

# Developing Others Through On-the-Job Training

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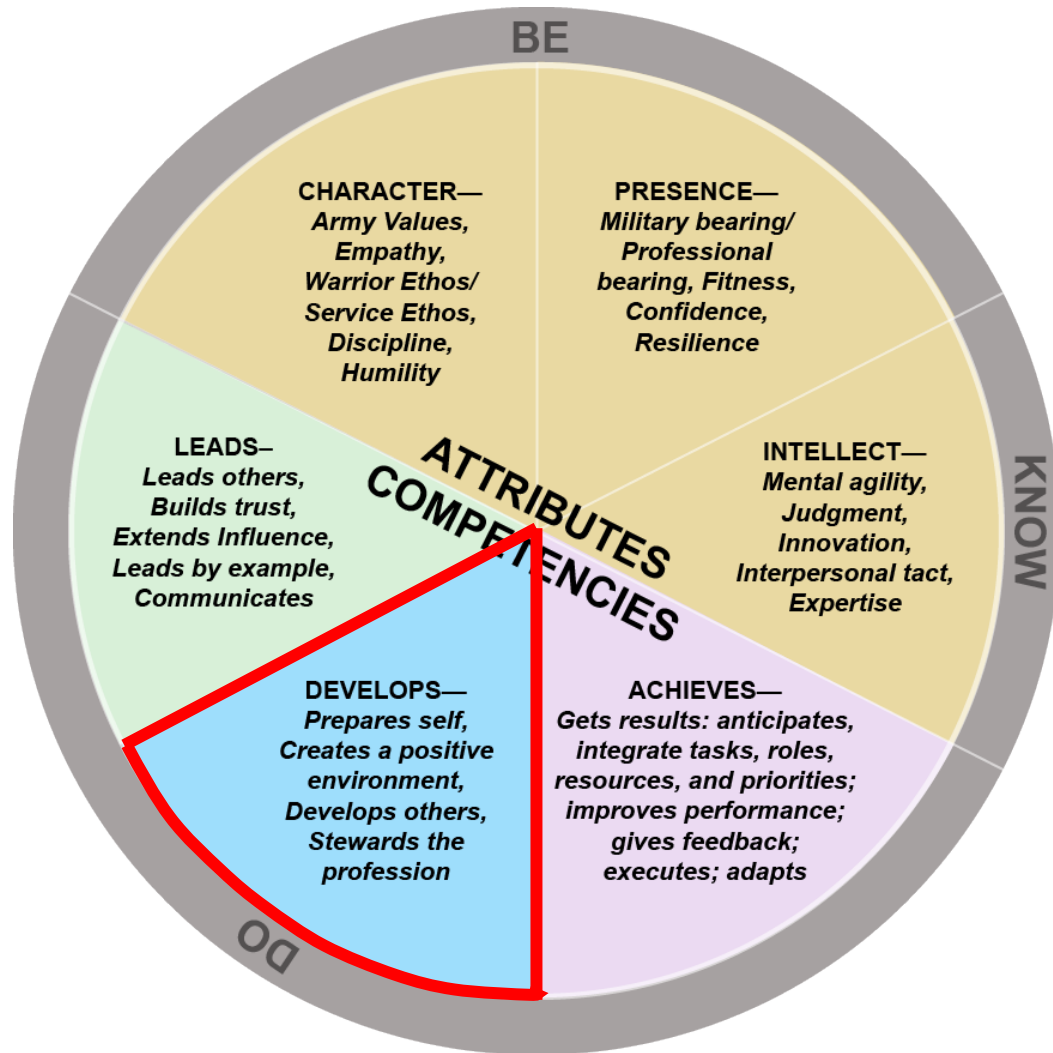
Leader Professional Development  
United States Army  
Center for Army Leadership



**U.S. ARMY**



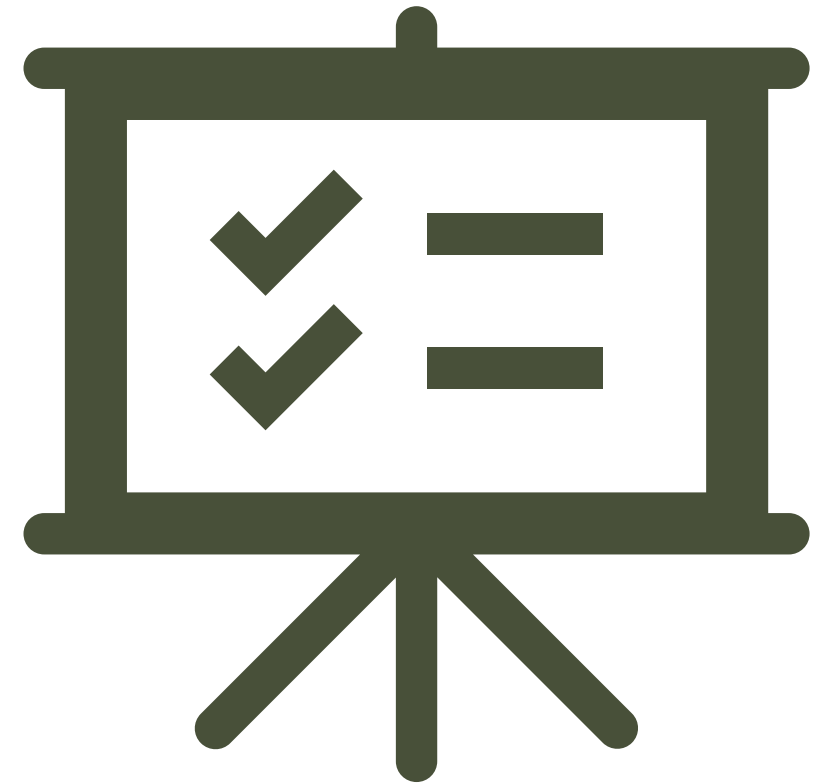
# Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following competency:
  - Creates a Positive Environment
- 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

# Session Objectives

- Identify why it is important to provide on-the-job-training support.
- Discuss factors to consider when providing on-the-job training.
- Discuss techniques that promote development on the job.





# Importance of Providing On-the-Job Training Support



# Benefits of Providing On-the-Job Training Support



Completed within existing activities

Allows real-world learning

Builds confidence

Allows learning from mistakes

Increases productivity

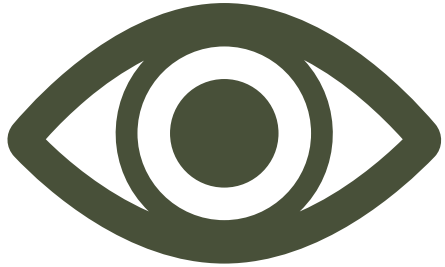
Increases job engagement



# Factors to Consider When Providing On-the-Job Training



# Factors to Consider



Assess  
subordinates'  
performance.



Weigh strengths  
and needs  
against mission  
tasks.



Determine the  
appropriate  
assignment.

# Discussion



- What are some other factors you consider when determining developmental opportunities to give to your subordinates?





# Techniques to Promote Development



# Set the Example



Send the message that leader development is a priority.



Encourage learning.



Carve out time in unit training plan.

# Find Learning Opportunities Within Daily Tasks



Developmental opportunities should be challenging.



Learn from mistakes and setbacks.



# Communicate Your Expectations



Be explicit.



Identify skill or  
performance  
gaps.



Provide support.

# Guided Discovery Learning Methods

Positive reinforcement

Open-ended questions

Multiple perspectives

Scaling questions

Cause and effect analysis



# Discussion



- What techniques have been effective within your unit/organization?
- Name one technique you'd like to try.
- What are some OJT opportunities you can utilize to help develop your subordinates?

# Want to Learn More?

<https://cal.army.mil>



## Doctrine

*Provides leader expectations*

- ADP 6-22
  - Paragraphs 6-43 to 6-51
- FM 6-22
  - Paragraphs 2-6 to 2-7
  - Paragraphs 2-69 to 2-86
  - Paragraphs 2-128 to 2-132



## Self-paced Online Lessons

*Provide additional content and real-world examples/scenarios*

- The Leader's Role in Providing On-the-Job Learning and Support

# 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.



# Let's Connect

- On the web: [cal.army.mil](http://cal.army.mil)
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