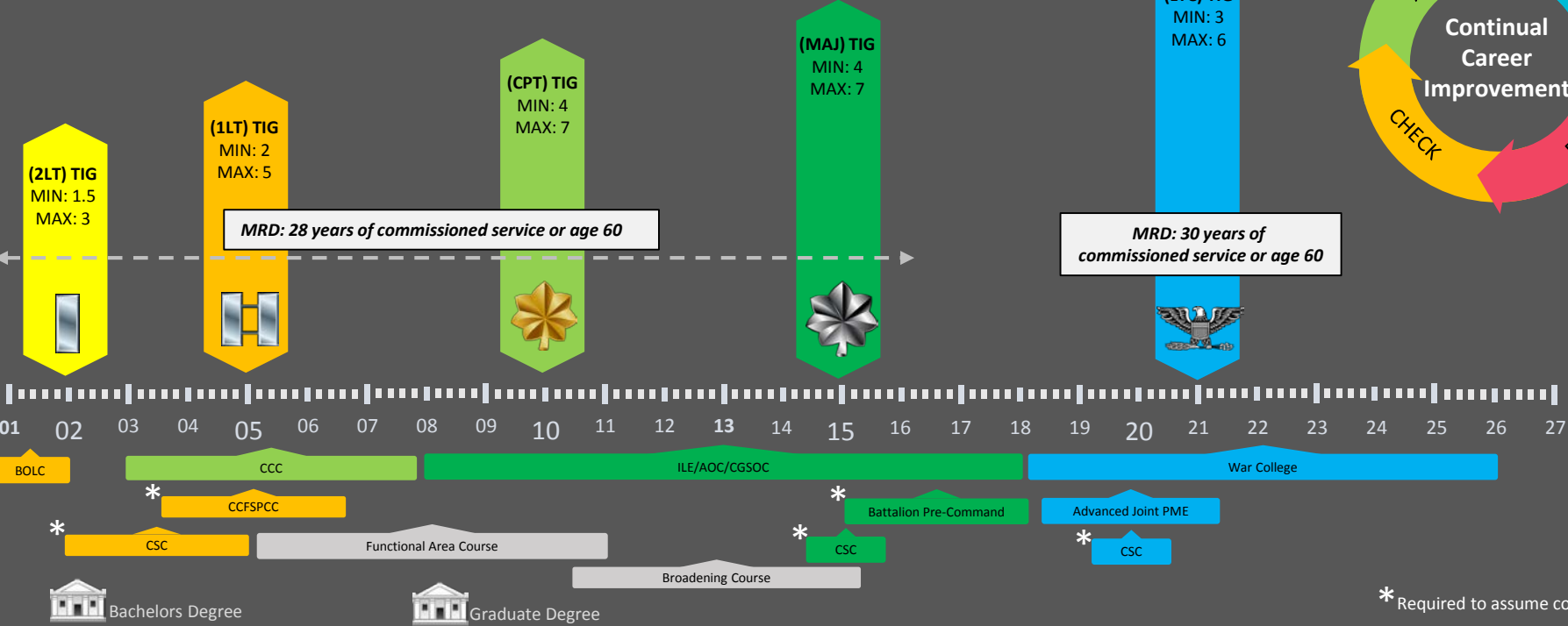
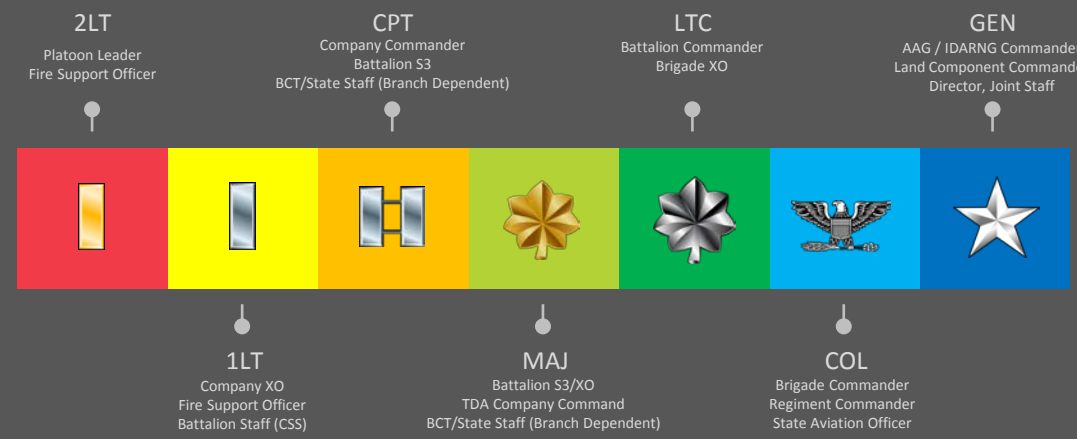


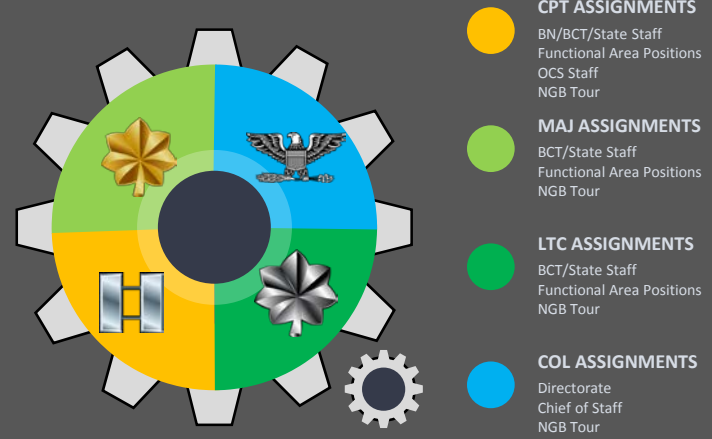
Officer Career Progression



Key Development (KD) Positions



Broadening



Officer Leadership Development Program

The Counseling Process (ATP 6-22.1, July 2014)

310

01 STEP IDENTIFY NEED

Success requires leaders to be informed and prepared for contingencies during counseling in both formal and informal counseling sessions.

02 STEP PREPARE

Always choose the right time and place. Notify subordinates in advance, and outline the counseling session. Establish the right atmosphere.

03 STEP COUNSEL

Open the session; discuss the issues; develop a plan of action; record and close the session. Never leave a session with unresolved issues.

04 STEP FOLLOW UP

Jointly revisit achievement towards the desired results. Call, email, text – leverage all methods of communication to follow up. Consistent assessment is critical to be effective.

APPROPRIATE QUESTIONING

Ask open-ended questions to obtain information or get the subordinate to think deeper about a particular situation.

ACTIVE LISTENING

Listening thoughtfully and deliberately to capture the nuances of the subordinate's language. This includes eye contact, body posture, head nods, facial expressions, and verbal expressions.

RESPONDING

A leader responds verbally and nonverbally to show understanding of the subordinate to summarize, interpret, and clarify messages.

THE LEADER AS A COUNSELOR



ADDRESSING RESISTANCE

Remove reluctance to counsel because YOU have not been counseled. Strive to overcome bias, lack of respect and focusing solely on the negative.

USE BEST PRACTICES

Follow the counseling process as outlined in ATP 6-22.1.

ACCEPTING LIMITATIONS

Although it is generally in an individual's best interest to begin by seeking help from their first-line leader, leaders should respect an individual's preference to contact outside support agencies.



6%
19 Colonels

Two General Officers are the top-down driving force for The Counseling Process, and rate between them 19 Colonels.



12%
36 Lieutenant Colonels

Colonels are the bedrock of strategic coaching and mentoring. They are the command and directorate leaders that enforce The Counseling Process in the organization.



18%
56 Majors

Operational leaders that still require a good degree of professional growth counseling, Lieutenant Colonels champion the OER Support Form use.



28%
86 Captains

Transitioning from direct to organizational leaders, Majors are largely driven by performance feedback.



36%
111 Lieutenants

The tactical level of leadership rests with Captains. These first-line leaders are dealing with the most complex human issues of officer development.

Officer Leadership Development Toolkit: ngaid.org/page/leader-development



DEVELOPMENTAL

IDARNG leaders must understand that effective counseling helps achieve desired goals and effects, manages expectations, and improves the organization. Our RELATIONSHIP matter most!



64%

PERFORMANCE

Leaders conduct a candid review of a subordinate's duty performance over a certain period. Simultaneously, leader and subordinate JOINTLY establish performance objectives and standards for the next period.



82%

PROFESSIONAL GROWTH

Planning for accomplishment! Develop a pathway to success with short-term and long-term goals and objectives. Leaders can assist in prioritizing development efforts based upon perceived strengths and weaknesses.



94%

EVENT ORIENTED

Involves a specific event or situation. It may precede events such as schools and training, or may take a more personal form in the shape of CRISIS, REFERRAL, PROMOTION, TRANSITION, or SEPARATION counseling.



100%