



NEW HAMPSHIRE NATIONAL GUARD

Always Ready Always There



Human Resource Development Resource Guide

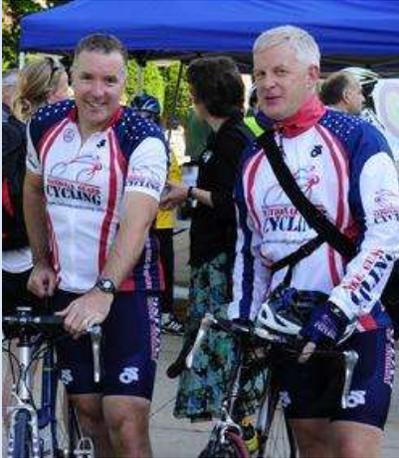
OUR CORE COMPETENCIES
Responsibility Collaboration
Influence

[Training Courses](#)
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HRD [Training Calendar](#)



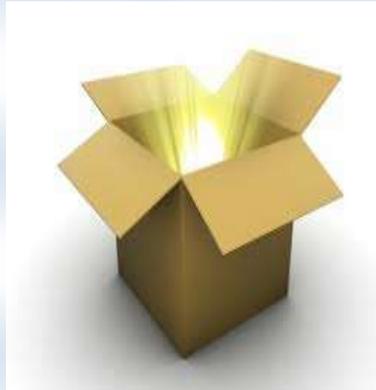
[How to Use This Guide](#)
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[About Us](#)



About Our Core Competencies

Core competencies are personal and collective strengths gained through learning that result from acquired knowledge, skills and abilities. They deliver additional value to the people we serve. We strive to be responsible, collaborative and influential in our personal and professional lives. [READ MORE](#)

[Air National Guard Force Development](#)
[Air Force Professional Military Education](#)
[Army Professional Military Education](#)
[Joint Professional Military Education](#)



[Diversity related movies available through the Lending Library](#)

Our Senior Leadership



BG Craig Bennett, NHARNG ATAG



Maj Gen William Reddel, NHNG TAG



Brig Gen Carol Protzmann, NHANG ATAG

About Us

The New Hampshire National Guard Human Resource Development (HRD) department promotes the organization's culture and creates a more competitive workforce. HRD training and educational resources provide instrumental benefits to the employee by increasing versatility and productivity, resulting in increased job satisfaction. HRD training and educational resources provide instrumental benefits to the organization as a whole by increasing the workforce's depth and breadth of knowledge, creating a competitive advantage. Both outcomes positively affect work culture and add to an employee's sense of value and happiness in the workplace, increasing motivation and retention.

This Resource Guide provides full and part time New Hampshire National Guard members with recommendations for training and development that support our values and increase our competency in three key areas: responsibility, collaboration and influence. If you have questions or recommendations, please contact HRD at 227- 1543 or ng.nh.nharng.mbx.hrd@mail.mil.



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Introduction

How to Use this Resource Guide

The New Hampshire National Guard promotes three core competency areas for its full-time staff and its traditional guard members: responsibility, collaboration and influence. Each of these competencies can be achieved by building corresponding skills areas. The competencies and corresponding skill areas are listed and further defined in this resource guide.



In addition, this resource guide recommends free, local and online training material to help build and develop skill areas and competencies. Courses, books, videos, podcasts and blogs are listed for your consideration.

Since no two members of the New Hampshire National Guard will require the same training plan to achieve competency in the three areas, a self-assessment is provided in this resource guide to help identify the skill areas an individual member may need to improve. Please follow instructions and use this tool to create your own training plan with your mentor or supervisor.

In addition, this resource guide provides information related to civilian education resources



and military professional education classes. Every member of the New Hampshire National Guard is encouraged to pursue personal and professional development. This resource guide is one tool to assist in that endeavor.

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Core Competencies

Responsibility

Our definition: A duty or obligation to fulfill a requirement; something we do because it's morally right; something we personally own.

Skill areas that build responsibility include:

- **Resiliency.** Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
- **Financial Management.** Monitors expenditures, manages budgets and uses cost-benefit thinking to set priorities in professional and personal finances.
- **Diversity.** Fosters an inclusive workplace where individual differences are valued and leveraged to achieve the vision and mission of the organization.
- **Accountability.** Accepts responsibility for results; complies with established regulations and policies.

Collaboration

Our definition: Working jointly towards a common goal; cooperating; seeking solutions.

Skill areas that promote collaboration include:

- **Negotiation.** Persuades; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
- **Relationship Building.** Shows respect and support of others; encourages feedback and accepts differences of opinions; manages and resolves conflicts and disagreements in a constructive manner.
- **Problem Solving.** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
- **Communication.** Writes in a clear, concise, organized, and convincing manner for the intended audience. Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.



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Core Competencies

Influence

Our definition: Having a positive effect on something or someone; affecting constructive change.

Skill areas that generate influence:

- **Mentoring.** Supports and encourages people to develop their skills and maximize their potential.
- **Team Building.** Inspires and fosters cohesion, spirit, pride, and trust. Facilitates cooperation and motivates to accomplish group goals.
- **Leading.** Makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions. Understanding words and actions will be criticized or emulated by others.
- **Innovation and Vision.** Creates, communicates and applies new solutions to meet mission requirements.
- **Strategic Thinking.** Formulates objectives and priorities, implements plans consistent with the long-term interests, and capitalizes on opportunities and manages risks.



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Training Courses

The following is a list of courses provided through HRD, available online at no cost, or provided locally by a third party trainer at low cost. For more information on these courses, or to find others that build our core competencies at low or no cost, contact HRD at (603) 227-1543 or ng.nh.nharng.mbx.hrd@mail.mil.

| Skill Area | Related Courses |
|-----------------------|--|
| Accountability | <p data-bbox="431 520 727 554"><i>Managing Productivity</i></p> <p data-bbox="431 592 1338 667">This in-house training offers time management and communication techniques to effectively handle distractions in the workplace. 3 hours</p> <p data-bbox="431 705 1357 781">To schedule a class for your office or register for the next available class contact HRD.</p> <hr data-bbox="415 814 1430 823"/> <p data-bbox="431 827 711 861"><i>Arbinger Foundations</i></p> <p data-bbox="431 898 1373 974">This in-house introduction to Arbinger concepts explains how to improve relationships through responsibility and collaboration. 3 hours</p> <p data-bbox="431 1045 1357 1121">To schedule a class for your office or register for the next available class contact HRD.</p> <hr data-bbox="415 1150 1430 1159"/> <p data-bbox="431 1163 610 1197"><i>Arbinger Core</i></p> <p data-bbox="431 1234 1367 1352">This in-house course looks deeply into the concept of self-deception and offers operational solutions to better relationships at home and in the workplace. 12 hours</p> <p data-bbox="431 1390 1357 1465">To schedule a class for your office or register for the next available class contact HRD.</p> <hr data-bbox="415 1495 1430 1503"/> <p data-bbox="431 1512 509 1545"><i>Ethics</i></p> <p data-bbox="431 1583 1364 1659">This online DEOMI training covers the basics of ethics, ethical decision making, and ethical behavior in the workplace.</p> <p data-bbox="431 1696 1403 1772">To register: http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm</p> <p data-bbox="1357 1806 1422 1839">home</p> |

| Skill Area | Related Courses |
|------------|-----------------|
|------------|-----------------|

Accountability *MIT Ethical Practice: Professionalism, Social Responsibility, and the Purpose of the Corporation*

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. This course is an introduction to ethics in business, with a focus on business management. Over the course of thirteen sessions, students explore theoretical concepts in business ethics, and cases representing the challenges they will likely face as managers. All course material is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-270-ethical-practice-professionalism-social-responsibility-and-the-purpose-of-the-corporation-spring-2010/>

Communication *Best Practices for Job Seekers*

This in-house training helps applicants make a great impression by focusing on writing a great resume and cover letter, researching potential employers and effectively interviewing. 3 hours

To schedule a class for your office or register for the next available class contact HRD.

Communication Skills

This online DEOMI course covers basic communication skills to include the different types of communication, barriers to effective communication, and strategies to improve communication. 1 hour

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

Listening and Feedback

This online DEOMI course covers the basic principles of active listening, types of listening, types of feedback, and how to give and receive feedback.

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

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| Skill Area | Related Courses |
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Diversity

Generations in the Workplace

This in-house training explains common traits and values among generational peers and gives tips for working with members of other generations. 1.5 hours

To schedule a class for your office or register for the next available class contact HRD.

Four Lenses

This in-house training provides a personality assessment which offers a simple way for individuals to recognize their personal preferences and the personal preferences of others. 3 hours

To schedule a class for your office or register for the next available class contact HRD.

Cultural Reasoning

This online DEOMI training provides with deeper insight about a culture and people within a culture. Cross-cultural competencies relevant to this course include: cultural reasoning, suspending judgment, cognitive complexity, and sense making. 1 hour

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

Perceptions

This online DEOMI course provides information on the perception process with recognition of the influence one's own biases and stereotypes have on the accuracy of perceptions. It also covers the systematic view of how individuals can gather the same information and draw different conclusions. 1 hour

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

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Intercultural Interaction

This online DEOMI training demonstrates how individuals can plan and adjust messages, means of communication, and self-monitoring strategies in order to achieve intended outcomes. 1 hour

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

MIT Cross Cultural Leadership

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. The goal of the five session graduate course is to help prepare students for business assignments outside of their native countries. All material is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-996-cross-cultural-leadership-fall-2004/>

**Financial
Management**

360 Degrees of Financial Literacy

A free online program from the American Institute of Certified Public Accountants.

<http://www.360financialliteracy.org/>

Investing in Your Future

A free eleven part online course in basic investing from Rutgers University Cooperative Extension.

<http://www.extension.org/pages/10984/investing-for-your-future>

Planning for a Secure Retirement

A free introduction to financial planning through a ten module online course from Purdue University.

<https://ag.purdue.edu/programs/areyouprepared/secureretirement/Pages/default.aspx>

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Innovation and Vision

Lean Process Improvement

Lean methodology teaches tools to assist in identifying and eliminating waste in work processing. It is often referred to as “common sense uncommonly applied.” Several Lean training courses are offered by the State of New Hampshire Bureau of Education and Training (BET) at a very low cost. For more information visit <http://admin.state.nh.us/hr/documents/Lean%20Process%20Improvement.pdf>

To register for one or more classes, contact HRD.

Emotional Literacy for Managers

This course trains the basics of emotional intelligence, offers exercises for self evaluation and skill development, and provides guidance to improve your own emotional responsiveness in teams and management roles. Offered by the State of New Hampshire Bureau of Education and Training (BET) at a very low cost.

For more information visit <http://admin.state.nh.us/hr/documents/CatalogOfTrainingOpportunities.pdf>

To register for the class, contact HRD.

MIT Leadership Lab for Corporate Social Innovation

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. This graduate level workshop is organized around three main parts: observation, sense-making, and creating to produce business success. All the material for this 7 session is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-974-leadership-lab-spring-2003/index.htm>

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| Skill Area | Related Courses |
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Leading

Leadership in the 21st Century

The one day class explores the multicultural, multi-generational, social media equipped workforce and offers skills to build mutual respect between leaders and their employees. Offered by the State of New Hampshire Bureau of Education and Training (BET) at a very low cost.

For more information visit

<http://admin.state.nh.us/hr/documents/CatalogOfTrainingOpportunities.pdf>

To register for the class, contact HRD.

Identifying and Developing Leaders at all Levels

The one day class explores ways to identify and develop people without titles for future leadership. Offered by the State of New Hampshire Bureau of Education and Training (BET) at a very low cost. For more information visit

<http://admin.state.nh.us/hr/documents/CatalogOfTrainingOpportunities.pdf>

To register for the class, contact HRD.

Master Class Management and Leadership Training

Free online 10 part program offers a “mini-MBA” curriculum for managers and supervisors.

<http://www.masterclassmanagement.com/Table-of-Contents-1x.html>

Mentoring

MIT Leadership and Personal Effectiveness Coaching

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. This graduate level course helps students hone their communication skills with an emphasis on both individual and team communication. All material is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-277-special-seminar-in-communications-leadership-and-personal-effectiveness-coaching-fall-2008/>

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| Skill Area | Related Courses |
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Negotiation

Negotiation

This in-house course provides best practices to better communicate positions, collaborate for solutions and walk away satisfied. 6 hours

To schedule a class for your office or register for the next available class contact HRD.

MIT Negotiation and Conflict Management

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. This eleven session graduate course teaches negotiation theory – strategies and styles – within an employment context. All course content is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-667-negotiation-and-conflict-management-spring-2001/>

Problem Solving

Challenging Negative Attitudes

This half day course explores how to challenge individual negativity, how to protect yourself and how to build optimistic responses to any given situation. Offered by the State of New Hampshire Bureau of Education and Training (BET) at a very low cost.

For more information visit

<http://admin.state.nh.us/hr/documents/CatalogOfTrainingOpportunities.pdf>

To register for the class, contact HRD.

Relationship Building and Resiliency

Strong Bonds

A weekend long Chaplain based program for guard members and their spouses to increase Soldier and Family readiness through relationship education and skills training.

To learn more, contact the NHNG Chaplain’s office.

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Relationship Building and Resiliency

7 Habits of Healthy Families

A two day, hands on training for guard members, spouses and children to enable family members to communicate their challenges and overcome them successfully together.

To learn more, contact the NHNG Chaplain's office.

Socialization

This online DEOMI course covers aspects of socialization that provides a self awareness philosophy, catalyst for change, and strategies for change to aid in understanding why social dynamics are such an important part of your day to day interactions with others. 1 hour

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

Strategic Thinking

MIT Strategic Management I

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. This course focuses on some of the important current issues in strategic management. It will concentrate on modern analytical approaches and on enduring successful strategic practices. All material is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategic-management-i-fall-2006/>

MIT Strategic Management II

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. This course is an extension of course Strategic Management I, with the purpose of allowing the students to experience an in-depth application of the concepts and frameworks of strategic management. All material is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-904-strategic-management-ii-fall-2005/>

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Team Building

MIT Building and Leading Successful Teams

OpenCourseWare provides materials used in full-time courses at top universities online, free of charge. The graduate level class serves as an introduction of concepts and uses a variety of experiential exercises to develop individual and team skills, as well as supportive relationships. All material is available for download.

<http://ocw.mit.edu/courses/sloan-school-of-management/15-316-building-and-leading-effective-teams-summer-2005/>

Group Dynamics

This online DEOMI course covers the basic principles of groups, group development, and group dynamics. 1 hour

To register:

<http://www.deomi.org/Education&Training/FirstTimeStudentInstructions.cfm>

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Lending Library

The following printed and audio books are available through the Human Resource Office library at Pease ANGB and the State Military Reservation. For more information, please contact HRD.

Printed Books

7 Habits of Highly Effective People, Steven M.R. Covey
A framework for personal effectiveness

12: The Elements for Great Managing, Rodd Wagner & James K. Harter, Ph. D
Based on Gallup's ten million workplace interviews - the largest worldwide study of employee engagement

32 in '44, Rodney K. Watterson
Building the Portsmouth Submarine Fleet in World War II

Air Force Officer's Guide, Col. Jefferey C. Benton
This guide includes all information needed for successful performance of duty as a United States Air Force Officer

Air Force Process Improvement Guide, Electronic Systems Center and The MITRE Corporation
Total quality tools for teams and individuals

After the War Zone, Laurie B. Slone
A practical guide for returning troops and their families

The Air National Guard and the American military tradition, Charles Joseph Gross
Author traces our militia tradition and connects this story with the rising influence of air power

Anatomy of Peace, The Arbinger Institute
Resolving the heart of conflict

An Honest Day's Work, Motivating employees to give their best: how to give employees what they really want from work

Appreciative Inquiry, David Cooperrider and Diana Whitney
An introduction to asking better questions



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Appreciative Team Building, Diana Whitney, et al
Positive questions to bring out the best of your team

Are You Really Listening, Paul J. Donoghue Ph.D. Mary E. Siegel Ph.D.
Keys to successful communication

The Ascent of Money, Niall Ferguson
A financial history of the world

Attitude: Your most priceless possession, Elwood N. Chapman
A practical, workable guide to better Human Relations

The Black Swan, Nassim Nicholas Taleb
The impact of the highly improbable

Blink, Malcolm Gladwell
The power of thinking without thinking

Bonds that Make Us Free, C. Terry Warner
A remedy for our troubling emotions
by addressing their root causes

Boom, Kevin & Jackie Freiberg
7 Choices for blowing the doors off
business as usual

Boyd, Robert Coram
The story of a fighter pilot who
changed the art of war

Built to Last, James C. Collins & Jerry I.
Porras
Successful habits of visionary
companies



Change Your Questions, Change Your Life, Marilee Adams, PhD
Ten powerful tools for life and work

Comeback, Paul Ingrassia & Joseph B. White
The rise and fall of the American automobile industry

Conquering Adversity, Christopher Novak
Six strategies to move you and your team through tough times

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Control Your Destiny or Someone Else Will, Noel M. Tichy & Straford Sherman
Lessons in mastering change the principles Jack Welch is using to Revolutionize General Electric

Corporate Abuse, Lesley Wright & Martin Smye
How "lean and mean" robs people and profits

Corporate Culture and Performance, Leslie L. Kossoff
How to implement and manage a business strategy of continuous improvement

Crucial Confrontations, Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
Never walk away from another conflict again

Crucial Conversations, Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
Tools for talking when stakes are high

The Customer Driven Company, Richard C. Whiteley
Moving from talk to action

Death by Meeting, Patrick Lencioni
A story about solving the most painful problem in business

Difficult Conversations, Douglas Stone, Bruce Patton & Sheila Heen
How to discuss what matters most

The Disney Way, Bill Capodagli & Lynn Jackson
Harnessing the management secrets of Disney in your corporation

Drive, Daniel Pink
The surprising truth about what motivates us

Driving Fear Out of the Workplace, Kathleen D. Ryan & Daniel K. Oestreich
How to Overcome the invisible barriers to quality, productivity and innovation

The Effective Executive, Peter F. Drucker
The definitive guide to getting the right things done

Effective Presentation Skills, Steve Mandel
A practical guide for better speaking

Emotional Intelligence, Daniel Goleman
Why it can matter more than IQ

The Empowered Manager, Peter Block
Positive, political skills at work

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Empowerment, Cynthia D. Scott Ph.D & Dennis T. Jaffe Ph.D
A practical guide for success: How to build an empowered workplace

EQ Interview, Adele Lynn
Finding employees with high emotional intelligence

The Essential Drucker, Peter F. Drucker
The best of sixty years of Peter Drucker's essential writings on management

Ethics for Everyone, Eric Harvey & Scott Airitam
The handbook for integrity based business practices

Evaluation, Sandra Merwin
Ten significant ways to measure and improving training impact

Everyone Communicates, Few Connect, John C. Maxwell
What the most effective people do differently

The Fifth Discipline Fieldbook, Peter Senge, Art Kleiner, Charlotte Roberts, Richard Ross & Bryan Smith
Strategies and tools for building a learning organization

First, Break All the Rules, Marcus Buckingham & Curt Coffman
What the world's greatest managers do differently

Fish Sticks, Stephen C. Lundin, Ph. D, John Christensen & Harry Paul
A remarkable way to adapt to changing times and keep it fresh

The Five Dysfunctions of a Team, Patrick Lencioni
A classic leadership fable

The Five Most Important Questions You Will Ever Ask About Your Organization, Peter F. Drucker et al
An inspiring tool for organizations and the people who lead them

Five Star Teamwork, Steve Ventura & Michelle Corriea Templin
How to achieve success...together

Focus, Daniel Goleman
The hidden river of excellence

The Fred Factor, Mark Sanbord
How passion in your work and life can turn the ordinary into the extraordinary

Future Edge, Joel Arthur Barker
Discovering the "New Paradigms of Success"

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Games That Teach, Steve Sugar
Experimental activities for reinforcing training

Get It Set It Move It Prove It, Mark Graham Brown
Sixty ways to get real results in your organization

Getting to Yes, Roger Fisher & William Ury
Negotiating agreement without giving in

Go, Put Your Strengths to Work, Marcus Buckingham
Six powerful steps to achieve outstanding performance



Goal Analysis, Robert F. Mager
How to clarify your goals so you can actually achieve them

Good to Great, Jim Collins
Why some companies make the leap and others don't

Great by Choice, Jim Collins & Morten T. Hansen
Uncertainty, chaos, and luck - why some thrive despite them all

The Happiness Advantage, Shawn Achor
The seven principles of positive psychology that fuel success and performance at work

Hard Wired Leadership, Roger R Pearman
Unleashed the power of personality to become a new millennium leader

Here Comes Everybody, Clay Shirky
The power of organizing without organizations

How Full is Your Bucket, Tom Rath & Donlad Clifton, PHd
Positive strategies for work and life

How to Deliver a TED Talk, Jeremy Donovan
Secrets of the world's most inspiring presentations

How to Make Meetings Work! Michael Doyle & David Straus
The new interaction method

How to Talk to Anyone, Anytime, Anywhere, Larry King
The secrets to good communication

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Human Sigma, John H. Fleming & Jim Asplund
Managing the employee-customer encounter

Improvement Driven Government, David K. Carr, Ian D. Littman & John K. Condon
Public service for the 21st century

Improving your Company Image, Sylvia Ann Blishak
Creating a positive impression

Incredibly American, Marilyn R. Zuzkerman & Lewis J. Hatala
Releasing the heart of quality

Influence, Robert B. Cialdini, Ph.D
The Psychology of Persuasion

Influential Selling, Ken Carnes
How to win in today's selling environment

In Search of Solutions, David Quinlivan-Hall & Peter Renner
Sixty ways to guide your problem solving group

Inside Corporate Japan, David Ju
The art of fumble-free management

In the Company of Women, Pat Heim, Ph.D & Susan A. Murphy, Ph.D, MBA
Indirect aggression among women: why we hurt each other and how to stop

I Quit, but I Forgot to Tell You, Terri Kabachnick
Attacking the spreading virus of disengagement

Jumping the Curve, Nicholas Imparato & Oren Harari
Innovation and Strategic choice in an age of transition

Leadership & Self-Deception, The Arbinger Institute
Learn about “the box” and how to get out of it

Leadership Secrets of Attila The Hun, Wess Robers, Ph.D
This enhanced edition offers time-tested lessons in win-directed, take-charge management

Leading Change, John P. Kotter
The eight stage process to organizational change

Leading with Questions, Michael Marquardt
How leaders find the right solutions by knowing what to ask

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Leading with Values, Bud Bilanchi

Eight common sense leadership strategies for bringing organizational values to life

Lean In, Sheryl Sandberg

Women, work and the will to lead

Lead Astray, Donald P. Anderson

Everyone wants to know something. Some just want it more than others – a novel

Lessons in Loyalty, Lorraine Gibbs West

How Southwest Airlines does it: an insider's view

Life Matters, Roger Merrill & Rebecca R. Merrill

Creating a dynamic balance of work, family, time and money

The Light Touch, Malcolm Gladwell

How to use humor for business success

The Limits of Power, Andrew J. Bacevich

The end of American exceptionalism

Maestro, Roger Nierenberg

A surprising story about leading by listening

Managing Transitions, William Bridges

Making the most of change

Mind Mapping, Joyce Wycoff

Your personal Guide to explore creativity and problem solving

Naming Elephants, Sue Annis Hammond & Andrea B. Mayfield

How to surface "undiscussables" for greater organizational success

Necessary Endings, Dr. Henry Cloud

The employees, businesses, and relationships that all of us have to give up in order to move forward

Needs Assessment Basics, Deborah Tobey

A complete how-to guide to help you: design effective, on-target training solutions, get support, and ensure bottom line impact

Now, Discover Your Strengths, Marcus Buckingham & Donald O. Clifton, Ph.D

Introduces 34 dominant "themes" that can be translated into personal and career success

Nuts, Kevin & Jackie Freiberg

Southwest Airlines crazy recipe for business and personal success

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Organizational Culture and Leadership, Edgar H. Schein

Focuses on today's complex business realities and draws on a wide range of contemporary research

Outliers, Malcolm Gladwell

Stories of achieving success

Overload! Jonathan B. Spira

How too much information is hazardous to your organization

Please Understand Me II, David Kirsey

Temperament, character and intelligence

Positive Discipline, Eric Harvey & Paul Sims

How to resolve tough performance problems quickly...and permanently

Positive Leadership, Kim Cameron

Strategies for Extraordinary Performance

Power Exchange, Lee J. Colan

How to boost accountability and performance in today's workforce

Powerhouse Partners, Stephen M

Dent & James H. Krefft
A blue print for building organizational culture for breakaway results



The Power of Habit, Charles Duhigg

Why we do what we do in life and business

Predictable Results in Unpredictable Times, Stephen R. Covey & Bob Whitman

How to win in any environment

Principle Centered Leadership, Steven M.R. Covey

Give a man a fish and he will eat for a day, teach a man to fish and he will eat for the rest of his life

Promoting Emotional Intelligence in Organizations, Cary Cherniss & Mitchel Adler

Making in Emotional Intelligence effective

Quiet, Susan Cain

The power of introverts in a world that can't stop talking

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The Secrets to Masterful Meetings, Michael Wilkinson
Ignite a meetings revolution

Seeing Systems, Barry Oshry
Unlocking the mysteries of organizational life

Send, David Shipley & Will Schwalbe
Why people email so badly and how to do it better

Silos, Politics and Turf Wars, Patrick Lencioni
A Leadership fable about destroying the barriers that turn colleagues into competitors

Six Thinking Hats, Edward De Boro
Powerful technique to help you look at important decisions from a number of different perspectives

The Small Business Guerilla Guide to Six Sigma, Jay Arthur
How to cut costs and boost profits even in tough times

Smart Mobs, Howard Rheingold
The next social revolution: Transforming cultures and communities in the age of instant access

Sources of Power, Gary Klien
How people make decisions

Squak! Travis Bradberry, Ph.D
A little fable about how one seagull manager learned the three virtues of great leadership

Standing Naked in the Shower, Nathan K. Bryce
Life-enriching insights that expose human nature

The Starbucks Experience, Joseph A. Michelli
Five principles for turning ordinary into extraordinary

Start with Why, Simon Sinek
How great leaders inspire everyone to take action

Sticking to it: The Art of Adherence, Lee J. Colan
How to consistently execute your plans

Strengths Finder, Tom Rath
Personalized guide for applying your strengths in the next week, month, and year

Switch, Chip Heath & Dan Heath
How to change things when change is hard

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Team-Based Strategic Planning, Davis C. Fogg

A complete guide to structuring, facilitating and implementing the process

Team Think, Don Martin

Using the sports connection to develop, motivate and manage a winning business team

Time Management, Harvard Business

Your mentor and guide to doing business effectively

The Tipping Point, Malcolm Gladwell

How little things can make a big difference

To Sell is Human, Daniel Pink

The surprising truth about motivating others

Training Managers to Train, Brother Herman E. Zaccarelli, CSC

A practical guide to improving employment performance

Transferring Learning to Behavior, Donald Kirkpatrick & James Kirkpatrick

Using the four levels to improve performance

Transitions - Making Sense of Life's Changes, William Bridges

Strategies for coping with the difficult; painful and confusing times in your life

Understanding Variation, Donald J. Wheeler

The key to managing chaos

Victory Secrets of Attila the Hun, Wess Robers, Ph.D

1,500 years ago Attila for the competitive edge. Now he tells you how you can get it, too

Was that Really Me? Naomi L. Quenk

How everyday stress brings out our hidden personality

The Way of Transition, William Bridges

Embracing life's most difficult moments

Well Being, Tom Rath & Jim Harter

The five essential elements

What is Lean Six Sigma? Mike George, Dave Rowland, & Bill Kastle

A quick intro to using lean six sigma to improve your workplace, meet your goals, and better serve your customers

Who Moved my Cheese, Spencer Johnson, MD

An amazing way to deal with change in your work and in your life

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Willpower, Roy F. Baumeister
Rediscovering the greatest human strength

Winning: The Answer, Jack and Suzy Welch
Confronting 74 of the toughest questions in business today

The Wisdom of Teams, Jon R Katzenback & Douglas K. Smith
Creating the high performance organization

Working with Emotional Intelligence, Daniel Coleman
Explains emotional intelligence and why it is crucial to your career

Work with Me, Debra S. Magnuson & Lora S. Alexander
A new lens on leading the multigenerational workforce

Zapp! The Lightning of Empowerment, William C. Byham, Ph.D & Jeff Cox
How to improve quality, productivity and employee satisfaction



Audio Books

7 Habits of Highly Effective People, Steven M.R. Covey
A framework for personal effectiveness

12: The Elements for Great Managing, Rodd Wagner & James K. Harter, Ph. D
Based on Gallup's ten million workplace interviews - the largest worldwide study of employee engagement

Anatomy of Peace, The Arbinger Institute
Resolving the heart of conflict

Difficult Conversations, Douglas Stone, Bruce Patton & Sheila Heen
How to discuss what matters most

Emotional Intelligence, Daniel Goleman
Why it can matter more than IQ

First, Break All the Rules, Marcus Buckingham & Curt Coffman
What the world's greatest managers do differently

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Fish!, Stephen C. Lundin, Ph. D, John Christensen & Harry Paul
A remarkable way to adapt to changing times and keep it fresh

Focus, Daniel Goleman
The Hidden Driver of Excellence

Go, Put Your Strengths to Work, Marcus Buckingham
Six powerful steps to achieve outstanding performance

Good to Great, Jim Collins
Why some companies make the leap and others don't

Great by Choice, Jim Collins & Morten T. Hansen
Uncertainty, chaos, and luck - why some thrive despite them all

Leadership & Self-Deception, The Arbinger Institute
Learn about “the box” and how to get out of it

Outliers, Malcolm Gladwell
Stories of achieving success

Send, David Shipley & Will Schwalbe
Why people email so badly and how to do it better

The Starbucks Experience, Joseph A. Michelli
Five principles for turning ordinary into extraordinary

Start with Why, Simon Sinek
How great leaders inspire everyone to take action

The Tipping Point, Malcolm Gladwell
How little things can make a big difference

Working with Emotional Intelligence, Daniel Coleman
Explains emotional intelligence and why it is crucial to your career

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Army Professional Military Education (PME)

Enlisted Structured Self Development (SSD)

Soldiers can complete the Interactive Multimedia Instruction (IMI) anywhere in the world. These distance learning courses are prerequisite for attending in residence training (as specified below). For more information, contact your unit training NCO.



SSD Level I

Soldiers are enrolled automatically after completing basic training, and must complete the course prior to attending the Warrior Leader Course.

ALC Common Core

In Lieu of SSD II, this course must be completed prior to attending the Advanced Leader Course.

SSD Level III

This course is focused at the platoon level and must be completed after attending the Advanced Leader Course but prior to attending the Senior Leader Course.

SSD Level IV

This course is focused at the battalion level. Students are automatically enrolled after completing the Senior Leader Course. This course must be completed before assuming duties as First Sergeant.

SSD Level V

This course is focused at the joint staff level. Soldiers are automatically enrolled after completed the Sergeant Major Academy.

Enlisted in Residence Training

Soldiers register for in residence professional military education in the Army Training Requirements and Resource System (ATRRS) <https://atrrs.army.mil/atrrs2.aspx> through their unit. Contact your training NCO for more information.

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- **Warrior Leader Course**
Basic professional military education, required for promotion to staff sergeant.
<http://www.goarmy.com/soldier-life/being-a-soldier/ongoing-training/leadership-training/warrior-leader-course.html>
- **Advanced Leader Course**
Intermediate level education, required for promotion to sergeant first class.
<http://www.goarmy.com/soldier-life/being-a-soldier/ongoing-training/leadership-training/advanced-leader-course.html>
- **Senior Leader Course**
Senior professional military education, required for promotion to master sergeant.
<http://www.goarmy.com/soldier-life/being-a-soldier/ongoing-training/leadership-training/senior-leader-course.html>
- **First Sergeant Academy**
<http://www.goarmy.com/soldier-life/being-a-soldier/ongoing-training/leadership-training/first-sergeants-academy.html>
- **U.S. Army Sergeant Major Academy**
<http://www.goarmy.com/soldier-life/being-a-soldier/ongoing-training/leadership-training/us-army-sergeants-major-academy.html>
- **Command Sergeant Major Academy**
<http://www.goarmy.com/soldier-life/being-a-soldier/ongoing-training/leadership-training/command-sergeants-major-academy.html>

Officer in Residence Training

- **Captain's Career Course**
Branch specific professional military education course, required for promotion to major. Contact your training NCO for more information.
- **Command and General Staff College**
Intermediate level education for army officers offered at Fort Leavenworth, KS, and required for promotion to lieutenant colonel.
<http://usacac.army.mil/cac2/cgsc/cgss/index.asp>
- **Army War College**
Senior level professional military education for offered at Carlisle Barracks, PA.
<http://www.carlisle.army.mil/>

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Air Force Professional Military Education (PME)

Enlisted and officers have two options to complete their PME requirements; via Distance Learning online or in-residence at the school. All eligibility requirements are IAW AFI 36-2301, ANGI 36-2301

Enrollments for any of the Distance Learning Courses are completed on-line via self-registration through the Air University Student Information System (AUSIS) website <https://ausis.maxwell.af.mil/SIS/app>.

In residence announcements are made as each PME School becomes available. Please work with your Unit Training Manager to request attendance.

<https://www.my.af.mil/etccourses/default1.asp>

Enlisted Distance Learning Courses

- Airman Leadership Distance Learning Course
Course 3 - This course fulfills the PME requirement for promotion to SSgt. An E-4 with 48 months' time in service or E-4 with 42 months time in service and a 5-skill level in their Primary Air Force Specialty Code (PAFSC) are eligible to attend. CCAF CREDITS 8 semester hours
- Non-Commissioned Officer Distance Learning Course
Course 15 – This course fulfills the PME requirement for promotion to MSgt. An E-5 with 96 months' time in service with a 7-skill level in their PAFSC or E-6 with a 7-skill level in their PAFSC or E-7 promoted under EPME Air Force promotion deferment policy are eligible to attend. CCAF CREDITS 10 semester hours
- Senior Non-Commissioned Officer Distance Learning Course
Course 14 – This course fulfills the PME requirement for promotion to SMSgt. An E-7 must have completed NCOA and have 2 years' time in grade to enroll. CCAF CREDITS 9 semester hours

Enlisted In Residence

- Airman Leadership School
This course fulfills the PME requirement for promotion to SSgt. Eligibility for ANG members is E-4 or E-5, with 48 months' time in Service and 6 months retainability. CCAF CREDITS 8 semester hours
- Non-Commissioned Officer Academy
This course fulfills the PME requirement for promotion to MSgt. Eligibility requires grade of E-5, 96 months' time in service and 1 year retainability. CCAF CREDITS 10 semester hours

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- **Satellite Non-Commissioned Officer's Academy**
This course fulfills the PME requirement for promotion to MSgt. It is delivered through a combination of an audio/ video class room environment at home-station and an in-residence portion. The home-station portion is monitored by McGhee Tyson staff and the two weeks in-residence is performed at McGhee Tyson ANGB. CCAF CREDITS 10 semester hours
- **Senior Non-Commissioned Officer's Academy**
This course fulfills the PME requirement for promotion to SMSgt. A member must be an E-7 with 1 year of retainability to attend. CCAF CREDITS 9 semester hours

Officer

- **Squadron Officer School**
Basic professional military education required for promotion to major. The course is offered by correspondence and in residence at Maxwell Air Force Base, MS.
<http://www.au.af.mil/au/soc/>
- **Air Command and Staff College**
Intermediate level education required for promotion to lieutenant colonel. The course is offered by correspondence and in residence at Maxwell Air Force Base, MS.
<http://www.au.af.mil/au/soc/>
- **School of Advanced Air and Space Studies**
SAASS is a 50-week in residence course at Maxwell AFB. It is a follow-on school for selected graduates of intermediate-level Department of Defense PME schools. This is a highly rigorous and intensive academic program and upon completion and with faculty recommendation, graduates receive a Masters of Philosophy in Military Strategy.
<http://www.au.af.mil/au/saass/>
- **Air War College**
Senior professional education required for promotion to colonel. The course is offered by correspondence and in residence at Maxwell Air Force Base, MS.
<http://www.au.af.mil/au/soc/>
- **USAF Commanders Course**
Mandatory in residence courses at Maxwell Air Force Base for incoming Wing, Vice Wing and Group Commander. <http://www.ang.af.mil/shared/media/document/AFD-130806-025.pdf>

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Joint Professional Military Education (JPME)

All Ranks

- Reserve Component National Security Course (RCNSC)
The RCNSC is a two week seminar held at National Defense University (NDU), Ft McNair, Washington, DC for officers (O4 – O6) and senior NCOs (E8 - E9). The RCNSC lays a foundation for students taking joint command management and staff responsibilities in a multinational, intergovernmental, or joint national security setting.
<http://rcnsc.dodlive.mil/>
- NATO School Courses
The NATO SCHOOL in Oberammergau, Germany provides courses of instruction for individuals in Intelligence, Cooperative Security, Joint Operations, Joint Plans and , Protection. The courses are primarily one week in duration.
<https://www.natoschool.nato.int/academics.asp>

Officer

Officer JPME consists of Phase I and Phase II. JPME Phase I is completed at Service Intermediate Level School (ILS) resident or distance education program or foreign ILS. JPME Phase II is obtained at a National Defense University or Service Top Level School (TLS) (resident only) or at Joint & Combined War fighting School (JCWS).

JPME I

Air Command and Staff College resident and distance education
<http://www.wacsc.af.mil/index.asp>

Army Command and General Staff College
<http://www.cgsc.edu/ile/index.asp>

Marine Corps Command and Staff College
<http://www.mcu.usmc.mil/Pages/CSC.aspx>

Naval War College:
<http://www.usnwc.edu/Departments---Colleges/College-of-Distance-Education/RightsideLinks/JPME-1-Opportunities.aspx>

National Defense University
www.jfsc.ndu.edu/

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JPME II

Air War College

<http://www.au.af.mil/au/awc/awchome.htm>

Army War College

<http://www.carlisle.army.mil/>

Marine Corps War College

<http://www.mcu.usmc.mil/Pages/MCWAR%20New.aspx>

Naval War College:

<http://www.usnwc.edu/Departments---Colleges/Joint-Military-Operations.aspx>

National Defense University:

http://www.jfsc.ndu.edu/schools_programs/jcws/default.asp

Fellowships

These fellowship programs open to war college eligible officers. The fellowships provide a unique opportunity for motivated officers to represent the New Hampshire National Guard in various civilian institutions, post graduate schools, businesses, or offices within the legislative branch of the government. Each fellowship is one year in length.

Council on Foreign Relations

Research will focus on national security and international relations, and fellows will provide other members of the council with insight into military matters. Fellows will work from the Council's headquarters in New York, NY from August to June. Applicants must be a post command, post TLS Colonel.

<http://www.cfr.org/about/fellowships/mil.html>

Johns Hopkins / School of Advanced International Studies

From August to June fellows will study issues of national security at the SAIS campus in Washington, DC. Earn a Masters Degree in International Public Policy.

<http://www.sais-jhu.edu/>

Brookings

Brookings is a public policy think tank located in Washington, D.C. Research is conducted from August to June on the future of U.S. Defense policy.

<http://www.brookings.edu/projects/21defense.aspx>

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Harvard Kennedy School

Members study and conduct research at Harvard's JFK School of Government, in Cambridge, MA. Research will focus on international relations and national security policy.

<http://www.hks.harvard.edu/>

Center for Strategic International Studies

CSIS, located in Washington, D.C., conducts research in Defense and Security Policy.

The fellowship runs from August to June.

<http://www.csis.org/index.php>

Secretary of Defense Corporate Fellows

Fellows are paired with a major American Corporation from June to June to conduct research on a topic of relevance to the DoD.

Past fellows have been placed at companies such as 3M, IBM, Cisco Systems, and Pfizer.

<http://www.ndu.edu/sdcfp/index.htm>

Tufts University Fletcher School of Law and Diplomacy

The Fletcher School of Law and Diplomacy at Tufts University in Medford, MA instructs students on international law and issues of diplomacy. Prior foreign language skills required. Classes will run from August to June. Selected by ILS Board, but ILS credit is not granted. Masters of Arts Degree will be awarded. <http://fletcher.tufts.edu/default.shtml>

MIT Securities

The Security Studies Program at MIT is a research and education program focusing on the integration of technical and political analysis of national and international security problems. This fellowship runs from August to June in Cambridge, MA.

<http://web.mit.edu/ssp/>

Stanford University Hoover Institution

The Hoover Institution at Stanford University is a public policy research center which focuses on politics, economics, and international affairs. This fellowship runs from August to June in Stanford, CA. <http://www.hoover.org/>

Atlantic Council

The Atlantic Council of the United States, based in Washington, D.C., conducts research in foreign affairs, particularly focusing on the role of the Atlantic community in promoting peace, security, and development. <http://www.acus.org/> [home](#)



PENN STATE Smeal College of Business

The Logistics Fellowship, at Penn State University in State College, PA, is a program of instruction in logistics and supply chain management. Program runs from August to June. There are two seats available for this fellowship: one selected by the TLS Board, and the other by the ILS Board. TLS and ILS credit will not be granted.

<http://www.smeal.psu.edu/scis/>

White House Fellows

Applications are submitted directly to the White House, and are selected by the Commission on White House Fellows. Officers of the grade of 1st Lieutenant to Colonel are eligible for the program. Fellows will work under high level officials in the Executive department such as the Vice-President, Cabinet Secretaries, and White House Staff.

Fellowship runs from September to September. <http://www.whitehouse.gov/fellows/>

Congressional Fellowships

Congressional Fellows are managed by the Office of Legislative Affairs.

Fellows work for a Congressman on either the House or Senate Armed Service Committee.

https://www.manpower.usmc.mil/portal/page?_pageid=278,1950592&_dad=portal&_schema=PORTAL

Office of the Director of National Intelligence

The ODNI Fellowship places fellows at the highest levels of the intelligence community.

To be selected applicants must be willing to submit to a CI Polygraph exam.

<http://www.dni.gov>

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Air National Guard Force Development (ANG FD)

The goal of ANG FD is to prepare Citizen Airmen for current and future challenges through an individualized development process conducive their schedule and inclusive of civilian experience. For more information visit the following website:

<http://www.ang.af.mil/careers/forcedevelopment/index.asp>

Enlisted

- Chief's Executive Course
One-week course in residence run by ANGRC in the National Capital Region for new CMSgts. <http://www.ang.af.mil/shared/media/document/AFD-111018-018.pdf>
- Command Chief Master Sergeant Orientation Course
One-week course in residence reconnects Command Chiefs with AF Basic Military Training at Lackland AFB.
<http://www.ang.af.mil/shared/media/document/AFD-120328-024.pdf>

Officer

Intermediate Development Course

One-week course in residence at Joint Base Andrews intended for current or projected squadron and flight commanders. The course provides an opportunity for to learn best practices and share leadership experiences which affect the Commander each day.

<https://afpims.dma.mil/shared/media/document/AFD-131018-043.pdf>

General Officers

National Guard Bureau provides a listing of courses required for general officers and O-7 selects. <http://www.ang.af.mil/shared/media/document/AFD-130924-106.pdf>

All Ranks

- Contemporary Base Issues
The CBI course allows commanders and their support staff to prepare to face command/legal issues as a team. An array of topics are presented and discussed via lecture, student interaction and seminar at various locations across the country.
<http://www.ang.af.mil/shared/media/document/AFD-111018-022.pdf>

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Education Resources

Army

The **Education Service Office**, located in Building 1, Joint Forces Headquarters, may assist you with civilian education questions related to:

- NHNG Scholarships
- Tuition Assistance
- Tuition Waivers
- GI Bill/Kickers
- Testing Services
- Incentives

ARNG Distance Learning Program Guard University is a web portal that consolidates Guard-specific online learning for the Army National Guard. This site requires an AKO account.

<https://guardu.ng.mil/>

Army e-Learning provides online courses through the army skillport website and army correspondence courses. The site requires an AKO account and registration through ATRRS.

For more information visit

<http://army-e-learning.net/>

National Guard Professional Education Center (PEC) offers online and classroom courses in a wide range of professional development subjects for soldiers and National Guard employees.

For more information contact the Human Resource Office at

<http://www.pec.ngb.army.mil/>

Air

The **Force Development Flight**, located in Building 100 on Pease ANGB, assists airmen with military and civilian education.

Air Force Virtual Education Center is a one stop, online shop for education information.

<https://www.my.af.mil/afvecprod/afvec/Home.aspx>

Air e-Learning provides online courses through the air force skillport website. The site requires CAC card access.

<https://usafprod.skillport.com/>

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Diversity DVD Library

Training Videos

A Clear Picture (Sexual Harassment in the Workplace)

Drop By Drop (Discrimination in the Workplace)

Invisible Rules (Understanding Gender Differences)

Mixing Four Generations in the Workplace

Valuing our Workplace

Films

American History X

Starring Edward Norton, Rated R

Amistad

Starring Morgan Freeman and Anthony Hopkins, Rated R

Anne Frank

Starring Ben Kingsley, not rated

Anne Frank Remembered (documentary)

Antwone Fisher

Starring Denzel Washington, Rated PG-13

Black Robe

Starring Lothaire Bluteau, Rated R

The Borinqueneers (documentary)

Buffalo Soldiers

Starring Danny Glover, Rated G

Glory

Starring Matthew Broderick and Denzel Washington, Rated R

Gran Torino

Starring Clint Eastwood, Rated R

The Kite Runner

Starring Khalid Abdalla, Rated PG-13

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Monsters Ball

Starring Halle Berry, Rated R

North Country

Starring Charlize Theron, Rated R

Roots (Mini Series)

Starring LeVar Burton, Not Rated

Schindler's List

Starring Liam Neeson, Rated R

Slumdog Millionaire

Starring Dev Patel, Rated R

The Courageous Heart of Irene Sendler

Starring Anna Paquin, not rated

The Other Dream Team (documentary)

Windtalkers

Starring Nicholas Cage, Rated R

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Core Competency Self Assessment

Self-Assessment Instructions

This self-assessment is one tool to help you evaluate your current competency with responsibility, collaboration and influence. Please honestly respond to the statements and questions. Your answers will steer you to skill areas in need of further development.

After Completion

After completing the self-assessment and identifying skill areas you wish to develop, please sit with a mentor or supervisor to identify courses, books and other training resources to help you reach your goals.



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Core Competency Self Assessment

Section 1. READ the following statements and circle the response that best reflects your current performance.

| | |
|--|--|
| a. Others feel genuine respect and concern from me. They sense my concern is to help them, not help myself. | 1 never 2 sometimes 3 most of the time 4 always |
| b. Others believe I am energetically engaged in helping others meet their goals, and enjoy working with me. | 1 never 2 sometimes 3 most of the time 4 always |
| c. Others feel free to talk to me about their challenges and ideas, including how I am a problem for them. They know I am eager to learn and I am willing to change. | 1 never 2 sometimes 3 most of the time 4 always |
| d. Others are confident that they receive all the information and assistance at my disposal to help them succeed. | 1 never 2 sometimes 3 most of the time 4 always |
| e. Others find me eager to correct what I am doing and change what I am delivering to them in order to help them achieve their objectives. | 1 never 2 sometimes 3 most of the time 4 always |

Section 2. READ the statements again and answer the follow-on question.

| |
|---|
| a. Others feel genuine respect and concern from me. They sense my concern is to help them, not help myself. <i>Who would not say that is true?</i> |
| b. Others believe I am energetically engaged in helping others meet their goals, and enjoy working with me. <i>Who would not say that is true?</i> |
| c. Others feel free to talk to me about their challenges and ideas, including how I am a problem for them. They know I am eager to learn from them and change to help. <i>Who would not say that is true?</i> |
| d. Others are confident that they receive all the information and assistance at my disposal to help them succeed. <i>Who would not say that is true?</i> |
| e. Others find me eager to correct what I am doing and change what I am delivering to them in order to help them achieve their objectives. <i>Who would not say that is true?</i> |

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Interpreting Your Responses

Section 1

A low number response indicates a need to improve competency in the related area. The questions relate to our core competencies as follow:

- Questions a. and b. relate to responsibility
- Questions c. and d. relate to collaboration
- Question e. relates to influence

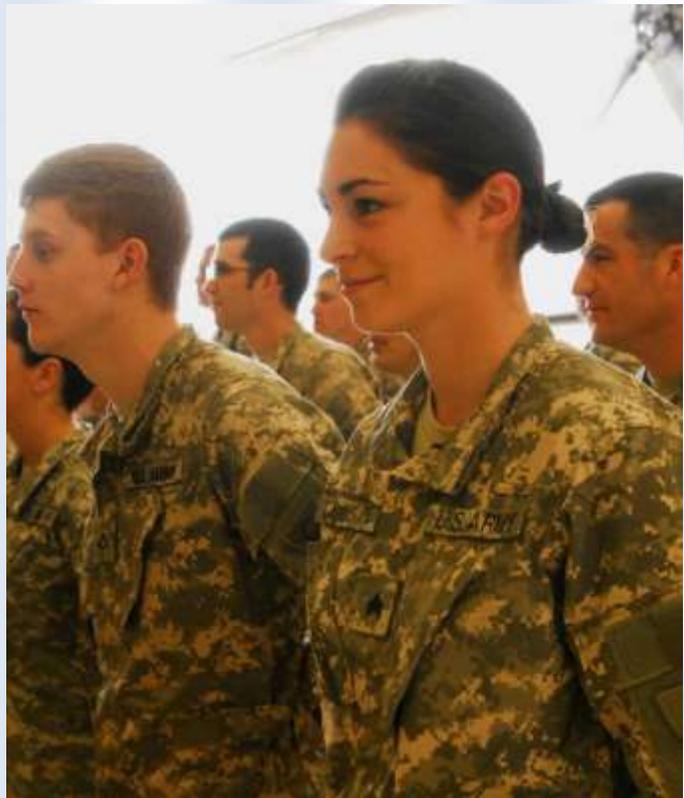
Section 2

The individuals listed may be able to help you identify skills and abilities that will improve your competency in the related area. Again, the questions relate to our core competencies as follow:

- Questions a. and b. relate to responsibility
- Questions c. and d. relate to collaboration
- Question e. relates to influence

Using the Checklist

A checklist of skill areas is available on the following page. The checklist may be used to track your progress and record the completion of training courses and other sources of learning.



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Skills Area Checklist

| | Skill Area | Notes |
|--------------------------|-----------------------|--------------|
| <input type="checkbox"/> | Accountability | |
| <input type="checkbox"/> | Communication | |
| <input type="checkbox"/> | Diversity | |
| <input type="checkbox"/> | Financial Management | |
| <input type="checkbox"/> | Innovation and Vision | |
| <input type="checkbox"/> | Leading | |
| <input type="checkbox"/> | Mentoring | |
| <input type="checkbox"/> | Negotiation | |
| <input type="checkbox"/> | Problem Solving | |
| <input type="checkbox"/> | Relationship Building | |
| <input type="checkbox"/> | Resiliency | |
| <input type="checkbox"/> | Strategic Thinking | |
| <input type="checkbox"/> | Team Building | |

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HRD Quarterly Training Calendar

| DATE | CLASS TITLE | TIME | LOCATION | REGISTRATION |
|------------|---|-----------|--------------------------|--|
| AUG | | | | |
| 7 | TPMC Refresher for Supervisors | 0900-1230 | Building 100, Pease ANGB | To register call 603-227-1543 |
| 11 | New Hire Orientation | 0900-1600 | Building 1, Concord | For more information call 603-225-1376 |
| 25 | New Hire Orientation | 0900-1600 | Building 1, Concord | For more information call 603-225-1376 |
| 28 | NEW! Interview and Hiring Skills 2 | 0900-1230 | Building 100, Pease ANGB | To register call 603-227-1543 |
| | | | | |

This Resource Guide is posted online at
https://www.nh.ngb.army.mil/images/Human_Resource_Development_Resource_Guide.pdf