

## **Counseling Guidelines**

### **A. Praise in Public**

Psychologists call it positive reinforcement. Telling someone they are doing a good job boosts their self-esteem and encourages them to keep doing the right things. Moreover, when a leader praises someone, it shows that the leader values that person's contributions to the team. Here are some guidelines to follow when praising cadets:

- Praise in public. Most people like to be recognized in front of their peers.
- Praise people often. Catch people doing things right.
- Praise people immediately. Saying, "nice job" loses its power if you wait too long.
- Tell them what they have done right. Be specific.
- Hold them up as a role model for other cadets.
- Shake hands, or if the setting is right, call for a round of applause.
- Know that even a little praise goes a long way. People want to know they are valued.

### **B. Reprimand in Private**

Before reprimanding someone to correct their behavior, first ensure you have all the facts! Assuming your facts are right and the cadet's misconduct needs correcting, here are some guidelines to follow:

- Meet in private. Criticizing someone in front of the squadron is humiliating and therefore counter-productive.
- Tell the cadet what they have done wrong and be specific. Do this in a positive way that shows you want to help the cadet meet CAP standards.
- Ask them if they understand what the standard is. Are they under-performing because they lack training? Are they simply confused? If the cadet needs more training, pair them with a more experienced cadet for one-on-one mentoring. If the problem is not one of training and is misconduct, ask them what they plan to do to correct the situation. Make them be specific about their solution. These questions underline the fact that each cadet is responsible for his or her own conduct.
- If their response is incomplete, explain why their performance / conduct is unacceptable. Focus on the behavior, not the person.(ie: "Your use of profanity is unacceptable," not, "I don't like you because you swear.")
- End on a positive note. Make it clear you still believe in the cadet and will support them. Shake hands.