

Morale, Welfare, and Recreation

LEADER DEVELOPMENT—MENTORING, COACHING AND COUNSELING

History. This is the first printing of FORSCOM Regulation 215-8.

Applicability. This regulation applies to the Active Army, Army Reserve (USAR), Army National Guard (ARNG) and DOD civilians.

Change statement. Changes to this regulation are not official unless they are authorized by the proponent.

Suggested improvements. The proponent agency for this regulation is the Deputy Chief of Staff for Personnel and Installation Management (DCSPIM), Adjutant General, Headquarters FORSCOM. Users are invited to send comments and suggested improvements on DA Form 2028, Recommended Changes to Publications and Blank Forms to Cdr, FORSCOM, ATTN: AFAG-PS, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062.

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FOR THE COMMANDER:

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Chief of Staff

SIGNED
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DISTRIBUTION of this regulation is intended for command levels A, B, C, D, and E, for HQ FORSCOM, FORSCOM installations, USAR, and ARNG. Distribute to unit commanders.

Copies furnished:

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1. Purpose

This regulation provides information and administrative instructions for leader development, assessment of developmental programs and recognition of demonstrated excellence in mentoring and counseling subordinates.

2. General

Subordinate leader development is the most important responsibility of every Army leader. Nothing has a higher priority than developing leaders who will follow in your footsteps. Your legacy and the Army's future rests on the shoulders of those prepared for greater responsibility. How effectively you develop, assess and execute mentoring, coaching and counseling programs will determine the quality of our future leaders.

3. Responsibilities

a. Office of the Adjutant General, Headquarters, U.S. Army Forces Command (FORSCOM) is the proponent for mentoring and counseling initiatives within FORSCOM and will--

(1) Develop guidance, procedures and reporting requirements for implementation and enhancement of mentoring and counseling programs within FORSCOM.

(2) Resource, design, purchase and distribute "MG Aubrey 'Red' Newman" medallions and certificates.

(3) Assess effectiveness of mentoring and counseling programs developed and executed by FORSCOM subordinate commands.

b. FORSCOM subordinate commanders will--

(1) Integrate mentoring and counseling into all leader development programs within their commands.

(2) Develop means for internal assessment of mentoring and counseling programs.

(3) Establish internal procedures for selection and approval of candidates to receive the "MG Aubrey 'Red' Newman" medallion.

(4) Brief internal programs and effectiveness to CG, FORSCOM during Annual Training Briefings.

4. T.I.P.S. Philosophy

- a. T.I.P.S stands for--
 - **T**alk With Other Members of the Team
 - Keep Them **I**nformed
 - Make Their Lives More **P**redictable
 - Be **S**ensitive to and Considerate of Others
- b. This philosophy is recommended for implementation in conjunction with your mentoring, coaching and counseling initiatives. Implemented well, it can be an excellent starting point when training and evaluating performance in the development of subordinates.
- c. Commanders are encouraged to find innovative ways of integrating this philosophy into their command leadership and developmental counseling programs.

5. Mentoring, Coaching and Counseling

- a. Mentoring, coaching and counseling take on different meanings and have different applications depending upon the individuals component, rank, position, responsibilities and organizational assignments. Enhancement and execution of these programs is dependent upon leaders who are open to new ideas, invest themselves in team and individual success, set clear standards and goals, and provide specific feedback on areas of strength and weakness.
- b. An effective mentoring, coaching and counseling program will incorporate the development of the civilian workforce. Their critical and expanding roles make inclusion in our leader development programs essential to unit readiness and mission accomplishment.
- c. The FORSCOM programs will be developed consistent with the 23 core leadership dimensions, performance indicators and developmental counseling guidelines established in FM 22-100 and will include, as a minimum.
 - (1) An emphasis on the development of future leaders.
 - (2) Linkage to subordinate developmental programs.
 - (3) A focus on regulatory requirements in conjunction with the completion of evaluation and assessment reports.
 - (4) Assessment of effectiveness and compliance through Command Inspection Programs.
 - (5) Use of multi-media resources to enhance awareness education.

6. Major General Aubrey ‘Red’ Newman Recognition Program

- a. Major General Aubrey ‘Red’ Newman began his distinguished military career as an ROTC cadet at

Clemson College, South Carolina. He later graduated from the U.S. Military Academy and was commissioned in the Infantry in 1925. During the inter-war years, MG Newman served primarily in infantry units, commanding three different companies. At the outbreak of WWII, MG Newman quickly advanced in rank and position, serving as Division G2 and Chief of Staff of the 24th Infantry Division. He was given command of the 34th Infantry Regiment in 1944 and led the regiment in combat until critically wounded in close combat during the invasion of Leyte. Major General Newman served on the Army staff and attended the first class of the National War College. In 1949, he was assigned as Chief of Staff to the 11th Airborne Division, and later became Commanding Officer of the 511th Airborne Infantry Regiment. Subsequently, he served in a variety of command and staff positions, retiring as the Chief of Staff of CONARC in 1960. Major General Newman is best remembered as the author of the column, “Front and Center,” published in Army Magazine from 1966 to 1988; his three books on leadership; and the “Army in Action” battle print “Follow Me,” depicting him leading his troops onto Leyte beach.

- b. **Approval Authority.** Authority to approve and award the MG Aubrey ‘Red’ Newman Medallion is delegated to Commanders having Meritorious Service Medal approval authority. As an exception, Commanders reporting directly to Headquarters, U.S. Forces Command, who do not exercise MSM approval authority are delegated authority to approve award of the medallion. The medallion will be used exclusively to promote subordinate leader development by recognizing those mid-grade leaders who excel at mentoring, coaching and counseling.

- c. **Eligibility Criteria.**

- (1) Measuring a leader’s ability to effectively mentor, coach and/or counsel is a very subjective process and differs based on rank, responsibilities, organizations and positions. Because of this subjectivity, a checklist of approval criteria can not be effectively developed. Recommending officials and approval authorities must weigh these factors when considering award of the medallion.

(2) Candidates must be recommended in writing by the immediate supervisor (rater) and endorsed by their senior rater.

(3) Recommendations must address the candidates demonstrated ability to mentor, coach and/or counsel subordinates they directly supervise over a period not less than 6 months, and include a measurable impact their abilities had on a team, squad, section, branch, directorate, platoon or unit. (Examples may include (not inclusive) attrition, retention, advancement and promotion rates, effectiveness of rehabilitative programs such as weight control, rehabilitative transfers and remedial PT programs; or improvements measured through surveys or sensing sessions).

(4) Candidates must be in the rank of 2LT-CPT, WO1-WO2, CPL-SFC or GS/WG 05-11.

(5) Candidates must supervise a minimum of three subordinates (military and/or civilian).

(6) Candidates are limited to one award of the medallion for each rank held. Exceptions can be granted by the approval authority when, in the opinion of the approval authority, the individuals supervisory span of control has significantly increased or the individual's accomplishments in mentoring, coaching and/or counseling are such as to warrant an exception.

(7) Approval authorities may develop additional criteria to address local command specific programs and objectives.

(8) Requests to award the medallion to personnel not meeting the above criteria will be submitted to

Hqrs, U.S. Army, Forces Command, ATTN: AFAG-PS, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062 for approval.

d. Medallion and Certificate.

(1) The Office of the Adjutant General will maintain control and accountability of the medallions. The medallions are serial numbered and can be obtained by forwarding a request for medallion to Hqrs, U.S. Army Forces Command, ATTN: AFAG-PS, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062 or e-mail (afagpss@forscom.army.mil). Requests will identify the recipients by rank, full name, SSN, unit of assignment, and duty position. Provide the rank, name and position of the approving authority, the name and contact information for the point of contact and a mailing address for shipment of the medallions.

(2) The FORSCOM Form 1068-R, Headquarters, U.S. Army Forces Command Major General Aubrey 'Red' Newman Award, certificates are available through normal FORSCOM publication channels. A sample of certificate is included at the end of this publication.

(3) The medallion depicts MG Newman leading his troops onto Leyte beach against a background of the FORSCOM patch. The outer-edge of the reverse side depicts MG Newman's edict toward leading soldiers "Value People As People" and a quote about soldiers "Give Me Attention," "Show Me Respect" and "Use Me Well."

Headquarters, U. S. Army, Forces Command Major General Aubrey 'Red' Newman Award

Presented To

SGT Thomas O'Malley

For outstanding achievement in the development of subordinates. SGT O'Malley's dedicated and innovative approach to developing his subordinates to be better members of the team, improved their performance and prepared them well for the future. SGT O'Malley uniquely understood that subordinate development came in many forms and was more than just a monthly session to meet an administrative requirement; he exercised every opportunity to develop members of his team. His extraordinary ability to teach, coach and counsel, while simultaneously providing oversight and motivation, provided an optimum environment for his subordinates to identify weaknesses, set goals, and develop plans of action. Consequently, his team developed into an integral part of the unit's readiness and mission accomplishment.

SAMPLE CERTIFICATE NOT FOR REPRODUCTION

00 JUNE 2000

DATE AWARDED

John J. Jason

SIGNATURE OF APPROVAL
AUTHORITY



PRESENTED FOR DEMONSTRATED
EXCELLENCE IN
MENTORING AND COUNSELING

