accessible to any person	Arts and Humanities, Business, Computer Science, Data Science, Information Technology, Health, Math and Logic, Personal Development, Physical Science and Engineering, Social Sciences, Language Learning, Degrees, Certificates
Aerospace Corporation	Aerospace Corporation	Fully-accessible by any government staff member	Technical Overviews, Operating in Space, Space Missions and Programs, Systems Engineering, Acquisition and Launch

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MIT OpenCourseWare	MIT	Fully-accessible to any person	Business, Energy, Engineering, Fine Arts, Health and Medicine, Humanities, Mathematics, Science, Social Science, Teaching and Education
Franklin Covey LiveClicks	NROU	Government civilian and military personnel	Leading at the Speed of Trust, 5 Choices of Extraordinary Productivity, and Project Management
\$ Money Savings Discussions : Talk Money Webinars through December 2020	EAP & FRE\$H Financial Wellness	Fully-accessible to any person	Financial wellness webinars
NROU	TOD	Government civilian and military personnel	TOD will be offering leadership development and training opportunities via Adobe Connect to take from home. Check the NROU CRT for dates and courses.

(U) LEARNING ACTIVITIES - TYPES

Types of learning activities with required documents or systems and recommended employee deliverables.

Activity Type	Required Documents or Systems	Employee Deliverables
Read book and complete book review	<ul style="list-style-type: none"> ✓ eBook or hard copy book through O'Reilly, NRO Library, or personal library ✓ NROU-generated book review template 	<ul style="list-style-type: none"> ✓ Book Review for each book ✓ Learning Activities tracker* entry
Online courses through public library	<ul style="list-style-type: none"> ✓ Public library card (see links for WMA libraries below) ✓ Internet connection 	<ul style="list-style-type: none"> ✓ Course completion notification ✓ Learning Activities tracker* entry
Complete Individual Development Plan (IDP)	<ul style="list-style-type: none"> ✓ Printed Career Path Guide ✓ IDP template 	<ul style="list-style-type: none"> ✓ Completed Individual Development Plan ✓ Learn Activities tracker* entry
TED Talk Review	<ul style="list-style-type: none"> ✓ Internet connection 	<ul style="list-style-type: none"> ✓ Learning Activities tracker* entry ✓ TED Talk Review for each TED talk
Read journal article	<ul style="list-style-type: none"> ✓ Internet Connection ✓ Journal access through NRO or Public Library 	<ul style="list-style-type: none"> ✓ Learning Activities tracker* entry ✓ Journal article review for each journal article

(U) *NOTE: All activities would be tracked using the **Learning Activities Tracker (more information provided on page 22)**. Upon return from telework, the employee should schedule a one-on-one meeting with their supervisor to review the **Learning Activities Tracker** and completed deliverables.

(U) REIMBURSEMENT OF TRAINING ACTIVITIES

(U) Some training activities may incur cost. Prior to participating, employees should contact their supervisor to discuss the training and how it pertains to their development. Directorates and Offices may provide reimbursement through an approved training plan via the [SF-182, Authorization, Agreement and Certification for Training](#).

UNCLASSIFIED TRAINING OPTIONS – DETAILED DESCRIPTIONS

(U) ONLINE RESOURCES – DESCRIPTIONS AND ACCESS INSTRUCTIONS

(U) O'REILLY

Website: Provided upon account creation.

Description: O'Reilly (formerly Safari) is a platform for technology and business education. It provides continuous training and up-skilling in leading technologies like cyber security, artificial intelligence, and data science. It also includes modules and books on professional development, personal well-being, and leadership. O'Reilly allows users to create their own playlists of materials that they can share with other users in their group or the entire NRO.

Access Instructions: Staff must sign up with the library (NROLib@nro.mil or 703-808-2665) for an account then the library sends the user login credentials and information on how to access the programs.

(U) MANGO

Website: Provided upon account creation.

Description: Mango is a language learning program that offers over 70 foreign languages. It includes downloadable audio lessons, multiple levels of instruction, foreign language music, and a mobile app.

Access Instructions: Staff must sign up with the library (NROLib@nro.mil or 703-808-2665) for an account then the library sends the user login credentials and information on how to access the programs.

Please see appendix 4 for available languages.

(U) KNOVEL

Website: Provided upon account creation

Description: Knovel is an online repository of ebooks on aerospace and radar technology, engineering, project administration, advanced sciences (e.g., nanotechnology, optics), etc.

Access Instructions: Staff must sign up with the library (NROLib@nro.mil or 703-808-2665) for an account then the library sends the user login credentials and information on how to access the programs.

(U) FEDVTE PROGRAM

Website: <https://fedvte.usalearning.gov>

Description: Cyber security training available through DHS and their FedVTE program. The Federal Virtual Training Environment (FedVTE) provides free online cybersecurity training to federal, state, local, tribal, and territorial government employees, federal contractors, and US military veterans.

Access Instructions: To sign up for a FedVTE account, employees need to go to fedvte.usalearning.gov and register using your UMIS or professional email address. To complete your registration you must be able to access the email account you use to register. Government contractors can register for FedVTE accounts but they may need to have a government sponsor, unless they register using their UMIS email address.

(U) DOD FINANCIAL MANAGEMENT

Website: <https://fmonline.ousdc.osd.mil/default.aspx>

Description: OSD Comptroller developed this multi-purpose website for the DoD FM workforce to serve as an online catalog of professional training opportunities for financial management personnel and support career-long learning objectives.

Access Instructions:

- NOTE – CAC is required
- Click on “search courses” which will initiate account creation

(U) DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM (DCIPS)

Website: www.dcips.defense.gov/Training

Description: A variety of web-based training (WBT) and instructor-led training (ILT) for the employee, supervisor/manager, and leaders. New personnel are encouraged to take DCIPS 101 web-based training (WBT) and Putting Yourself in Other Person’s Shoes WBT.

See below chart for additional recommendations aligned to the Performance Cycle and your role.

Performance Cycle Time Frame	Individual Employee	Manager/Supervisor	Leader
March	<ul style="list-style-type: none"> ✓ Managing Your Manager 	<ul style="list-style-type: none"> ✓ COACH for Success (WBT) ✓ Evaluating Performance and Preparing Performance Narratives (WBT) 	<ul style="list-style-type: none"> ✓ Introduction to DCIPS for Leaders: Achieving Results, Accomplishing Mission (Instructor-led Training)
August/September	<ul style="list-style-type: none"> ✓ SMART Performance Objectives (ILT) ✓ Overcoming Challenges in Writing Performance Objectives (WBT) 	<ul style="list-style-type: none"> ✓ Setting Performance Expectations (WBT) ✓ Overcoming Challenges in Writing Performance Objectives (WBT) 	<ul style="list-style-type: none"> ✓ The Key to Leading Your Mission (WBT)

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		✓ Achieving Consistency in Performance Evaluating and Rating (ILT)	
September/October	✓ iSuccess: Writing SMART Performance Objectives and a Self-Report of Accomplishments (WBT)	N/A	✓ Achieving Consistency in Performance Evaluating and Rating (ILT)
December	✓ DCIPS Pay Pools, Performance, and You WBT		

Access Instructions: PDF versions of the training are available on the site. To access the WBTs you must have an Advanced Global Intelligence Learning Environment (AGILE) Learning Management System (LMS) account (<https://www.agile.mil> – a CAC card is required).

(U) DEFENSE ACQUISITIONS UNIVERSITY (DAU)

Website: <https://id.dau.edu>

Description: Online Resources (blog posts, videos, webinars, WBTs) DAWIA is a certification program under DAU - Not all requirements can be satisfied online.

Access Instructions: Click “online resources” from the main www.dau.edu website to access online courses and library.

NOTE: DAU shifted to a multi-authentication log in protocol. Ensure that you set up appropriately to enable access from home.

(U) EDX

Website: www.edx.org

Description: Online courses from 140 institutions of higher learning.

Access Instructions: Click “Register” from the EdX homepage to create an account and register for courses.

(U) COURSERA

Website: www.coursera.org

Description: Online Lectures, WBTs, Videos, Blogs, Research

Build skills with courses, certificates, and degrees online from world-class universities and companies

Access Instructions: Click “join for free” from the main www.coursera.org website to create an account and access the catalog.

(U) AEROSPACE CORPORATION

Website: www.aero.org/learn-and-grow-us

Description: Live instructor-led and recorded online courses in topics such as Space Systems Software Architecture, Ground Systems Introduction, and Orbital Analysis and Visualization using SOAP.

Access Instructions: Aerospace Corporation is a federally funded research and development center (FFRDC) offering a selection of online classes open for enrollment by any government employees (cadre, military, staff). There is no cost for government employees. Contractors are NOT able to take Aerospace Corporation courses.

To access the courses, contact the [NROU Registrar \(NROU-ExternalPrograms@nro.mil\)](mailto:NROU-ExternalPrograms@nro.mil) on the Internet for instructions on getting an Aerospace Corporation training account. To view the current course list, visit www.aero.org/learn-and-grow-us.

NOTE: All unclassified courses are hosted on Aerospace’s Internet cloud-based learning management system. Please consider your security requirements before requesting an account.

(U) MIT OPENCOURSEWARE (OCW)

Website: <https://ocw.mit.edu/>

Description: MIT OpenCourseWare (OCW) is a web-based publication of virtually all MIT course content.

Access Instructions: Visit the website address and search or browse for courses of interest.

NOTE: MIT OCW provides course materials only. Many of the courses on OCW are offered as instructor-led courses through MITx, a part of edX. The following page lists all MITx on edX courses that are currently available: <https://ocw.mit.edu/courses/mitx-related-courseware/>. See the edX entry above for more information on accessing edX.

(U) FRANKLIN COVEY LIVECLICKS

Website: Register via the NROU Central Registration Tool

Description: Leading at the Speed of Trust, 5 Choices to Extraordinary Productivity, and Project Management.

Access Instructions: Sign up via the NROU Central Registration Tool. You must provide a personal unclassified email address when you register that you can access from home. A link to the virtual classroom and coordinating instructions will be sent to this email address prior to your session. Once you complete your first Franklin Cover LiveClicks course, you will receive an All-access pass to additional materials to build skills in business acumen, communication, conflict management, customer focus, execution, innovation/creativity, personal productivity, problem solving, project management, strategic leadership, talent development, trust/integrity, and vision/purpose.

Note: It is highly recommended that you complete this course while you are on telework, the Franklin Covey LiveClicks platform is not fully functional from UMIS. For questions, please contact the NROU Learning Support Team at NROU_LSS@nro.ic.gov.

(U) \$ MONEY SAVINGS DISCUSSIONS: TALK MONEY WEBINARS NOVEMBER 2020 - DECEMBER 2021

Websites: bit.ly/talkmoney-eap-f3e and bit.ly/talkmoney-eap-ifa

Description: Do you want to make more informed financial decisions? Watch webinars on a variety of financial wellness topics presented by the Foundation for Financial Education (F3E) and the Institute for Financial Awareness (IFA). The Talk Money outreach program is free and open to all federal, military, contractor personnel, and dependents.

Access Instructions: Sign up and view schedules at bit.ly/talkmoney-eap-f3e and bit.ly/talkmoney-eap-ifa

(U) \$ MONEY EDUCATION: SMART DOLLAR FINANCIAL WELLNESS 7 JANUARY-11 MARCH 2021

Websites: URL provided upon registering.

Description: Do you want to improve your finances to have the life you want? Watch one video per week online as a household. Get tools and resources to improve cash flow, manage debt, adapt finances during uncertainty, build financial security, create a legacy, and much more! Smart Dollar is a comprehensive, nine-week financial wellness education program that is available to all federal, military, contractor personnel, and dependents. Contractors pay a fee for material costs.

Access Instructions: Contact Lisa M. at (703) 808-5030 (work), (703) 955-5339 (telework), or SmartDollarWF@gmail.com (from a PERSONAL email address) to register.

(U) NROU TALENT AND ORGANIZATIONAL DEVELOPMENT

Website: Register via the NROU Central Registration Tool

Description: NROU's Talent and Organizational Development group will be delivering a variety of leadership and personal development courses via unclassified Adobe Connect for you to take at home. Two courses a week will be offered through February 2020. Additional information on courses is available in the Central Registration Tool or in the NROU channel in the Commercial Virtual Remote (CVR) environment.

Access Instructions: Register via the NROU Central Registration Tool and provide your unclassified email address you use at home. A link to the virtual classroom and coordinating instructions will be sent to this email address prior to your session.

(U) PUBLIC LIBRARY INFORMATION

Your local public library has a number of online resources available through their website using your library card. These can include resources like Lynda.com, resources for learning a new language, eBooks, and eAudiobooks available via Overdrive, Hoopla and other subscription databases.

Local Public Library Systems Online Learning	Links
Arlington	http://library.arlingtonva.libguides.com/az.php?t=17683&_ga=2.181817124.2086787541.1583943652-994785588.1583943652
Fairfax	http://www.learningexpresslibrary3.com/?AuthToken=B5B29F87-6882-4F34-814E-3D13FCA9A25F
Loudoun	https://library.loudoun.gov/online
Alexandria	https://alexlibraryva.org/online-learning
Fairfax County Public Library	https://fairfaxcova.universalclass.com/barcode-login.htm?enter+code&loginspecial
DC	https://www.dclibrary.org/godigital/learn
Montgomery	https://montgomerycountymd.libguides.com/az.php?s=37569

(U) MILITARY TRAINING ONLINE LEARNING

Name	Links
Joint Knowledge Online	https://jko.jten.mil
Air Force Portal Login	https://www.my.af.mil/gcss-af/USAF/ep/home.do
Air University Website	https://www.airuniversity.af.edu
National Intelligence University	https://ni-u.edu/wp/ (Contains a link to their online Blackboard system for current students.)

(U) ADDITIONAL LINKS FROM THE NRO LIBRARY'S UNCLASSIFIED WEBSITE

Name	Link
Air Force Research Lab	http://www.wpafb.af.mil/afri/

ArXiv	https://arxiv.org/
DOE Office of S&T Information	https://www.osti.gov/search-tools
DOTS Web Portal (One-Way Transfer) DoD system for Transferring Files (CAC Card required)	https://dots.dodis.mil/webtransfer/#/
Highwire - Open access journals, associated with Stanford University	http://highwire.stanford.edu/lists/freeart.dtl
IASE - Approved DOD 8570 Baseline Certifications	https://iase.disa.mil/iawip/Pages/iabaseline.aspx
Infosec Institute – Study material for many IA certifications	http://resources.infosecinstitute.com/
Library of Congress S&T Reading Room	http://www.loc.gov/rr/scitech
Medline Plus - Reliable, current health information from the National Library of Medicine	https://medlineplus.gov/
NASA Technical Reports Server (NTRS)	https://ntrs.nasa.gov/
National Institute of Standards and Technology (NIST)	https://www.nist.gov/
National Oceanic and Atmospheric Administration (NOAA)	http://www.noaa.gov/
National Science Foundation	https://www.nsf.gov/
Naval Research Lab (NRL)	https://www.nrl.navy.mil/
Public Library of Science (PLOS) - non-profit open access science focused journals	https://www.plos.org/
Transparent Language - Self-study language training portal sponsored by the DOD.	https://www.transparent.com/government/

(U) LEADERSHIP TOPIC READING LIST

The appearance of a title and accompanying summary on this reading list do not imply or constitute an endorsement or an approval by the Director of any of the products, services or opinions of the authors. However, these books contain thought-provoking ideas and viewpoints relevant to leadership, decision-making, and professionalism. The NRO bears no responsibility for the accuracy, legality or content of the books referenced in this reading list.

7 Habits of Highly Effective People - Stephen Covey

In *The 7 Habits of Highly Effective People*, author Stephen R. Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, service, and human dignity--principles that give us the security to adapt to change and the wisdom and power to take advantage of the opportunities that change creates.

A Leader's Legacy - James M. Kouzes and Barry Z. Posner

In this book, leadership experts and authors of the best-selling *The Leadership Challenge*, Jim Kouzes and Barry Posner take on a unique challenge and explore the question of leadership and legacy. In each essay the authors consider a thorny and often ambiguous issue with which today's leaders must grapple issues—such as how leaders serve and sacrifice, why leaders need loving critics, why leaders should want to be liked, why leaders can't take trust for granted, why it's not just the leader's vision, why failure is always an option, why it takes courage to “make a life,” how to liberate the leader in everyone, and ultimately, how the legacy you leave is the life you lead.

Crucial Accountability - Kerry Patterson, Joseph Grenny, RobMcMillan, and Ron Switzler

Hold anyone accountable. Master performance discussions. Get results. Broken promises, missed deadlines, poor behavior--they don't just make others' lives miserable; they can sap up to 50 percent of organizational performance and account for the vast majority of divorces. *Crucial Accountability* offers the tools for improving relationships in the workplace and in life and for resolving all these problems--permanently.

Crucial Conversations - Kerry Patterson, Joseph Grenny, RobMcMillan, and Al Switzler

Crucial Conversations is filled with practical advice you can start using today:

- Prepare for high-stakes conversations
- Make it safe to talk about almost anything
- Transform unpleasant emotions into powerful dialogue
- Be persuasive, not abrasive

Crucial Conversations gets you past the hard parts of dialogue and helps you achieve relationships that are real, productive, and that will enrich your life and career.

Daring Greatly – Brené Brown

Daring Greatly is not about winning or losing. It's about courage. In a world where "never enough" dominates and feeling afraid has become second nature, vulnerability is subversive. Uncomfortable. It's even a little dangerous at times. And, without question, putting ourselves out there means there's a far greater risk of getting criticized or feeling hurt. But when we step back and examine our lives, we will find that nothing is as uncomfortable, dangerous, and hurtful as standing on the outside of our lives looking in and wondering what it would be like if we had the courage to step into the arena - whether it's a new relationship, an important meeting, the creative process, or a difficult family conversation. *Daring Greatly* is a practice and a powerful new vision for letting ourselves be seen.

Drive - Daniel H. Pink

Forget everything you thought you knew about how to motivate people--at work, at school, at home. It's wrong. As Daniel H. Pink explains in his new and paradigm-shattering book, the secret to high performance and satisfaction in today's world is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does - and how that affects every aspect of our lives. He demonstrates that while the old-fashioned carrot-and-stick approach worked successfully in the 20th century, it's precisely the *wrong* way to motivate people for today's challenges.

Extreme Ownership: How U.S. Navy SEALs Lead and Win (New Edition) - Jocko Willink and Leif Babin

Extreme Ownership has revolutionized leadership development and set a new standard for literature on the subject. Required reading for many of the most successful organizations, it has become an integral part of the official leadership training programs for scores of business teams, military units, and first responders. Detailing the mindset and principles that enable SEAL units to accomplish the most difficult combat missions, Extreme Ownership demonstrates how to apply them to any team or organization, in any leadership environment. A compelling narrative with powerful instruction and direct application, Extreme Ownership challenges leaders everywhere to fulfill their ultimate purpose: lead and win.

Good to Great – Jim Collins

Over five years, Jim Collins and his research team have analyzed the histories of 28 companies, discovering why some companies make the leap and others don't. The findings include:

- Level 5 Leadership: A surprising style, required for greatness
- The Hedgehog Concept: Finding your three circles, to transcend the curse of competence
- A Culture of Discipline: The alchemy of great results
- Technology Accelerators: How good-to-great companies think differently about technology

High Performance Habits: How Extraordinary People Become that Way - Brendon Burchard

Based on one of the largest surveys ever conducted on high performers, it turns out that just six habits move the needle the most in helping you succeed. We all want to be high performing in every area of our lives. But how? Which habits can help you achieve long-term success and vibrant well-being no matter your age, career, strengths, or personality? To become a high performer, you must seek clarity, generate energy, raise necessity, increase productivity, develop influence, and demonstrate courage. Whether you want to get more done, lead others better, develop skill faster, or dramatically increase your sense of joy and confidence, the habits in this book will help you achieve it.

How to Win Friends and Influence People – Dale Carnegie

A timeless classic that is often overlooked in today's "here and now" pop leadership culture. This book was published in 1937 and gets directly at the challenge of connecting with people in a constructive and influential way. While times certainly have changed since 1937, the essence of connecting with people has not. This treatise on winning friends and influencing people is a must for every leadership library.

Influencer: The Power to Change Anything – Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

Whether you're a CEO, a parent, or merely a person who wants to make a difference, you probably wish you had more influence with the people in your life. But most of us stop trying to make change happen because we believe it is too difficult, if not impossible. We learn to cope rather than learning to influence. From the best-selling authors who taught the world how to have Crucial Conversations comes the new edition of *Influencer*, a thought-provoking audiobook that combines the remarkable insights of behavioral scientists and business leaders with the astonishing stories of high-powered influencers from all walks of life. You'll be taught each and every step of the influence process - including robust strategies for making change inevitable in your personal life, your business, and your world.

Leaders Eat Last – Simon Sinek

Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. Today, in many successful organizations, great leaders create

environments in which people work together to do remarkable things. In his work with organizations around the world, Simon Sinek noticed that some teams trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives are offered, are doomed to infighting, fragmentation, and failure. Why? Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a "Circle of Safety" that separates the security inside the team from the challenges outside.

Mastering Leadership - Robert J. Anderson and William A. Ada

For most leaders today, complexity is outpacing their personal and collective development. Most leaders are in over their heads, whether they know it or not. The most successful organizations over time are the best led. While this has always been true, today escalating global complexity puts leadership effectiveness at a premium. Mastering Leadership involves developing the effectiveness of leaders—individually and collectively—and turning that leadership into a competitive advantage.

Quiet: The Power of Introverts in a World That Can't Stop Talking – Susan Cain

At least one-third of the people we know are introverts. They are the ones who prefer listening to speaking; who innovate and create but dislike self-promotion; who favor working on their own over working in teams. It is to introverts—Rosa Parks, Chopin, Dr. Seuss, Steve Wozniak—that we owe many of the great contributions to society.

In *Quiet*, Susan Cain argues that we dramatically undervalue introverts and shows how much we lose in doing so. She charts the rise of the Extrovert Ideal throughout the twentieth century and explores how deeply it has come to permeate our culture. She also introduces us to successful introverts—from a witty, high-octane public speaker who recharges in solitude after his talks, to a record-breaking salesman who quietly taps into the power of questions. *Quiet* has the power to permanently change how we see introverts and, equally important, how they see themselves.

Start With Why – Simon Sinek

Sinek starts with a fundamental question: Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over? *Start with Why* shows that the leaders who've had the greatest influence in the world all think, act, and communicate the same way - and it's the opposite of what everyone else does. And it all starts with why.

The 4 Disciplines of Execution: Achieving Your Wildly Important Goals – Chris McChesney, Sean Covey, and Jim Huling

Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it's likely no one even noticed. What happened?

Often, the answer is that the "whirlwind" of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. The 4 Disciplines of Execution can change that forever.

The 4 Disciplines of Execution (4DX) is a simple, repeatable, and proven formula for executing your most important strategic priorities in the midst of the whirlwind. By following the 4 Disciplines—Focus on the Wildly Important; Act on Lead Measures; Keep a Compelling Scoreboard; Create a Cadence of Accountability—leaders can produce breakthrough results, even when executing the strategy requires a significant change in behavior from their teams.

The 5 Choices: The Path to Extraordinary Productivity – Kory Kogon, Adam Merrill, and Leena Rinne

Every day brings us a crushing wave of demands: a barrage of texts, emails, interruptions, meetings, phone calls, tweets, breaking news—not to mention the high-pressure demands of our jobs—which can be overwhelming and exhausting. The sheer number of distractions can threaten our ability to think clearly, make good decisions, and accomplish what matters most, leaving us worn out and frustrated.

From the business experts at FranklinCovey, *The 5 Choices* is an exploration of modern productivity. It offers powerful insights drawn from the latest neuroscience research and decades of experience in the time-management field to help you master your attention and energy management. The 5 Choices is time management redefined: through five fundamental choices, it increases the productivity of individuals, teams, and organizations, and empowers individuals to make selective, high-impact choices about where to invest their valuable time, attention, and energy.

The 5 Languages of Appreciation in the Workplace – Gary Chapman and Paul White

This book will give you the tools to improve staff morale, create a more positive workplace, and increase employee engagement. How? By teaching you to effectively communicate authentic appreciation and encouragement to employees, co-workers, and leaders. Most relational problems in organizations flow from this question: “do people feel appreciated?” When supervisors and colleagues understand their coworkers' primary and secondary languages, as well as the specific actions they desire, they can effectively communicate authentic appreciation, thus creating healthy work relationships and raising the level of performance across an entire team or organization.

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (J-B Leadership Challenge: Kouzes/Posner) 6th Edition – James M. Kouzes and Barry Z. Posner

The Leadership Challenge is the gold-standard manual for effective leadership, grounded in research and written by the premier authorities in the field. With deep insight into the complex interpersonal dynamics of the workplace, this book positions leadership both as a skill to be learned, and as a relationship that must be nurtured to reach its full potential. This new sixth edition has been revised to address current challenges, and includes more international examples and a laser focus on business issues; you'll learn how extraordinary leaders accomplish extraordinary things, and how to develop your leadership skills and style to deliver quality results every time. Engaging stories delve into the fundamental roles that great leaders fulfill, and simple frameworks provide a primer for those who seek continuous improvement; by internalizing key insights and putting concepts into action, you'll become a more effective, more impactful leader.

The Five Dysfunctions of a Team – Patrick Lencioni and Charles Stransky

In keeping with the parable style, Patrick Lencioni begins by telling the fable of a woman who, as CEO of a struggling Silicon Valley firm, took control of a dysfunctional executive committee and helped its members succeed as a team. Story time over, Lencioni offers explicit instructions for overcoming the human behavioral tendencies that he says corrupt teams (absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results). Succinct yet sympathetic, this guide will be a boon for those struggling with the inherent difficulties of leading a group.

The Motivation Manifesto – Brendon Burchard

The Motivation Manifesto is a pulsing, articulate, ferocious call to claim our personal power. World-renowned high-performance trainer Brendon Bouchard reveals that the main motive of humankind is the pursuit of greater Personal Freedom. We desire the grand liberties of choice-time freedom, emotional freedom, social freedom, financial freedom, spiritual freedom. Only two enemies

stand in our way: an external enemy, defined as the social oppression of who we are by the mediocre masses, and an internal enemy, a sort of self-oppression caused by our own doubt and fear.

The Speed of Trust: The One Thing that Changes Everything – Stephen M. R. Covey

The author, widely known as one of the world’s leading authorities on trust, asserts that it is “the most overlooked, misunderstood, underutilized asset to enable performance. Its impact, for good or bad, is dramatic and pervasive. It’s something you can’t escape.” Thankfully, it’s also the thing that can dramatically improve your personal and professional success.

Why trust? The simple, often overlooked fact is this: work gets done with and through people. *The Speed of Trust* offers an unprecedented and eminently practical look at exactly how trust functions in every transaction and every relationship—from the most personal to the broadest, most indirect interaction.

The Power of Positive Leadership – Jon Gordon

We are not positive because life is easy. We are positive because life can be hard. As a leader, you will face numerous obstacles, negativity, and tests. There will be times when it seems as if everything in the world is conspiring against you and your vision seems more like a fantasy than a reality. That's why positive leadership is essential! Positive leadership is not about fake positivity. It is the real stuff that makes great leaders great. The research is clear. Being a positive leader is not just a nice way to lead. It's the way to lead if you want to build a great culture, unite your organization in the face of adversity, develop a connected and committed team, and achieve excellence and superior results.

Radical Candor – Kim Scott

Radical Candor is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism, delivered to produce better results and help employees develop their skills and boundaries of success. Great bosses have a strong relationship with their employees, and Kim Scott has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses.

You Win in the Locker Room First – Jon Gordon and Mike Smith

You Win in the Locker Room First draws on the extraordinary experiences of Coach Mike Smith and Jon Gordon - consultant to numerous college and professional teams - to explore the seven powerful principles that any business, school, organization, or sports team can adopt to revitalize their organization.

Step by step, the authors outline a strategy for building a thriving organization and provide a practical framework that give leaders the tools they need to create a great culture, lead with the right mind-set, create strong relationships, improve teamwork, execute at a higher level, and avoid the pitfalls that sabotage far too many leaders and organizations.

(U) LEADERSHIP TOPIC PODCASTS

The appearance of a podcast on this list does not imply or constitute an endorsement or an approval by the Director of any of the products, services or opinions of the podcast participants. However, these podcasts contain thought-provoking ideas and viewpoints relevant to leadership, decision-making, and professionalism. The NRO bears no responsibility for the accuracy, legality or content of the podcasts referenced in this list.

By Example – Carla Fiorina

Conversations with world-class leaders and those who lead “By Example”.

[Learn More](#)

Coaching for Leaders – David Stackowiak

Leaders aren't born. *They're made.*

Coaching for Leaders has attracted 12 million downloads of conversations with bestselling authors, expert researchers, and everyday leaders -- and is the #1 search result for *coaching* on Apple Podcasts.

[Learn More](#)

Higher Purpose Podcast – Kevin Moore

All around the world, people are floundering. There's something missing, something more they just can't grasp. Kevin Monroe is a successful, purpose driven leader who shares his insights and conversations with other amazing leaders. You found us for a reason. It's time for you to flourish in faith, business, and life.

[Learn More](#)

HR Happy Hour – Steve Boese, Trish McFarlane

The show focuses on HR issues and workplace topics such as talent management, recruiting, technology, social media, leadership, careers, and much, much more.

The show is lively, conversational, and challenging at the same time. And it's also a whole lot of fun, it is a Happy Hour after all!

[Learn More](#)

Radical Candor – Amy Sandler

A show about how to kick ass at work without losing your humanity by practicing the principles of Radical Candor. Host Amy Sandler leads discussions with Radical Candor co-founders Kim Scott and Jason Rosoff about what it means to be Radically Candid, why it's hard and why it's worth it. Tune in every other Wednesday to get actionable tips for doing the best work of your life and building the best relationships of your career.

[Learn More](#)

Rise – Rachel Hollis

Tangible and tactical tools for your life and business. Hosted by New York Times Best-Selling Author Rachel Hollis, RISE is a series of bold conversations with fellow business powerhouses and personal development leaders that provides the listener with real-life valuable takeaways.

[Learn More](#)

The EntreLeadership Podcast – Alex Judd

The EntreLeadership Podcast features lively discussions and tips on leadership and business by some of the top minds in the business, like Mark Cuban, Seth Godin, Jim Collins and Simon Sinek. More at www.EntreLeadership.com.

[Learn More](#)

The TED Radio Hour - Manoush Zomorodi

Exploring the biggest questions of our time with the help of the world's greatest thinkers. Host Manoush Zomorodi inspires us to learn more about the world, our communities, and most importantly, ourselves.

[Learn More](#)

The Brendon Show – Brendon Burchard

Go behind the scenes with Brendon Burchard, the world's leading high performance coach and one of the Top 100 Most Followed Public Figures in the world, as he speaks to 20,000 people in arenas, coaches celebrities, helps his students, and reaches millions of people every week with his message for how we can all live, love and matter. Every week, Brendon shares what he's struggling with, working on and marching towards – and how we can all live an extraordinary life. This is an intimate and inspiring look into the life and strategies of one of the most watched, followed and quoted personal development trainers in history.

[Learn More](#)

The Future of Work Podcast – Jacob Morgan

A weekly show where Jacob has in-depth discussions with senior executives and business leaders around the world on the future of work.

[Learn More](#)

The John Maxwell Leadership Podcast – Dr. John C. Maxwell

The John Maxwell Leadership Podcast is a regular examination of what it means to be a transformational leader—someone who daily influences people to think, speak, and act to make a positive difference in their lives and in the lives of others. This podcast will teach you the principles, practices, and process of becoming a transformational leader because leadership isn't an event—it's an uphill journey. Every week we will offer a free tool to help you on this journey.

[Learn More](#)

The Tony Robbins Podcast – Robbins Research International

Tony Robbins' powerful words and insightful lessons have helped more than 50 million people from over 100 countries to create meaningful change in their lives.

[Learn More](#)

(U) LEADERSHIP WEBINARS

The appearance of a webinar or blog on this list does not imply or constitute an endorsement or an approval by the Director of any of the products, services or opinions of the participants. However, these webinars and blogs contains thought-provoking ideas and viewpoints relevant to leadership, decision-making, and professionalism. The NRO bears no responsibility for the accuracy, legality or content of the webinars or blogs referenced in this list.

Crucial Skills for Crucial Times: How to Lead Through the COVID-19 Crisis and its Aftermath – hosted by VitalSmarts

A five-part webinar series on the following topics:

- . How to Influence the Vital Behaviors You'll Need in the Post-COVID World
- . Crucial Conversations in a Crisis: How to Create a Threat Adaptive Culture
- . 200% Accountability: How to Succeed in an Ongoing Pandemic
- . Stress-Free Productivity During Times of Stress: Skills to Regain Control
- . Habits for Working from Home: How to Adapt Your Workplace Routines for At-Home Success

[Learn More / Crucial Skills Blog](#)

Crucial Conversations to Create and Sustain More Equitable Workplaces- hosted by VitalSmarts

A two-part webinar series on the following topics:

- . 200% Accountability: How to Create and Sustain a Just Culture
- . Managing Conversations About Bias

[Learn More](#)

(U) LEARNING ACTIVITIES TRACKER

Staff should record all activities using a **Learning Activities Tracker**. Supervisors should engage their employees to schedule one-on-one meetings to review the **Learning Activities Tracker** and completed deliverables.

The tracker can be created in Microsoft Word or Excel. For each learning activity, staff should record the following data elements:

- **Employee Name (Last, First)**
- **Date Learning Activity Occurred**
- **Type of Learning Activity**
 - Read book
 - Complete online course
 - Read journal article
 - Completed Individual Development Plan
 - Viewed a TED Talk
- **Title of Activity**
 - Example – Book title, course title

- **Total Hours Spend on Activity**
 - Include time to develop deliverable
- **Description of Activity**
- **Deliverables Completed**
 - Use the book review, TED talk review, and journal article review provided at the end of this document to capture your analysis of the learning activity
- **Relationship to Performance Objectives and Elements or work role**
 - Example – This book relates to the performance element for Communication.
- **Source of Learning Activity (where did you find it?)**
 - Example – O’Reilly, personal leadership book, public library, etc.

(U) APPENDIX 1 –BOOK REVIEW

Title:

Author:

- **What is the thesis—or main argument—of the book?** If the author wanted you to get one idea from the book, what would it be? How does it compare or contrast to the world you know? What has the book accomplished?
- **What exactly is the subject or topic of the book?** Does the author cover the subject adequately? Does the author cover all aspects of the subject in a balanced fashion? What is the approach to the subject (topical, analytical, chronological, descriptive)?
- **How does the author support her argument?** What evidence does she use to prove her point? Do you find that evidence convincing? Why or why not? Does any of the author’s information (or conclusions) conflict with other books you’ve read, courses you’ve taken or just previous assumptions you had of the subject?
- **How has this book helped you understand the subject?** Would you recommend the book to your reader?
- **How has this book impacted your perspective and future actions?** How has the book changed your view on the subject are? What elements might you incorporate into your daily work tasks? What elements might you incorporate into your career development plans and goals?

Title:**Speaker:**

- What is the speaker's background?
- Where and when was the TED talk given?
- How did the speaker begin the presentation?
- What is the theme of the talk?
- Does it match the title? How?
- What was a memorable part of this TED talk? What made it memorable?
- How did the speaker connect to his audience? (Humor, visual aids, etc.)
- What did the speaker want to accomplish? Do you think the speaker achieve their goals?
- Did the speaker convince you? Why?
- Why did you choose this TED talk?
- How would you rate this TED talk on a scale of 1-5? Why?

Title:

Author:

- **What is the thesis—or main argument—of the article?** If the author wanted you to get one idea from the article, what would it be? How does it compare or contrast to the world you know? What has the article accomplished?
- **What exactly is the subject or topic of the article?** Does the author cover the subject adequately? Does the author cover all aspects of the subject in a balanced fashion? What is the approach to the subject (topical, analytical, chronological, descriptive)?
- **How does the author support their argument?** What evidence does he/she use to prove their point? Do you find that evidence convincing? Why or why not? Does any of the author’s information (or conclusions) conflict with other books or articles you’ve read, courses you’ve taken or just previous assumptions you had of the subject?
- **How has this article helped you understand the subject?** Would you recommend the article to another reader?
- **How has this article impacted your perspective and future actions?** How has the article changed your view on the subject? What elements might you incorporate into your daily work tasks? What elements might you incorporate into your career development plans and goals?

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Start the conversation in your choice of over 70 world languages and dialects through courses crafted using conversational methodology, delivered through native speaker dialogue, and created with each individual learner in mind.



✦ denotes Popular Language Course

◊ denotes Specialty Course

<ul style="list-style-type: none"> Arabic (Egyptian) Arabic (Iraqi) ✦ Arabic (Levantine) <ul style="list-style-type: none"> Arabic (Modern Standard) ◊ Etiquette ◊ Superstitions Armenian Azerbaijani Bengali Chaldean Aramaic Cherokee Chinese (Cantonese) ✦ Chinese (Mandarin) <ul style="list-style-type: none"> ◊ Business ◊ Feng Shui ◊ Zodiac Signs Croatian Czech Danish Dari Dutch Dzongkha English (United States) English (Pirate) Filipino (Tagalog) Finnish ✦ French <ul style="list-style-type: none"> ◊ Argot ◊ Romance ◊ Wine and Cheese French (Canadian) ✦ German <ul style="list-style-type: none"> ◊ Oktoberfest Greek (Modern) 	<ul style="list-style-type: none"> Greek (Ancient) Greek (Koine) Haitian Creole Hawaiian Hebrew (Modern) Hebrew (Biblical) Hindi Hungarian Icelandic Igbo Indonesian ✦ Italian <ul style="list-style-type: none"> ◊ Carnival of Venice ◊ Horse Race of Siena ◊ Romance Irish (Standard) ◊ St. Patrick's Day ✦ Japanese <ul style="list-style-type: none"> ◊ English Loanwords ◊ Mimetic Words Javanese Kazakh Korean Latin Malay Malayalam Norwegian Pashto Persian (Farsi) Polish ✦ Portuguese (Brazilian) <ul style="list-style-type: none"> ◊ Hospitality and Tourism ◊ Romance ◊ Soccer Celebration 	<ul style="list-style-type: none"> Punjabi (Pakistani) Romanian ✦ Russian <ul style="list-style-type: none"> ◊ Slang ◊ Superstitions Scottish Gaelic Serbian Shanghainese Slovak ✦ Spanish (Latin American) <ul style="list-style-type: none"> ◊ Business ◊ Legal ◊ Medical ◊ Romance ◊ Spanish for Librarians ◊ Text Talk Spanish (Castilian) ◊ Flamenco Dancing ◊ Soccer Celebration Swahili Swedish Tamil Telugu Thai Turkish Tuvan Ukrainian Urdu Uzbek Vietnamese Yiddish <p>Bonus languages: Shakespearean English, Pirate</p>
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