

APPENDIX A

Teamwork Assessment

This appendix contains questions for teamwork assessment. If the answer to any of the questions indicates that your unit needs to develop in a certain area, the question can be related to pertinent text in Chapters 2 through 4.

TEAM FORMATION

KIND OF LEADER

1. As a leader, are you sensitive to the personal problems of your soldiers? Do the soldiers feel that you care?
2. Do you know your soldiers? The way the soldier reacts and thinks? Personal data? Strengths and weaknesses? Reliability?
3. Are you fair in the assignment and treatment of all soldiers regardless of race, sex, or religious belief?
4. Are your soldiers confident that you know what you are doing?
5. Do you know enough about the job of your subordinates to teach and guide them as they develop?

RECEPTION

1. Does your soldier reception address the needs of both single and married soldiers?
2. Are sponsors carefully selected to ensure they are good role models for new soldiers?
3. Are your soldiers given adequate time to deal with administrative and personal details involved in moving into the unit?
4. Are you taking action to make the family feel welcomed into the unit?

ORIENTATION

Values and Standards

1. Do you know and live by Army ethical values?
2. Do you know how to communicate appropriate Army and unit values to the soldier? Do you do it?
3. Do you communicate standards of conduct clearly to the soldier during orientation?

4. Do you recognize and reward soldiers for exemplifying unit values and standards?
5. Does your team accept the values and standards of the unit?
6. Do your team members require acceptance of the unit values and standards as a condition for acceptance in the unit?

Mission and Goals

1. Do you communicate unit mission and goals to your soldiers during the orientation period?
2. Do you spend personal time with each of your soldiers to tell him what is expected and to find out what he expects?

Standing Operating Procedure

1. Does your unit have a simple, clear SOP that soldiers are required to read? Do leaders at all levels ensure that the soldier reads it?
2. Do you communicate the more informal SOP—the way the squad, section, and platoon do business?

Unit Heritage

1. Do you utilize unit patches, colors, crests, and mottoes to develop pride and spirit in the soldier?
2. Do you teach the unique history of the unit as a source of pride and identification for the soldiers?
3. Are your soldiers required to learn important facts about unit heritage? Are questions about these subjects included on soldier of the month boards, promotion boards, guard mounts, and other prominent places?
4. Do your soldiers talk with pride about successful accomplishments of the recent past?

TEAM FORMATION IN COMBAT

1. Do you take care in combat to reassure the new soldier and receive him as a welcome addition to the unit?
2. Are you and your team members prepared to orient the soldier in unit combat procedures and guidance for survival?
3. Does your unit have a working buddy system to assist the new soldier as he adjusts to the uncertainties of combat?

TEAM DEVELOPMENT

LEADER ACTIONS

1. Are your soldiers allowed time to get their personal affairs and their families settled before they are put to work?
2. Do you use the new soldier in productive activity as soon as he finishes his initial inprocessing and orientation?
3. Do you take time to listen to your soldiers?
4. Do you retain control and respect of your soldiers as you allow them to express their questions and concerns?
5. Do team members know who is next in line for leadership in case of leader casualties?
6. Are all team members involved in the unit goal-setting process?
7. Do you periodically spend time with each soldier to help clarify his expectations of you and the team and to help him understand your expectations of him?
8. Do soldiers trust one another, you, and other leaders?
9. Do your policies and practices communicate trust to the soldier?
10. Do your actions and words encourage acceptance?
11. Do you make every attempt to protect your unit from overtasking, or taskings beyond available resources?
12. Are you concerned about each soldier's development so that the soldier is best equipped to become a productive team member?

TRAINING

1. Does unit training challenge the soldier? Is he actively involved, or does he spend time sitting around and waiting?
2. Do you productively use lulls in the training scenario?
3. What benefits do your soldiers feel they get from training experiences?
4. When you give missions or tasks, are they unit missions? Does the squad do things together or are they fragmented to do different tasks?
5. Do you reward your unit for *team* accomplishments in training?

6. Does your unit keep training detractors to a minimum?
7. When team members talk about a training experience, do they view it as “we” and “our” rather than “I” and “my”?
8. Do you continually upgrade the training situation to ensure that the soldier is challenged?
9. Do you emphasize safety awareness for all training activities?
10. Are you present for training events?
11. Does your unit realistically train for combat?
12. Do you train your soldiers to cope with fear through training? Is their confidence stronger as a result of training events?
13. Do you give leadership responsibilities to soldiers during training?
14. Does your unit utilize and reinforce the chain of command in all training exercises? Are NCOs respected as competent leaders by team members?
15. Do your soldiers develop pride in their training accomplishments?
16. Do you reward your soldiers for *unit* accomplishment in training events?
17. Do your soldiers criticize themselves and seek better ways of doing things?

DEVELOPMENT IN COMBAT

1. Do you demonstrate competence that wins the respect of your soldiers?
2. Do you know your soldiers? Do you continuously assess them for leadership potential?
3. Do you have a plan to pace the new soldier’s integration into combat activity?
4. Are your soldiers prepared to receive and assist new soldiers who enter the unit?
5. Do you do things in combat to ensure that the team retains its focus as a team?

6. Do you keep the soldiers informed?
7. Do you make your presence known to your soldiers during combat?
8. Do your soldiers have a realistic picture of the enemy, or do they tend to overestimate his capability?

TEAM SUSTAINMENT

LEADER ACTIONS

1. Are you aware of the effects of change on teamwork? Do you actively work to minimize its impact?
2. Do you periodically check on the progress of each soldier to ensure that personal goals and team goals are compatible?
3. Do your team members use team expectations and standards as a measurement by which they accept new soldiers into the team?
4. Do your team members share a commitment to the team mission?
5. Do you reassess team goals often to ensure timely adjustment to the changing situation of combat?
6. Do you listen for suggestions, concerns, or complaints of soldiers that can assist in maintaining a high level of team work?
7. Do you assess your training program to challenge your soldiers and minimize boredom?
8. Is maintenance a day-to-day routine with your soldiers? Do they see its value?
9. Are you continually sensitive to soldiers' personal concerns?

UNIT ACTIVITIES

1. Does your unit plan and utilize activities that build unit spirit and identity?
2. Do you use military ceremonies to build and reinforce soldier spirit, identification, and pride?
3. Do your sports teams reinforce the identity and teamwork of the unit? Do your soldiers view their unit teams as "our team"?

4. Does your unit sponsor social events for your soldiers and their families that build identification of the soldier and his family with the unit?
5. Do you encourage the spiritual development of your soldiers and their families?

SUSTAINMENT IN COMBAT

1. Do your soldiers observe and learn from actual experiences in combat?
2. Does your unit have a realistic plan for sleep discipline in continuous combat operations?
3. Are your soldiers prepared to react to enemy movement in conjunction with other team members?
4. Do your soldiers spend time talking about immediately prior combat action in order to adjust to and overcome enemy actions?
5. Do team members know what to do in case of a casualty?
6. Are you prepared for team member reactions to injury or death of a team member?
7. Are you prepared to counteract boredom during lulls in combat activity?
8. Are your soldiers aware of stress-reduction techniques?
9. Do you take decisive steps to deal with rumors?
10. Do you discuss aspects of combat, such as fear and panic, with your soldiers?
11. Are your soldiers prepared to deal with fear as a normal reaction to the dangers of combat?
12. Are you alert to critical incidents that might trigger panic among your soldiers?
13. Do you take decisive action to prevent or to cope with despair and panic among your soldiers?
14. Are you alert to disruptions in your unit that might cause teamwork to suffer? Do you take decisive action to restructure the unit situation?