



Facilitator Preparation

Personal Story Exploration & Development

Use this resource in advance of the session to prepare your facilitation. Throughout the session, there are several places where including a personal example of counterproductive leadership will enhance learning and engagement. Slides where personal stories could be incorporated into the facilitation are listed in the table along with questions to spark reflection on your personal experience with counterproductive leadership. In the *Your Story* column, jot down notes about your personal story that you wish to incorporate into the session. The Facilitation Guide includes reminders to add your personal story, if possible. It is not necessary to include details of a personal story on every slide, but tying key components of the session with real life, personal details will greatly enhance the richness of the session.

NOTE: If you do not have a personal story, an example story is provided on page 3 of this document. You can review the example story and follow a similar process to incorporate the story throughout the session. Feel free to add details/tailor the example story for you audience.

Segment of Instruction	Purpose	Questions to Help You Develop Personal Example	Your Story – write in content
Session Opening slide 1	Provide a hook for the audience to get them engaged/excited for the session.	When in your career have you faced counterproductive leadership behaviors? What impact did this behavior have on you/your unit? Was there resolution to the behavior?	
Categories of Counterproductive Leadership Behaviors slide 8	Give a real example of one or more of the categories.	Which of the listed categories of counterproductive leadership have you encountered? What did it look like in real life?	

General Indicators of Counterproductive Leadership Behaviors slide 10	Give a real-life example of warning signs.	Did you notice warning signs of counterproductive leadership when dealing with a leader? Where they red flags at the time or now looking back?	
Identifying Counterproductive Leadership in [<i>what matches your story</i>] slide 13, 14, or 15	Give a real life example of how you uncovered counterproductive leadership in either your subordinates, peers, or superiors.	Which relationship have you noticed counterproductive leadership in the most? How does the nature of the relationship impact how counterproductive leadership manifests, its impacts, and how you responded?	
Cultural Values are Taken to the Extreme slide 24	Provide the cultural/situational context of your counterproductive leadership story.	How did the context you were in give rise to counterproductive leadership behaviors in a leader? How did Army cultures/values lead to the counterproductive leadership?	
Factors to Assess: Actors slide 25	Describe the leader and recipient characteristics for your counterproductive leadership story.	What traits did the leader have that gave them a tendency to exhibit counterproductive leadership behavior? What traits did the recipient(s) have that made them a target?	
Factors to Assess: Behaviors slide 26	Describe the behaviors you witnessed.	What counterproductive leadership behaviors did you witness from the leader? What behaviors did others report? Command climate survey?	
Factors to Assess: Frequency	Describe how often the counterproductive	What was the frequency of each of the counterproductive	

slide 27	leadership behaviors occurred and if you documented them.	leadership behaviors? Did some occur more often than others?										
Factors to Assess: Severity slide 28	Describe the varying levels of severity of the counterproductive leadership behaviors.	Which behaviors were the most severe? Have you ever witnessed a behavior that required immediate action?										
Factors to Assess: Triggers slide 29	Describe real-life trigger of counterproductive leadership behaviors.	What conditions provoked counterproductive leadership behavior in the leader? Did you avoid the leader at certain times?										
Factors to Assess: Impacts slide 31	Describe real-life impacts of counterproductive leadership.	What was the impact of counterproductive leadership behavior on you? On your unit? On the Army?										
Conduct an Integrated Assessment slide 32	Demonstrate how to use the SABI model with a real-life example.	How would you fill in each section of the integrated assessment?										
The Case for Taking Action slide 34	Walk through the pros and cons of action and inaction	What are the pros of action vs. inaction? What are the cons of the action vs. inaction? What consideration did you give risk at the time the behavior was happening?	<table border="1"> <thead> <tr> <th></th> <th>Action</th> <th>Inaction</th> </tr> </thead> <tbody> <tr> <td>Pros</td> <td></td> <td></td> </tr> <tr> <td>Cons</td> <td></td> <td></td> </tr> </tbody> </table>		Action	Inaction	Pros			Cons		
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EXAMPLE STORY

Imagine that you provide the following feedback on a command climate survey about your company commander:

CPT Jarrett isn't planning ahead; he doesn't take into account the current workload and changes his mind constantly. He is oblivious to the stress this creates because he is so far removed from the situation and doesn't have to do the work himself. He gives us more work than we are capable of doing in the time allowed. It's gotten to the point where we feel like why hurry, he will just change his mind anyways before we even finish. When things don't go right, CPT Jarrett flies off the handle at us. This has happened 5+ times in the past two weeks. I can see it starting to impact the unit; there's more infighting among our teams, tempers are running high, and more stress. Just last week, we had a safety violation during a live fire exercise made by a squad leader, SGT Amir, who's usually squared away. In addition, SGT Amir didn't finish something to CPT Jarrett's liking a few times over the past few weeks, and CPT Jarrett chewed him out pretty good. Apparently, as SGT Amir told me, CPT Jarrett sent out some "late and breaking" updates on the tasking from higher, but somehow "forgot" to share that information with SGT Amir who was leading the way on it. In CPT Jarrett's yelling fit over the issue, he said his other subordinate leaders in the unit should've known to get that information to SGT Amir; CPT Jarrett can't "hand hold" them with everything. SGT Amir has been off his game ever since.

CPT Jarrett is newly promoted, and your unit has recently been under significant scrutiny and pressure after a series of discipline issues following your return from deployment.

Segment of Instruction	Purpose	Example Story (partially filled in)
Session Opening <i>slide 1</i>	Provide a hook for the audience to get them engaged/excited for the session.	<p>Use example story or the following short scenes as a hook on the first slide.</p> <ul style="list-style-type: none"> • First story: You're new to a unit working for a commander who you learn likes to pick on certain people, sometimes because they're too quiet, other times because they're too loud. Or they'd make fun of people in meetings, really innocent seeming but stinging to the person on the receiving end. You see one individual who seems to bear the brunt of a lot of the commander's frustrations. You watch it happen, see the individual retreat into himself when it does, try to keep a low profile. You notice it, but you think, there's nothing I can do, that's just how things are in the Army. This'll toughen the individual up. Who's been in this position before? [show of hands in the room] • Second story. Imagine that you're in a unit command position, and you hear from several sources that one of your fellow commanders in another unit has been taking a real "my way or the highway"

		<p>approach with his unit, shooting down ideas and losing his temper at the smallest issue. You're friends outside of work with this commander. He trusts you. But you don't want to make things awkward. And you know this individual has a lot going on at home. It's better to just let him figure it out the hard way that that's not the way to get commitment from your Soldiers. So...anyone been in this position before? Or struggled with some of these questions? [show of hands in the room]</p>
<p>Categories of Counterproductive Leadership Behaviors</p> <p>slide 8</p>	<p>Give a real example of one or more of the categories.</p>	<ul style="list-style-type: none"> • Abuses of Authority • Self-serving Motives • Unethical Actions
<p>General Indicators of Counterproductive Leadership Behaviors</p> <p>slide 10</p>	<p>Give a real-life example of warning signs.</p>	<ul style="list-style-type: none"> • Non-verbal cues – Unit is stressed, SGT Amir off his game • Blaming Others – Blames subordinates for not providing SGT Amir with information he needed
<p>Identifying Counterproductive Leadership in ...[<i>what matches your story</i>]</p> <p>slide 13, 14, or 15</p>	<p>Give a real life example of how you uncovered counterproductive leadership.</p>	<p>... Superiors</p> <ul style="list-style-type: none"> • Observed CPT Jarrett flying off the handle 5+ times • Yelling fit over SGT Amir not getting information •
<p>When Army Values are Taken to the Extreme</p> <p>slide 23</p>	<p>Provide the cultural/situational context of your counterproductive leadership story.</p>	<ul style="list-style-type: none"> • Abusing chain of command •
<p>Factors to Assess: Actors</p> <p>slide 24</p>	<p>Describe the leader and recipient characteristics for your counterproductive leadership story.</p>	
<p>Factors to Assess: Behaviors</p>	<p>Describe the behaviors you witnessed.</p>	<ul style="list-style-type: none"> • Yelling • Blaming others

slide 25		<ul style="list-style-type: none"> Poor scheduling/planning ahead 									
Factors to Assess: Frequency slide 26	Describe how often the counterproductive leadership behaviors occurred and if you documented them.	<ul style="list-style-type: none"> 5+ times in 2 weeks 									
Factors to Assess: Severity slide 27	Describe the varying levels of severity of the counterproductive leadership behaviors.	<ul style="list-style-type: none"> 									
Factors to Assess: Triggers slide 28	Describe real-life trigger of counterproductive leadership behaviors.	<ul style="list-style-type: none"> Threat to authority Stress 									
Factors to Assess: Impacts slide 30	Describe real-life impacts of counterproductive leadership.	<ul style="list-style-type: none"> Unit and SGT Amir demoralized Not meeting deadlines 									
Conduct an Integrated Assessment slide 31	Demonstrate how to use the SABI model with a real-life example.										
Is Taking Action Worth the Risk? slide 33	Walk through the pros and cons of action and inaction										
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