

Enclosure a

FW: MEALS: My Six Takeaways from the Brigade SMAP

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To: paxmas2007@yahoo.com
Date: Friday, February 2, 2024 at 09:43 AM EST

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Sent: Tuesday, February 7, 2023 12:42 PM
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Subject: FW: MEALS: My Six Takeaways from the Brigade SMAP

Cordially,

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Subject: MEALS: My Six Takeaways from the Brigade SMAP

Happy Holidays, Team:

In November 2022, I attended the 6-day brigade Sergeants Major Assessment Program (SMAP) at Fort Knox, KY. Here are six takeaways you may find useful:

Background:

Now, more than ever, every Soldier must understand that all roads to becoming a senior leader goes through the Command Assessment Program (CAP). “The CAP measures attributes and competencies articulated in the Army Leadership Requirements Model found in ADP 6-22, Army Leadership and the Profession, and enables the Army to hold leaders accountable to our leadership doctrine” (CAP, 2022). As of June 2022, the CAP consists of six assessment programs, namely the Colonels Command Assessment Program (CCAP) the Battalion Commander Assessment Program (BCAP), the Acquisition Leader Assessment Program (ALAP) the Medical Command Assessment Program (MCAP), the Colonel and Division Chaplain Assessment Program (CCHAP/DCHAP), and the Sergeants Major Assessment Program (SMAP). There is an ongoing pilot program for the battalion Sergeant Major Assessment Program. Additionally, Project Athena assessments are also becoming prevalent at PME schools, across all cohorts.

1. Embrace the culture of assessment: The Army bet big on the CAP. It is a means for achieving a multi-domain-ready Army by 2035. So, with an increasing number of assessment programs, career-minded Soldiers are certain to experience some type of assessment. A benefit of CAP – and self-assessments in general – is an increase in leader self-awareness. And, according to CAP, “In fact, the most important insight gained thus far from the CAP is that self-awareness is strongly correlated with both increased leader effectiveness and less frequent exhibition of counterproductive leadership behavior.”

2. Embrace the culture of feedback: A currency of leadership is feedback. Feedback promotes self-awareness, which, in turn, informs behavioral changes. How well you know yourself and understand others could affect your outcome at CAP. CAP notes that “Candidates with high self-awareness and a willingness to receive feedback, benefit the most from the CAP.”

3. Study your past: Your experiences reflect who you are. Arguably, reflecting on past experiences to gain a better understanding of self is not something we do enough in the Army. Still, the importance of self-reflection can never be overstated. At CAP, behavioral questions like, “Describe a situation where your initial assumptions about a task turned out to be wrong,” look to understand your skills and potential for success. Here, the adage “past performance predicts future performance” is at play.

4. Leadership is a deliberate activity: The emphasis on behavioral questions highlights the importance of engaged leadership. More than just your presence, CAP invites you to articulate deliberate actions taken to promote mission accomplishment, and how you provided purpose, direction, and motivation to teammates.

5. The paradox of strengths: While it is customary to wholly embrace your strengths, the operational psychologist did a good job of pointing out how one’s strengths can become a liability. For example, a can-do attitude toward task accomplishments at the expense of developing subordinates that can carry out the tasks could hinder organizational effectiveness.

6. The program is well-run: From notification to attending SMAP to arrival, execution, and departure, the program managers left no details to “needs improvement.” I could find no fault in

the operation. My sponsors were very professional. The Soldiers tasked to usher candidates at each event were very professional. The behavioral experts were very professional. And I thought the voluntary LPD sessions were insightful and value-added. The lessons here are planning and rehearsals.

Let's Talk:

- What are your thoughts about the CAP or the new assessments in general?
- If you've attended any of the CAP programs, what are your takeaways?
- Please send your thoughts to me

How to prepare for CAP: The attached CAP literature offers insights on how to prepare for CAP. Of note is the key point emphasized in the literature: **"The secret to success at the CAP is to lead in accordance with the Army's leadership doctrine throughout your career."**

Additional Resources:

CAP Website: <https://talent.army.mil/cap/>

Social Awareness & Influence Assessment (SAIA):

<https://aeas.army.mil/program/TokenAccess.aspx?code=107311xFF2FBB> (CAC required).

Project Athena: <https://capl.army.mil/Project-Athena/>

HAPPY HOLIDAYS!

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Subject: MEALS: Measuring What we do

“If we don’t measure what we are doing against a standard, we will never know what we are doing right.”

This week’s topic is about measuring what we do.

Top Lines:

- The measures of effectiveness measure the effectiveness of organizations, teams, squads, sections, systems, etc., in terms of purpose, goals, and objectives.
- As an indicator, measures of effectiveness denote changes in what is measured.
- The measure of performance supports the execution of the measures of effectiveness. In other words, measures of performance are your metrics, checklists, matrixes, etc., that confirm/deny whether the actions put in place to affect the measures of effectiveness are working.
- The measure of performance is also an indicator, as it shows the status of tasks.
- Reference: ADP 5-0

An often-over-looked aspect of leadership is measuring the effectiveness of organizations, systems, and things. Absent a means for measuring and assessing what we do, organizations suffer. Fortunately, Army frameworks exist that can help establish a means for measuring and assessing effectiveness and performance: The measure of effectiveness (MOE) and the measure of performance (MOP).

Within the organizational context, measures of effectiveness measure the effectiveness of organizations, teams, squads, sections, systems, etc., in terms of purpose, goals, outcomes, and objectives. For example, a measure of effectiveness for the HHC, STB, is the administrative readiness of the STB. For the S3, a measure of effectiveness is training readiness. Of course, leaders can establish measures of effectiveness in their squads, teams, section, platoons, etc. As a platoon sergeant and 1SG, a measure of effectiveness for me was the availability and deployability of my personnel. The same remains true for me as a command sergeant major. Units can also view each mission essential task (MET) as a measure of effectiveness.

As an indicator, measures of effectiveness denote changes in what is measured. For example, increases in the availability and deployability of Soldiers in the STB inform me that we are moving in the right direction in terms of deployability readiness.

The measure of performance, on the other hand, supports the execution of the measures of effectiveness. It is the "How to get after what you are doing." In other words, measures of performance are your metrics, checklists, matrixes, systems, etc., that confirm/deny whether the actions put in place to affect the measures of effectiveness are working. The measure of performance is also an indicator, as it shows the status of tasks. For example, a measure of effectiveness for the STB is the accurate accountability of assigned Soldiers. The measures of performance that evaluate the accuracy of accountability include the PERSTAT, Defense Readiness System, leave discrepancy metric, accountability formations, etc. These systems and processes are equally useful for monitoring the progress toward goals and objectives.

In sum, the importance of MOEs and MOPs cannot be overstated. If we don't measure what we are doing against a standard, we will never know what we are doing right. Ignoring MOEs and MOPs amounts to leading blindly with no sense of how effective the organization is performing.

So, let's talk:

- What are the MOEs and MOPs for your section?
- How are you measuring and assessing them?
- Send me your thoughts

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Subject: MEALS: Unpacking the Notion of "Holding Someone Accountable"

Teammates,

There's plenty of conversation across our formation about holding people accountable for their work. As is often the case, conversations about holding someone accountable generally centers on applying some sort of disciplinary action against the individual. A recent article on "MasterClass" brings some depth to the conversation. Here's a summary of the article:

- **Benefits of holding someone accountable**
 - Better team dynamics
 - Greater clarity of purpose
 - Improved performance

- **How to hold someone accountable**
 - Hold yourself accountable
 - Implement consequences when necessary
 - Make expectations clear
 - Offer constructive feedback
 - Set manageable goals

Personally, I found that having a good reputation helps in a leader's ability to hold someone accountable. Your "audio must match your video," in terms of what you say and what you do. This ties in with holding yourself accountable before holding others accountable.

For You:

- Please read the 3-min article – link below
- What does holding someone accountable mean to you?
- How are you holding someone accountable?
- Any thoughts on how we can improve as an organization in holding people accountable?

Please send your responses to me. I will summarize and share.

How to hold someone accountable: 5 Accountability Tips (3 mins read):
<https://www.masterclass.com/articles/how-to-hold-someone-accountable>

"The biggest 'win' tactic in holding someone accountable is to be specific with goals, and use numbers that others provide to measure performance."

SMART thoughts for Leaders - P. 100 of 100



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Subject: MEALS: Best practices on getting after the Enduring Priorities

Team,

I appreciate the feedback from many of you. Here are some best practices shared:

- **Readiness (training, equipment, personnel):**
 - For those on Fort Bragg, maximize the convenience of the S1/Surgeon Cell in building to get after readiness
 - Include readiness discussions in section hurdles
 - Conduct a knowledge/skills gap analysis to ascertain readiness gaps in your sections
- **Leader Development (Outcomes that improve the organization and individual performance)**
 - Coaching approach to leader development, where the leader uses open-ended questions to help subordinates reach solutions or recommendations to problems. *The Coaching Method* by Michael Bungay Steiner talks in detail about this method.
 - Mini-Learning Moments: Take about 5 minutes to discuss new materials with the team or take about 5 minutes to learn a new material
 - Allow junior Soldiers to assume higher responsibilities within the section as it accelerates development
 - Avail Soldiers the opportunity to attend MOS-specific and non-MOS-specific courses.
 - Seek mentors outside the sections
- **Team building & partnership (Cohesive teams)**
 - Did you know the Chaplain can assist with team building activities? Take advantage of the HPW resources
 - Incentivize a winning attitude in your section by allowing for competitive events
- **Soldier and Family Care (Create a conducive environment for Soldier and Family success)**
 - Foster a predictable work environment
 - When appropriate, have flexible suspense dates on actions
 - Be aware that some married service members are responsible for dropping off/picking off their children from school
 - Have section leave plans to help with work predictability
 - Pay attention to the training calendar

V/R

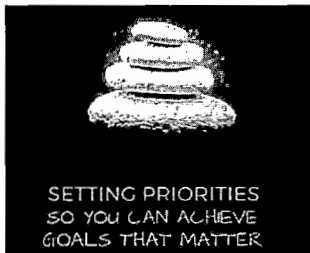
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Subject: MEALS: Weekly Leadership Hack: Enduring Priorities

Team,

For this week's leadership hack, "How are you executing the brigade commander's FOUR ENDURING PRIORITIES in your sections and/or individual work?" Please send your thoughts to me ONLY. I will summarize and share best practices. Thank you.



ICYMI: The FOUR ENDURING PRIORITIES (The Big Four) are:

- **Readiness (training, equipment, personnel)** *How are you getting after MEDPROS, S1 metrics, etc.?*
- **Leader Development (Outcomes that improve the organization and individual performance)** *What does leader development look like in your section?*
- **Team building & partnership (Cohesive teams)** *When was the last time you had a team event in your section? What was it?*

- **Soldier and Family Care (Create a conducive environment for Soldier and Family success)**
What are you doing to foster Soldier and Family success? Do you have a relatively predictable work schedule in your section?

Successful execution should be measured against your **professionalism, proficiency, and enthusiasm (P2E)** – the STB’s three core competencies

MEALS: Let’s Talk!

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Subject: Introducing M.E.A.L.S.

Team,

Introducing M.E.A.L.S: *Motifb32 Engaged and Active Leadership Series.

MEALS is the STB's umbrella brand for our leader development program. MEALS encompasses all the STB's leader development programs, including NCOPD, LPD, OPD, mentorship programs, etc. Using emails, newsletters, articles, writing workshops, reading clubs, seminars, quarter boards, ceremonies, SOPs, policies, and so on, MEALS seeks to foster a climate conducive to learning and development – collectively and individually.

Goals and end states of MEALS

- *Enable the STB to accomplish its mission*
- *Improve the STB*
- *Improve personnel capabilities for unit duties*
- *Increase personnel capabilities beyond current assignment*

On tap in the coming weeks/months:

- Weekly informational emails focused on leader development
- Five things you don't know about a service member spotlight
- Female mentorship program

- Reading club
- Quarterly HPW team building event
- NCO induction ceremony
- Town halls

**Motif b32 is the anthropology classification of the Phoenix bird.*

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