OUTLINE

- Army Teams (Team of Teams)
- 3 Team Building Stages, Hurdles & Leader actions
- Leadership Levels
- Be, Know, Do
- Take Aways
Example of platoon maneuver
Team Building Stages

1) Formation Stage

2) Enrichment Stage

3) Sustainment Stage

*Combat and Garrison Perspective
Formation Stage Hurdles

- Achieve belonging & acceptance
- Settle personal & family issues
- Learn about their leaders & peers
- Face/survive uncertainties of war
- Adjust to home/family separations

Formation Stage Leader Actions

- Calm, Stable Atmosphere
- Reception & Orientation
- Individual Attention
- Assist with Immediate Problems
- Buddy System/Mentorship
- Provide Vital Safety Tips
Enrichment Stage Hurdles

• Learning who’s in charge
• Learning to trust leaders & others
• Accepting the way things will be done
• Resolve any lingering conflicts

Enrichment Stage Leader Actions

• Train as a Unit to Instill:
  – Trust
  – Growth
  – Clear Lines of Authority
  – Unit and Individual Goals/Priorities
  – Discipline
  – Can-do attitude
Sustainment Stage Hurdles

• Continue to:
  – function as a team
  – have trust and confidence in self/others
  – share ideas and feelings
  – look out for each other
  – endure continuous operations
  – adjust, control, overcome

Sustainment Stage Leader Actions

• Every Task a Team one
• Keep Soldiers Productively Busy
• Know and Deal with Human Nature
• Incentive Program
• Team or unit-to-unit competitions
• After Action Reviews
Levels of Leadership

- Strategic
  - Global/Regional/National Perspective
- Organizational
  - Organizational/Systems and Processes Perspective
- Direct
  - Teams/Unit/Task Force Perspective
Direct Level Leadership

Direct leaders provide one-on-one guidance and direction. They interact at the lowest levels of the Army. Direct level leader positions would include:

- squad leader
- team leader
- section chief
- crew chief
- platoon sergeant/platoon leader
- OIC (officer-in-charge)

- Supervise 1-5 teams
- School Principal
Organizational Level Leadership

An organizational leader must guide his subordinates to fulfill missions provided by strategic leaders. He must convey to the direct leaders under him his intent and manage his resources and personnel to achieve the mission.

- Maneuver commands (4th ID, 3rd ID, etc.)
- Support organizations (engineer, quartermaster, personnel, or finance units)
- Reserve or Guard commands (81st RSC, Alabama State NG, etc.)

- Manages leaders of teams
  - Teams that perform completely different type tasks
  - District supervisors & possibly state directors
Strategic Level Leadership

Strategic level positions involve responsibility for large complex organizations with several thousand people. A strategic leader must have vision and the ability to make others understand that vision.

- Major commands (FORSCOM, TRADOC, CAC)
- Department of Defense
- US Central Command, PACOM
- Senior military embassy personnel
- Joint Chiefs of Staff positions

- Provide goals & objectives
  - Let subordinate elements determine ways & means to achieve
- State Leadership
- Regional & National Orgs
Army Leader
defined

An Army leader is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.

* Formal & informal leaders exist in all organizations
* Good leaders are ALSO good followers
As outlined in FM 1, the Army uses the shorthand expression of BE-KNOW-DO to concentrate on key factors of leadership.

What leaders DO emerges from who they are (BE) and what they KNOW.

Leaders are prepared throughout their lifetimes with respect to BE-KNOW-DO so they will be able to act at a moment’s notice and provide leadership for whatever challenge they may face.

Inextricably linked to the inherent qualities of the Army leader, the concept of BE-KNOW-DO represents specified elements of character, knowledge, and behavior described in FM 6-22.
<table>
<thead>
<tr>
<th>Be</th>
<th>Know</th>
<th>Do</th>
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<tr>
<td><strong>Leads</strong></td>
<td><strong>Extends Influence Beyond the Chain of Command</strong></td>
<td><strong>Leads by Example</strong></td>
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| **Leads Others** | • Provide purpose, motivation, inspiration.  
• Enforce standards.  
• Balance mission and welfare of Soldiers. | • Build trust outside lines of authority.  
• Understand sphere, means, and limits of influence.  
• Negotiate, build consensus, resolve conflict. | • Display character.  
• Lead with confidence in adverse conditions.  
• Demonstrate competence. |
| **Creates a Positive Environment** | **Prepares Self** | **Develops Leaders** |  |
| **Develops** | • Set the conditions for positive climate.  
• Build teamwork and cohesion.  
• Encourage initiative.  
• Demonstrate care for people. | • Be prepared for expected and unexpected challenges.  
• Expand knowledge.  
• Maintain self-awareness. | • Assess developmental needs. Develop on the job.  
• Support professional and personal growth.  
• Help people learn.  
• Counsel, coach, and mentor.  
• Build team skills and processes. |
| **Achieves** |  |  |  |
| • Provide direction, guidance, and priorities.  
• Develop and execute plans.  
• Accomplish tasks consistently. |  |  |  |
Effective Methods that work

- Enlist humor
- Get to know…… something about subordinates
- Delegate
  - *Allow lower team members to fail*
- Discrepancy/issue among 2 or more team members
  - *Always 2 sides to every story*
- Praise
- Be truthful
  - *Gain respect*
  - *Get results when asking something unusual/extraordinary*
Questions