

navy counseling chit examples

Understanding Navy Counseling Chits: Purpose and Importance

Navy counseling chit examples are essential tools for effective leadership and personnel management within the United States Navy. These formal documents serve as a record of discussions between a Sailor and their supervisor, covering a wide range of topics from performance feedback and goal setting to disciplinary actions and personal development. Understanding the nuances of these chits is crucial for both junior enlisted personnel and seasoned leaders, as they form a critical part of the official record and can impact career progression, training opportunities, and overall service experience. This article will delve into the various types of counseling chits, their key components, and provide practical examples to illustrate their application in real-world scenarios. We will explore how these documents foster clear communication, accountability, and a supportive environment within the naval service.

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The Purpose and Significance of Navy Counseling Chits

Navy counseling chits are more than just administrative paperwork; they are fundamental instruments for maintaining discipline, fostering professional growth, and ensuring clear communication within the Navy. Their primary purpose is to document a conversation between a leader and a subordinate, providing a tangible record of expectations, performance, and any required corrective actions. This documentation is vital for accountability, serving as evidence of guidance provided and received. Furthermore, counseling chits play a significant role in performance evaluations and promotion boards, as they offer a detailed account of a Sailor's conduct and development over time. Effective use of counseling chits can help prevent minor issues from escalating into major problems by addressing them proactively and formally.

The significance of these chits extends to building a stronger command climate. When counseling is conducted effectively and documented properly, it demonstrates a commitment to the Sailor's

success and the Navy's standards. This transparency and formalization of feedback ensure that Sailors understand their strengths, areas for improvement, and the consequences of their actions. It also provides leaders with a structured approach to managing their personnel, ensuring fairness and consistency in their interactions. Ultimately, well-executed counseling chits contribute to a more cohesive, effective, and mission-ready fighting force.

Types of Navy Counseling Chits

The Navy utilizes various types of counseling chits, each tailored to specific situations and objectives. Recognizing the distinct purpose of each type ensures that the correct documentation is used, leading to more effective communication and record-keeping. These different forms allow leadership to address a spectrum of Sailor needs and behaviors, from reinforcing positive actions to addressing performance deficiencies.

Performance Counseling Chits

Performance counseling chits are used to discuss a Sailor's job performance, skills, and overall contribution to the unit. These can be positive, reinforcing excellent work, or corrective, addressing areas where performance falls short of expectations. They are often conducted on a regular basis, such as monthly or quarterly, to provide ongoing feedback and to track progress toward established goals. These chits document specific examples of performance, both good and bad, and outline steps for improvement or continued success. They are critical for professional development and for preparing Sailors for future assignments and responsibilities.

Conduct Counseling Chits

Conduct counseling chits focus on a Sailor's behavior, adherence to regulations, military bearing, and adherence to Navy standards. This type of chit is typically issued when a Sailor's conduct is deemed unacceptable, ranging from minor infractions to more serious breaches of discipline. The chit will detail the specific behavior, the regulation or standard violated, and the expected corrective action. It serves as a formal warning and a record of the leadership's intervention to correct the behavior and prevent recurrence. These are crucial for maintaining order and discipline within the command.

Professional Development Counseling Chits

These chits are designed to support a Sailor's career progression and personal growth within the Navy. They can cover topics such as setting career goals, identifying training opportunities, developing leadership skills, or preparing for advancement examinations. Professional development counseling chits are often initiated by the Sailor, seeking guidance from their chain of command, or by a leader recognizing potential and offering support. They document agreed-upon action plans and timelines for achieving professional aspirations, fostering a proactive approach to career management.

Drug and Alcohol Counseling Chits

When a Sailor tests positive for illegal substances or exhibits signs of alcohol abuse, specific counseling protocols are followed. Drug and alcohol counseling chits are initiated to document these incidents and the subsequent steps taken. This often involves mandatory education, rehabilitation programs, and close monitoring. These chits are crucial for recording the situation, outlining the required recovery plan, and serving as a record of the Sailor's engagement with the support systems provided by the Navy. Strict adherence to these procedures is paramount.

Pre- and Post-Reenlistment Counseling Chits

Before a Sailor reenlists, pre-reenlistment counseling is conducted to discuss their career path, opportunities, and expectations for continued service. Post-reenlistment counseling may occur to address any concerns or clarify new directives following their decision to extend their commitment. These chits ensure that Sailors make informed decisions about their naval careers and understand the responsibilities that come with reenlistment. They also provide an opportunity for leadership to reinforce the importance of continued commitment and performance.

Key Components of a Standard Navy Counseling Chit

A well-structured Navy counseling chit contains several essential elements that ensure clarity, completeness, and legal defensibility. These components provide a comprehensive overview of the counseling session, the Sailor's situation, and the agreed-upon course of action. Adhering to these standard elements is crucial for effective documentation.

- **Sailor Information:** Includes the Sailor's name, rank, rate, command, and department.
- **Counselor Information:** Details the name, rank, rate, and position of the individual providing the counseling.
- **Date of Counseling:** The specific date the counseling session took place.
- **Type of Counseling:** Clearly states the category of counseling (e.g., performance, conduct, professional development).
- **Purpose of Counseling:** A concise statement outlining the reason for the counseling session.
- **Discussion/Observations:** A detailed account of the conversation, including specific behaviors, performance issues, or achievements discussed. This section should be factual and objective, using observable examples rather than subjective opinions.
- **Expectations/Goals:** Clearly defines the desired outcomes, standards of performance, or behavioral changes expected from the Sailor. For developmental counseling, this includes goals and aspirations.
- **Action Plan:** Outlines the specific steps the Sailor and/or counselor will take to achieve the stated expectations or goals. This may include timelines, resources, or further training.

- **Sailor's Comments:** A space for the Sailor to provide their perspective, acknowledge understanding, or offer their own thoughts on the discussion.
- **Signatures:** Signatures of both the Sailor and the counselor, indicating that the counseling took place and that the Sailor has reviewed the contents of the chit. The Sailor's signature does not necessarily imply agreement, but rather acknowledgment of the counseling.

Examples of Common Navy Counseling Chit Scenarios

To better understand the practical application of Navy counseling chits, let's examine a few common scenarios. These examples illustrate how different types of counseling are documented and what information is typically included.

Example 1: Performance Counseling - Below Expectations

Purpose: To address consistently late arrivals to watch duty.

Discussion/Observations: Sailor Smith has been late for watch duty three times in the past two weeks (dates: Oct 26, Oct 29, Nov 1). This results in delayed watch turnover and impacts operational readiness. The standard is to report for duty five minutes prior to scheduled watch.

Expectations/Goals: Sailor Smith is expected to report for watch duty no later than five minutes prior to the scheduled start time, every watch. This will be monitored over the next 30 days.

Action Plan: Sailor Smith will set multiple alarms and coordinate with watchstanders to ensure timely arrival. Supervisor will conduct informal checks daily for the next week.

Sailor's Comments: "I understand the expectation and will ensure I am on time for all watches moving forward. I apologize for the inconvenience."

Example 2: Conduct Counseling - Minor Infraction

Purpose: To address failure to maintain personal living space to standard.

Discussion/Observations: During a barracks inspection on November 5, 2023, Sailor Jones' berthing area was found to have unmade racks, overflowing trash, and personal items scattered in common areas. This violates uniform standards and creates an unsanitary environment.

Expectations/Goals: Sailor Jones is expected to maintain their living space in accordance with Chapter 5 of the Ship's Master at Arms Manual at all times. The space must be inspected and cleared by the Leading Petty Officer daily.

Action Plan: Sailor Jones will conduct a thorough cleaning of their berthing area immediately and will participate in a daily inspection with their LPO for the next seven days.

Sailor's Comments: "I realize I let my space get messy and will make sure it's kept clean from now on."

Example 3: Professional Development Counseling - Career Advancement

Purpose: To discuss Sailor Brown's interest in advancing to Petty Officer First Class.

Discussion/Observations: Sailor Brown expressed a strong desire to advance. They have demonstrated good performance in their current role and have recently passed the Petty Officer Second Class examination. Further development in leadership and cross-training is recommended.

Expectations/Goals: Sailor Brown aims to be competitive for the next Petty Officer First Class advancement cycle. This involves acquiring specific qualifications and demonstrating leadership potential.

Action Plan: Sailor Brown will seek out a collateral duty assignment to develop leadership skills. They will also identify and complete at least two cross-training opportunities within the next six months. Supervisor will provide mentorship and guidance on resume building.

Sailor's Comments: "I am excited about this opportunity and committed to working towards my goals. I appreciate the guidance."

Best Practices for Writing and Utilizing Counseling Chits

Effective use of Navy counseling chits requires more than just filling out a form. Both the counselor and the Sailor play crucial roles in ensuring these documents are beneficial and serve their intended purpose. Implementing best practices can significantly enhance the quality of counseling and its impact on Sailor development and command effectiveness.

- **Be Prompt:** Counsel when the issue or achievement is fresh in everyone's mind. Delay can reduce impact and clarity.
- **Be Specific:** Use concrete examples of behavior or performance, not vague generalizations. Instead of "you're not motivated," say "you arrived late to watch duty three times this week."
- **Be Objective:** Stick to observable facts and avoid personal opinions or emotional language. Focus on behavior and its impact.
- **Be Clear About Expectations:** Ensure the Sailor fully understands what is expected of them. Reiterate standards and desired outcomes.
- **Develop a Collaborative Action Plan:** Involve the Sailor in creating the plan for improvement or development. This fosters buy-in and responsibility.
- **Document Thoroughly:** Capture all essential details accurately and legibly. Leave no room for ambiguity.
- **Follow Up:** The counseling chit is not the end of the process. Regular follow-up is essential to monitor progress and provide ongoing support or corrective action.
- **Maintain Professionalism:** Approach all counseling sessions with respect and a commitment

to the Sailor's development and the Navy's mission.

- **Sailor's Right to Comment:** Always allow the Sailor to provide their comments. This ensures their perspective is recorded and demonstrates fairness.
- **Understand the Purpose:** Whether it's for reinforcement, correction, or development, remember the underlying goal of the counseling.

Frequently Asked Questions

What are the most common reasons for needing a counseling chit in the Navy, and are there specific examples for each?

Common reasons include performance deficiencies (e.g., late to work, missed deadlines, subpar quality), conduct issues (e.g., disrespect, insubordination, policy violations), professional development needs (e.g., career progression discussions, skill development goals), and personal issues impacting duty performance (e.g., stress, family problems). Examples range from 'Late for Duty' to 'Failure to Meet Performance Standards' and 'Disrespectful Interaction with Superior'.

What are the key components of a well-written Navy counseling chit, and are there template examples available?

Key components include identifying information (Sailor, Counselor, Date), specific observable behaviors or performance issues, impact on the command/mission, agreed-upon corrective actions, expected improvements, timeline for follow-up, and signatures of both parties. While exact templates vary, the structure generally follows a standardized format often found on command-specific forms or accessible through naval training resources.

How does a counseling chit differ from a warning or official reprimand, and are there examples illustrating these distinctions?

A counseling chit is typically a less formal, developmental tool focused on correcting minor issues and improving performance. A warning may be a step up, indicating more serious concern. An official reprimand (like an Article 15 or Page 13 entry) is a formal disciplinary action with punitive consequences. Examples might show a chit for a missed uniform inspection versus a warning for repeated tardiness, leading to a potential Page 13 for continued infractions.

What is the role of a counseling chit in a Sailor's official record, and how might it impact future career progression or evaluations?

Counseling chits, especially those documenting persistent issues or serious misconduct, can be placed in a Sailor's official record (e.g., attached to a Page 13 or referenced in fitness reports). They

serve as documentation of performance concerns and the command's efforts to address them. Positive counseling that leads to documented improvement can also reflect well. Conversely, unaddressed negative counseling can negatively impact performance evaluations and future opportunities.

Are there specific examples of positive counseling chits used for mentoring or recognizing exceptional performance in the Navy?

Yes, positive counseling chits are increasingly utilized for developmental purposes. Examples include 'Exemplary Leadership in [Specific Project],' 'Exceptional Technical Proficiency,' or 'Mentorship of Junior Sailors.' These chits document outstanding performance, acknowledge initiative, and can be used to highlight strengths for future assignments, awards, or special programs, serving as a proactive tool for career development.

Additional Resources

Here are 9 book titles related to navy counseling chit examples, with descriptions:

1. The Art of the Navy Counseling Chit: Mastering Performance Feedback

This book delves into the fundamental principles and best practices for crafting effective Navy counseling chits. It explores how to document performance, set clear expectations, and provide constructive feedback that fosters professional growth within the naval service. Readers will learn to navigate the nuances of written counseling, ensuring their chits are both legally sound and impactful.

2. Naval Leadership Through Documentation: The Counseling Chit Guide

Focusing on the critical role of documentation in naval leadership, this guide provides a comprehensive approach to counseling chits. It outlines the importance of accurate and timely record-keeping for performance evaluations, disciplinary actions, and personal development plans. The book offers practical examples and templates to help leaders effectively communicate with their subordinates through written counsel.

3. Constructive Command: Crafting Effective Navy Counseling Chits

This title emphasizes the proactive use of counseling chits as a tool for building stronger commands. It offers strategies for utilizing chits to address performance issues, reinforce positive behaviors, and promote a culture of accountability. The book provides actionable advice for supervisors and commanding officers on how to use counseling chits to achieve mission readiness and personnel well-being.

4. The Sailor's Handbook of Counseling Chits: Understanding Your Rights and Responsibilities

Designed for the enlisted sailor, this book demystifies the counseling chit process from the recipient's perspective. It explains what a counseling chit is, why it's issued, and what rights and responsibilities sailors have when receiving one. The guide offers advice on how to respond to a chit, seek clarification, and utilize it as a tool for personal improvement and career advancement.

5. Writing for the White Sheet: Advanced Navy Counseling Chit Techniques

This advanced guide targets experienced naval personnel seeking to refine their counseling chit writing skills. It moves beyond basic principles to explore complex scenarios, including negative

counseling, career counseling, and pre-unfavorable information file (UIF) counseling. The book provides sophisticated strategies for articulating nuanced feedback and ensuring the highest level of clarity and professionalism in written documentation.

6. From Observation to Impact: Effective Navy Counseling Chit Strategies

This book bridges the gap between observing sailor performance and documenting it effectively through counseling chits. It offers a structured approach to identifying key performance indicators, articulating observed behaviors, and linking them to mission requirements and naval standards. The content focuses on making counseling chits a powerful tool for tangible improvement and measurable results.

7. The Legal Compass: Navigating Navy Counseling Chits with Compliance

This essential resource focuses on the legal and administrative compliance aspects of Navy counseling chits. It outlines the regulations, policies, and legal considerations that govern the creation and use of these documents. The book ensures that leaders understand how to draft chits that are defensible, adhere to due process, and support fair and consistent personnel management.

8. Building Better Sailors: The Practical Guide to Navy Counseling Chits

This hands-on guide provides practical, step-by-step instructions for writing and utilizing Navy counseling chits effectively. It covers various scenarios, from routine feedback to addressing serious performance deficiencies. The book emphasizes a clear, concise, and actionable approach to counseling documentation, aiming to foster positive change and development in sailors.

9. The Feedback Framework: Implementing Consistent Navy Counseling Chits

This title explores the importance of establishing a consistent framework for counseling chits across a command or unit. It offers strategies for standardization, training, and quality control to ensure that all counseling chits are developed with a uniform level of quality and purpose. The book aims to create a predictable and fair system of performance feedback for all Navy personnel.

[Navy Counseling Chit Examples](#)

Navy Counseling Chit Examples: Your Guide to Effective Performance Management

Are you struggling to write effective Navy counseling chits that accurately reflect performance and facilitate growth? Do you feel overwhelmed by the paperwork and unsure how to document both positive contributions and areas needing improvement? Do you want to avoid potential legal issues and ensure your chits are compliant with Navy regulations? This ebook provides the tools and resources you need to master Navy counseling chit writing, transforming this often-dreaded task into a constructive and beneficial process for both you and your Sailors.

"Mastering Navy Counseling Chits: A Practical Guide"

Introduction: Understanding the Importance of Effective Counseling Chits in the Navy.

Chapter 1: The Anatomy of a Navy Counseling Chit: Breaking down the components, formats, and required information. Includes examples of correctly filled chits and common errors to avoid.

Chapter 2: Documenting Positive Performance: Writing effective counseling chits that highlight achievements, strengths, and contributions. Provides examples of positive feedback and recognition.

Chapter 3: Addressing Performance Issues: Crafting constructive counseling chits that address weaknesses and areas needing improvement, while maintaining a supportive and professional tone. Includes strategies for setting goals and action plans.

Chapter 4: Legal and Regulatory Compliance: Understanding Navy regulations and best practices to ensure your chits are legally sound and protect both you and your Sailors.

Chapter 5: Practical Examples and Templates: A comprehensive collection of Navy counseling chit examples covering a wide range of scenarios and performance situations. This includes various performance levels, from outstanding to needing improvement.

Chapter 6: Follow-up and Documentation: The importance of tracking progress, documenting follow-up counseling sessions, and maintaining complete and accurate records.

Conclusion: Maintaining Effective Communication and Building Strong Sailor Relationships Through Consistent and Meaningful Counseling.

Mastering Navy Counseling Chits: A Practical Guide

Introduction: The Importance of Effective Counseling Chits in the Navy

Effective counseling is the cornerstone of strong leadership in the Navy. It's not merely a bureaucratic requirement; it's a vital tool for fostering professional growth, improving performance, and building strong, cohesive teams. The Navy counseling chit serves as the formal record of these crucial interactions. A well-written chit not only documents performance but also demonstrates your commitment to your Sailors' development and provides valuable evidence in various situations, including promotion boards, performance evaluations, and disciplinary actions. This guide will equip you with the knowledge and practical examples necessary to master this critical aspect of leadership.

Chapter 1: The Anatomy of a Navy Counseling Chit

Understanding the structure and components of a Navy counseling chit is the first step to writing effective ones. The chit is typically divided into sections requesting specific information. These sections usually include:

Date: The date the counseling session took place. Accuracy is crucial for maintaining chronological

records.

Counselor's Name and Rank: Clearly identify the counselor conducting the session.

Counselee's Name and Rank: Clearly identify the Sailor receiving the counseling.

Rate/Rank: The rate or rank of the Sailor being counseled.

Counseling Type: Specify the type of counseling (e.g., performance, professional development, disciplinary).

Purpose of Counseling: A concise statement outlining the reason for the counseling session.

Counseling Discussion: The core of the chit, detailing the discussion points, performance observations, goals, and action plans. This section requires careful attention to detail and clarity.

Counselor's Comments: Any additional observations or comments the counselor wishes to record.

Counselee's Comments: Space for the counselee to add their comments or perspectives. This demonstrates inclusivity and encourages open communication.

Signatures: Signatures from both the counselor and the counselee, acknowledging the contents and agreement on the discussed points. This is a legal requirement.

Common Errors to Avoid: Vague language, unsubstantiated claims, lack of specific examples, inconsistent formatting, and missing signatures are common errors that can undermine the credibility and effectiveness of a counseling chit.

Chapter 2: Documenting Positive Performance

Effective counseling isn't just about addressing weaknesses; it also involves recognizing and rewarding positive contributions. Documenting positive performance strengthens morale, motivates Sailors, and provides evidence for future advancement opportunities. When writing about positive performance, focus on:

Specific Achievements: Avoid vague statements like "good job." Instead, describe specific accomplishments and their impact. Quantify results whenever possible.

Demonstrated Skills and Abilities: Highlight specific skills the Sailor possesses and how they were effectively utilized.

Positive Attributes: Note positive personal attributes such as teamwork, initiative, and leadership qualities.

Impact on the Unit: Explain how the Sailor's contributions benefited the unit's mission and overall effectiveness.

Example: Instead of writing "Good job on the recent project," write "Petty Officer Jones consistently exceeded expectations on the recent deployment. Their meticulous attention to detail resulted in a 15% improvement in equipment maintenance, significantly reducing downtime and contributing to mission success."

Chapter 3: Addressing Performance Issues

Addressing performance issues requires a delicate balance between providing constructive feedback and maintaining a supportive and professional tone. The goal isn't to criticize but to help the Sailor improve. When addressing performance issues, focus on:

Specific Behaviors: Identify specific behaviors that need improvement. Avoid generalizations and focus on observable actions.

Impact of Behaviors: Clearly explain the negative consequences of the behaviors on the Sailor, the unit, and the mission.

Specific Goals and Action Plans: Work collaboratively with the Sailor to set specific, measurable, achievable, relevant, and time-bound (SMART) goals. Outline clear action plans to address the issues.

Support and Resources: Offer the Sailor support and resources to help them improve, such as mentorship, training, or additional guidance.

Example: Instead of "You need to improve your work," write "Petty Officer Smith, during the past quarter, your reports have been submitted late on three occasions. This has impacted the timely completion of critical project milestones. To address this, let's work together to establish a schedule for submitting your reports on time. I'm available to provide support and guidance as needed."

Chapter 4: Legal and Regulatory Compliance

Navy counseling chits are legal documents. Ensuring compliance with Navy regulations is crucial to avoid potential legal issues. Key considerations include:

Accuracy: Ensure all information recorded is accurate and factual.

Objectivity: Avoid subjective opinions or biased statements.

Fairness: Treat all Sailors fairly and consistently.

Privacy: Protect the privacy of the Sailor by only disclosing information on a need-to-know basis.

Documentation: Maintain complete and accurate records of all counseling sessions.

Chapter 5: Practical Examples and Templates

This chapter provides a range of counseling chit examples, demonstrating how to document both positive and negative performance, covering a variety of scenarios including performance that is excellent, satisfactory, and unsatisfactory. These examples offer practical templates and guidance.

Chapter 6: Follow-up and Documentation

Effective counseling is an ongoing process. Follow-up is crucial to track progress, reinforce positive behaviors, and address ongoing issues. Maintaining complete and accurate records is also essential for legal and administrative purposes.

Conclusion: Maintaining Effective Communication and Building Strong Sailor Relationships Through Consistent and Meaningful Counseling

Consistent and meaningful counseling is essential for building strong Sailor relationships and fostering a positive work environment. By mastering the art of writing effective Navy counseling chits, you can significantly contribute to the professional development and overall success of your Sailors and your unit.

FAQs:

1. What if the Sailor refuses to sign the chit? Document the refusal in writing and include the reason provided by the Sailor.
2. How often should I conduct counseling sessions? The frequency depends on the Sailor's performance and individual needs. Regular counseling, even for high-performing Sailors, is beneficial.
3. Can I use a counseling chit for disciplinary actions? Counseling chits can be part of the documentation for disciplinary actions, but they should not serve as the sole basis for disciplinary actions.
4. What should I do if the counseling session is emotionally charged? Maintain professionalism and a calm demeanor. Document the session objectively, focusing on observable behaviors and agreed-upon action plans.
5. How long should I keep counseling chits on file? Refer to official Navy guidance on record retention policies.
6. What if I make a mistake on a chit? Don't alter or erase the original document. Instead, create a new chit with the corrected information and note any discrepancies.
7. Can I use a counseling chit for promotion recommendations? Counseling chits can provide supporting evidence for promotion recommendations, but they are not the sole determinant.
8. Are there specific formats required for Navy counseling chits? Consult your command's guidelines for specific formatting requirements.
9. Where can I find additional resources on Navy counseling? Consult your command's training materials and the official Navy website.

Related Articles:

1. NAVPERS 1616/28 Counseling Form Explained: A detailed breakdown of the form's sections and how to complete it accurately.

2. Effective Communication Techniques for Navy Leaders: Strategies for improving communication skills in a naval setting.
3. Performance Management Best Practices in the Navy: A comprehensive guide to implementing effective performance management systems.
4. Addressing Sailor Performance Issues Constructively: Techniques for providing constructive criticism and feedback.
5. Legal Considerations for Navy Counseling and Documentation: A review of relevant legal statutes and regulations.
6. Building Strong Sailor Relationships Through Effective Leadership: Strategies for creating positive and productive relationships with Sailors.
7. The Role of Mentoring in Sailor Development: The importance of mentorship in fostering professional growth.
8. Creating a Positive and Supportive Work Environment in the Navy: Techniques for cultivating a positive work culture.
9. Understanding the Navy's Evaluation System: How performance counseling contributes to the overall evaluation process.

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 Citizenship in a Republic is the title of a speech given by Theodore Roosevelt, former President of the United States, at the Sorbonne in Paris, France, on April 23, 1910. One notable passage from the speech is referred to as The Man in the Arena: It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.

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explained in one place! Coaching for Leadership is a must read for anyone interested in maximizing the success of themselves and their organization.— Richard Amabile, senior director, executive development, Enron Corporation Coaching has become one of the key competencies of successful leaders who recognize their duty to develop others. This book is an indispensable item in the executive library as it combines leading edge thought, clarity and, most important of all, real practicality.— David Bannister, director, international human resource development, KPMG UK Coaching for Leadership provides you with the opportunity to access the best of the best. Their collective insights and advice represents a benchmark framework for those who coach or are responsible for developing the skills of coaches.— Charles J. Corace, director, management education development, Johnson Johnson

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navy counseling chit examples: Yeoman - NAVEDTRA 15009B U S Navy, 2018-07-23 The Navy Yeoman (YN) is an administrative related field and is normally assigned to an administrative office. In today's Navy, the YN carries out a broad range of duties which include office procedures, typing correspondence such as official letters, instructions, notices, plan of the day, fitness and evaluation forms and forms management programs, mail management, security, legal, awards, and records disposal. YN also must demonstrate a working knowledge of pay and allowances, leave procedures, along with maintaining officer and enlisted service records, officer promotions and enlisted advancements. YN must understand the following programs: the officer distribution control report (ODCR) and enlisted distribution verification report (EDVR), casualty assistance calls officer (CACO), social usage and protocol, travel, navy standard integrated personnel system (NSIPS), and individual personnel tempo (ITEMPO). YN also need to have an understanding of working with flag offices.

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execution.” —FORTUNE Since *Turn the Ship Around!* was published in 2013, hundreds of thousands of readers have been inspired by former Navy captain David Marquet’s true story. Many have applied his insights to their own organizations, creating workplaces where everyone takes responsibility for his or her actions, where followers grow to become leaders, and where happier teams drive dramatically better results. Marquet was a Naval Academy graduate and an experienced officer when selected for submarine command. Trained to give orders in the traditional model of “know all-tell all” leadership, he faced a new wrinkle when he was shifted to the Santa Fe, a nuclear-powered submarine. Facing the high-stress environment of a sub where there’s little margin for error, he was determined to reverse the trends he found on the Santa Fe: poor morale, poor performance, and the worst retention rate in the fleet. Almost immediately, Marquet ran into trouble when he unknowingly gave an impossible order, and his crew tried to follow it anyway. When he asked why, the answer was: “Because you told me to.” Marquet realized that while he had been trained for a different submarine, his crew had been trained to do what they were told—a deadly combination. That’s when Marquet flipped the leadership model on its head and pushed for leadership at every level. *Turn the Ship Around!* reveals how the Santa Fe skyrocketed from worst to first in the fleet by challenging the U.S. Navy’s traditional leader-follower approach. Struggling against his own instincts to take control, he instead achieved the vastly more powerful model of giving control to his subordinates, and creating leaders. Before long, each member of Marquet’s crew became a leader and assumed responsibility for everything he did, from clerical tasks to crucial combat decisions. The crew became completely engaged, contributing their full intellectual capacity every day. The Santa Fe set records for performance, morale, and retention. And over the next decade, a highly disproportionate number of the officers of the Santa Fe were selected to become submarine commanders. Whether you need a major change of course or just a tweak of the rudder, you can apply Marquet’s methods to turn your own ship around.

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importance of each of these shifts and when to make them: - humility and arrogance - work and play - perfectionism and adaptability - analysis and instinct - experimenting and trusting process - discomfort and comfort - future and present - fear and fearlessness - selfishness and selflessness Drawing on years of experience working with top athletes and corporate leaders, Brian Levenson outlines his simple but powerful framework used by the world's highest achievers. Each chapter includes exercises to reinforce core concepts and explore the power of the shift using skills like visualization, mindfulness, and self-talk. An energizing read filled with entertaining stories and tips that really work, Brian Levenson's *Shift Your Mind* is a game-changer for executives, competitive athletes, and any performer seeking to win on the most challenging field of all: the mind.

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population may be considered. To meet this challenge for wider communication of clinical experience, a group of upper-limb amputee specialists met in Houston, Texas, in 1981 to serve as the core faculty for a course entitled Contemporary Issues in Upper Extremity Amputation and Prosthetic Function. This program provided the opportunity for surgeons, psychiatrists, engineers, prosthetists, social workers, psychologists, occupational therapists, and physical therapists from the United States and Canada to discuss their extensive experience in working with upper extremity amputees. A second conference continuing the discussion of upper limb amputee rehabilitation was held one year later.

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encompass the joint activity of the Armed Forces of the United States. These military and associated
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