



CIVIL AIR PATROL

2.2

Feedback & Mentoring

TRAINING LEADERS *of* CADETS INTERMEDIATE COURSE

“You are dangerous!”

Help from friends & colleagues
produces growth

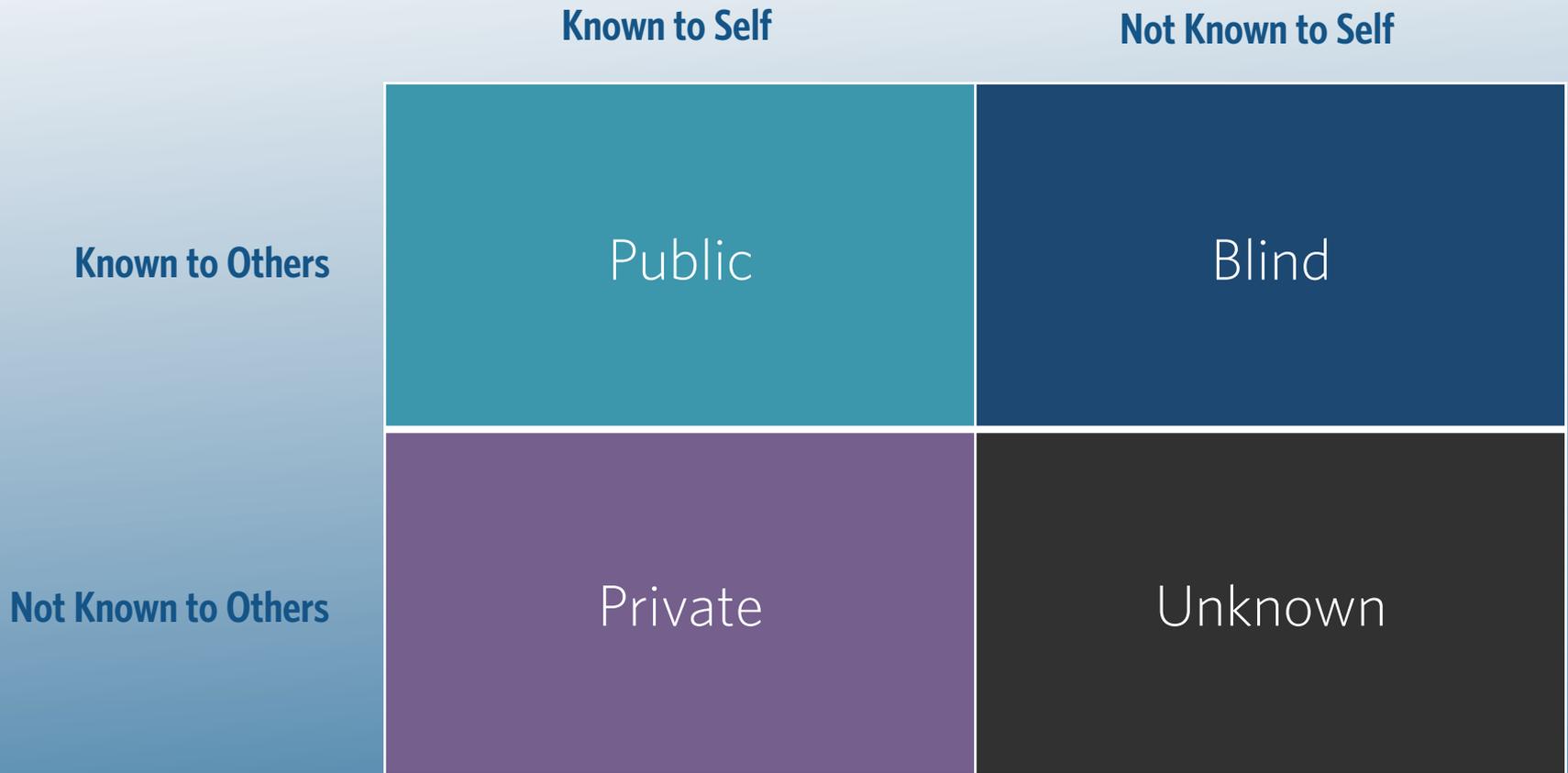


Key Question

How should feedback meetings work?
What is the role of senior staff?

Topics

Feedback: Breakfast of Champions
Cadet Leadership Expectations
Feedback Meeting Concepts
Feedback Meeting Processes
Exercise



Feedback: the Breakfast of Champions

Habit of reflection

Periodic, informal discussions

Freedom to fail

Freedom to ask for help

Ongoing observations



Feedback Meeting Concepts

Make promotion decision in advance

Not high stakes, not NIGYYSOB

Not an assessment, no test questions

Dialogue

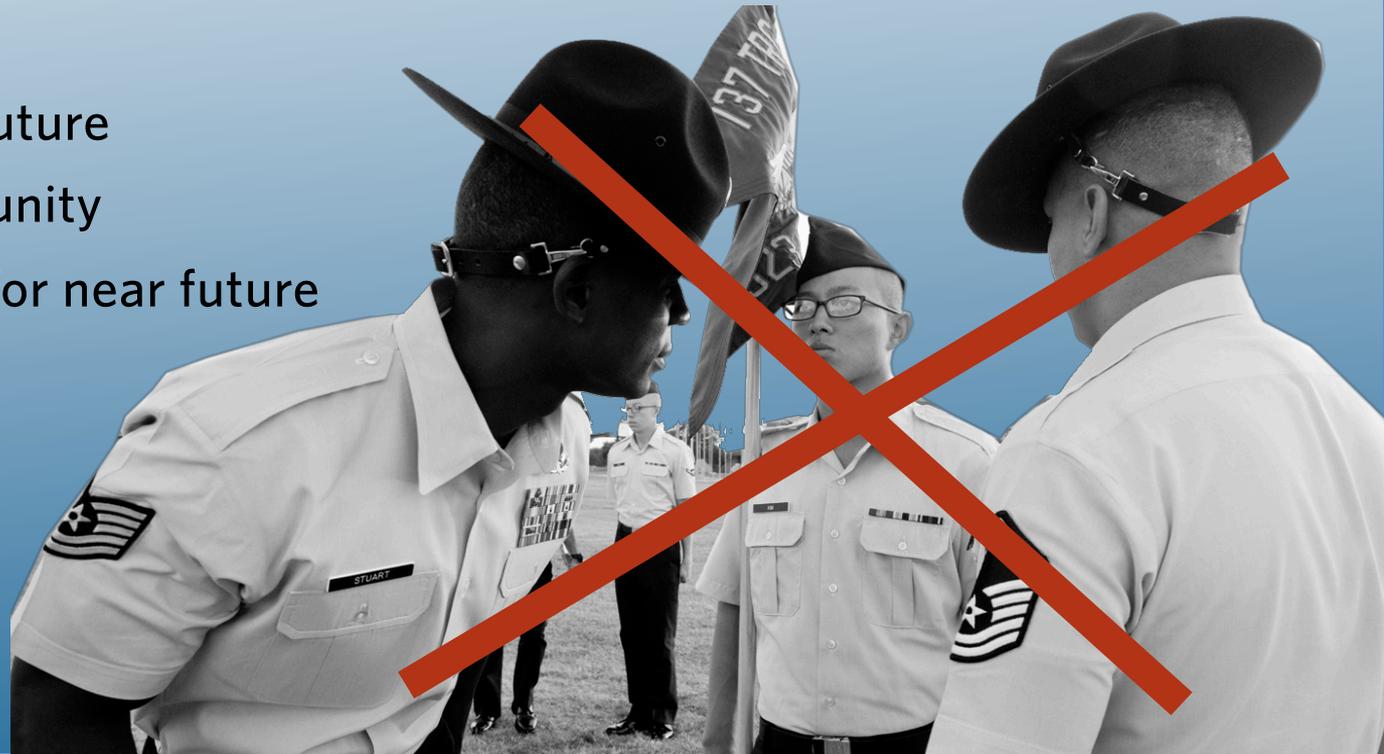
- open-ended

- focused on future

- 360° opportunity

Specific actions for near future

Be consistent



Leadership Expectations

Progressive

Objective list, qualitatively evaluated

Rule of thumb, not all encompassing

Promotion means ready for more

Cadets be proactive

You be proactive

**PHASE
I**

Displays a positive attitude

**PHASE
II**

Encourages a good attitude in others

**PHASE
III**

Self-motivated and able to motivate others

**PHASE
IV**

Resilient & welcoming of change

INCREMENTAL DEVELOPMENT

Feedback Meeting Process

CAPF 60-90 series

Once per phase at a minimum

Formally report-in

Promote or sustain, put at ease

2 or 3 things to work on

Provide a copy, file the other

CADET LEADERSHIP FEEDBACK – PHASE I

CADET'S NAME: _____ CAP GRADE: _____ INCLUSIVE DATES OF REVIEW: _____

FOR INSTRUCTIONS, SEE REVERSE

CATEGORY	PERFORMANCE GOALS	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
1. ATTITUDE	Displays a positive attitude; optimistic; enthusiastic; team-oriented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. CORE VALUES	Aware of the Core Values; honest; practices customs & courtesies; polite and respectful; wears uniform properly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. COMMUNICATION SKILLS	Listens actively; attentive; asks good questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. SENSE OF RESPONSIBILITY	Follows directions; dependable; arrives ready to learn and serve; effective in managing own time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CADET'S PERSPECTIVES
The cadet described why they are proud of the following successes in the Cadet Program:

LEADER'S PERSPECTIVES
The leader described why they are proud of the cadet for the following successes in the Cadet Program:

The cadet described how they plan to improve their leadership skills in the following areas:

The leader described how the cadet can improve their leadership skills in the following areas:

PROMOTION APPROVED RETAINED IN GRADE

EVALUATOR'S SIGNATURE & TITLE _____ DATE OF NEXT REVIEW IF RETAINED IN GRADE (WITHIN 6 WEEKS): _____

CADET'S SIGNATURE & DATE _____

CAPF 50.1 October 2006. Previous editions may be used.

Feedback Meeting Process

- S** Self-report: what's going well, what are we working on?
- T** Touchstones: 2 or 3 standards from list
- I** Invite 360
- R** Resources
- I** Ideas for Action
- N** Nice Ending



Disappointed Cadets Sustained in Grade

Model a positive attitude
focused on future

Help develop coping skills

Teach that stress is good
for growth



Explain as a momentary
setback, not a crisis

Schedule the next review
in 30-60 days



Exercise

“Dylan” & “Kristen”

Read the scenario

Complete a CAPF 60-90 series

Be prepared to role-play your solution



FEED

BACK

Summary

- Good leaders fight for feedback
- Feedback is ongoing
- Formal review at least once per Phase
- Grounded to Leadership Expectations (CAPF 60-90 series)
- Positive learning experience