

Module 2 Lesson 5

Soldier Team Development (L207)

2-5 Lesson Overview

Lesson Presentation This lesson presents how to develop a combat ready team by identifying your role as a direct leader in team building.

Lesson Content, TLO, ELOs

Topic	Page
TLO: Develop a combat ready team.	NA
Introduction	2-5-2
ELO 1: Identify the role of a direct leader in the team building process.	2-5-2
ELO 2: Identify the formation stage of team building.	2-5-5
ELO 3: Identify the enrichment state of team building.	2-5-7
ELO 4: Identify the sustainment stage of team building.	2-5-8
Lesson Review	2-5-9
Check Your Learning	2-5-11
Answer Key and Feedback	2-5-13

References

The following table lists the references for this lesson.

Number	Title	Date
FM 22-100	Army Leadership	Aug 99

2-5-1. Introduction

Purpose

You've heard, no doubt, countless times that America's Army is a team. Just how important is it that members have a sense of the team? Very important. The National cause, the purpose of the mission, and all the larger concerns may not be visible from the battlefield. Regardless of other issues, soldiers perform for the other people in the squad or section, for others in the team or crew, or for the person on their right or left. It is a fundamental truth, that soldiers perform because they don't want to let their buddies down. As a leader, it is your duty to build a team that is able to respond to any given situation. You must react to the issue that is at hand, keep your subordinates motivated, and ensure that self-discipline is visible. Good teams work together to accomplish the mission, execute tasks thoroughly and quickly, and to meet or exceed the standard. Teams thrive on demanding challenges, learn from their experiences, and are proud of their accomplishments. During your study you will learn the key areas that assist you as a leader to accomplish this task.

A team is a tight knit group, like family, where each team member knows the likes, dislikes, and capabilities of the other team members. This closeness allows the team members to think, feel, and act as one. This only comes from the training of the direct leader (you). As this leader, you develop the team by setting a foundation of mentoring, teaching, developmental counseling, and coaching.

2-5-2. Identify the Role of a Direct Leader in the Team Building Process.

The Role of a Direct Leader in the Team Building Process

Leadership is an art and science. It requires constant study, hard work, and frequent practice. Since you are dealing with people and their emotions, dreams, and fears, it also calls for imagination and a positive, upbeat approach. Effective leaders act competently and confidently. Your attitude sets the tone for the entire team. This attitude will change from day to day, task to task, even minute to minute. Remember that optimism, a positive outlook, and a sense of humor is infectious. This is especially true when you must make unpopular decisions and face the challenge of bringing the team on board. Developing teams takes hard work, patience, and quite a bit of interpersonal skills on the part of the leader. Remember a good team gets the job done. People who are part of a good team complete the mission on time with the resources given them and with minimum wasted effort. In combat,

2-5-2. Identify the Role of a Direct Leader in the Team Building Process, cont

The Role of a Direct Leader in the Team Building Process, continued

good teams are the most effective and take the fewest casualties. Believe it or not, people will do extraordinary things for their buddies. It's your job as a leader to pull each member into the team. Team building involves applying interpersonal leader skills that transform individuals into a productive team. One very important thing to remember when bringing new members on board; inclusion in all team activities expedites a feeling of ownership and speeds up the process of feeling accepted. Allow the new member to show what level of competence he possesses. Letting members work and practice together starts the team building process; remember a team doesn't come together by accident. Leaders must build and guide the team through a series of developmental stages.

Influencing Actions

As a direct leader one of your leader actions is Influence. You have the ability to influence your team. Your soldiers look to you for guidance and understanding. The ability to influence your team depends upon how well you demonstrate the following actions with which team building starts:

- Communicating
- Decision Making
- Motivating

These are three very important things that can make or break your team. Let's briefly discuss why these three areas are so important to you. As a leader, you are responsible for making sure your subordinates understand you.

Communicating

Keeping your subordinates informed shows trust. Sharing information can relieve stress. It also allows subordinates to determine what they need to do to accomplish the mission. Your subordinates feel they're important members of the team when you inform them of the reasons why you made decisions. This also keeps rumors under control. Finally, if something should happen to you, the next leader would be better prepared to take over and accomplish the mission. Remember you have a variety of means to keep your soldiers informed; from face to face talks, to publishing memos and newsletters.

2-5-2. Identify the Role of a Direct Leader in the Team Building Process, cont

Decision Making

The area of decision making focuses on solving problems. The Army identified seven steps to assist in this area:

- Identify the problem
- Identify facts and assumptions
- Generate alternatives
- Analyze the alternatives
- Compare the alternatives
- Make and execute your decision
- Assess the results

Every once in a while you may come across a decision that's easy to make; yes or no, right or left, on or off. As you gain experience as a leader, some of the decisions you find difficult now will become easier. But there will always be difficult decisions that require imagination, rigorous thinking and analysis, or that require you to factor in your gut reaction.

Motivating

As you know, motivation involves using words and examples that give your soldiers the will to accomplish the mission. According to FM 22-100, there are three different ways to accomplish motivation. You accomplish it by:

- Empowering people
 - Positive reinforcement
 - Negative reinforcement
-

Empowering People

People want recognition for the work that they do. You empower subordinates when you train them to do a job, give them the necessary resources and authority, and get out of their way and let them do the job. This shows trust in your subordinates and also, it is one of the best ways to develop them as leaders.

Positive Reinforcement

Recognizing subordinates and giving credit for work done is positive reinforcement. From a pat on the back to a formal award or decoration. Don't underestimate the power of a few words of praise when a person does a good job. Don't hesitate to give out awards, commendations, letters, and certificates when appropriate. Praise only good work or honest effort. Promote people who get the job done and influence others to do better. Remember to recognize those who meet the standard and improve their performance. Not everyone can be soldier of the quarter.

2-5-2. Identify the Role of a Direct Leader in the Team Building Process, cont.

Negative Reinforcement

Of course, not everyone will perform to standard. In fact, some will require punishment. Using punishment to motivate a person away from an undesirable behavior may be effective; however you must use sound judgment when administering punishment. Before punishing the soldier, make sure he understands the reason. Consult your leader or supervisor before you punish a soldier. Avoid mass punishment. Identify the problem and deal with the individual responsible for it-- not everyone. Punish those who are able but unwilling to perform. Respond immediately to undesirable behavior. Never humiliate a soldier; avoid public reprimand. Make sure the punishment isn't excessive or unreasonable. Control your temper and never hold any grudges.

2-5-3. Identify the Formation Stage of Team Building

Team Building Stages

Developing teams takes hard work, patience, and quite a bit of interpersonal skill on the part of the leader, but it's a worthwhile investment. Good teams get the job done. People who are part of a good team complete the mission on time with the resources given and minimum wasted effort. In combat, good teams are the most effective and take the fewest casualties. Teams don't come together by accident; leaders must build and guide them through a series of developmental stages. These stages are:

- Formation Stage
- Enrichment Stage
- Sustainment Stage

This lesson may make the process seem more orderly than it actually is, as with so many things leaders do, the reality is more complicated than the explanation.

Each team develops differently. The boundaries between stages are not hard and fast. As a leader, you must be sensitive to the characteristics of the team you're building and to its individual members. Compare the characteristics of your team with the team building stage descriptions. The information that results can help you determine what to expect of your team and what you need to do to improve its capabilities.

Use figure 2-5-1 (Team Building Stages) on the next page as you read the following three stages of soldier team development.

2-5-3. Identify the Formation Stage of Team Building, cont

Team Building Stages,
continued


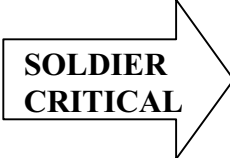
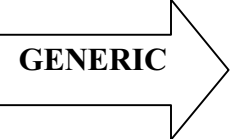
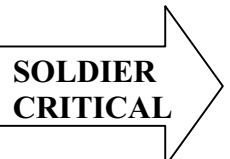
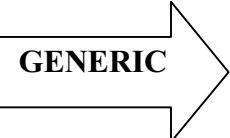
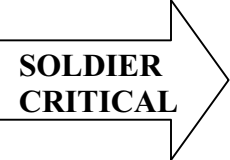
TEAM BUILDING STAGES		
	SUBORDINATE CHALLENGES	LEADER & UNIT/ORGANIZATION ACTIONS
FORMATION STAGE  GENERIC	<ul style="list-style-type: none"> • Achieve belonging and acceptance • Set personal & family concerns • Learn about leaders and other members 	<ul style="list-style-type: none"> • Listen to and care for subordinates • Design effective reception and orientation • Communicate • Reward positive contributions • Set Example
	 SOLDIER CRITICAL	<ul style="list-style-type: none"> • Face the uncertainty of war • Cope with fear of unknown injury and death • Adjust to sights & sounds of war • Adjust to separation from home and family
ENRICHMENT STAGE  GENERIC	<ul style="list-style-type: none"> • Trust leaders & other members • Find close friends • Learn who is in charge • Accept the way things are done • Adjust to feelings about how things ought to be done • Overcome family-verses-unit conflict 	<ul style="list-style-type: none"> • Trust and encourage trust • Allow growth while keeping control • Identify and channel emerging leaders • Establish clear lines of authority • Establish individual and unit goals • Train as a unit for mission • Build pride through accomplishment • Acquire self-evaluation/self-assessment habits • Be fair and give responsibility
	 SOLDIER CRITICAL	<ul style="list-style-type: none"> • Survive • Demonstrate competence • Become a team member quickly • Learn about the enemy • learn about the battlefield • Avoid life-threatening mistakes •
SUSTAINMENT STATE  GENERIC	<ul style="list-style-type: none"> • Trust others • Share ideas and feelings freely • Assist other team members • Sustain trust and confidence • Share mission and values 	<ul style="list-style-type: none"> • Demonstrate trust • Focus on teamwork, training and maintaining • Respond to subordinate problems • Devise more challenging training • Build pride and spirit through unit sports, social, & spiritual activities
	 SOLDIER CRITICAL	<ul style="list-style-type: none"> • Adjust to continuous operations • Cope with casualties • Adjust to enemy actions • Overcome boredom • Avoid rumors • Control fear

Figure 2-5-1, Team Building Stages

2-5-3. Identify the Formation Stage of Team Building, cont.

Team Building Stages, continued

As you can see, each stage has two-sections, *Generic* and *Soldier Critical*. *Generic* deals with peacetime and *Soldier Critical* deals with wartime. You will find these two sections located on the left side of the chart. The top of the chart has two sections, *Subordinate Challenges*, and *Leader and Unit/Organization Actions*.

Formation Stage

A team works best when you bring new members quickly on board. It is imperative that the new members feel a part of the team. There are two steps in the Formation Stage:

- Reception
- Orientation counseling.

As a leader you should make the best of the reception and integration counseling session, which we'll cover in-depth in a later lesson. Remember team building begins with receiving new members. You can recall how important that first impression was when you went to a new unit. The same thing is true with the soldiers of today, the new member reception and orientation creates that crucial first impression that colors the person's opinion of the team for a long time. A good experience joining the organization will make it easier for the new member to fit in and to contribute to the team effort. Even in peacetime the way you receive a person into an organization can have long lasting effects, good or bad, on the individual and team. Training of individuals molds them into a team while preparing them to accomplish their missions. Training occurs during all three team-building stages, but is particularly important during enrichment; it's at this point that the team is building collective proficiency.

2-5-4. Identify the Enrichment Stage of Team Building

Enrichment Stage

The enrichment stage is where the new members gradually move from questioning everything to trusting themselves, their leaders, and other members of the team. Leaders earn that trust by listening, following up on what they hear, establishing clear lines of authority, and setting standards. By far the most important thing a leader does to strengthen the team is training. Training takes a group of individuals and molds them into a team while preparing them to accomplish their mission. Training occurs during all three team-building stages, but it's at this point that the team is building collective proficiency. However, there is no set stage in which you must implement an ethical climate. However, as a leader you are also responsible for building an ethical climate within the team. This climate must demand

2-5-4. Identify the Enrichment Stage of Team Building, cont.

Enrichment Stage, continued

and reward behavior consistent with Army values. Setting a good ethical example doesn't necessarily mean subordinates will follow it. Some of them may feel that circumstances justify unethical behavior. Therefore, you must constantly seek to maintain a feel for your organization's current ethical climate and take prompt action to correct any discrepancies.

2-5-5. Identify the Sustainment Stage of Team Building

Sustainment Stage

The Sustainment stage is when a team reaches the ownership phase. The members think of the team as "their team" to include pride in it and a desire for the team to succeed. At this stage, team members do what's needed to accomplish the mission without supervision. Every new mission gives the leader a chance to make the bonds even stronger within the team; he gives the team a challenge to reach for new heights that exceed the standard.

I remind you that training is a key factor that provides the team with its present gained success. Sometimes by setting your goals to exceed the standard you may create a zero-defect mentality in the minds of your subordinates without realizing the environment that you've set. However, there is a place for zero-defects, e.g., a parachute rigger and helicopter repairman. If they make mistakes, people will die. Therefore, as a leader you must be able to identify when or when not to implement zero-defects. Remember, people make mistakes, and mistakes are part of training, therefore make your intent clear and ensure your soldiers understand the sort of mistakes that are acceptable and those that are not.

As a leader you must ask how other people do things, and listen to your subordinates. You can always learn something new. Keep in mind that soldiers will go beyond the call of duty to keep from letting their buddies down. A leader must create conditions that will help people learn. This is a two step process:

- Step One. Motivate your subordinates: You must motivate your soldiers to learn. Whatever you teach, you need to show how it will improve not only the team, but also each soldier. This allows personal investment in the learning process. You know--what's in it for me?
 - Step Two. Involve subordinates in the learning process: Make the learning process active. Remember, the more hands-on, the more your soldiers will retain. Keep in mind, one leader doesn't know everything, so use the people around you to assist you by sharing the experiences they have encountered.
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2-5-5. Identify the Sustainment Stage of Team Building, cont.

Sustainment Stage, continued

After-Action Reviews (AAR) are beneficial to the soldier, the team, and the unit overall. When properly conducted, the AAR is a professional discussion of an event. It focuses on performance standards that enable soldiers to discover what happened, why it happened, and how to make corrections during the next rehearsal. The AAR is a technique that all leaders can use in garrison as well as the field environment to assist in the learning process. One thing to remember, when you involve all team members in the process, it builds a stronger team. When you try new things or try different ways, you're bound to make mistakes. Learn from your mistakes and the mistakes of others and go on. Remember, if the mistakes made resulted from a team decision, the team can accept failure better than having to do something without their input.

2-5-6. Lesson Review

Summary

As a direct leader, you must operate by focusing on your subordinates' activities toward the organization's objective and achieving it. You must plan, prepare, execute, and assess as they operate. These functions sometime occur simultaneously.

Direct leaders improve by living Army values and providing the proper role model for subordinates. Leaders must develop all subordinates as they build strong, cohesive teams and establish an effective learning environment.

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2-5-7. Check Your Learning

Directions

This is a self-graded exercise. Answer the following questions. Upon completion, compare your responses to the correct responses in the answer key and feedback sheet.

Question 1

The PSG informed the new squad leaders that team building begins with communicating, decision making, and motivating. Which leader action did he describe?

Question 2

When you want to motivate your squad, what are the three ways you can motivate them?

Question 3

What are you doing when you train a soldier to do a job and give him the necessary resources and authority then get out of the way to let him do the job?

Question 4

The three stages of team building are _____, _____, and _____.

Question 5

What are the two steps in the formation stage of team building?

Question 6

In which team building stage is the leader earning his subordinates trust by listening, following up on what he hears, establishing clear lines of authority, and setting standards?

Question 7

When a new team member finds close friends, what team building stage is present?

Question 8

What area of the team building state is present when the team members trust others and share ideas and feelings freely?

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2-5-8 . Answer Key and Feedback

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- Question 1** Correct response is: Influencing actions, Ref: page 2-5-3, para 2-5-2, Influencing Actions.
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- Question 2** Correct response is: Empowering People, Positive Reinforcement, and Negative Reinforcement., Ref: page 2-5-4, para 2-5-2, Motivating..
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- Question 3** Correct response is: Empowering, Ref: page 2-5-4, para 2-5-2, Empowering People.
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- Question 4** Correct response is: Formation, enrichment, and sustainment. Ref: page 2-5-5, para 2-5-3, Team Building Stages.
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- Question 5** Correct response is: Reception and Orientation counseling, Ref: page 2-5-7, para 2-5-3, Formation Stage.
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- Question 6** Correct response is: Enrichment Stage, Ref: page 2-5-7, para 2-5-4, Enrichment Stage, and Figure 1, page 2-5-6.
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- Question 7** Correct response is: Enrichment Stage, Ref: page 2-5-6, Figure 1, Enrichment Stage.
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- Question 8** Correct response is: Sustainment Stage, Ref: page 2-5-6, Figure 1, Sustainment Stage.
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