



FEEDBACK

Values for Living—Cadet Character Development Forum

INTRODUCTION

Each Values for Living helps Civil Air Patrol members explore a virtue from multiple angles and practice that virtue through a hands-on activity. The combination of analysis and practice helps members internalize the virtue so it stays with them beyond the end of the squadron meeting.

CAP members provide and receive **feedback** in many different forms. Training, mentoring, coaching, encouragement, and serving as a wingman all involve some kind of feedback. Our Core Values can improve our feedback. For example, excellence orients feedback to goals and ensures our common commitment to growth. Respect invites us to attend to the emotional responses accompanying feedback. Effective feedback encourages our volunteers, accelerates learning, and improves accountability.

PRECLASS CHECKLIST

Prior preparation is essential to success. Please prepare the following well ahead of time:

- All media installed and checked out
- Phase Three cadet orientation/training completed
- Participation awards such as candy or granola bar treats available
- Room arrangements complete

ATTENTION GETTER

LARGE GROUP FACILITATED BY CHAPLAIN/CDI/COMMANDER (5-10 MINUTES.)

Option 1: Media—Choose One

- 5 Words That Will Improve Your Ability to Receive Feedback—Dr. John Izzo:¹
A downloadable video is included with class lesson files in Axis and the Cadet Library. The video is also available at <https://www.youtube.com/watch?v=4BpPtjKpJZM&t=5s>
- The Secret to Giving Great Feedback (TED):
<https://www.youtube.com/watch?v=wtl5UrrgU8c>

¹ Video file provided for instructor use courtesy of Dr. John Izzo, <https://drjohnizzo.com>.

- The Science of Receiving Feedback—Sheila Heen
<https://www.youtube.com/watch?v=wnoiHbEBGqU>

Option 2: Personal Story

The facilitator may share a personal story about how an experience of feedback positively affected his or her life. Consider describing an especially effective mentor, teacher, coach, or friend. What made this person's advice so helpful to you?

RECOGNIZING THE DESIRED BEHAVIOR

ONLINE GROUP OR SMALL GROUP FACILITATED BY PHASE III CADET (15 MINUTES.)

- Have you ever had an especially effective teacher, mentor, or coach? What made your feedback relationship so effective?
- What makes it hard for you to take advice from other people?
- What makes it hard for you to give advice to other people?
- How can you tell when feedback has not been well received?
- Is it harder or easier for you to receive feedback as part of a team? Why?
- Do you prefer to receive feedback from one person at a time or from several people at once? Why?

APPLICATION OF THE BEHAVIOR TO THEIR LIVES

LARGE GROUP FACILITATED BY CHAPLAIN/CDI/COMMANDER (15 MINUTES)

- Which of the Core Values is most important to offering and receiving feedback? Why?
- Can you receive helpful feedback from someone who does not share your values? Why or why not?
- The most effective feedback begins with goals. Unfortunately, we often do not know each other's goals! What can a mentor or a wingman do to encourage you to share your goals?
- Feedback does not stop with goals. How can a mentor or wingman encourage you to share your progress and your challenges?
- What happens to a team when members resist giving or receiving feedback?
- Where in CAP would you like to receive more feedback?
- Where in CAP will you like more opportunities to offer feedback?
- In *Thanks for the Feedback*,² Douglas Stone and Sheila Heen identify three kinds of feedback: appreciation, evaluation, and coaching.
 - Evaluation is feedback focusing on ranking or assessment. When is this kind of feedback especially helpful?
 - Appreciation is feedback that affirms a relationship. What are some appropriate occasions for appreciation feedback?
 - Coaching is feedback intended to help someone learn, grow, or change. What are the most (or least) appropriate situations for coaching?

² (Stone & Heen, 2014). You can read an excerpt online at <https://www.theglobeandmail.com/report-on-business/small-business/sb-managing/the-three-kinds-of-feedback/article18182504/>.

ACTIVITY

LED BY SMALL GROUP FACILITATORS OR ONLINE INSTRUCTOR (10-15 MINUTES.)

Self-Assessment with CAP Feedback Forms

Most CAP members crave feedback. We want to know what is expected of us and whether we are meeting those expectations. We want to know that we are contributing to our units and to our missions. And we want to know how we can improve, seizing every opportunity to demonstrate our core value of excellence.

To help us give and receive effective feedback, CAP publishes standardized feedback forms. Different forms are available for members in various phases and levels. These forms summarize CAP's expectations and invite us to reflect on our accomplishments and goals.

You can use these forms as self-assessment tools. For the next few minutes, you will have the opportunity to conduct a self-assessment using the appropriate CAP form. Please be honest with yourself. Spend most of your time describing your successes and your plans for improvement. You will not have to share your self-assessment, but we will ask you to share what you learned in the process.

You can find the CAP Feedback forms online. For online meetings, post the links in the chat so each member can download the appropriate form. For in-person meetings, print the appropriate forms in advance for distribution based on the phase or level of participants.

- [CAPF 60-91 for Cadets in Phase 1](#)
- [CAPF 60-92 for Cadets in Phase 2](#)
- [CAPF 60-93 for Cadets in Phase 3](#)
- [CAPF 60-94 for Cadets in Phase 4](#)
- [CAPF 40 for Senior Members](#)

Give participants 5-10 minutes to complete the self-assessment. Then, gather in groups (small or large, according to the needs of your unit) to discuss the experience. You may use the following discussion prompts or propose your own.

- Which of the expectations (if any) surprised you?
- What was the most challenging part of the form to complete? Why?
- Suppose you could pick anyone in your unit to complete the form with you and share honest feedback. Whom would you choose? Why?
- After completing the self-assessment, in which area would you most like to improve? How do you plan to improve in this area?

You don't have to share your self-assessment, but you should keep it. In fact, you should consider repeating this self-assessment process every six months. These self-assessments can record your progress as a volunteer and a leader. Reviewing them will keep you accountable to your goals and show your growth.

LESSON SUMMARY AND WRAP-UP

LARGE GROUP FACILITATED BY CHAPLAIN/CDI/COMMANDER (2 MINUTES)

The Core Values are a powerful tool for improving your feedback. Excellence reminds us that effective feedback begins with goals and aims at improvement. Feedback is a service to our fellow volunteers, a way to build up our teammates. Respect asks us to be attentive to the way people receive feedback. Choose words that make your teammates feel appreciated and encouraged. Integrity tells us to hold ourselves to the same standards. As CAP members, we should seek feedback from others and conduct regular self-assessments.

Effective feedback is a force multiplier. It accelerates learning and improves accountability. It builds relationships of trust and cooperation. It keeps us focused on our goals and makes us more effective servants of community, state, and nation.

QUOTABLE QUOTES

“Feedback is the breakfast of champions.”

– **Ken Blanchard**

“I think it's very important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing it better.”

– **Elon Musk**

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

– **John Quincy Adams**

“In a growth mindset, challenges are exciting rather than threatening. So rather than thinking, oh, I'm going to reveal my weaknesses, you say, wow, here's a chance to grow.”

– **Carol Dweck**

“If you listen to constructive criticism, you will be at home among the wise. If you reject discipline, you only harm yourself; but if you listen to correction, you grow in understanding.”

– **Proverbs 15:31–32 (NLT)**

LINKS OR REFERENCES TO INDIVIDUALS OR COMPANIES DO NOT CONSTITUTE AN ENDORSEMENT OF ANY INFORMATION, PRODUCT OR SERVICE YOU MAY RECEIVE FROM SUCH SOURCES.