

Living the Army Values Facilitator Guide

Leader Professional Development
United States Army
Center for Army Leadership



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Introduction

WHO IS CAL

The Center for Army Leadership (CAL) is the Army's designated action agent for Leader Development and Leadership in the areas of research, assessment, doctrine, initiative management, and quality assurance to sustain excellence in the Army's core competency of growing leaders.

INTENT OF THE LEADER PROFESSIONAL DEVELOPMENT KITS

Leadership is the unifying and multiplying element of combat power (ADP 6-0). Leader development programs are a proven method organizations can use to ensure regular improvement and refinement of critical leadership skills. In 2022, CAL began the design and development of a collection of ready-made Leader Professional Development (LPD) kits that you can use to deliver professional development sessions. These LPD sessions are designed to address topics of need; educate you on the Army Leadership Requirements Model (ADP 6-22); generate group discussion by asking thought-provoking questions; help you identify gaps in your unit, team, or organization; and determine actions leaders can take to improve the gaps.

It takes a lot of effort to create slides and briefing materials. Knowing that every Soldier's time is valuable, CAL created a pre-packaged set of materials (slides, facilitator guide, etc.) with everything you need to conduct an LPD. Now you can focus on learning and presenting the materials. Use this LPD kit as an opportunity to have a leader development discussion with others. The intent isn't for you to lecture for an entire session or read slides verbatim. Instead, think about the content, put it in the context of your unit, and get your audience talking about how to improve as Army leaders and a team.

CONTACT DETAILS

If you have any questions about the LPD kits or have suggestions for additional topics, please contact CAL at usarmy.leavenworth.tradoc.mbx.cal@army.mil.

You can also connect with CAL in the following ways:

- On the web: <https://cal.army.mil/>
- On Facebook: <https://www.facebook.com/USArmyCAL>
- On Instagram: <https://www.instagram.com/usarmycal>
- On Twitter: <https://twitter.com/USArmyCAL>
- On YouTube: <https://www.youtube.com/@USArmyCAL>

You can find the materials for this LPD, as well as others, at the CAL website at <https://cal.army.mil>.

Overview

PURPOSE OF THIS SESSION

The goal of this session is to provide Army leaders with a better understanding of the Army Values and how to put the Values into action at work and in their personal lives.

The specific learning objectives for this session include:

- Discuss actions and behaviors that demonstrate the seven Army Values.
- Discuss strategies for reinforcing the Army Values.

TARGET AUDIENCE

This LPD session is specifically designed for E4 to E6 but applies to all Army leaders.

The optimal facilitator-to-learners ratio for this LPD session is one facilitator to approximately 20 participants. If the anticipated audience is to be more than 20 participants, those organizing the session should consider having multiple facilitators.

NOTE: If the anticipated audience is greater than 50 participants, some features of this Facilitator Guide will have to be adapted. For example, instead of conducting whole group discussions, you may need to split the audience into smaller groups to ensure everyone has an opportunity to contribute. To facilitate group discussions, the allotted time may also need to be increased.

RECOMMENDED MATERIALS

The following table lists recommended materials and equipment for facilitating this session. While these are recommended, not all of the listed equipment is required. For example, if you deliver the session out in the field and do not have access to a computer, monitor, or projector, you can still facilitate the session using just this facilitator guide and participant packets.

| Materials | Quantity |
|--|-------------------|
| Quick Start Guide | 1 per facilitator |
| This Facilitator Guide | 1 per facilitator |
| Participant Packet <ul style="list-style-type: none"> • Army Values Handout • After Action Review Form | 1 per participant |
| PowerPoint Slides | 1 per facilitator |
| PC Computer or Laptop | 1 per facilitator |
| Monitor or Projector and A/V cables | 1 per room |
| Screen (if projecting) | 1 per room |
| Chart Paper and Markers or White Board and Dry Erase Markers | 1 per room |

Documents can be accessed on the CAL website here: <https://cal.army.mil/>

AGENDA

The session is designed to be presented in a 48-minute block of time. Later in this guide, you will see the suggested timing for each individual slide, from which the below duration times were calculated.

| Segments | Duration |
|-----------------------------|----------------|
| Session Opening | 2.5 mins |
| The Army Values in Action | 37.5 mins |
| Reinforcing the Army Values | 5 mins |
| Session Closing | 3 mins |
| Total Duration | 48 mins |







PREPARING FOR YOUR LPD SESSION

This facilitator guide aims to provide all of the information necessary to lead a successful session and discussion on this topic. To that aim, here are steps that you should take before the session.

1. Read through this facilitator guide and review the PowerPoint slides. Make sure you feel comfortable speaking to the key points and leading the discussion(s). Based on the audience, prepare to modify discussion questions to ensure they are meaningful and apply to your specific unit/organization. The more you can get the audience discussing how they can improve the organization by applying the material, the better.
2. Be prepared to include personal experiences related to the topic or familiarize yourself with examples you can reference throughout the session. Real-life examples help tie together the individual segments, engage the audience, and enable learners to connect the content to their day-to-day jobs. Feel free to add short video clips or other materials you think the audience would find engaging.
3. Familiarize yourself with the suggested timing of slides and discussion activities.
4. Determine the anticipated audience size. Recruit additional facilitators or plan for modifications to the session if the audience size exceeds 20 participants.
5. Invite the commanding officer or organization director to speak at the beginning of the session to introduce the purpose/intent of the session. This will increase audience engagement and attention.
6. Review the additional resources so you can direct the audience to the appropriate information. Share the resources electronically via email before the session. Print participant packets ahead of the session.

HOW TO USE THIS GUIDE

The facilitator guide contains PowerPoint slides embedded with facilitation notes and discussion questions to guide you through the session. The facilitation notes include icon cues that are designed to provide visual references for you as to the type of action required, operational instructions, or other special points (e.g., discussion). Each icon is described below.

| Icons | Icon Name | Descriptions |
|---|------------|--|
|  | Slide | This icon indicates that a slide should be presented. An image of each slide in the associated PowerPoint is provided. These slides help you identify which slide goes with each instructional strategy, duration, and key points. |
|  | Duration | This icon indicates the suggested amount of time to spend on each slide. |
|  | Key Points | This icon indicates the key points that should be covered. Although you should not read the key points verbatim during the session, you can read through it beforehand to familiarize yourself with the content. |
|  | Discussion | This icon indicates that a discussion should be facilitated. |
|  | Activity | This icon indicates that an activity should be facilitated. |
|  | Resources | This icon indicates when any resource (handout, case study, example, article, etc.) should be used. |

How to Facilitate This LPD Session

This section provides you with details on how to facilitate each slide in the session.

SESSION OPENING – SLIDE 1



1 minute



- Welcome participants to this session on living the Army Values. This session is part of the Leader Professional Development series designed to address and generate discussion about various topics of importance and determine actions you can take to improve your organizations.
 - Explain that living, teaching, and reinforcing Army Values is an important leader responsibility. The Army Values encompass the enduring moral principles, beliefs, and laws that guide Army professionals in accomplishing the mission as well as how they live their daily lives. All members aspire to achieve the Army Values professionally and personally. But how exactly does one do that?
 - Explain that in this session, you will gain a better understanding of how to translate the Army Values to your actions and behaviors both at work and in your personal life.
-

ARMY LEADERSHIP REQUIREMENTS MODEL (LRM) – SLIDE 2



Army Leadership Requirements Model (LRM)

Center for Army Leadership 2

- This LPD session focuses on the following attribute:
 - Army Values
- Learn more about the LRM by reviewing:
 - ADP 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader



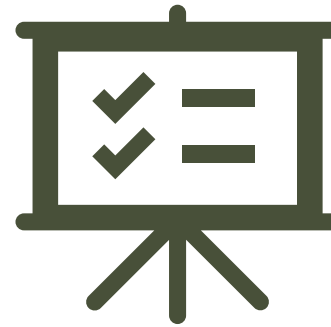
1 minute



- Explain that it's important everyone be familiar with the Army Leadership Requirements Model, which lays out the core set of requirements of what the Army expects all leaders to be, to know, and to do. By understanding these expectations, you will be better prepared to deal with a range and variety of situations. Soldiers who regularly and successfully apply these expectations have better trained units, command climates, and leaders who possess the necessary skills to win the fight. The Leadership Requirements Model can be found in ADP 6-22 and FM 6-22, which you should also take some time to check out if you haven't already. ADP 6-22 describes what right looks like for all leaders, and FM 6-22 tells you how to develop as a leader.
- Point out that this leader professional development session ties directly to the Army Values attribute under the Character section of the model. Teaching values is an important leader responsibility that creates a common understanding of the Army Values and expected standards.

SESSION OBJECTIVES – SLIDE 3**Session Objectives**

- Discuss actions and behaviors that demonstrate the seven Army Values.
- Discuss strategies for reinforcing the Army Values.



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3



30 seconds



- Explain that by the end of this session, you will be able to:
 - Discuss actions and behaviors that demonstrate the seven Army Values.
 - Discuss strategies for reinforcing the Army Values.
- To help make this session as impactful as possible, encourage participants to contribute to the discussions with their own perspectives, reflections, and experiences.

THE ARMY VALUES IN ACTION – SLIDE 4

30 seconds



- Explain that in this section, we'll discuss each of the seven Army Values and what they look like in action.

DISCUSSION – SLIDE 5



Discussion



- Why do we have Army Values? Why are they important/necessary?

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3 minutes



- Ask participants:

- Why do we have Army Values? Why are they important/necessary?

Answers will vary, but a potential answer includes:

- *Values lay the foundation for what the organization cares about most. They provide a common purpose and direction that all members should understand, work towards, and live by.*

THE ARMY'S SEVEN VALUES – SLIDE 6



The Army's Seven Values

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6



1 minute



- Point out that if you were asked what the Army Values are, you could probably rattle them off fairly quickly and in order – loyalty, duty, respect, selfless service, honor, integrity, personal courage. However, people often have different perceptions of what these values really look like in action.
- Explain that value words like respect, integrity, and selflessness have different meanings to different people depending on their background and experience. This can make it challenging to implement values and see the values reflected in day-to-day actions. That is why it's important that all Soldiers understand and live by these seven Army Values – to set the expectation, promote consistency, and keep everyone's compass pointed in the same direction.
- Explain that on the following slides, we'll spend some time discussing each of the seven Army Values to gain a better understanding of what each Value means and what it looks like in practice.

LOYALTY – SLIDE 7



Loyalty

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.



“To create strong organizations, superiors, subordinates, and peers must embrace loyalty. One way that individuals demonstrate loyalty is by upholding all of the Army values. With those values as a foundation, loyalty is a two-way exchange: leaders earn loyalty and subordinates expect loyalty in return. **Leaders earn subordinates’ loyalty by training them well, treating them fairly, and living the Army Values. Subordinates demonstrate loyalty by working hard for their leaders and being as good as they can be at their jobs.** Loyalty and trust enable the successful day-to-day operations of all organizations.”

ADP 6-22

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4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?

Answers will vary, but some examples include:

- *Keeping your promises – if you make promises or commitments, make it a point to follow through and not let the other person down.*
- *Standing up for colleagues or subordinates.*
- *Not speaking poorly about your Soldiers outside of work.*
- *Not gossiping about subordinates or leadership.*
- *Removing head gear during the national anthem.*
- *Getting out of a vehicle during reveille.*

- What does this value look like when it’s *not* practiced?

Answers will vary, but some examples include:

- *Working for a leader who thinks loyalty means agreeing with and supporting everything they say.*
- *Revealing confidential or classified information to your spouse or friend.*
- *Not standing up for colleagues or subordinates.*
- *Taking credit for others’ work.*

DUTY – SLIDE 8



Duty

Fulfill your obligations – always do your best.



“All Soldiers and DA Civilians strive to do their best. Duty extends beyond law, regulation, and orders. Army professionals **exercise initiative** when they fulfill the purpose, not merely the letter, of received orders. Leaders **take responsibility for their actions and those of their subordinates**; it is inherent in their duty to the larger organization, the Army, and the Nation. Conscientious leaders and subordinates **possess a sense of responsibility to apply their best efforts to accomplish the mission**. This guides Soldiers and DA Civilians to **do what is right to the best of their ability.**”

ADP 6-22

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8



4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?

Answers will vary, but some examples include:

 - *Reporting to PT on time.*
 - *Staying late when needed to complete an assignment.*
 - *Volunteering for difficult missions.*
 - *Offering to help a Soldier or neighbor over the weekend.*
 - *Representing the Army in a positive way when on leave or off-duty.*
 - What does this value look like when it's *not* practiced?

Answers will vary, but some examples include:

 - *Refusing to take responsibility for your actions.*
 - *Blaming others for mistakes and failures.*
 - *Missing deadlines and not completing assignments.*
 - *Expecting subordinates to stay as late as you do when it isn't necessary.*
 - *Purposefully waiting until the last minute to assign a task.*
 - *Using foul language in a restaurant when off-duty.*
 - *Not keeping up with chores and cleanliness at home.*

-
- *Complaining excessively.*
 - *Not holding all subordinates to the same uniform standards.*
-

RESPECT – SLIDE 9



Respect

Treat people as they should be treated.



“The Army Values reinforce that all people have dignity and worth and must be treated with respect. The Nation was founded on the ideal that all are created equal. In the Army, each is **judged by the content of their character, not just how well they accomplish the mission.** Army leaders should consistently **foster a climate that treats everyone with dignity and respect,** regardless of ethnicity, gender identity, sexual orientation, creed, or religious belief. Fostering a positive climate begins with a leader’s personal example. Leaders treat others, including adversaries, with respect.”

ADP 6-22

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9



4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?

Answers will vary, but some examples include:

- *Being considerate and civil.*
- *Respecting one another’s boundaries.*
- *Praising others in public, and only criticizing them in private.*
- *Being discreet and tactful when collaborating with others.*
- *Displaying genuine concern for the safety and well-being of others.*
- *Being courteous to those you do and don’t know.*

- What does this value look like when it’s *not* practiced? How do we minimize disrespectful behaviors in our units/organizations?

Answers will vary, but some examples include:

- *Making or tolerating “off-color” jokes.*
- *Spreading malicious gossip and belittling others.*
- *Using foul language.*
- *Having or condoning an inappropriate relationship within the ranks.*
- *Taking out work frustrations on your family.*
- *Creating a hostile work environment.*

-
- *Failing to address SHARP issues in accordance with policy and regulations.*
 - *Asking someone about their sexual relationships.*

We can minimize disrespectful behaviors by calling them out when they occur and telling individuals to stop.

SELFLESS SERVICE – SLIDE 10



Selfless Service

Put the welfare of the nation, the Army, and your subordinates before your own.



“Selfless service means doing what is right for the Nation, the Army, the organization, and subordinates. While the needs of the Army and the Nation should come first, selfless service does not imply leaders should neglect their families or themselves. **Unselfish, humble leaders** set themselves apart as teammates who are **approachable, trustworthy, and open to follower input and advice**. Selfless leaders aspire to attain organizational goals **for the greater good, beyond their own interests and benefits.**”

ADP 6-22

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10



4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?

Answers will vary, but some examples include:

 - *Support developmental assignments (not afraid of taking a performance hit).*
 - *Highlight the successes of their team and give them visibility.*
 - *Taking a risk or investing time in someone that others might give up on.*
 - *Volunteering for an activity at a local school.*
 - *Giving up your seat on public transportation to someone who needs it more than you.*
 - *Allowing a person with one item to go ahead of your full cart at the store.*
 - *Volunteering for duty during holidays so others can spend time with their families.*
 - What does this value look like when it's *not* practiced?

Answers will vary, but some examples include:

 - *A Soldier is struggling, everyone knows it, but no one helps.*
 - *Showing no remorse after hurting another person.*

-
- *Putting someone down in order to get ahead.*
 - *Making Soldiers feel guilty about taking leave.*
-

HONOR – SLIDE 11



Honor

Live up to Army Values.



“Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization’s positive climate and morale. **How leaders conduct themselves and meet their obligations to the mission, other people, and the organization** defines them as people and leaders of character.”

ADP 6-22

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11



4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?
Answers will vary, but some examples include:
 - *Shaking hands with your opponent after losing a game.*
 - *Leaving a note if you accidentally hit a parked car in the parking lot so that they can contact you.*
 - *Telling the truth, even if it will get you (or someone else) in trouble.*
 - What does this value look like when it’s *not* practiced?
Answers will vary, but some examples include:
 - *Drinking in the barracks.*
 - *Driving under the influence.*
 - *Hiding information that might make someone look bad.*
 - Ignoring and failing to report claims of sexual harassment.
 - Engaging in online activities that would reflect poorly on the Army and your unit.

INTEGRITY – SLIDE 12



Integrity

Do what is right, legally and morally.



“Leaders of integrity consistently follow honorable principles. The Army relies on leaders who are honest in word and deed. Leaders of integrity **do the right thing** because their character permits nothing less. To **instill the Army Values in others**, leaders must demonstrate them. As an Army leader and a person of integrity, **personal values should reinforce the Army Values.**”

ADP 6-22

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12



4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?

Answers will vary but some examples include:

- *Making the decision to act when witnessing sexual harassment or other harmful behavior.*
- *Confronting gossip – hearing rumors about a battle buddy and taking steps to end it.*
- *Telling the truth about a situation, even if the individual in question outranks you.*
- *As a leader, owning the mistakes you’ve made.*

- What does this value look like when it’s *not* practiced?

Answers will vary, but some examples include:

- *Obtaining or providing answers to a test or assignment without authorization.*
- *Claiming credit for other people’s work.*
- *Not practicing what you preach.*
- *Being unfaithful in a relationship.*
- *Hiding or covering up mistakes.*
- *Lying to make yourself look better.*

PERSONAL COURAGE – SLIDE 13



Personal Courage

Face fear, danger, or adversity (physical or moral).

“Personal courage is not the absence of fear; it is the **ability to put fear aside and do what is necessary or right**. Personal courage takes two forms: physical and moral. **Physical courage requires overcoming fears of bodily harm and doing one’s duty**. It triggers bravery that allows a Soldier to take risks in combat in spite of the fear of injury or death. For leaders, mission accomplishment may demand risking their own lives or those of Soldiers and justly taking the lives of enemies.

Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions and actions, even when things go wrong, display moral courage. Moral courage also expresses itself as candor **being frank, honest, and sincere with others**. Carefully considered professional judgment offered to subordinates, peers, and superiors is an expression of personal courage.”

ADP 6-22

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13



4 minutes



- Have participants briefly review the information on the slide (pulled from ADP 6-22).



- Ask participants:
 - What are examples of how this Army Value looks in practice, either at work or in your personal life?

Answers will vary, but some examples include:

 - *Standing up for a person who is being picked on or bullied.*
 - *Stepping out of your comfort zone and volunteering to take on a new assignment.*
 - *Telling the truth even though you fear it will get your friend in trouble.*
 - What does this value look like when it’s *not* practiced?

Answers will vary, but some examples include:

 - *Breaking a promise.*
 - *Attacking a victim who cannot defend themselves.*

DISCUSSION – SLIDE 14



Discussion



- On a scale of 1-10, how well do we follow these Values in our organization?
- Are certain Values more important than others? Should they be?

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5 minutes



- Ask participants:
 - On a scale of 1-10, how well do we follow these Values in our organization?
Answers will vary.
 - Are certain Values more important than others? Should they be?
Answers will vary. Some may say that Integrity and Respect are the most important ones. Others may say Honor is the most important because it encompasses all of the other Values. The reality is that all of the Army Values are important. The Army expects all of us to live up to these values 24 hours a day, 7 days a week.

REINFORCING THE ARMY VALUES – SLIDE 15

30 seconds

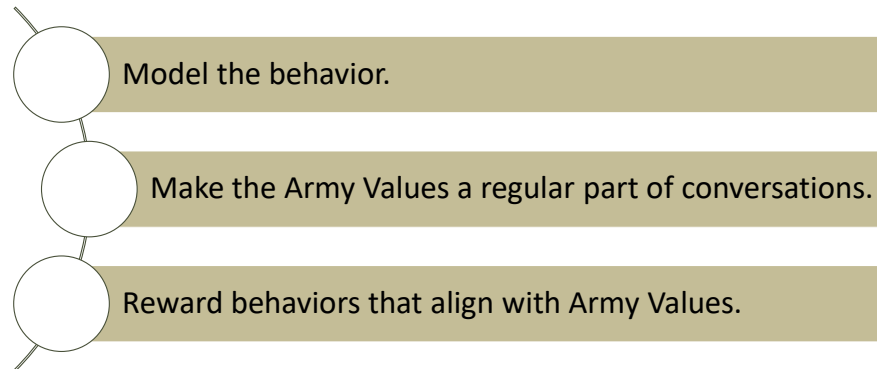


- Explain that in this section, we will discuss some strategies you can use to reinforce the Army Values.

STRATEGIES FOR REINFORCING THE ARMY VALUES – SLIDE 16



Strategies for Reinforcing the Army Values



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16



4 minutes



- Explain that in order to make Values “stick”, they must be modeled, recognized, and reinforced.
- Point out that by associating behaviors with values, encouraging good behaviors, and quickly calling out and correcting bad behaviors, your organization will become more values driven. On top of this, you will foster a positive, self-regulating, values-driven climate where everyone sees it as their responsibility to correct behaviors when the right values aren't demonstrated.
- Explain that the slide presents a few strategies you as a leader can use to reinforce the Army Values within your organization:
 - **Model the behavior** – Leaders should model actions and behaviors that are consistent with the Army Values. The more Soldiers see leadership intentionally exemplifying values, the more likely they are to do the same. Working hard, treating people respectfully, doing the right thing, and having the courage to do what's right; ***Soldier behavior is a reflection of their leaders.***
 - **Make the Army Values a regular part of conversations** – Values fall short when they're not part of the conversation. Incorporating values into everyday conversation highlights and reinforces the importance of them.
 - Hang posters of the Army Values in working areas to keep them front of mind.
 - When delegating tasks, tie them to the applicable Army Values.
 - Integrate Army Values into trainings and AARs. For example, during an AAR following a training exercise or mission completion, ask your unit, "How did we live the Army Values during this training exercise/mission?" If things didn't go well, talk about how you can live these core values better.
 - **Reward behaviors that align with Army Values** – One way to help organizational members develop behavior based on Army Values is by

recognizing and rewarding such behaviors. Rewards systems should focus on rewarding behaviors that are in alignment with the key values of the organization and motivate others to copy such behaviors. Acknowledging and appreciating such behavior ensures its collective enforcement across all levels in an effective manner.

SUMMARY – SLIDE 17



Summary

- Discussed actions and behaviors that demonstrate the seven Army Values.
- Discussed strategies for reinforcing the Army Values.
- Continue to think about ways you can:
 - Better exemplify the Army Values on a day-to-day basis.
 - Address individuals whose behaviors don't meet Army standards.
 - Weave the Army Values into activities and conversations.



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30 seconds



- Remind participants that in this session, we discussed each of the Army Values and how we put them into action in both at work and in our personal lives. We also talked about strategies we as leaders can use to reinforce the Army Values.
- As we conclude this session, have participants continue to think about ways they can:
 - Better exemplify the Army Values on a day-to-day basis.
 - Address individuals whose behaviors don't meet Army standards.
 - Weave the Army Values into activities and conversations.

WANT TO LEARN MORE? – SLIDE 18**Want to Learn More?**

<https://cal.army.mil>

**Doctrine**

Provides leader expectations

- ADP 6-22
 - Paragraphs 2-4 through 2-13
- FM 6-22
 - Paragraphs 4-10 through 4-14

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18



1 minute



- Point out that, given the time constraints, we couldn't cover everything in detail. To learn more about managing difficult conversations, go to the CAL site and check out these resources.

AFTER ACTION REVIEW – SLIDE 19**After Action Review**

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

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1 minute



- At the end of the session, tell participants to complete the AAR form in their Participant Packet (also on the next page for your reference) and to return it to you before they leave.



- Tell participants that:
 - The form allows them to provide feedback about the session.
 - Their feedback will be used to improve future deliveries of the session.

Living the Army Values After Action Review Form

Purpose

The purpose of this After Action Review (AAR) is to help your organization improve its Leader Professional Development (LPD) program. Your feedback will help identify areas of this session that went well and areas that could be improved.

Session Goals

The goal of this session was to provide Army leaders with a better understanding of the Army Values and how to put the Values into action at work and in their personal lives.

After you participate in this session, it is expected that you will be able to:

- Discuss actions and behaviors that demonstrate the seven Army Values.
- Discuss strategies for reinforcing the Army Values.

Your Feedback

Answer the following question below:

| Question | Your Feedback |
|--|---------------|
| <p>Were the goals of this session met? If not, explain why.</p> | |
| <p>What went well during this session?</p> | |
| <p>Are there any areas in which the session could be improved? If so, please specify.</p> | |

LET'S CONNECT – SLIDE 20**Let's Connect**

- On the web: cal.army.mil
- On Facebook: [USArmyCAL](https://www.facebook.com/USArmyCAL)
- On Instagram: [@usarmycal](https://www.instagram.com/usarmycal)
- On Twitter: [@USArmyCAL](https://twitter.com/USArmyCAL)
- On YouTube: [@USArmyCAL](https://www.youtube.com/USArmyCAL)

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20



1 minute



- Display this slide while participants are completing their After Action Review.