



## **SUGGESTED EXERCISE NOTES FOR CAL LEADERSHIP PLAYING CARDS**

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### **Background**

1. The Leadership Playing Cards have been designed to generate discussion amongst army leaders. It is to provide leader self-awareness, generate diverse thinking and understanding of others within teams. They are a tool to help support informal leader and leadership development.

### **Suggested Exercise**

2. The cards can be used simply as a 'back pocket lesson' for exploiting training opportunities on, for example, ranges, or during unexpected delays for transport etc.

3. The decks can be cut and divided amongst Officers and Seniors and used to prompt discussions amongst small groups as and when opportunities arise. A 'peer-peer' learning strategy works well in this context as there are often no 'right' answers. Done informally is best, peers (JNCOs, SNCOs and Officers, although they can be mixed) discuss the issue on the card to arrive at a mutually agreed COA.

4. The discussions can be time bounded. i.e. the person presenting the card to the group gives them 5 minutes to develop a course of action (or two), to then present back to the exercise leader.

5. A 'coaching' strategy works well. Using the GROW template, the discussion can be appropriately guided. The exercise leader should try and ask only questions, rather than giving their opinion. This way, the participants are encouraged to think for themselves.

- a. Goal
- b. Reality
- c. Options
- d. Way forward

6. For more formal periods of Leadership Training, a more structured approach is probably more appropriate. For example, exploring the various aspects of what leaders are, know and do. The playing cards allow a fun and thought-provoking discussion to be had in an informal and ad hoc fashion as opportunities present themselves.