

Develop an Effective Team

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Conditions: You have been assigned to a leadership position and are given the requirement to implement effective team building techniques as outlined in FM 6-22, Army Leadership.

Standards: Implement an initial plan to apply the team building techniques outlined in FM 6-22. Perform all leader actions throughout the formation, enrichment, and sustainment stages of team building and develop an assessment plan to measure team effectiveness. Develop a revised plan, if necessary, to correct any deficiencies.

Training and Evaluation Guide

Performance Steps:

1. Upon assignment to a leadership position, implement a plan to apply effective team building techniques.

2. Perform leader actions during the formation stage of team building.

General Team Building Actions

- a) Implement an effective reception and orientation plan.
- b) Create learning experiences.
- c) Communicate expectations.
- d) Listen to and care for subordinates.
- e) Reward positive contributions.
- f) Set example.

Team Building for Deployment

- a) Talk with each Soldier.
- b) Reassure Soldiers by providing a calm presence.
- c) Communicate vital safety tips.
- d) Provide a stable situation.
- e) Establish a buddy system.
- f) Help Soldiers deal with immediate problems.

3. Perform leader actions during the enrichment stage of team building.

General Team Building Actions

- a) Demonstrate and encourage trust.
- b) Reinforce desired group norms.
- c) Establish clear lines of authority.
- d) Establish goals.
- e) Identify and grow leaders.
- f) Train as a team for mission.
- g) Build pride through accomplishment.

Team Building for Deployment

- a) Demonstrate competence.
- b) Prepare as a unit for operations.
- c) Know the Soldiers.
- d) Provide stable unit climate.
- e) Emphasize safety for improved readiness.

4. Perform leader actions during the sustainment stage of team building.

General Team Building Actions

- a) Demonstrate trust.

- b) Focus on teamwork, training, and maintaining.
- c) Respond to subordinate problems.
- d) Devise more challenging training.
- e) Build pride and spirit.

Team Building for Deployment

- a) Observe and enforce sleep discipline.
- b) Sustain safety awareness.
- c) Inform Soldiers.
- d) Know and deal with Soldiers perceptions.
- e) Keep Soldiers productively busy.
- f) Use in-process reviews (IPRs) and after-action reviews (AARs).
- g) Act decisively in face of panic.

- 5. Assess team effectiveness.
- 6. Develop a revised plan, if necessary, to correct any deficiencies.

Performance Evaluation Guide

Evaluation Preparation: Provide soldier with references listed below. Prepare a scenario that requires the Soldier to perform accurately, IAW task standards, to the following performance measures. This may be presented orally or in writing. The Soldier should be evaluated against the performance measures listed dependent on whether the team building event is for general team building purposes or in preparation for a deployment.

Brief Soldier: Tell the soldier that he or she will be required to correctly respond on at least 75 percent of the performance measures to receive a GO on the task.

Performance Measures	Results
1. Implemented a plan that included all team building techniques outlined in FM 6-22.	GO / NO-GO
2. Performed all leader actions during the formation stage of team building. <i>General Team Building Actions</i> <ul style="list-style-type: none"> a) Implemented an effective reception and orientation plan. b) Created learning experiences. c) Communicated expectations. d) Listened to and cared for subordinates. e) Rewarded positive contributions. f) Set example. <i>Team Building for Deployment</i> <ul style="list-style-type: none"> a) Talked with each Soldier. b) Reassured Soldiers by providing a calm presence. c) Communicated vital safety tips. d) Provided a stable situation. e) Established a buddy system. f) Helped Soldiers deal with immediate problems. 	GO / NO-GO
3. Performed all leader actions during the enrichment stage of team building. <i>General Team Building Actions</i> <ul style="list-style-type: none"> a) Demonstrated and encourage trust. b) Reinforced desired group norms. c) Established clear lines of authority. d) Established goals. e) Identified and grew leaders. f) Trained as a team for mission. g) Built pride through accomplishment. 	GO / NO-GO

<p style="text-align: center;"><i>Team Building for Deployment</i></p> <ul style="list-style-type: none"> a) Demonstrated competence. b) Prepared as a unit for operations. c) Knew the Soldiers. d) Provided stable unit climate. e) Emphasized safety for improved readiness. 	
<p>4. Performed all leader actions during the sustainment stage of team building.</p> <p style="text-align: center;"><i>General Team Building Actions</i></p> <ul style="list-style-type: none"> a) Demonstrated trust. b) Focused on teamwork, training, and maintaining. c) Responded to subordinate problems. d) Devised more challenging training. e) Built pride and spirit. <p style="text-align: center;"><i>Team Building for Deployment</i></p> <ul style="list-style-type: none"> a) Observed and enforced sleep discipline. b) Sustained safety awareness. c) Informed Soldiers. d) Knew and dealt with Soldiers perceptions. e) Kept Soldiers productively busy. f) Used in-process reviews (IPRs) and after-action reviews (AARs). g) Acted decisively in face of panic. 	GO / NO-GO
<p>5. Assessed team effectiveness identifying all deficiencies.</p>	GO / NO-GO
<p>6. Developed a revised plan (if required) to correct all identified deficiencies.</p>	GO / NO-GO

Evaluation Guidance: Score the soldier GO if 75 percent or more of the performance measures are passed and NO-GO if less than 75 percent of the measures are passed. If the soldier scores NO-GO on a performance measure, show or tell the soldier what was wrong and how to perform the measure correctly.

Required References:
FM 6-22