

The Value of Self-Awareness Facilitator Guide

Leader Professional Development
United States Army
Center for Army Leadership



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Introduction

WHO IS CAL

The Center for Army Leadership (CAL) is the Army's designated action agent for Leader Development and Leadership in the areas of research, assessment, doctrine, initiative management, and quality assurance to sustain excellence in the Army's core competency of growing leaders.

INTENT OF THE LEADER PROFESSIONAL DEVELOPMENT KITS

Leadership is the unifying and multiplying element of combat power (ADP 6-0). Leader development programs are a proven method organizations can use to ensure regular improvement and refinement of critical leadership skills. In 2022, CAL began the design and development of a collection of ready-made Leader Professional Development (LPD) kits that you can use to deliver professional development sessions. These LPD sessions are designed to address topics of need; educate you on the Army Leadership Requirements Model (ADP 6-22); generate group discussion by asking thought-provoking questions; help you identify gaps in your unit, team, or organization; and determine actions leaders can take to improve the gaps.

It takes a lot of effort to create slides and briefing materials. Knowing that every Soldier's time is valuable, CAL created a pre-packaged set of materials (slides, facilitator guide, etc.) with everything you need to conduct an LPD. Now you can focus on learning and presenting the materials. Use this LPD kit as an opportunity to have a leader development discussion with others. The intent isn't for you to lecture for an entire session or read slides verbatim. Instead, think about the content, put it in the context of your unit, and get your audience talking about how to improve as Army leaders and a team.

CONTACT DETAILS

If you have any questions about the LPD kits or have suggestions for additional topics, please contact CAL at usarmy.leavenworth.tradoc.mbx.cal@army.mil.

You can also connect with CAL in the following ways:

- On the web: <https://cal.army.mil/>
- On Facebook: <https://www.facebook.com/USArmyCAL>
- On Instagram: <https://www.instagram.com/usarmycal>
- On Twitter: <https://twitter.com/USArmyCAL>
- On YouTube: <https://www.youtube.com/@USArmyCAL>

You can find the materials for this LPD, as well as others, at the CAL website at <https://cal.army.mil>.

Overview

PURPOSE OF THIS SESSION

The goal of this session is to teach Army leaders how to enhance their leadership capabilities by becoming more self-aware.

The specific learning objectives for this session include:

- Describe the importance of self-awareness.
- Identify the characteristics of a self-aware leader.
- Discuss strategies for improving your self-awareness.

TARGET AUDIENCE

The target audience encompasses all Army leaders.

The optimal facilitator-to-learners ratio for this LPD session is one facilitator to approximately 20 participants. If the anticipated audience is to be more than 20 participants, those organizing the session should consider having multiple facilitators.

NOTE: If the anticipated audience is greater than 50 participants, some features of this Facilitator Guide will have to be adapted. For example, instead of conducting whole group discussions, you may need to split the audience into smaller groups to ensure everyone has an opportunity to contribute. To facilitate group discussions, the allotted time may also need to be increased.

RECOMMENDED MATERIALS

The following table lists recommended materials and equipment for facilitating this session. While these are recommended, not all of the listed equipment is required. For example, if you deliver the session out in the field and do not have access to a computer, monitor, or projector, you can still facilitate the session using just this facilitator guide and participant packets.

Materials	Quantity
Quick Start Guide	1 per facilitator
This Facilitator Guide	1 per facilitator
Participant Packet <ul style="list-style-type: none"> • The Value of Self-Awareness Handout • After Action Review Form 	1 per participant
PowerPoint Slides	1 per facilitator
PC Computer or Laptop	1 per facilitator
Monitor or Projector and A/V cables	1 per room
Screen (if projecting)	1 per room
Chart Paper and Markers or White Board and Dry Erase Markers	1 per room

Documents can be accessed on the CAL website here: <https://cal.army.mil>

AGENDA

The session is designed to be presented in a 42-minute block of time. Later in this guide, you will see the suggested timing for each individual slide, from which the below duration times were calculated.

Segments	Duration
Session Opening	2.5 minutes
The Importance of Self-Awareness	12.5 minutes
Determining Your Level of Self-Awareness	8.5 minutes
Strategies to Improve Your Self-Awareness	16 minutes
Session Closing	3 minutes
Total Duration	42 minutes







PREPARING FOR YOUR LPD SESSION

This facilitator guide aims to provide all of the information necessary to lead a successful session and discussion on this topic. To that aim, here are steps that you should take before the session.

1. Read through this facilitator guide and review the PowerPoint slides. Make sure you feel comfortable speaking to the key points and leading the discussion(s). Based on the audience, prepare to modify discussion questions to ensure they are meaningful and apply to your specific unit/organization. The more you can get the audience discussing how they can improve the organization by applying the material, the better.
2. Be prepared to include personal experiences related to the topic or familiarize yourself with examples you can reference throughout the session. Real-life examples help tie together the individual segments, engage the audience, and enable learners to connect the content to their day-to-day jobs. Feel free to add short video clips or other materials you think the audience would find engaging.
3. Familiarize yourself with the suggested timing of slides and discussion activities.
4. Determine the anticipated audience size. Recruit additional facilitators or plan for modifications to the session if the audience size exceeds 20 participants.
5. Invite the commanding officer or organization director to speak at the beginning of the session to introduce the purpose/intent of the session. This will increase audience engagement and attention.
6. Review the additional resources so you can direct the audience to the appropriate information. Share the resources electronically via email before the session. Print participant packets ahead of the session.

HOW TO USE THIS GUIDE

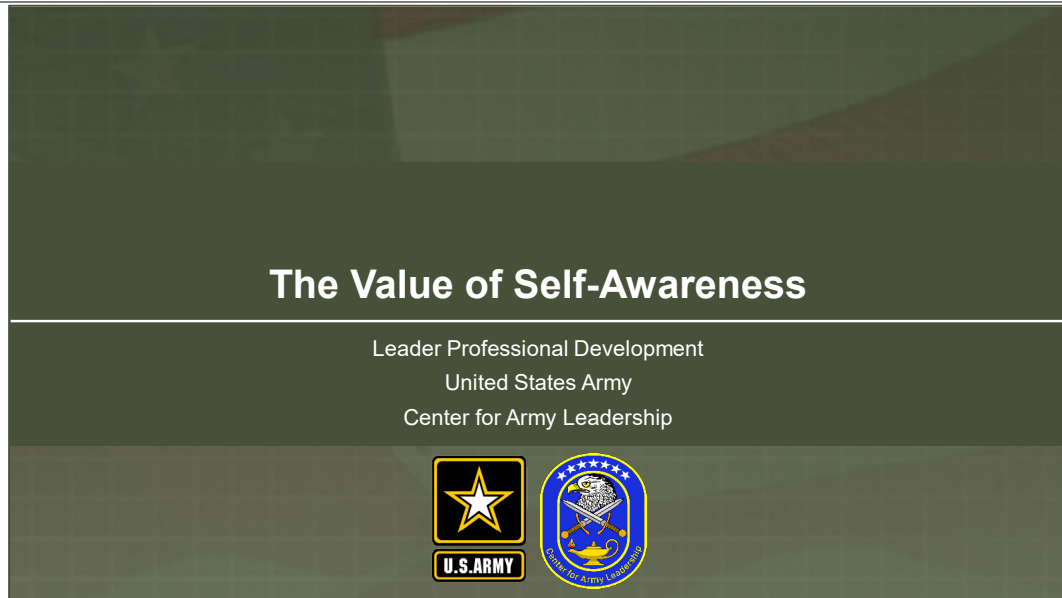
The facilitator guide contains PowerPoint slides embedded with facilitation notes and discussion questions to guide you through the session. The facilitation notes include icon cues that are designed to provide visual references for you as to the type of action required, operational instructions, or other special points (e.g., discussion). Each icon is described below.

Icons	Icon Name	Descriptions
	Slide	This icon indicates that a slide should be presented. An image of each slide in the associated PowerPoint is provided. These slides help you identify which slide goes with each instructional strategy, duration, and key points.
	Duration	This icon indicates the suggested amount of time to spend on each slide.
	Key Points	This icon indicates the key points that should be covered. Although you should not read the key points verbatim during the session, you can read through it beforehand to familiarize yourself with the content.
	Discussion	This icon indicates that a discussion should be facilitated.
	Activity	This icon indicates that an activity should be facilitated.
	Resources	This icon indicates when any resource (handout, case study, example, article, etc.) should be used.

How to Facilitate This LPD Session

This section provides you with details on how to facilitate each slide in the session.

OPENING SEGMENT – SLIDE 1



1 minute

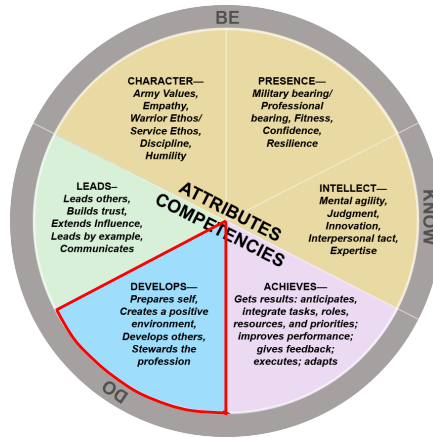


- Welcome participants to this session on The Value of Self-Awareness. This session is part of the Leader Professional Development (LPD) series designed to address and generate discussion about various topics of importance and determine actions you can take to improve your organizations.
- Point out that high-performing leaders regularly reflect on their strengths, developmental needs, personality, and values. They have a greater self-awareness that helps them quickly adapt to unfamiliar or changing situations.
- Explain that in this session, you'll learn ways to increase your self-awareness and ultimately enhance your performance and leadership capabilities.

ARMY LEADERSHIP REQUIREMENTS MODEL (LRM) – SLIDE 2



Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following competency:
 - Prepares self
- Learn more about the LRM by reviewing:
 - ADP 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader

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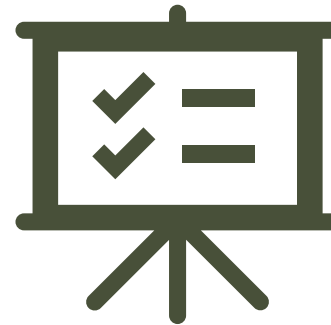
1 minute



- Explain that it's important that everyone be familiar with the Army Leadership Requirements Model, which lays out the core set of requirements of what the Army expects all leaders to be, to know, and to do. By understanding these expectations, you will be better prepared to deal with a range and variety of situations. Soldiers who regularly and successfully apply these expectations have better trained units, command climates, and leaders who possess the necessary skills to win the fight. The Leadership Requirements Model can be found in ADP 6-22 and FM 6-22, which you should also take some time to check out if you haven't already. ADP 6-22 describes what right looks like for all leaders, and FM 6-22 tells you how to develop as a leader.
- Point out that this leader professional development session ties directly to the Prepares Self competency under the Develops section of the model. Leader preparation begins with a deep understanding of one's strengths, weaknesses, and developmental needs. This understanding leads to a strong sense of self-awareness, which is a critical component of leadership in the Army.

SESSION OBJECTIVES – SLIDE 3**Session Objectives**

- Describe the importance of self-awareness.
- Identify the characteristics of a self-aware leader.
- Discuss strategies for improving your self-awareness.



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3



30 seconds



- Explain that by the end of this session, you will be able to:
 - Describe the importance of self-awareness.
 - Identify the characteristics of a self-aware leader.
 - Discuss strategies for improving your self-awareness.
- To help make this session as impactful as possible, encourage participants to contribute to the discussions with their own perspectives, reflections, and experiences.

THE IMPORTANCE OF SELF-AWARENESS – SLIDE 4



30 seconds



- Explain that we will begin with a brief overview of what self-awareness is and why it's important for leaders to be self-aware.

WHAT IS SELF-AWARENESS? – SLIDE 5**What Is Self-Awareness?**

Self-awareness is having a good knowledge and understanding of yourself including your own feelings, behaviors, and character.



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1 minute



- Point out that in order to discuss the importance of self-awareness, you must first understand what self-awareness is.
- Explain that being self-aware is having a good knowledge and understanding of yourself including your own feelings, behaviors, and character. Leaders who are self-aware are better able to recognize and manage their own emotions, which can help them respond more effectively to difficult situations and conflicts. This, in turn, can improve their ability to lead and manage others as they're better able to react to challenges or change in positive, less disruptive ways.

DISCUSSION – SLIDE 6



Discussion



- What are the benefits of self-awareness to yourself?
- What are the benefits of self-awareness to the mission?

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5 minutes



- Ask participants:
 - What are the benefits of self-awareness to yourself?
Answers will vary but may include:
 - Emotional management
 - Character development
 - Decision-making skills
 - Job satisfaction
 - More confidence
 - What are the benefits of self-awareness to the mission?
Answers will vary but may include:
 - Stronger relationships
 - Increased mission success
 - Better communication
 - Productive organization
 - Adaptable unit
- Use the next slide to debrief this discussion question.

THE BENEFITS OF SELF-AWARENESS – SLIDE 7



The Benefits of Self-Awareness

Benefits to Self	Benefits to Mission
Emotional management	Stronger relationships
Character development	Better communication
Decision-making skills	Productive organization
More confidence	Adaptable unit
Job satisfaction	Increased mission success

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1.5 minutes



- Explain that self-awareness not only benefits the individual but also the larger Army mission.
 - **The Self:** When you look inward, you can better manage your thoughts, emotions, and behaviors and think critically. Self-awareness allows you to understand things from multiple perspectives and helps you become a better decision-maker. It gives you more self-confidence and, as a result, you communicate with clarity and intention. People with self-awareness are happier and have better relationships. They also experience a sense of personal and social control as well as higher job satisfaction.
 - **The Mission:** Self-awareness at the individual level also benefits the mission. Self-aware leaders build and maintain stronger relationships in their unit/organization. The resulting teamwork leads to better communication and a more productive organization that can readily adapt to changing situations. As a result, there is an increase in mission success.

THE DANGERS OF NOT BEING SELF-AWARE – SLIDE 8



The Dangers of Not Being Self-Aware

Closed off

Disconnected

Resistant to
Change

Flawed View of
Oneself



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1.5 minutes



- Explain that several negative consequences can result from a sustained lack of self-awareness, such as:
 - **Closed off** – Leaders who lack self-awareness may come off as arrogant or unapproachable. As a result, others will be less inclined to share information with them. As we know, information sharing is critical for achieving mission success.
 - **Disconnected** – Leaders who come off as disconnected have difficulty engaging with others. As a result, Soldiers and civilians don't feel like part of a team and choose to leave the Army.
 - **Resistant to change** – Leaders who are resistant to change have difficulty adapting to changing situations and hinder their professional development.
 - **Flawed view of oneself** – A gap between how leaders view themselves and how others view them can cause a disconnect with their team members. These types of leaders will have less success in interacting with and influencing others.

DISCUSSION – SLIDE 9



Discussion



- What are some key behaviors that can indicate that an individual lacks self-awareness?

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3 minutes



- Ask participants:
 - What are some key behaviors that can indicate that an individual lacks self-awareness?

Answers will vary but may include:

- *They blame others for their failures.*
- *They lack active listening skills.*
- *They refuse feedback.*
- *They have an arrogant approach to everything.*
- *Their view of themselves does not match how others see them.*

DETERMINING YOUR LEVEL OF SELF-AWARENESS – SLIDE 10



30 seconds



- Explain that now that you understand the importance of being self-aware, let's discuss how to determine your level of self-awareness.

THE SIX SIGNS OF SELF-AWARENESS – SLIDE 11



The Six Signs of Self-Awareness

- You can sense how others will react to you.
- You know your strengths and limitations.
- You identify and adapt to changing situations.
- You routinely assess yourself.
- You correctly anticipate the feedback you'll receive.
- Others view you as you view yourself.

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3 minutes



- Explain that self-aware leaders have six key characteristics:
 1. **You can sense how others will react to you.** If you can often sense how others will react to your actions and decisions, you have some level of self-awareness. Self-aware leaders are good at knowing how their actions will be perceived and interpreted by others. They use this knowledge to clarify communications and better influence others.
 2. **You know your strengths and limitations.** Self-aware leaders leverage their strengths to offset their limitations. They also know when a task is outside their expertise and ask for assistance.
 3. **You identify and adapt to changing situations.** Self-aware leaders can accurately assess changes in their environment and determine their capabilities and limitations to operate in that environment. They translate their prior training to the new environment. They seek out information when the situation requires it.
 4. **You routinely assess yourself.** Self-aware leaders routinely assess themselves, including their actions, decisions, and capabilities. They're open to feedback and actively seek it. Their goal in obtaining feedback is to develop an accurate view of themselves by understanding other people's perceptions of them.
 5. **You correctly anticipate the feedback you'll receive.** Self-aware leaders are unlikely to be surprised by the feedback they receive from others. They tend to know themselves well, including their strengths, weaknesses, developmental needs, and effects on the environment and others. However, this doesn't mean that they avoid feedback. Self-aware leaders solicit input from others to check their understanding of a situation and themselves.
 6. **Others view you as you view yourself.** Greater self-awareness allows leaders to develop a view of themselves that closely aligns with how others perceive

them. This alignment creates a connection between the leaders and others that can be used to motivate, influence, and communicate with their team members.

DISCUSSION – SLIDE 12



Discussion



- What characteristics of self-awareness have you observed in the leaders you interact with on a regular basis?
- Which characteristics do you see as more critical than others?

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5 minutes



- Ask participants:
 - What characteristics of self-awareness have you observed in the leaders you interact with on a regular basis?
 - Which characteristics do you see as more critical than others?

Answers will vary.

STRATEGIES TO IMPROVE YOUR SELF-AWARENESS – SLIDE 13



30 seconds



- Explain that in this next section, we will explore strategies for monitoring and improving your self-awareness.

OBSERVE OTHERS' ACTIONS AND REACTIONS AROUND YOU – SLIDE 14



Observe Others' Actions and Reactions Around You

Examine others' reactions.

Look for patterns.

Reflect on your observations.



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2 minutes



- Explain that observing how others act and react around you is one strategy for improving your self-awareness.
 - **Examine others' reactions** – Pay attention to what others are saying and doing while you're interacting with them. Look at their facial expressions, listen to their tone of voice, and study their body language for clues on how you're being perceived. For example, if people often avoid looking you in the eye and instead look down, it may be because they perceive you as intimidating.
 - **Look for patterns** – Patterns can be found in how one individual (e.g., subordinates or peers) or multiple people act around you. Look for patterns in their facial expressions, tone of voice, and body language. The more often you see patterns, the more attention you may want to give to the feedback you're receiving.
 - **Reflect on your observations** – After interactions with others, ask yourself the following questions:
 - What were my actions?
 - How did I intend to come across?
 - How did the other person react?
 - Why might the person have reacted in that way?

IDENTIFY YOUR STRENGTHS AND DEVELOPMENTAL NEEDS – SLIDE 15



Identify Strengths & Developmental Needs

	<p>Institutional</p> <ul style="list-style-type: none"> • Athena assessments • Performance evaluations • Skill tests • Tests from resident and non-resident schools • Personality assessments
	<p>Operational</p> <ul style="list-style-type: none"> • Consider the feedback you receive during exercises and other operational experiences.
	<p>Self-Developmental</p> <ul style="list-style-type: none"> • Complete a self-analysis.

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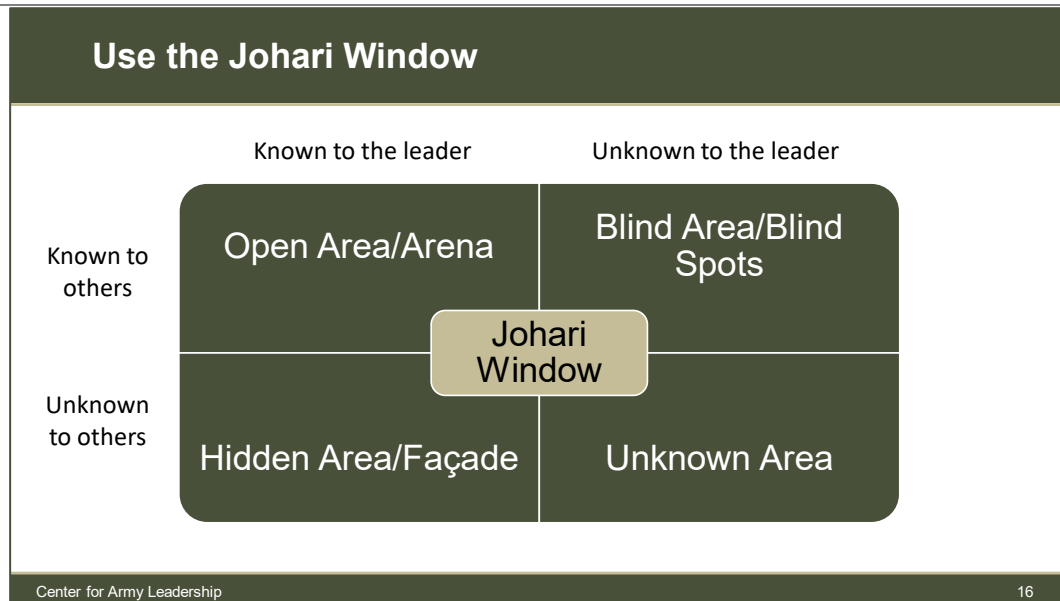
2.5 minutes



- Explain that another strategy for enhancing your self-awareness is understanding your strengths and developmental needs. Three categories of identifying strengths and developmental needs are:
 - **Institutional** – The Army offers many opportunities for leaders to improve their self-awareness using formal means, such as Career Long Assessments: Athena (e.g., SAID-I, Leader180, or Leader360), performance evaluations, skill tests, tests from resident and non-resident schools, field performance evaluations, and personality assessments.
 - **Operational** – After an exercise, training event, briefing, or other operational experience, consider the feedback you received. It will help you determine what you're doing well (areas of strength) and what you need to work on improving (areas of developmental need). Also, ask yourself what you did that helped the situation and what can you do differently next time.
 - **Self-developmental** – Completing a self-analysis is another way of examining your strengths and developmental needs. Complete the following statements as they relate to any part of your life:
 - The skill or ability I am best at is...
 - The personal quality that I rely on most for my success is...
 - The activities I look forward to include...
 - A situation that causes me a lot of frustration is...
 - I am most hesitant when I try to...

Answers to the first three items provide insight into positive aspects or your strengths. Answers to the last two items provide insight into possible limitations or developmental needs.

USE THE JOHARI WINDOW – SLIDE 16



3 minutes

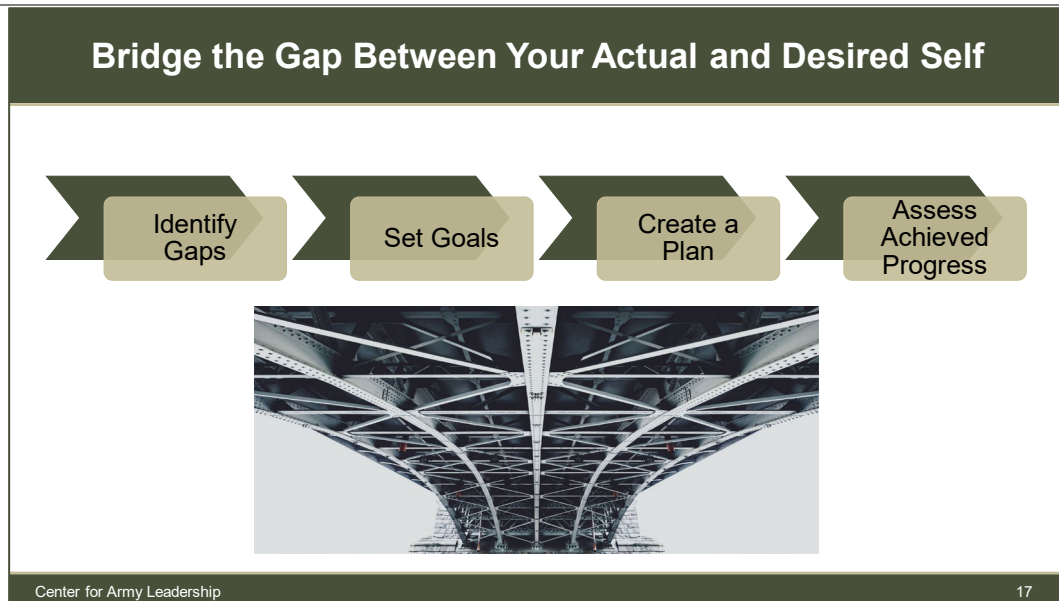


- Explain that the Johari window is a tool you can use to help you get a grasp of your personal awareness and prioritize your leadership developmental needs.
- Point out that the purpose of the Johari Window is to compare your view of yourself to others' perceptions of you. It can help you identify open, blind, hidden, and unknown areas of your self-awareness.
- Walk participants through how to use the Johari window:
 - Select five to ten adjectives that best describe you, then collect information on others' perceptions of you.
 - After you've collected this information, compare your lists. Any similar adjectives that you use as well as others should be placed in the Open Area/Arena quadrant. Any adjectives noted by you but not others goes in the Hidden Area/Façade quadrant. Adjectives used by others but not yourself go in the Blind Area/Blind Spots quadrant. The Unknown Area represents any adjectives that you and others don't know about you. Since they're unknown, you won't be able to fill in this section of the Johari Window.
 - The larger the Open Area/Arena quadrant is in comparison to the others, the more self-aware you are. You may choose to address either your blind spots or façade adjectives as you plan your leadership growth and enhancement of your self-awareness moving forward.



- Refer participants to The Value of Self-Awareness Handout in their Participant Packet for a sample Johari window.

BRIDGE THE GAP BETWEEN YOUR ACTUAL AND DESIRED SELF – SLIDE 17



3 minutes



- Explain that after you've become more self-aware, what do you do with that information? Knowing your strengths and limitations alone does not make you a better leader. It simply helps you gain an understanding of the leader you are now.
- Point out that what this information doesn't tell you about is your desired self. Who do you want to be? What kind of leader do you want to be perceived as and behave like? What characteristics would you like to display?
- Explain that there are four steps that will help you bridge the gap between your actual and desired self: identify gaps, set goals, create a plan, and assess achieved progress.
 1. **Identify Gaps:** Document the gaps between the leader you are and the leader you want to be. You may find it helpful to focus on characteristics that are most required in your current position or may be required for promotion.
 2. **Set Goals:** Setting goals gives you direction in your leadership growth, fosters new or enhanced skills, and can change your attitudes or values. A key to achieving goals is linking them to milestones, which can be either short-term or long-term in nature but help keep you on your path. Your milestones should also be SMART: specific, measurable, achievable, realistic, and time bound.
 3. **Create a Plan:** After you set your goals and associated milestones, create a plan to achieve them. An effective plan includes actions to take, resources needed, time estimates, and a list of possible obstacles and how to overcome them.
 4. **Assess Achieved Progress:** You should assess your progress in meeting your plan to ensure that you are meeting milestones and achieving your goals.



- Refer participants to The Value of Self-Awareness Handout in their Participant Packet for more detailed instructions of using these four steps to bridge the gap.

DISCUSSION – SLIDE 18



Discussion



- What are some strategies you've used or plan to use to build your self-awareness?

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5 minutes



- Ask participants:

- What are some strategies you've used or plan to use to build your self-awareness?

Answers will vary. Share a personal example if needed to get the conversation started.

WANT TO LEARN MORE? – SLIDE 19



Want to Learn More?

<https://cal.army.mil>

**Doctrine**

Provides leader expectations

- ADP 6-22
 - Paragraph 1-92
 - Paragraph 6-7
 - Paragraphs 6-14 through 6-19
- FM 6-22
 - Table 4-56
 - Paragraphs 4-52 through 4-53

**Self-paced Online Lessons**

Provide additional content and real-world examples/scenarios

- The Value of Self-Awareness

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1 minute



- Explain that the Army recognizes the importance of self-awareness for leader development, which is why it's in the doctrine and why the Army has invested in initiatives like Career Long Assessments: Athena. Athena is an Army leader development program designed to teach Army leaders how to be more self-aware. It uses multiple assessments to help leaders identify their strengths and blind spots so that they can recognize them and continually improve their skills and abilities through self-development.
- Explain that there are little things you can do each day to help you improve your self-awareness early in your career and make it a common theme throughout your career.
- Point out that to learn more about developing your self-awareness, go to the CAL site and check out these resources.

AFTER ACTION REVIEW – SLIDE 20**After Action Review**

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

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1 minute



- At the end of the session, tell participants to complete the AAR form in their Participant Packet (also on the next page for your reference) and to return it to you before they leave.
- Tell participants that:
 - The form allows them to provide feedback about the session.
 - Their feedback will be used to improve future deliveries of the session.

The Value of Self-Awareness After Action Review Form

Purpose

The purpose of this After Action Review (AAR) is to help the your organization improve its Leader Professional Development program. Your feedback will help identify areas of this session that went well and areas that could be improved.

Session Goals

The goal of this session was to teach Army leaders how to enhance their leadership capabilities by becoming more self-aware.

After you participate in this session, it is expected that you will be able to:

- Describe the importance of self-awareness.
- Identify the characteristics of a self-aware leader.
- Discuss strategies for improving your self-awareness.

Your Feedback

Answer the following question below:

Question	Your Feedback
<p>Were the goals of this session met? If not, explain why.</p>	
<p>What went well during this session?</p>	
<p>Are there any areas in which the session could be improved? If so, please specify.</p>	

LET'S CONNECT – SLIDE 21**Let's Connect**

- On the web: cal.army.mil
- On Facebook: [USArmyCAL](https://www.facebook.com/USArmyCAL)
- On Instagram: [@usarmycal](https://www.instagram.com/usarmycal)
- On Twitter: [@USArmyCAL](https://twitter.com/USArmyCAL)
- On YouTube: [@USArmyCAL](https://www.youtube.com/USArmyCAL)

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30 seconds



- Display this slide while participants are completing their After Action Review.