

WholeSoldier Counseling:

MENTORING, MEASURING, and MATCHING

TO FACILITATE TALENT MANAGEMENT

Rob Dees



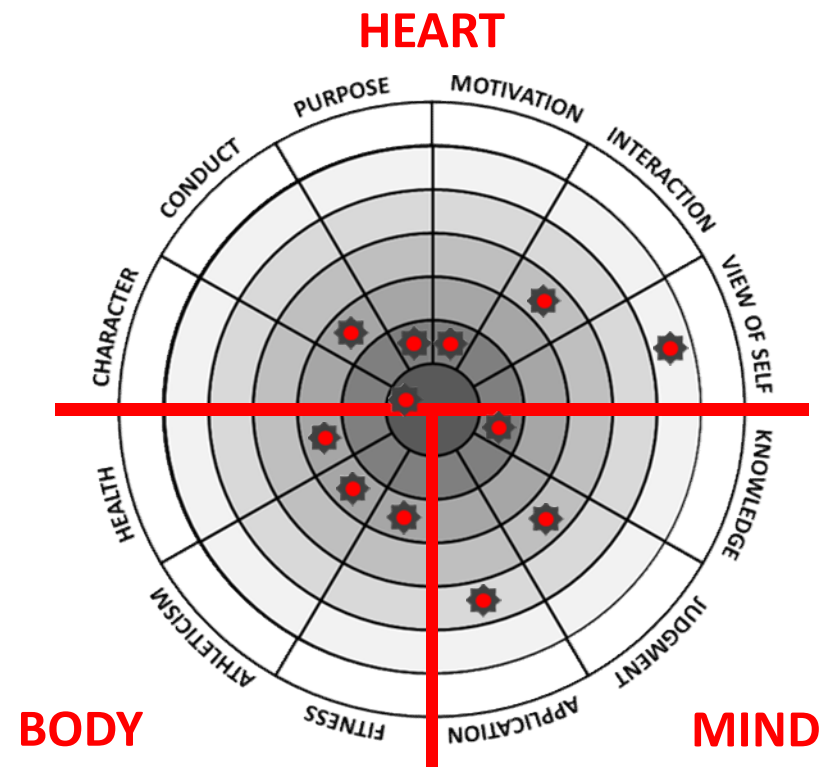
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Agenda:

1. BLUF / Beginnings / Background
2. Admin → Assess → Analyze → Agree
3. Accountability & “Micro” Talent MGMT
4. Army “Macro” Talent Management
5. Pilot Program Progress
6. Discussion / Decision



“If today’s leaders do not adequately develop their subordinates through **personal example, counseling, and mentorship**, then today’s leaders have not succeeded in accomplishing tomorrow’s mission.” - *NCO 2020 Strategy*

WholeSoldier: BLUF

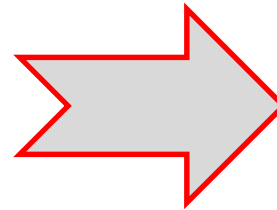


Recommendation: Replace DA4856 with WholeSoldier Counseling Form to improve **mentoring** and **measurement** in support of *personal* and *personnel* decisions.

Cost: At no cost, WholeSoldier will improve **mentoring** and *micro-talent management* at the company level. Inclusion in IPPS-A will improve *macro-talent management* across the Army.

Benefits:

- **Soldiers** get the WholeSoldier message.
- **NCOs** get a better framework for engaging in counseling conversations, and get a voice that the Army can hear. We empower NCOs with tools, training, time, and technology.
- **Command Teams** get a better understanding of their people, and a better way to hold leaders accountable.
- **Army** gets better information to refine personnel practices.



- Professional Development
- Readiness / Deployability
- Resilience / Relationships
- Suicide / Ideation
- Financial Difficulties
- High-Risk Behaviors
- Domestic Violence
- SHARP

“Talent **MANAGEMENT** equals **MENTORING**, and **MEASURING**, and **MATCHING** talent in a **MARKET.**”

WholeSoldier: Beginnings



Recruiting Predictions and Decisions:

In 2008, LTG Bostick initiated this research so he could better understand the impact of recruiting decisions on the “quality” of Soldiers.

Predictors	“Quantity” Focus					“Quality” Focus		
	First-term success					Performance ratings		
	IET/AIT Completion	6-month attrition	First-term attrition	Retention	Promotion to E3/E4	NCOER ratings	MOS skill test	Soldier of year/qtr
Level of education	●	●	●	●	●		●	
Age	●	●	●	●	●			
Dependency status	●	●	●	●				
Height and weight	●	●	●	●				
ASVAB/AFQT test	●	●	●	●	●	○	●	
Fitness test results		●						
Assessment of Individual Motivation (AIM)			○			●		
Work Values Information (WVI)			○	●			○	
Work Suitability Inventory (WSI)			○	●			○	
Predictor Situational Judgment Test (PSJT)			○	●			○	
Work Preferences Survey (WPS)			○	●			○	
Rational Biodata Inventory (RBI)			○	●	○		○	

SOURCE: McKinsey survey of ARI and RAND reports ● Sufficient to predict ○ Not sufficient to predict

We have a **gap** in our ability to predict the “quality” of service... we don’t measure it.

WholeSoldier: Background



- **2008** – LTG Bostick asks “What is a ‘Quality Soldier?’”
- **2008-2009** – WholeSoldier model built. Initial pilot with 195 Soldiers at Fort Hood in LTG Volesky’s BDE.
- **2009** – GEN Dempsey asks for WholeOfficer; also WholeCadet and WholeCandidate work with admissions at West Point.
- **2010** – WholeSoldier wins Barchi Prize from Military Operations Research Society (MORS).
- **2011-2012** – WholeSurgeon implemented at Mayo Clinic. NYPD consulting, NFL consulting.
- **2013** – WholeSoldier academic paper published in Decision Analysis Journal.
- **2015** – GEN Odierno calls WholeSoldier “Moneyball for the Army.” CAC CDR, SMA, and Army G1 point towards pilot.
- **2017-2018** – Form updated based on input from a set of BN/BDE-level CSMs. CSM Davenport, CSM Sellers, CSM Grinston, CSM Crosby, CSM Jackson, and CSM Pospisil give support:
 - **TRADOC CSM publishes “Straight from the CSM” blog.**
 - **FORSCOM CSM holds briefing with Corps and Division CSMs; integration with TMTF.**
 - **III Corps CSM hosts senior NCOPD and directs briefings at CO CDR/1SG Course.**
 - **Pilot program in BLC classes at Fort Hood NCOA.**
 - **Pilot program in 3/1CD.**
 - **1CD CDR and CSM direct WholeSoldier Conference and implementation across 1CD.**

WholeSoldier: Big Picture



WholeSergeant

- ADRP 6-22 (Army Leadership) states that leader attributes “enable” leader competencies
- This is the Army Leader Requirements Model (ALRM) from ADRP 6-22 Figure 1-1 used as the framework for the NCOER

Leader Competencies

Leads

Develops

Achieves

enable

Leader Attributes

Character

Presence

Intellect

WholeSoldier

- Published WholeSoldier measures of performance

Soldier Attributes

Heart

Body

Mind

WholeRecruit

- Current and Considered measures of potential

Recruit Indicators

HS Graduate

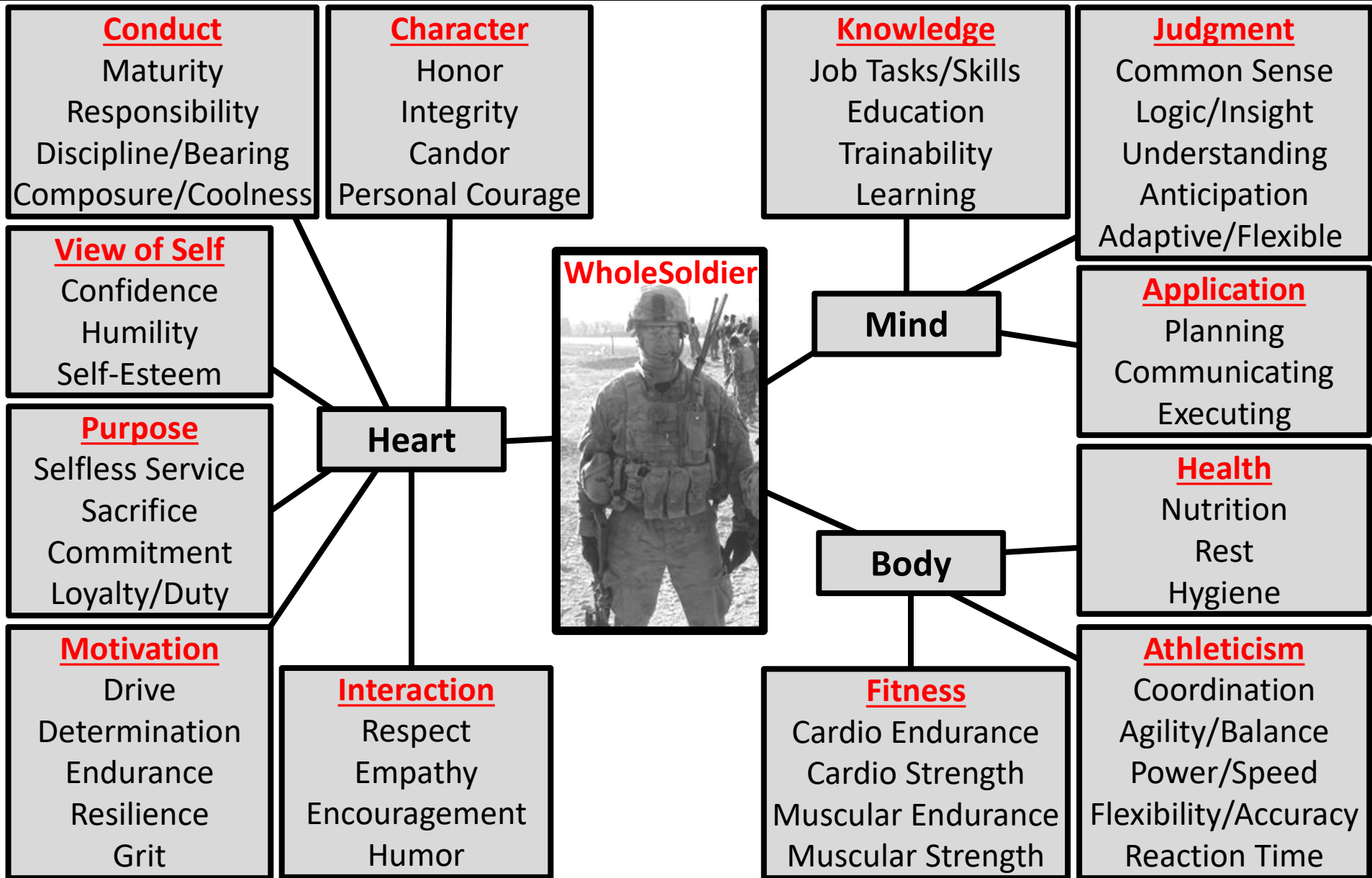
AFQT

Others...

- All “Whole” models start with analysis of “what we want,” which can be framed as KSB/KSAO
- All “Whole” models include “less objective” leader assessment for **MENTORING** and **MEASURING**
- All “Whole” models can include “more objective” psychometric/other testing to support **MEASURING**
- All “Whole” models provide information to **MATCH** talent in a **MARKET**

“To **connect** the dots, we must **collect** the dots.”

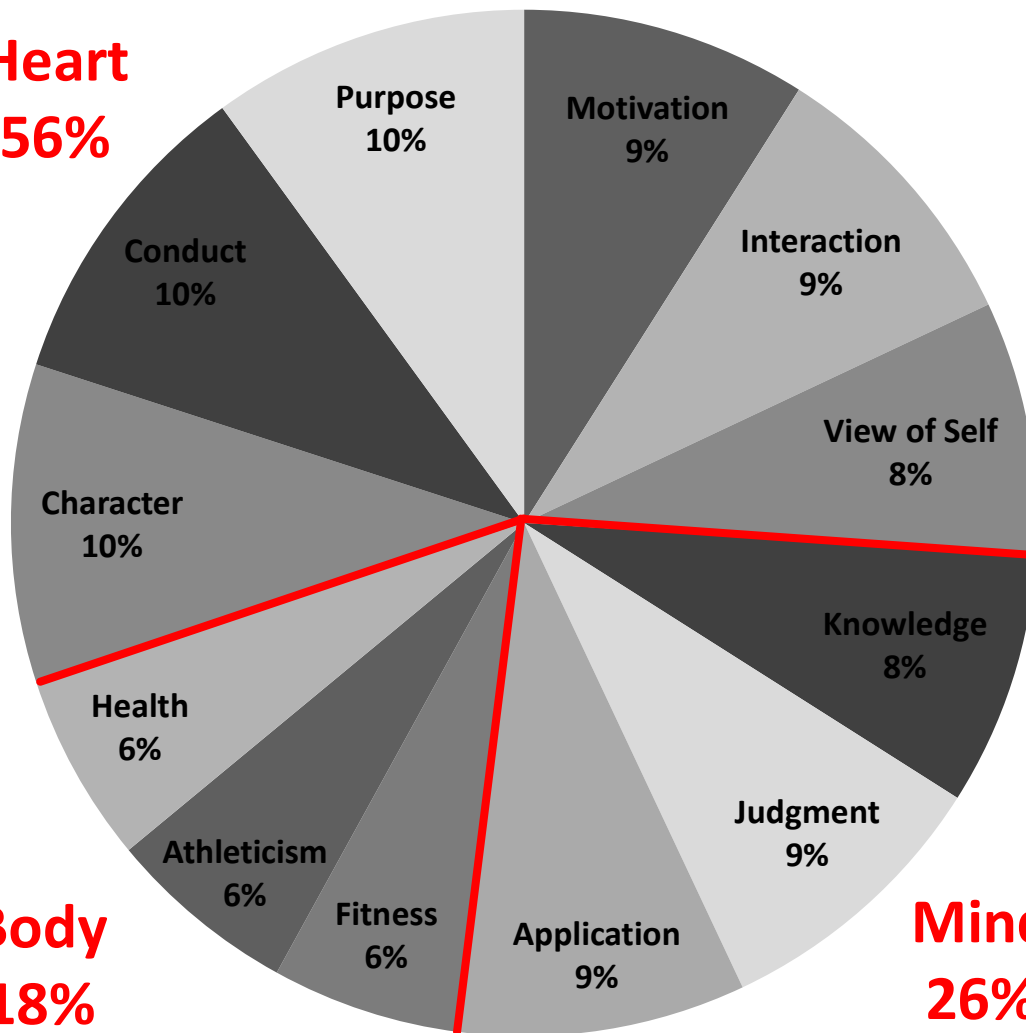
WholeSoldier: Attribute Groups



WholeSoldier: Weights



Heart
56%



Body
18%

Mind
26%

“The moral is to the physical as three is to one.”

–Napoleon Bonaparte

“Sir, if these Soldiers show up with heart, then I can train their bodies and minds.”

–US Army Sergeants

More to the story:

	Heart	Mind	Body
Elicited	56%	26%	18%
Factor Analyzed	57%	28%	15%
Regressed	56%	25%	19%
Combat Regressed	57%	15%	28%
Non-Combat Regressed	55%	30%	15%

We care about all attributes in all Soldiers, but care more about specific attributes in specific Soldiers (by MOS). Heart is more than half of the WholeSoldier.

WholeSoldier: Admin Section



WHOLE SOLDIER COUNSELING FORM		DATA REQUIRED BY THE PRIVACY ACT OF 1974			AUTHORITY: 5 USC 301, 10 USC 3013, AR 623-3		
Type of Counseling: Performance		PRINCIPAL PURPOSE & USE: Soldier Counseling			DISCLOSURE: Voluntary		
PART I - ADMIN							
a1. SOLDIER NAME	Performance Event-Oriented Retention	a3. MOS	a4. DoD ID #	a5. EMAIL (.gov or .mil)			
b1. UIC	Self Peer	b4. DOR	b5. ETS	b6. RCP	b7. FROM DATE	b8. THRU DATE	
c1. ASSESSOR NAME	Subordinate	c3. MOS	c4. DoD ID #	c5. EMAIL (.gov or .mil)			

- **Performance / Professional Growth Counseling:** Leader conducts Assessment and Analysis, and discusses Agreements with Soldier during routine counseling.
- **Event Counseling:**
 - **Reception and Integration:** Soldier prepares initial Self-Assessment and Analysis, leader communicates expectations in terms of Attributes, and together they make initial Agreements.
 - **Specific Superior or Substandard Performance:** Only based on select Attributes based on facts and observations. Includes Analysis and Agreements.
 - **Other (ATP 6-22.1):** **Crisis, Referral, Promotion** (AR 600-8-19), **Transition**, and **Separation**.
- **Retention Counseling:** Supports requirements in AR 601-280 for CDRs counseling.
- **Peer and Subordinate Feedback:** Provides an option in schools and units alike.

“Counseling, one of the most important leadership and professional development responsibilities, enables Army leaders to help Soldiers...the Army’s future and the legacy of today’s Army leaders rests on the shoulders of those they help prepare for greater responsibility.” -ATP 6-22.1

WholeSoldier: Assessment Section



PART II - ASSESSMENT

Frequency Impact Category	NEGATIVE			NEUTRAL	POSITIVE			
	Always Unacceptable Separate	Nearly Always Very Bad Problem	Usually Bad Needs Work	Mixed Marginal Minimum Standard	Usually Good Over Standard	Nearly Always Very Good Strong Performer	Always Excellent One of Very Best	
HEART	CHARACTER Honor, Integrity, Candor, Personal Courage	<i>Looks for loopholes and lacks the integrity to be trusted. Won't take a stand for what is right. Tells half-truths under pressure.</i>				<i>Can be trusted to do what is right, even when nobody is looking. Willing to stand up for what is right. Tells the whole truth, even when painful.</i>		
	CONDUCT Maturity, Discipline, Responsibility, Bearing, Composure, Coolness	<i>Needs constant supervision and doesn't lead a balanced life. Blames others rather than taking responsibility. Disrespectful and dramatic when upset.</i>				<i>Mature, performs well without supervision, and acts within intent. Takes responsibility for mistakes and corrects them. Maintains bearing under stress.</i>		
	PURPOSE Selfless Service, Sacrifice, Commitment, Loyalty, Duty	<i>Not a team player and displays a selfish attitude through actions. Tends to put personal desires before others and the mission.</i>				<i>Selfless member of the team with loyalty to the mission and ideals larger than self. Committed to performing duties even when sacrifice is required.</i>		
	MOTIVATION Drive, Determination, Endurance, Resilience, Grit	<i>Lacks determination and drive to get the job done. Has difficulty bouncing back from setbacks or seeing tough tasks through.</i>				<i>Possesses the will to win and puts forth best effort. Sees setbacks as chances to learn, bounces back, and fights through. Inspires motivation in others.</i>		
	INTERACTION Respect, Empathy, Encouragement, Humor	<i>Cynical, negative, and inconsistent towards others. Critical and/or demeaning towards others. Takes energy away from the team.</i>				<i>Positive, respectful, genuine, and humorous. Makes others comfortable to share ideas/issues and adds to team atmosphere.</i>		
	VIEW OF SELF Confidence, Humility, Self- Esteem, Self-Efficacy	<i>Lacks confidence in ability to accomplish the mission. Alternatively, lacks humility, fails to accept feedback, and can't see self.</i>				<i>Displays confidence balanced with humility in execution of tasks. Understands value to team, isn't afraid to fail, and isn't arrogant.</i>		
FACTS and OBSERVATIONS:								

WholeSoldier uses a **Behaviorally Anchored Rating Scale (BARS)** for assessment as a concise and consistent constructed scale, as supported by facts and observations.

WholeSoldier: Analysis Section



PART III - ANALYSIS											
							<p>LEADER INSIGHTS: (Reflection on performance and potential as a whole, affirmation of strengths, and areas for improvement. Identification of risks, root causes, and/or underlying factors resulting in a general leader strategy for Soldier development.)</p>				
							<p>Potential (Retention Counseling) Is this Soldier a candidate for continued service? YES <input type="radio"/> NO <input type="radio"/> Is this Soldier a candidate for promotion? YES <input type="radio"/> NO <input type="radio"/></p>				
DD93 / SGLV	PRR / FRR	PHA	Hearing	HIV	Vision	Dental	IMM	NCOES	Education	DLC	GT Score
Due Date:	Due Date:	Due Date:	Due Date:	Due Date:	Due Date:	Due Date:					
Family Status		BAH Recert	Height	Weight	Body Fat	APFT		Weapon Qualification		Profile	
Dep(s): 0		Care Plan:	Date:			Score:					
		Due Date:				Date:		Date:			

The shot group depicts the Soldier that the sergeant sees. Individual Readiness is an individual responsibility; readiness is reported first at the first-line level of leadership.

WholeSoldier: Agreements Section



PART IV - AGREEMENTS			
AREAS	ASPIRATIONS Long-Term Goals	ACTIONS SMART Short-Term (Specific, Measurable, Action-Based, Realistic, Time-Bound)	ASSISTANCE Leader Responsibilities
FOCUS Professional goals to include Warrior Tasks and Drills, Job Knowledge/Skills, additional duties, DLC, Military schools, Civilian Education, Promotion, and Retention.			
FITNESS/FOOD Physical goals to sustain strengths and improve weaknesses supporting health and performance.			
FAMILY/FRIENDS Personal relational goals contributing to support system.			
FINANCES Personal financial goals to include reducing debt, saving, and spending.			
FUN Personal goals to enjoy life while balancing risks of unhealthy or unsafe actions.			
FUNDAMENTALS Personal goals to align life with values, ideals, faith, and/or spiritual beliefs.			
<p>Session Closing: (Leader summarizes the session and confirms plan of action. Subordinate agrees/disagrees and provides remarks if appropriate.)</p> <p>Individual counseled: <input type="checkbox"/> I agree <input type="checkbox"/> disagree with the information above.</p> <p>Soldier Signature: _____ Assessor Signature: _____ Date: _____</p>			

Be SMART:

- Specific
- Measurable
- Action-Based
- Realistic
- Time-Bound

“Building self-motivation and **empowering pursuit of excellence** by developing strategies to deliberately energize, direct, and sustain behavior toward **personally relevant and meaningful objectives.**”

-AR 350-53

“Develop a **pathway to success** with short- and long-term goals and objectives... documentation of this discussion results in an **individual development plan.**” - ATP 6-22.1

WholeSoldier: Community Resource Guide



The screenshot shows a mobile application interface for 'Community Resource Guides'. It features a sidebar menu with a search bar and a main content area. The sidebar menu includes a 'Community Resource Guides' header, a 'COMMUNITY RESOURCE GUIDES (CRG)' logo, and a 'Search A...' field. Below the search bar, there is a 'Welcome to C...' section with a photo of three people. The main content area is titled 'Done Choose a Community - Comm...' and displays a list of categories with expandable options. The categories are: Behavioral Health, Education, Employment, Families, Healthy Living, Installation B..., Local EmERGE, Medical Care, Military and V..., Recreation ar..., Healthy Living, Food Safety, Nutrition, Other Health Res..., Physical Fitness, Sexual Health, Sleep, Special Needs Ad..., Stress Managemen..., and Tobacco Cessatio... The 'Nutrition' category is expanded, showing details for the 'Army Wellness Center (AWC)'. The details include a description of the center's programs, a category list, population served, intended audience, hours of operation, and location.

Community Resource Guides

Done Choose a Community - Comm...

- + Oklahoma
- + South Car
- Texas
 - Fort Bliss
 - Fort Hood
 - Joint Base
- + Virginia
- + Washingto
- + Washingto
- + Benelux
- + Germany
- + Italy

- + Behavioral Health
- + Education
- + Employment
- + Families
- + Healthy Living
- + Installation B...
- + Local EmERGE
- + Medical Care
- + Military and V...
- + Recreation ar...
- Healthy Living
 - + Food Safety
 - + Nutrition
 - + Other Health Res...
 - + Physical Fitness
 - + Sexual Health
 - + Sleep
 - + Special Needs Ad...
 - + Stress Managemen...
 - + Tobacco Cessatio...
- Nutrition
 - Army Wellness Center (AWC)

The Army Wellness Center (AWC) provides six core programs. Our programs, delivered by our nurse and health educators, consist of a health assessment review, physical fitness testing and exercise prescription, nutrition education, stress management, general wellness education, and tobacco education. You may participate in one or more of our programs. The AWC staff is ready and willing to assist you in meeting your health and wellness goals.

Category: Nutrition, Other Health Resources, Physical Fitness, Sleep, Tobacco Cessation, Stress Management, Weight Management, Fitness Centers, Food Safety

Population: Family Members, Service Members, Retirees, Civilian Personnel

Intended for: Open to all DoD ID card holders wanting to improve their overall well-being

When: Monday - Friday (7:30 am - 4:30 pm), closed on federal holidays; call to schedule your appointment

Where: Bldg.12019 (Suites 100-300) on the corner of Old Ironsides and 31st Street (located...

“The CRG helps community members **identify resources**, programs, and services based on need or category. The CRG also serves as a referral document for commanders, community leaders, and program managers. Use this CRG to **empower yourself** to find the programs and services you need to be a successful member of the Army Family. Wherever you go, there will be a CRG!”

- AMEDD

**The sergeant is the center of the system.
The Army provides resources to inform referrals.**

WholeSoldier: “Micro” Talent Management



NAME	Purpose:	Motivation:	Social:	Conduct:	Character:	Self-Esteem:	Thought:	Capability:	Knowledge:	Physical:	Medical:
	7	7	7	7	7	7	7	7	7	6	7
	5	6	7	6	7	7	7	7	7	7	7
	6	6	5	6	7	6	6	6	6	7	6
	6	6	6	6	7	6	6	6	6	7	6
	7	6	6	7	7	7	7	7	7	7	6
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	4	4	3	4	4	4	4	4	5	2	4
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	5	4	2	2	2	3	3	4	3	5	7
	3	5	5	2	3	4	3	4	3	4	1
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	1	1	5	1	1	4	4	4	4	2	2
	2	3	3	2	1	3	2	3	2	3	1
	1	1	1	1	1	1	2	2	2	2	2
	1	1	5	1	1	2	1	1	1	1	1
	1	1	1	1	1	1	1	2	1	1	1

Data for an Infantry company in 3/1CD

- Sorted by WholeSoldier Score

Helps leaders at CO/PLT level:

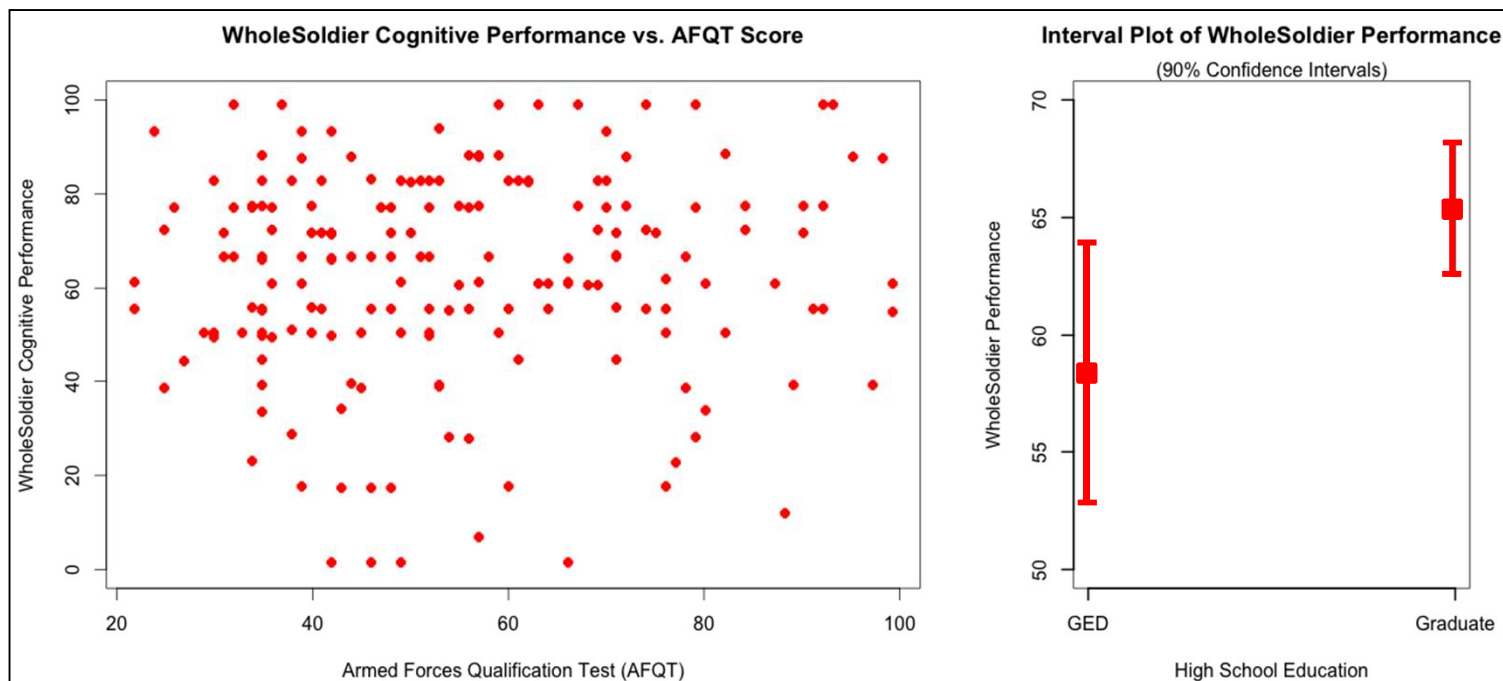
- **Accountability** for counseling
- **Identify** trends and truthfulness
- **Counsel/Develop** the counselors

Facilitates talent management decisions:

- **Promote** the best?
- **Balance** our teams?
- **Assign** the right individual to the right job?
- **Train** the most qualified or most in need?
- **Retain** with individual incentives?
- **Separate** based on performance?

The intent is to enhance “**micro**” talent management of individuals at the company level, and use aggregate data to enhance “**macro**” talent management in the Army.

WholeSoldier: AFQT and High School Grad



Finding: No apparent relationship between AFQT and Cognitive Performance.

Insight: "Sir, I care a lot more about common sense than I do about book smarts."

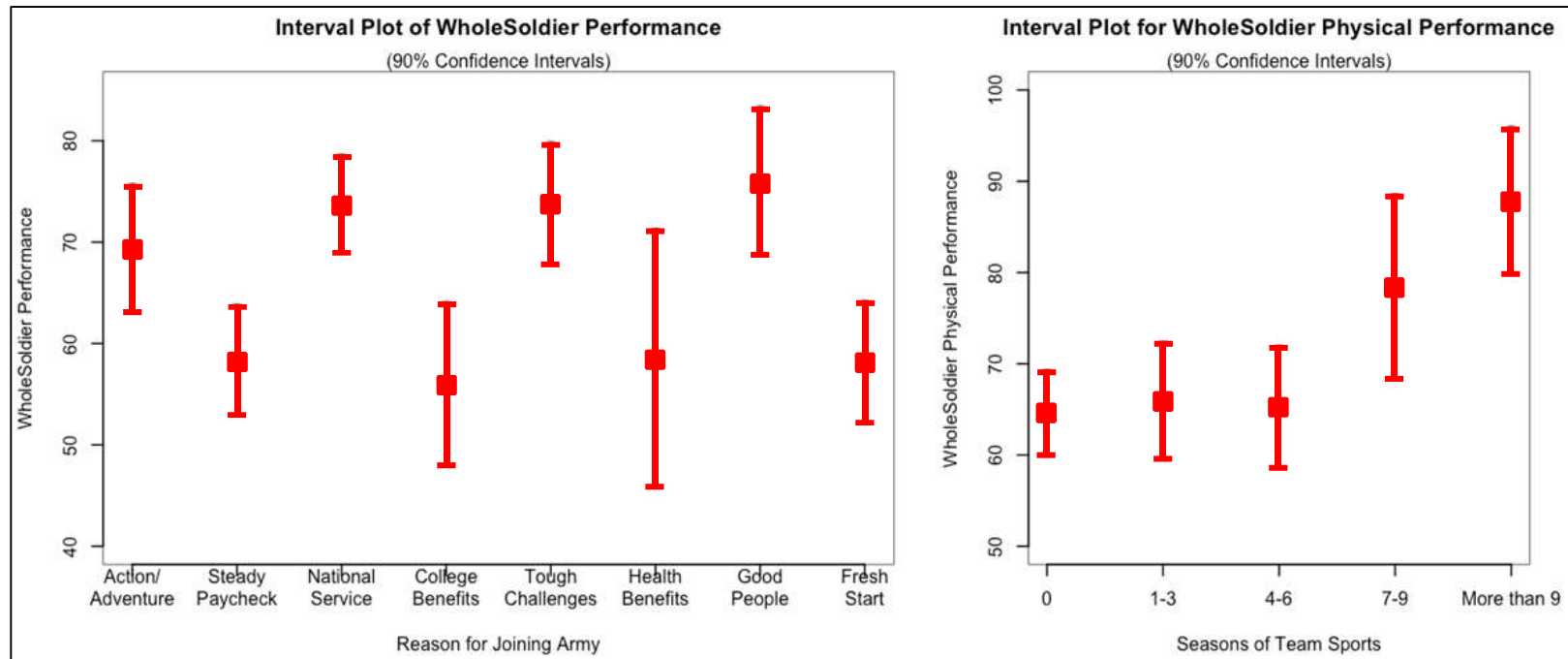
Conclusion: AFQT may not be a good predictor of what we want (quality), but has been shown to be related to retention (quantity).

Finding: HS Degree and WholeSoldier Performance may be related...

Insight: Not statistically significant in our data

Conclusion: We believe that with inclusion of other factors, we may be able to better determine talents that individuals possess despite having only a GED.

WholeSoldier: Reason for Joining and Sports



Finding: Reasons for joining are statistically significant.

Insight: “The Marines sell it on service and issue a challenge.”

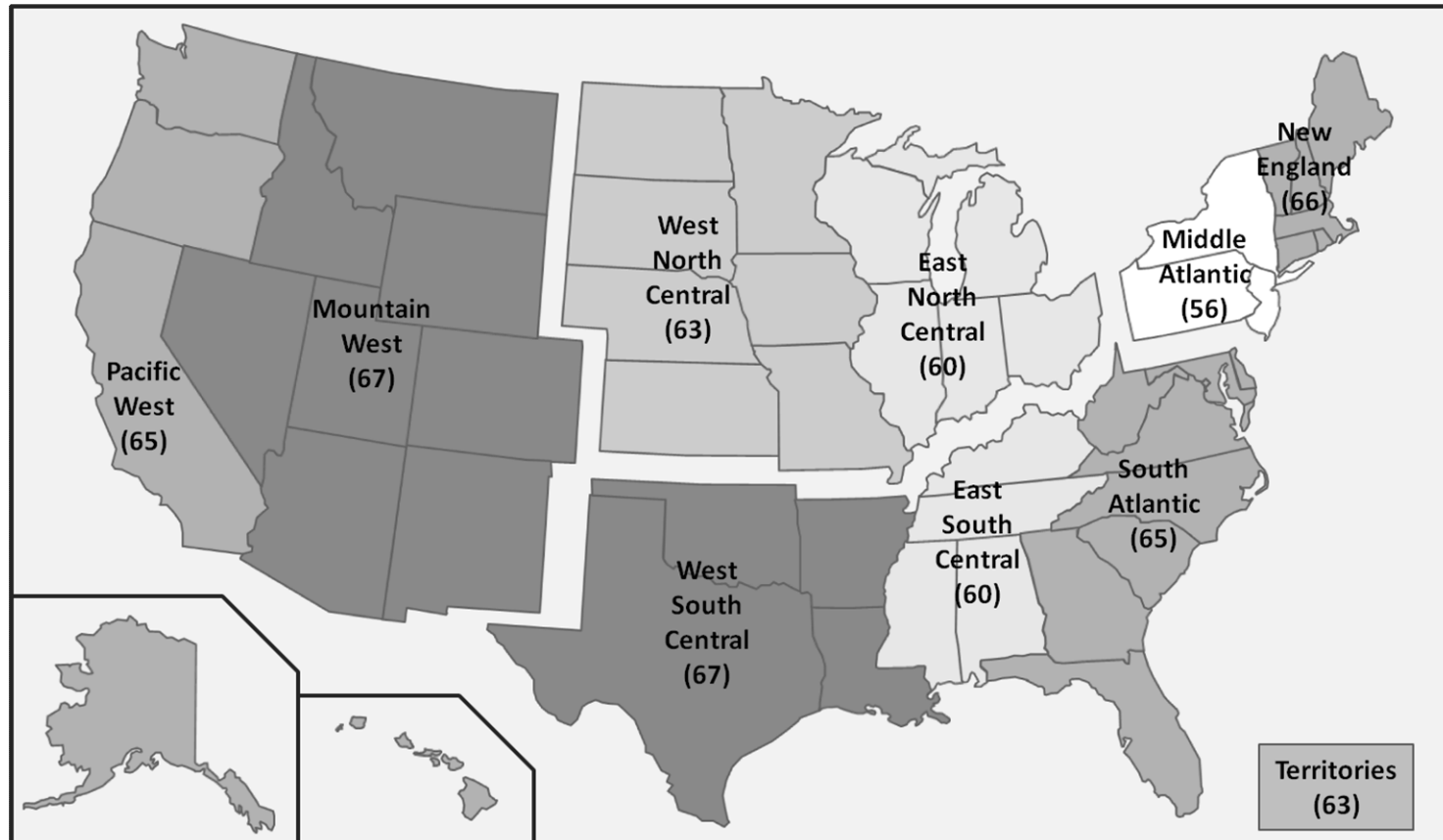
Conclusion: We should desire that people join for reasons like National Service, Tough Challenges, Good People, and Adventure over people who join for self-oriented reasons like a Fresh Start or Paycheck, College, and Health Benefits.

Finding: Participation in team sports is related to Physical Performance...duh!

Insight: “We want athletes.” - COL Volesky and CSM Pippin

Conclusion: Team Sport Participation should be a part of the measure for Recruits.

WholeSoldier: Geographic Analysis

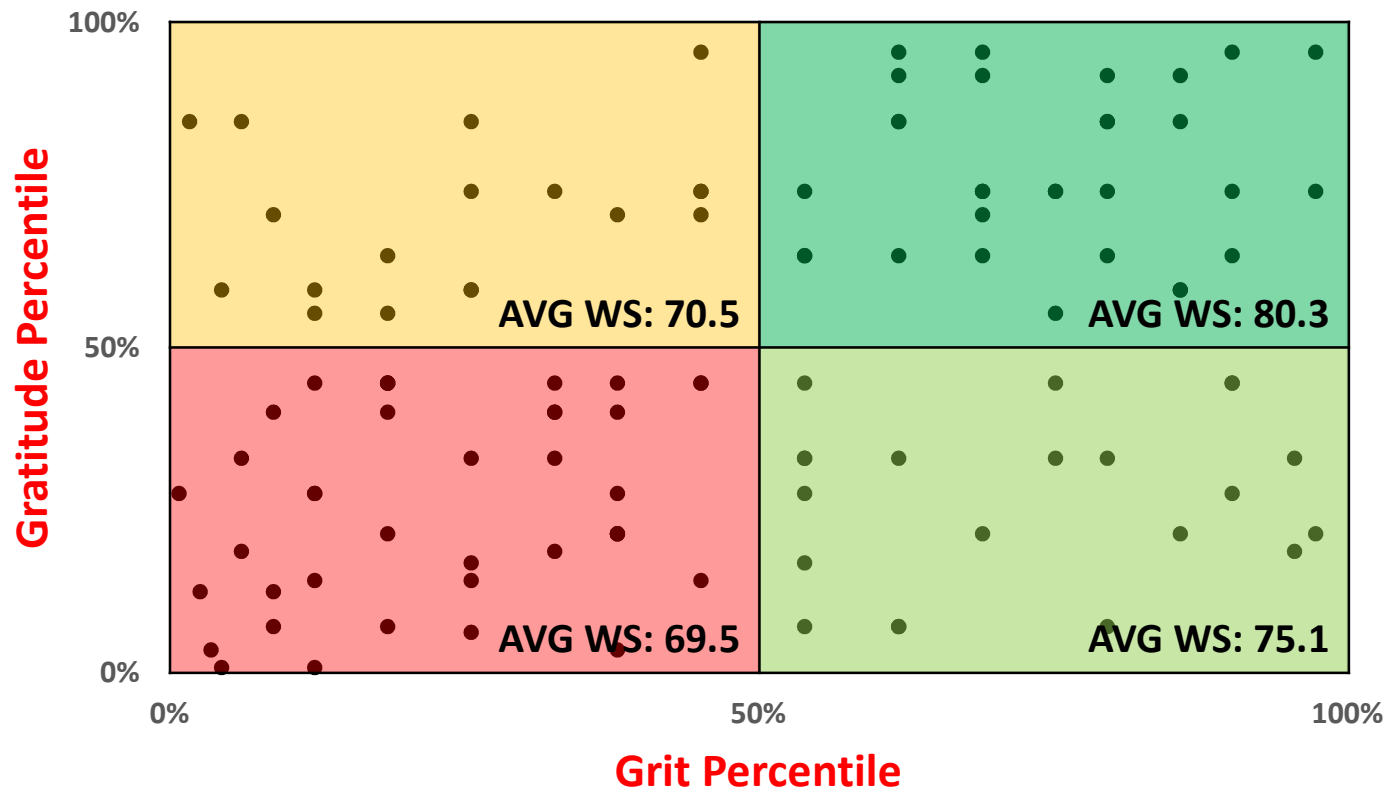


Finding: None of the differences are statistically significant here.

Insight: With our initial $n = 195$, tough to make geographical inferences. With hundreds of thousands of data points, we would expect to see differences at the state, county, town, and/or high school levels.

Conclusion: With more performance data, we can better focus our recruiting.

WholeSoldier: Grit and Gratitude



Notes:

- **Grit** measured using Grit-S Scale (Duckworth 2009).
- **Gratitude** measured using GQ-6 Scale (McCullough 2002).
- **WholeSoldier (WS)** measured using WholeSoldier Counseling Form (Dees 2010, 2013, 2018).
- While the pilot program is much larger, all three elements of data have been collected on a sample of **n=112** Soldiers across a wide variety of MOS in 3/1CD thus far.
- Sample includes PVT (4%), PV2 (11%), PFC (18%), SPC (46%), CPL (4%), SGT (11%), and SSG (6%)
- Further data collection is ongoing.

Findings:

- **Grit** and **Gratitude** are both *individually* related to **WholeSoldier**.
- Taken *together*, moving from the bottom half of **Grit** and **Gratitude** to the top half represents an expected increase from 69.5 to 80.3 in **WholeSoldier** score, which translates to moving from the 38th to the 60th percentile of performance as a Soldier.

Insight:

- **Grit** and **Gratitude** are relevant to **Recruiting** and returns on **Resilience** training.

WholeSoldier: 1st Cavalry Division



Past

- Conducted **114 hours** of WholeSoldier training in 3/1CD
 - 90 minute In Brief with BN leaders SFC ↑
 - 3 hours of training with each CO/TRP
 - 90 minute AAR/Out Brief with BN leaders SFC ↑
- Trained 32x Companies in total of **3,604 personnel**:
 - 3-8 CAV
 - 2-15 BSB
 - 2-82 FA
 - 6-9 CAV
 - 1-12 CAV
 - 3 BEB
- One BN in 3/1CD remaining to cycle through training:
 - 2-7 CAV

Future

Expand to all of 1CD:

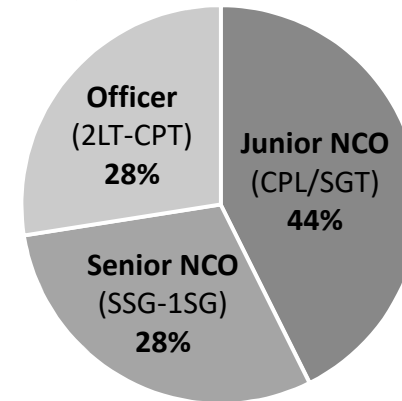
- Train and Certify Leaders
- WholeSoldier Conference (July)

Routine Data Analytics to Support Decisions:

- **Soldier Data:**
 - WholeSoldier Assessment
 - USAREC Data
 - Psychometrics (Grit, Gratitude, etc.)
- **Unit Data:**
 - Readiness (PRR)
 - Suicide/Ideation
 - Bars/Flags/Chapter
 - UCMJ/Disciplinary Data
 - Reenlistment

Leader Feedback

At the end of training, 411 **company-level leaders** answered an **anonymous survey**:



Results:

- **99%** state that WholeSoldier will help leaders have better **counseling/mentoring conversations**.
- **98%** state that WholeSoldier is a **better tool** than the DA4856 for routine performance counseling.
- **95%** state that WholeSoldier will improve **talent management** at CO/PLT level.
- **78%** of leaders state that WholeSoldier will require the same or less **time** to prepare quality counseling.
 - Vast majority of SGT (E-5) state that this will take less time because it helps to prompt their thinking/writing and provides clear topics to talk about.
 - Of the 22% of leaders who think this may take longer, feedback is consistent that more time spent is a good thing (less copy/paste, checking the block, etc.).

WholeSoldier: CO CDR/1SG Course & BLC



CO CDR/ 1SG Course

Actions:

- Conducted **5** hours of familiarization with classes 05-18, 06-18, and 08-18
- Trained two courses with a total of **70 personnel**

Results:

- On end of course survey, without prompting, 57% of students reported WholeSoldier as one of the most beneficial aspects of training.
- Zero negative comments.
- Typical comments:

“The focused, in-depth categories for attributes and character. It gives the counselor a very well defined set of areas to accurately and **comprehensively counsel** their Soldier.”

“Allows for subordinates to have an **efficient framework**, where other forms provide very little guidance.”

“WholeSoldier counseling provides leaders with a very thorough guide that really fosters an **environment to genuinely care** for and develop their Soldiers in all aspects of their lives.”

“WholeSoldier Counseling – the best idea the Army has imagined in decades! I will be using this form in my company...”

Basic Leader Course

Actions:

- Trained Seniors and Small Group Leaders (SGLs).
- Trained BLC Class 05-18 with **256 Soldiers**.
- Trained BLC Class 06-18 with **245 Soldiers**.
 - Conducted initial brief with all BLC students
 - SGL led self-assessment by Soldier, classroom instruction, and final end of course assessment from SGL

Results:

- **100%** cadre state that WholeSoldier will help leaders have better **counseling/mentoring conversations**.
- **100%** of cadre state that WholeSoldier is a **better tool** than the DA4856 for routine performance counseling.
- **85%** of cadre state that WholeSoldier will require the same or less **time** to prepare quality counseling.

POI Recommendation (from cadre):

- **Day 1:** WholeSoldier Introduction (1 hr)
- **Day 1 Homework:** Self-Assessment
- **Classroom Instruction:**
 - Counseling Techniques (2 hr)
 - Assessment/Analysis Sections (1 hr)
 - Agreements Section (1 hr)
 - Role Play Scenarios (2 hr)
- **Peer Assessment:** As student leaders rotate positions
- **Final Assessment:** From cadre at end of BLC

WholeSoldier: Talking Points / Discussion



Responsibility

1. WholeSoldier **empowers leaders** with a better framework to engage in quality counseling and coaching conversations.
2. WholeSoldier **provides accountability** for counseling itself as well as incentivizing truth. We learn about leaders and Soldiers.

Resources

1. WholeSoldier provides better **training** and **tools** for counseling.
2. Leaders provide **time** for counseling on training schedules.
3. Army provides **technology** integration (IPPS-A).

Recruiting

1. WholeSoldier **closes our assessment gap** in the years between being a Recruit and then later being an NCO.
2. WholeSoldier provides a **target for prediction** in recruiting decisions (i.e. enables the development of WholeRecruit model to match with MOS, consider waivers, incentivize recruiters, etc.).

Research

1. **Talent management equals mentoring, measuring, and matching talent to task in teams.** WholeSoldier enables “**micro**” talent management at the PLT/CO level and “**macro**” talent management across the Army.
2. WholeSoldier is leading the discussion at the **Talent Management Task Force (TMTF)** in terms of the attributes we want and how models mesh.
3. WholeSoldier works well with **Army Research Institute (ARI)** research including TAPAS and other psychometric assessments.
4. WholeSoldier informs how we might measure to support a talent matching strategy as proposed by the **Office of Economic and Manpower Analysis (OEMA)**.
5. WholeSoldier is nested with the **Army Leader Requirements Model (ALRM)** for officers and NCOs.

Readiness & Risk

1. **Individual readiness is an individual responsibility**; responsibility for readiness and reporting begins at the lowest level of leadership.
2. WholeSoldier **brings readiness data into routine counseling**; good leaders and units do routine things routinely.
3. Serious incidents (Suicide, SHARP, Substance Abuse, Domestic Violence, UCMJ, etc.) reduce readiness; WholeSoldier is a **proactive** strategy to know our Soldiers and **reduce risk** to readiness by identifying root causes early in comprehensive conversations.
4. The **Soldier Leader Risk Reduction Tool (SLRRT)** is a useful set of questions for initial counseling; WholeSoldier’s assessment, analysis, and agreement is better suited for routine Risk MGMT.

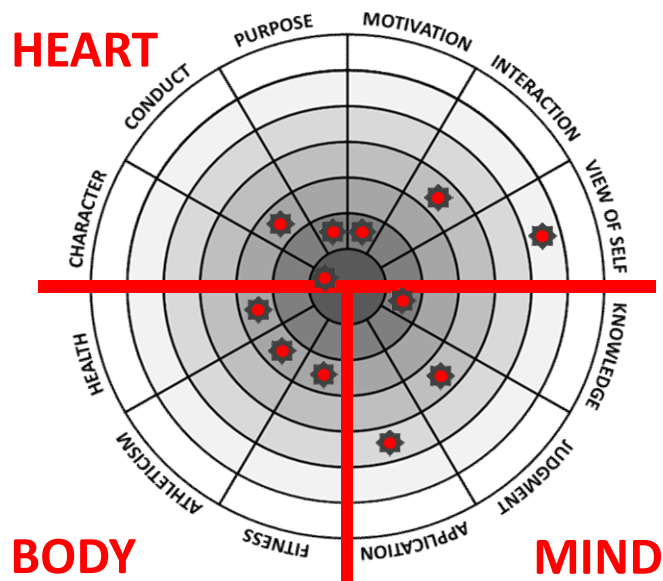
Resilience

1. **Resilience** is the **Head** (mental), **Heart** (emotional and behavioral), and **Body** (physical) ability to face and cope with adversity, adapt to change, recover, learn, and grow (AR 350-3).
2. WholeSoldier incorporates the **CSF2 Five Dimensions of Strength** (Physical, Emotional, Social, Spiritual, and Family).
3. WholeSoldier counseling provides opportunity for natural application of **Resilience Skills** (Goal Setting, Hunt the Good Stuff, Assertive Communication, Character Strengths, Effective Praise and Active Constructive Responding, etc.).

Retention / Promotion

1. “Commanders should evaluate all potential reenlistees under the ‘whole person’ concept... commanders must carefully assess their Soldiers and ensure only the Soldiers with the most potential are retained” (AR 601-280). WholeSoldier clarifies the concept for use in CDRs retention counseling.
2. WholeSoldier satisfies promotion counseling requirements as outlined in AR 600-8-19.

WholeSoldier: Conclusion



1. **Recommendation:** Replace current counseling form with WholeSoldier Counseling to improve mentoring and measurement in support of talent management. Include in IPPS-A.
2. **Mentoring** benefits justify the change.
3. **Measurement** in an information technology solution also allows us to better **Match** in recruiting, promotion, selection, assignment, retention, and separation decisions.

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The WholeSoldier Counseling Form, publications, press articles, and briefing slides are at:

www.wholesoldier.com