



DEFAUS 18

**GILDED
DISLOCATION - A
MENTORING
PRACTICE**

PITCHER

**CASSANDRA
WALTERS**

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ABSTRACT AND OUTCOMES

The mentoring process in Army is not broken but appears to have cracks. A heavy focus is placed on Military education, tactics, ethics and command however I do not believe that we focus enough on character and leadership development especially for junior commanders. The character/personal is the 'gold' that brings all of those pieces, being the education, tactics and command together and make a leader their unique self. This program will create the environment for:

- Junior commanders to have open communication between their superiors and subordinates
- Junior commanders to have confidence for mistakes to be made and learnt from, we are often told that we should make mistakes, however the reality can be very different.
- Junior commanders to understand mentoring, the how, what, why and who.

Groups will be issued 'packs' containing historic examples of leaders/mil and civilian, 2 x articles to read, list of helpful podcasts/websites, potential discussion topics (Mentor only), pages for LT to write notes in. Mentor can chose to use this pack as a guide to assist with their facilitation of mentoring.

The pack will also contain a feedback form for the program. Participants will be asked to implement a mentor program within their respective units and provide feedback 6 months post sessions on their experiences, sustains, fix and improves.



PROPOSAL

The pilot program will consist of 4 x 1 hour sessions with dictated topics of discussion. The groups will consist of 1x MAJ and 5-7 LT from different corps. The group will stay the same over the 4 week period with the MAJ acting as the mentor and facilitating conversations within the group- drawing from his/her own experiences.

- **Week 1:** Initial introduction, opening the lines of communication. MAJ is to speak about experiences from his/her career- lessons learnt from their time as an LT and what they found crucial to their development.
- **Week 2:** Guest speaker- CO come and talk with LT regarding their experiences. How did they develop positive/professional relationships with their NCOs throughout their time in command? A time when they made a mistake- how they recovered and what they learnt from it.
- **Week 3:** Guest speaker- CAPT (3/4 yr) and Senior WO/RSM/Padre/Civilian CEO/leader- How did the CAPT make the jump from a senior LT to a Junior CAPT. How did they develop relationships with their soldiers/JNCO/SNCO Lessons learnt
- **Week 4:** Consolidation of all topics, open discussion about what they have learnt and to continue the mentoring process in the future.

The complex nature and dynamic environment that junior commanders operate in requires flexibility and confidence in leadership. Gilded Dislocation will encourage junior commanders to seek out mentors and become mentors themselves, in turn supporting the growth of future leaders. It will provide the framework to develop confident, intuitive, innovative, personal and approachable leaders.