

# Preface

**S**oldier team development is a key task of the small-unit leader. The purpose of this field manual is to assist leaders at company level and below in developing soldier teams to meet the challenges of combat on the air-land battlefield. The reader should be familiar with FM 22-100, the Army's basic leadership field manual.

Chapter 1 describes the *characteristics* of a cohesive, combat-ready team using the BE-KNOW-DO leadership framework of FM 22-100. The remaining chapters describe the stages to reach the goal of a cohesive, combat-ready team. They discuss principles and actions for both peacetime and combat that the small-unit leader can use as he guides unit members through the stages.

Chapter 2 describes the *formation* stage, characterized by soldiers who want to belong—to be accepted and productive members of the team. Chapter 3 describes the *development* stage, characterized by soldiers beginning to feel at home in the unit, questioning, or perhaps resisting, authority as they attempt to find their place in the unit. It shows that strong, caring leadership and quality training which develop soldier and unit competence and unit teamwork are important during the development stage.

Chapter 4 discusses the *sustainment* stage, characterized by a cohesive team—soldiers committed to one another and to mission accomplishment. It describes the leader's responsibility to sustain that level of teamwork by dealing with the continual problems that work to deteriorate group cohesion. It is important that the leader view these three stages as one process with readiness as the goal. Teams that develop cohesion multiply their effectiveness in combat.

The proponent of this publication is HQ TRADOC. Submit changes for improving this publication on DA Form 2028 (Recommended changes to Publications and Blank Forms) and forward to Commander, US Army Combined Arms Center, ATTN: ATZL-SWA-DL, Fort Leavenworth, Kansas 66027-6900.

Unless otherwise stated, whenever the masculine gender is used, both men and women are included.