

LESSON THREE

PRACTICE EXERCISE

This Practice Exercise has two parts. The first part is a multiple choice quiz. The second part is entitled "Supply Company." It requires you to answer questions which relate to a military situation, assess the level of cohesion in a company and develop a plan to build a cohesive unit. Both parts are self-graded. The correct responses are listed in the Answer Key and Feedback starting on page 3-38. Do NOT mail in your Practice Exercise responses. They are for your own use.

Answer the following questions.

1. How can a commander begin to develop a vertical bond within the unit?
 - A. By having more unit social functions
 - B. By getting to know each soldier in the unit
 - C. By scheduling training that increases cooperation between platoons
 - D. By scheduling training that increases competition between the platoons

2. When does socialization primarily take place?
 - A. During off duty hours
 - B. During the formation stage of team development
 - C. During the development stage of team development
 - D. During the sustainment stage of team development

3. If a group begins to set itself apart from the company and detracts from cohesion, what should a leader do to develop cohesion?
 - A. Get rid of the informal group leaders
 - B. Increase competition between platoons
 - C. Direct their efforts toward unit missions
 - D. Schedule training which the group has little chance of successfully accomplishing

4. When does true horizontal bonding exist?
- A. When leaders delegate most tasks to subordinates
 - B. When soldiers take responsibility for their actions
 - C. When leaders ensure that tasks are understood, and supervised
 - D. When soldiers view their leaders as competent, reliable, and trustworthy
5. What is the key to success during the development stage of team development?
- A. Training
 - B. Counseling
 - C. A good orientation program
 - D. Keeping subordinates informed

In the next part of the Practice Exercise you must complete the assessment of the cohesiveness of the supply company. Classify your observations in terms of the factor areas of unit cohesion.(Use the Factor Areas of Unit Cohesion Worksheet, pages 3-32 through 3-37 to record your responses.)

Explain how you will use the factor areas of unit cohesion to improve cohesion in your organization.(Use the Steps to Improved Unit Cohesion Worksheet, pages 3-42 through 3-44 to record your responses.)

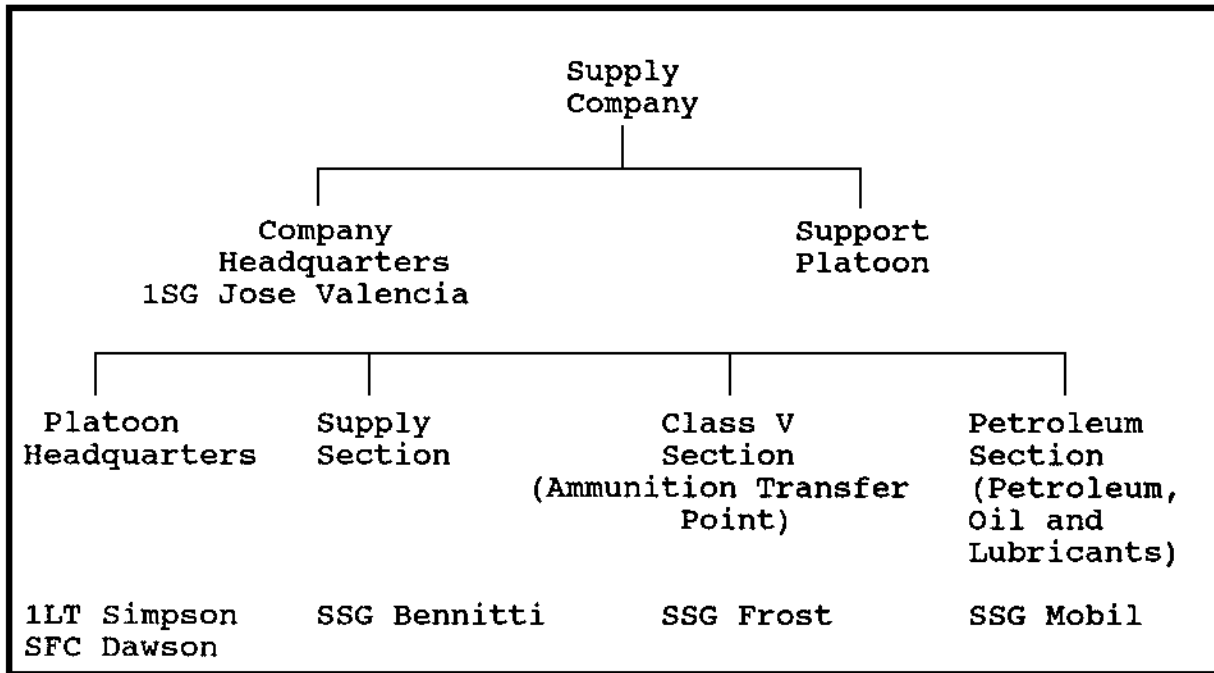
You may use your subcourse booklet to complete the practice exercise; however, you are required to work independently. You may use additional paper if necessary.

"Supply Company"

GENERAL INSTRUCTIONS

You are the commander of the 1001st Supply Company. Your company's mission is to provide for the receipt, storage and issue of Class I, II, III, IV (less construction), and Class VII supplies. In combat and during training exercises your company operates an ammunition transfer point.

Your company organization and key personnel are depicted below:



Over the past three months you have noticed that the sections within the support platoon don't work well together. Unit cohesion and morale do not appear to be particularly good. Your unit is involved in a support mission during annual training at Fort McCoy. Your unit is billeted in the old barracks and your headquarters occupies an adjacent orderly room. You have been here for three days, three long days. Before you left home you made up your mind to evaluate the cohesion of your unit under exercise conditions in order to see what you can do to improve the morale and cohesion.

You used the past three days to assess cohesion within your unit. You recorded your observations on pages 3-28 through 3-30 of this practice exercise.

OBSERVATIONS

MONDAY

1SG Valencia held a quick work call formation. He told the company he would meet with the section chiefs in the day room at 0900.

SSG Frost and SSG Mobil marched their sections to the tactical vehicle park. SSG Frost started the cadence call and then, almost automatically, the soldiers in the ranks took up the lead. Both sections sang cadence calls which they had written.

At 0900 1SG Valencia met with the section chiefs in the day room. SSG Bennitti arrived late. He apologized saying, "I had to get things started in the warehouse, I can't trust those guys to get anything started if I'm not there. "SSG Mobil spoke up saying, "We know, you're the only one in the company with a job. "Bennitti retorted, "At least I have a real job, which is more than you guys can say!"

1SG Valencia stopped the exchange and started the meeting. He said, "The supply and POL sections will be busy this week. The pace the brigade has set means we'll be hauling fuel for every company in the brigade. Our goal is for 100 percent POL resupply by Thursday. Because of the pace of the exercise there will be a lot of repair part and supply requisitions. By Friday we need to clear the backlog from last week and fill a minimum of 80 percent of the new requests.

SSG Bennitti asked if his section could be excused from formations and details. He said, "I can't keep up with the requisitions I have to fill now. The ammo section doesn't have a mission since this isn't a live fire exercise and because I have the largest section, we got most of the details."

1SG Valencia said, "wait a minute, I thought SSG Frost and his soldiers had volunteered to help you when they finished working on their material handling equipment. "SSG Frost spoke up, "1SG, the last time we helped them, we spent the entire time working while their people stood around and told my guys what to do. They borrowed one of my lifts, broke it and complained when we couldn't get it fixed. The problem was, they couldn't find the repair parts in the warehouse. SSG Bennitti's section doesn't do anything unless he tells them to."

The 1SG closed the meeting.

TUESDAY

1SG Valencia arrived with 2 new soldiers who had recently left active duty. He brought them to the company area. You inbriefed them, told them about the unit's history, organization and mission. After reviewing their personnel files, you assigned one soldier to the supply section and the other to the petroleum section.

SSG Mobil came to the orderly room and met the new soldier. He assigned the soldier a bunk, helped him with his gear, and took him to the supply room to draw his bedding. SSG Mobil told the soldier, "Use the rest of the morning to unpack, I'll stop back just before lunch. We'll go to the dining facility together and you can meet the other soldiers in the section."

SSG Bennitti sent a PVT to meet his new soldier with instructions to bring him to the warehouse. As they left, you heard the PVT say, "Buddy, I hate to say this, but you just landed in the worst section in the Army."

WEDNESDAY

1SG Valencia held an early morning section chiefs' meeting to check on the progress made by the sections. SSG Mobil reported that the petroleum section had topped off 75 percent of the units in the brigade. One pump unit was not working. He added, "Because the repair parts were not available, SPC Lake made the suggestion to use a field transfer pump rather than pulling the truck off the road. As a result we should be finished by Thursday evening."

SSG Frost reported that his section would finish the maintenance on the material handling equipment by noon. SSG Frost said, "My section would rather take all of the extra details than have to go help out in the warehouse."

SSG Bennitti said, "1SG, if we work one night, and I have all my people, we might meet your goal of 80 percent."

1SG Valencia reminded the section chiefs of the Support Command softball game scheduled that evening.

When you arrived at the ball field you see only three soldiers from the supply section. These soldiers seemed to fit right in with the other sections. Later, when one of these soldiers passed you, you asked him if he was enjoying himself. He replied, "Yes sir, I always have fun with these guys!" "Where are the others?" you asked. "Sir, when SSG Bennitti released us at 1800, they wanted to get out of the area as fast as they could."

CONVERSATIONS WITH KEY UNIT LEADERS:

1SG Valencia: "Sir, the only problem we have is that SSGs Mobil and Frost always seem to antagonize SSG Bennitti. They have relatively easy jobs and Bennitti's job never ends. We need to get people to work together."

1LT Simpson: "Sir, when we're back at home station training goes well. SSG Frost and SSG Mobil run excellent operations. They keep things running smoothly. The supply section does a good job. Because of the size of the operation I spend most of my time there. During annual training and other weekend support requirements is where I think we have problems. The fuel and ammo sections are seldom busy. They have a lot of time to work on the little things, you know, the spit and polish stuff. They always look good. They don't get along well with SSG Bennitti. It's almost like I have two sections instead of three."

SSG Bennitti: "Sir, I'm not sure what company cohesion is but I don't think we're cohesive. I've got a bunch of new people and I spend most of my day telling them what to do and how to do it. We never seem to catch up on the requisitions. We work harder and longer than anyone else and those guys in ammo and fuel get all the glory."

SSG Frost: "Everything is great sir. I have good people, they know their jobs and enjoy doing them. From what I hear, we're the best ammo section in the SUPCOM."

SSG Mobil: "Sir, We'd have a great company if SSG Bennitti wouldn't gripe so much. Don't get me wrong, he has a tough job, but he runs everything himself. If he delegated more he'd be able to get the job done faster and we'd have a better company."

LTC Green (battalion commander): "You've got a good company. I noticed you fielded two teams for the softball tournament. The CSM tells me your soldiers know our unit history and I notice that they use your motto proudly."

MAJ Cargo (brigade S4): "Your ammo and fuel sections are excellent. Repair parts and supply seem to be slow. I've heard some complaints about your people arguing with each other when units come to pick up supplies."

REQUIREMENT 1:

Complete the assessment of the cohesiveness of the supply company. Use the blank spaces on pages 42-45 to record your work.

- a. Classify your observations in terms of the factor areas of unit cohesion.
- b. Evaluate or rate your observations in terms of their contribution to unit cohesion. (You may use a plus (+) or a minus sign (-) to indicate either a positive or negative contribution for each observation you record.)

FACTOR AREAS OF UNIT COHESION WORKSHEET

LEADERSHIP

Leaders are both competent and caring and trust and respect their soldiers. Leaders clearly communicate standards, expectations, and values to their soldiers. Leaders conduct realistic, challenging training and train their unit as a team.

GROUP (UNIT) CHARACTERISTICS

Soldiers identify with and are committed to their squad, platoon and company. Group standards support unit standards. The groups in the unit cooperate with each other. Membership in groups outside the organization doesn't detract from unit cohesion. Soldiers feel a sense of pride in the group and want to remain part of the group.

INDIVIDUALS IN THE UNIT

The soldiers and leaders know each other. Individual abilities and initiative are recognized and rewarded. Soldiers are competent and rely on each other. The soldiers feel they are valuable, contributing members of the unit.

UNIT SOCIALIZATION

Unit socialization is the way new soldiers acquire the skills, knowledge and attitudes unique to the unit. The stages of soldier team development guide the unit through the socialization process. Soldiers adopt the standards and values of the unit. Leaders are available to the soldiers and by their actions become role models for the soldiers.

UNIT AND INDIVIDUAL GOALS AND OBJECTIVES

The unit has clearly defined goals and objectives which the soldiers understand. Leaders are aware of and support individual soldier goals. Leaders involve subordinates in establishing unit goals when appropriate. Unit goals are mission-oriented goals.

UNIT ACTIVITIES

Unit activities are everything a unit does. Training is the primary unit activity during peacetime. Unit activities involve all unit members and their families whenever possible. Off duty unit activities serve to unite rather than divide the unit. Competition is used constructively.

UNIT IDENTIFICATION AND HISTORY

Soldiers begin learning the unit's history during the formation stage. Soldiers identify with the unit and use the unit's motto with pride. Soldiers develop their own sayings and mottos and enjoy being recognized as belonging to the unit.

REQUIREMENT 2:

Using the Steps to Improved Unit Cohesion Worksheet below and on the next page, explain how you will use the factor areas of unit cohesion to improve cohesion in your organization.

STEPS TO IMPROVED UNIT COHESION WORKSHEET

1. Identify the specific factor areas of unit cohesion which need improvement in your unit.

2. Establish clear goals and objectives for each factor, which you want to influence.

3. Brief your subordinate leaders on your findings, your goals and objectives, seek their input, and involve them in the development and implementation of the plan to improve unit cohesion. (Briefly describe whom you would brief and what you would say.)

4. Conduct an after action review of the execution of your plan and make adjustments as necessary. (Based on your implementation plan, when would you conduct your first after action review?)