

OLDP – Counselling Process

11 February 2017

Slide 1 (Introduction)

CLICK (Slide 2 – ATP)

NARRATOR: The Army Techniques Publication (ATP) 6-22.1 provides doctrinal guidance for all leaders, and applies to the Active Army, Army National Guard, and Army Reserve. This publication's words are authored by the Center for Army Leadership, Mission Command Center of Excellence, Combined Arms Center; but today - they are ours.

(Enter COL Green)

NARRATOR: This is COL Green. COL Green rates eight "direct report" Lieutenant Colonels, and senior rates 24 Majors; all of varying branches, experience levels, education, and life experience. He is also in his own key development period and arguably performing one of the most demanding jobs his organization staffs. Every day is spent balancing a non-stop, fluid environment of competing priorities. In fact, his calendar is alerting him to a conflict now...

CLICK (Slide 3 - PowerPoint depicts a schedule conflict between "Critical task that affects personal gain" and "Counsel MAJ Clarinet".)

(Phone makes loud noise)

NARRATOR: Oh, no. It appears COL Green's Adjutant has double-booked him, once again.

COL GREEN: Oh, no! It appears my Adjutant has double-booked me, once again...doesn't he know I have a critical task that affects my personal gain today?

CLICK (Slide 3 - PowerPoint Fly-in reading, "Regular developmental counseling is the Army's most important tool for developing future leaders, and its responsibilities are inherent in leadership." (ATP 6-22.1, Para 1-1)

COL GREEN: But, "Regular developmental counseling **IS** the Army's most important tool for developing future leaders, and its responsibilities are inherent in leadership." I think it's important I meet with MAJ Clarinet today, and appreciate him requesting the meeting, I have so many demands on my time that I can't always respond to subordinates immediately. He's a high potential officer. A real: ride for the brand, get things done, type of officer you who lifts where he stands...but he's such a maverick...(and as he looks through his folder)...now, do I have everything I need for this counseling session.

CLICK (Slide 4 - PowerPoint displays: Lion)

NARRATOR: Yes, in fact. COL Green, does have everything to conduct this counseling. Most importantly, he possesses the requisite counseling skills. He is an active listener, shows subordinates his understanding by responding with verbal and non-verbal feedback, asks appropriate “open – ended” questions to deepen understanding and encourage further discussion. He is also equipped...with MAJ Clarinet’s OER support form, ORB, and a personal note from an adjacent unit thanking COL Green for allowing MAJ Clarinet to assist them in their recent ODT Training event; all of which were provided by MAJ Clarinet’s Rater from the initial counseling he conducted 30 days after the beginning of Clarinet’s rated period.

COL GREEN: I suppose I should tell MAJ Clarinet that this is an event-oriented counseling since the developmental counseling with my rater isn’t scheduled until the end of the month... (He ponders for a moment rubbing his chin)

CLICK (Slide 4 - PowerPoint displays: Lion – **(Click twice)** “ADDRESSING RESISTANCE – A leader may be reluctant to counsel subordinates because the leader has not been counseled, has had no effective role modeling for what is involved in the process, or does not understand how to conduct counseling.” (ATP 6-22.1, Para 2-19)

NARRATOR: “ADDRESSING RESISTANCE – A leader may be reluctant to counsel subordinates because the leader has not been counseled, has had no effective role modeling for what is involved in the process, or does not understand how to conduct counseling.”

COL Green: Or maybe I should just take a few minutes to tighten Clarinet’s shot group...let him know that there are a few “Perceptions” out there regarding his performance.

CLICK (Slide 5 - PowerPoint displays: “Leaders may associate counseling with only negative issues such as dispensing punishment or correcting poor performance. Further, leaders may not want to confront a subordinate...or their reluctance may involve a lack of respect for the subordinate.” (ATP 6-22.1, Para 2-19)

(MAJ Clarinet walks in and stop short of addressing COL Green.)

NARRATOR: MAJ Clarinet is only mildly nervous about today’s counseling, he’s looking forward to the time he gets with COL Green - knowing that it’s not often to get one-on-one time with your senior rater, especially when he’s a Colonel. If he has **ANY** reservations, it would be surrounding his Army 360 Multi-Source Feedback and Assessment. **(CLICK SLIDE 6 - MSAF)** MAJ Clarinet knows it is designed as an individual responsibility, and that he is only required to report his completion date to his rater and senior rater, but the sheer lack of responsiveness from his peers and superiors is worrisome, and he would like to demonstrate that he maintains a good degree of self-awareness during his counseling session.

MAJ CLARINET: Hello, Sir. (Looks at the audience) (When Narrator finishes, sit down with COL Green)

CLICK (Slide 7 – Counselling Session)

NARRATOR: Initiating a counseling session can be awkward for even the most seasoned officer. However, since our participants today have adhered to the tenants of counseling session preparation, their pleasantries, understanding of their purpose, and initial discussion has been flawless. Throughout the dialog, COL Green has asked poignant open-ended question.

COL GREEN: What do you consider as your personal strengths you want to leverage, and what are your real or perceived weaknesses; and what is your development plan to improve them?

NARRATOR: MAJ Clarinet is actually quite savvy...he has reflected on his own recent performance and measured that against the comments he received on his MSAF. Though not a complete picture, MAJ Clarinet sees himself as a capable officer who is given the trust of his superiors to complete the difficult tasks assigned to him. He also knows that he tends to work independently to accomplish tasks in the interest of efficiency.

MAJ CLARINET: Sir, I met with my mentor, COL SWITCH, at the aviation battalion. He discussed with me how I would be a much bigger added value to the organization if I were able to spend more time developing the skills I possess in those around me. I feel I have the right temperament, but I plan to make better use of my time to be able to lift others in addition to just “getting the job done”.

COL GREEN: I think it is so great that you have found a mentor. You know, so few people really understand that mentorship is a volunteer relationship. Even our doctrine (ATP 6-22.1) tells us that development processes related to counseling like we are conducting now (Coaching and Mentoring) are done voluntarily. Rarely are mentor/protégé relationships successful when they are assigned by an organization. I encourage you to continue to seek out officers you look up to or want to be like, and ask them to mentor you along in your career.

MAJ CLARINET: Sir, do you have any recommendation on things I can be reading or following on line to help develop as an individual and an officer in our organization who rates the officers below me?

COL GREEN: I am glad you asked me that. It is my expectation that you are frequently counseling your subordinates. Whether you are directed to or not, counseling is one of those things we should exercise initiative on in the absence of orders. I also want to direct you to the Leader Development Toolbox on the Idaho National Guard Officers Association website at ngid.org/pages/leader-development. **(CLICK SLIDE 8 - NGAID)**.

There you will find links to some well done and timely blogs, articles on a wide range of military topics including leadership, and YouTube videos produced by several leader development organizations, including our own.

NARRATOR: COL Green and MAJ Clarinet continue their two-way discussion on essential aspects of their relationship, and the organization, namely: command philosophy, safety policy, personal fitness, counseling subordinates in a timely fashion, SHARP, EO and EEO, CCIRs for the organization, performance objectives and personal goals, and the appropriate use of social media...

COL GREEN: So, MAJ Clarinet, after all of this discussion, what are your expectations of me as your Senior Rater?

MAJ CLARINET: Sir, you are actually meeting my expectations right now by conducting this counseling in a formal manner, and giving me something tangible to return to as I assess myself in the future. I have to admit that this has not been the standard in some of my previous relationships with my rater and senior rater. Thank you!

CLICK (FINAL SLIDE)

NARRATOR: At the conclusion of this counseling session, COL Green and MAJ Clarinet each initial MAJ Clarinet's OER Support Form, and conclude to "jointly revisit achievements toward their desired results." Their future calls, text messages, emails will facilitate their consistent future follow up.

On behalf of the Officer Leader Development Team of the Commanding General's Strategic Objective Action Plan, we thank you for your attention today. Are there any questions.