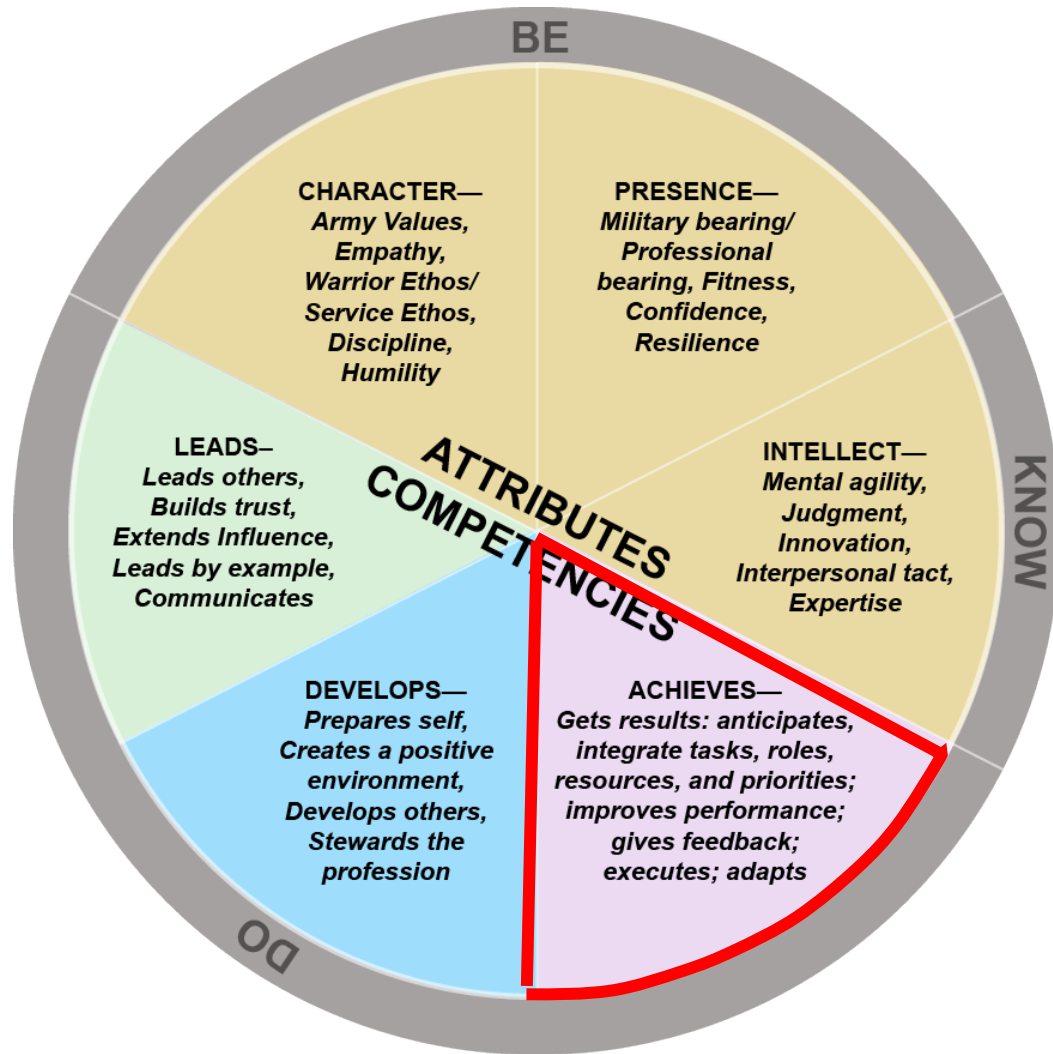


Building Effective Teams

Leader Professional Development
United States Army
Center for Army Leadership



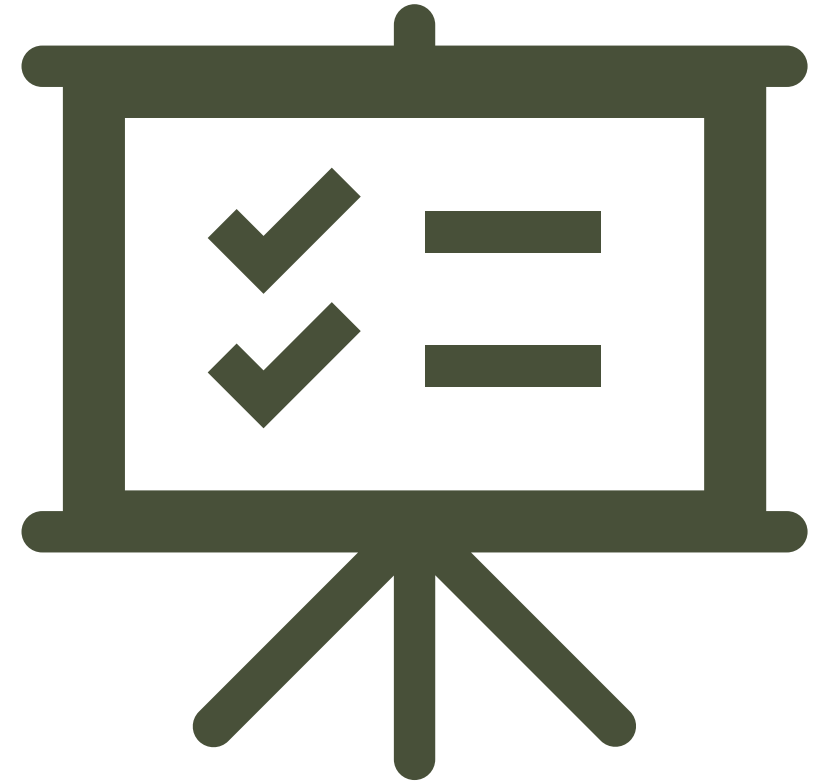
Army Leadership Requirements Model (LRM)




- This LPD session focuses on the following competency:
 - Gets results
- Learn more about the LRM by reviewing:
 - ADP 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader

Session Objectives

- Identify the characteristics of effective teams.
- Discuss the role of leaders in fostering effective teams.
- Discuss strategies to mitigate unhealthy and dysfunctional team behaviors.





What Makes Teams Effective?

Characteristics of Effective Teams

Cooperation

Communication

Effective Teams

Competence

Self-Correction



Discussion



- Think about the teams within your unit/organization in terms of the four characteristics we discussed on the previous slide. What sets apart the more effective teams from the less effective teams?



The Role of Leaders

The Role of Leaders in Building Effective Teams

Setting clear goals and expectations

Encouraging open communication

Building trust and respect

Fostering collaboration

Providing guidance and support

Managing conflicts

Recognizing and rewarding success

Encouraging continuous improvement

Discussion



- What can we do as an organization, or what can *you* do, to increase the effectiveness of your teams?



Mitigating Dysfunctional Team Behaviors

Signs and Symptoms of Dysfunctional Teams

Lack of Trust

Lack of
Accountability

Lack of
Commitment

Lack of Internal
Support



Lack of Trust

- Team members show a lack of trust by:
 - Concealing their weaknesses and mistakes.
 - Failing to provide help or support to peers.
 - Failing to go above and beyond performance expectations.
 - Having conflicts with team members and/or the team leader.
 - Hoarding resources.



Mitigating a Lack of Trust

Encourage information sharing.

Ensure fairness.

Be supportive.

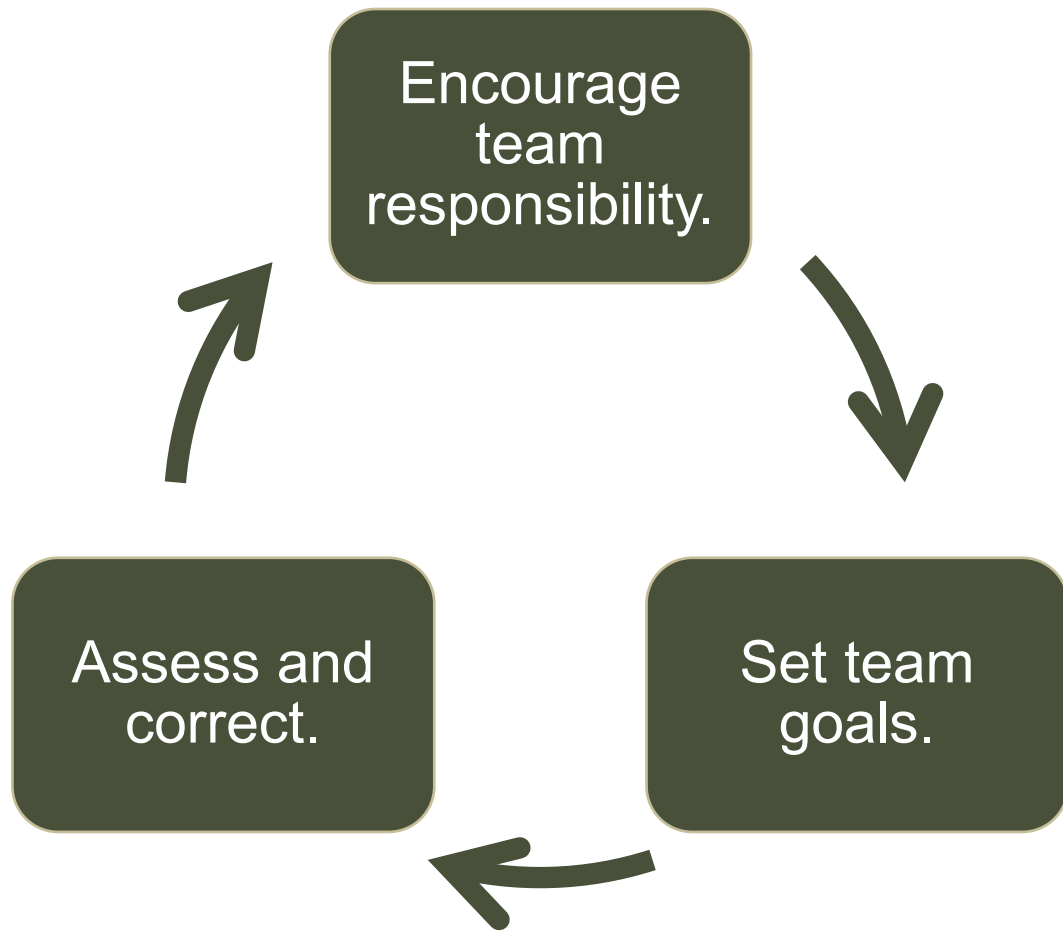


Lack of Accountability



- Team members show a lack of accountability by:
 - Failing to seek out new responsibilities or take on new tasks.
 - Making mistakes on routine or easy tasks.
 - Making excuses for their performance.
 - Failing to suggest changes or improvements.

Mitigating a Lack of Accountability



Lack of Commitment

- Team members show a lack of commitment by:
 - Failing to go above and beyond.
 - Questioning underlying reasons for an action or decision.
 - Failing to contribute to the team.



Mitigating a Lack of Commitment

Set milestones.

Reiterate goals.

Reward cooperation.

Give responsibility.



Lack of Internal Support

- Teams that lack internal support show it by:
 - Lacking faith in their abilities.
 - Relying heavily on their leader to make decisions and resolve conflict.



Mitigating a Lack of Internal Support

Solicit feedback.

Solicit feedback on how to revise team goals and strategy.

Assign appropriate roles.

Match team member roles with their skills.

Provide more information.

This allows members to think and act more independently.



Want to Learn More?

<https://cal.army.mil>



Doctrine

Provides leader expectations

- ADP 6-22
 - Paragraphs 6-62 through 6-72
 - Paragraph 9-16
 - Paragraphs 9-25 through 9-28
- FM 6-22
 - Paragraphs 1-17 through 1-19
 - Paragraph 4-105
- ATP 6-22.6
 - Chapter 1



Self-paced Online Lessons

Provide additional content and real-world examples/scenarios

- Fostering Team Unity

After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

Let's Connect

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