



EFFECTIVE TEAMS (CHARACTERISTICS)

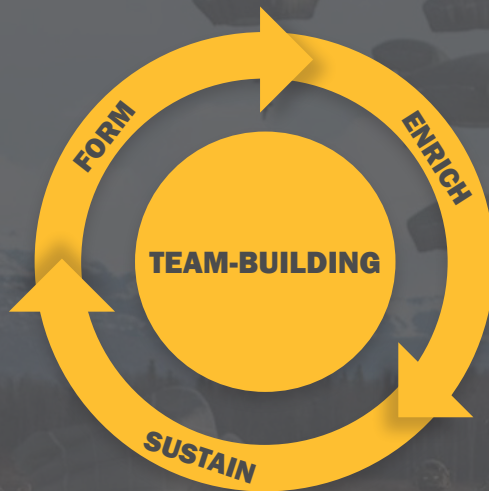
- TRUST EACH OTHER AND PREDICT WHAT EACH WILL DO
- WORK TOGETHER TO ACCOMPLISH THE MISSION
- EXECUTE TASKS THOROUGHLY AND QUICKLY
- MEET AND EXCEED THE STANDARD
- ADAPT TO DEMANDING CHALLENGES
- LEARN FROM EXPERIENCES AND DEVELOP PRIDE IN ACCOMPLISHMENTS

TEAM LEADER ROLES

- ESTABLISHES A POSITIVE CLIMATE
- CREATES A SHARED VISION AND TEAM IDENTITY
- PROVIDES CLEARLY STATED GOALS
- ESTABLISHES ROLES AND RESPONSIBILITIES
- ESTABLISHES AN ENVIRONMENT OF COLLABORATION AND DIALOGUE
- ESTABLISHES AN ENVIRONMENT THAT EMBRACES LEARNING
- KNOWS STRENGTHS AND WEAKNESSES OF TEAM MEMBERS

TEAM MEMBER ROLES

- BUILDS RELATIONSHIPS
- DEMONSTRATES FLEXIBILITY AND ADAPTABILITY
- COOPERATES WITH OTHER TEAM MEMBERS
- ARE WILLING TO HELP OTHERS
- RESPECTS OTHERS



ENRICHMENT STAGE

GOAL:
TO BUILD COMMITMENT AND COHESION

KEY ACTIONS:
DEVELOP TEAM NORMS
ENHANCE TEAMWORK
IMPROVE COHESION

FORMATION STAGE

GOAL:
TO BUILD CONFIDENCE AND TRUST

KEY ACTIONS:
ASSEMBLE THE TEAM
BUILD TRUST
COMMUNICATE EFFECTIVELY

SUSTAINMENT STAGE

GOAL:
TO DEVELOP PRIDE AND OWNERSHIP IN THE TEAM

KEY ACTIONS:
DEVELOP ADAPTABILITY
MANAGE CONFLICT
IMPROVE RESILIENCE

HIP-POCKET GUIDE

LEADER DEVELOPMENT



A U.S. ARMY
LOGISTICS, G-4
PRODUCT

WAYS TO ENABLE LEARNING

LEARNING ENABLERS	FORMAL	SEMIFORMAL	INFORMAL
SETTING CONDITIONS	INTEGRATION & RECEPTION COUNSELING INITIAL PERFORMANCE COUNSELING	UNDERSTAND INDIVIDUAL DIFFERENCES IN STRENGTHS, INTERESTS, POTENTIAL, AND DEVELOPMENT METHODS	GETTING TO KNOW AND UNDERSTAND SUBORDINATES BUILD RAPPORT TO ENABLE SUPPORTIVE DEVELOPMENT
GOAL SETTING	INDIVIDUAL DEVELOPMENT PLAN	5-YEAR PLAN	SHORT-TERM AND LONG-TERM PERSONAL AND PROFESSIONAL GOALS STRETCH GOALS
ASSESSMENT	PERFORMANCE EVALUATION CERTIFICATIONS INSPECTION PROGRAM COMMAND CLIMATE COMMANDER 360° ASSESSMENT GENERAL OFFICER 360° ASSESSMENT	ORGANIZATIONAL CERTIFICATIONS UNIT ACCULTURATION PROGRAM CORE UNIT MISSION AND FUNCTIONS REVIEW MULTI-SOURCE ASSESSMENT AND FEEDBACK-LEADER 3600 FOR SELF-ASSESSMENT UNIT 360° ASSESSMENT	DAY-TO-DAY OBSERVATIONS ASKING OTHERS ABOUT A LEADER SENSING SESSIONS
ADVICE AND GUIDANCE	PERFORMANCE COUNSELING PROFESSIONAL GROWTH COUNSELING	MENTORING COACHING TRAINING CENTER COUNTERPART FEEDBACK INSTRUCTOR FEEDBACK	SHORT-TERM AND LONG-TERM PERSONAL AND PROFESSIONAL GOALS STRETCH GOALS

ADDITIONAL DEVELOPMENTAL ACTIVITIES AND OPPORTUNITIES

DEVELOPMENT OPPORTUNITIES	FORMAL	SEMIFORMAL	INFORMAL
CHALLENGING EXPERIENCES	BROADENING ASSIGNMENTS	UNIT SUCCESSION PLANNING /TALENT MANAGEMENT STRETCH ASSIGNMENTS RATIONAL ASSIGNMENTS	OPPORTUNITIES TO OPERATE IN UNFAMILIAR SITUATIONS BROADENING TASKS, CASUALTY ASSISTANCE, STAFF DUTY, FOOD SERVICE DUTY
GROUP LEADER DEVELOPMENT	LEADER TRAINING PROGRAM AFTER ACTION REVIEWS	OFFICER PROFESSIONAL DEVELOPMENT NCO PROFESSIONAL DEVELOPMENT COMBINED EVENTS TEAM BUILDING EVENTS	PROFESSIONAL READING AND WRITING PROGRAM SHARING EXPERIENCES EXCELLENCE COMPETITIONS
EDUCATION	PROFESSIONAL MILITARY EDUCATION COURSES FUNCTIONAL, BRANCH, CAREER PROGRAM, OR SPECIAL TRAINING	SCHEDULING OR SUPPORTING LEADERS TO ATTEND INSTITUTIONAL EDUCATION	ENCOURAGE UTILIZATION OF NEW SKILLS AND KNOWLEDGE OF RECENT GRADUATES
SELF-DEVELOPMENT	STRUCTURED SELF-DEVELOPMENT	GUIDED SELF-DEVELOPMENT	SELF-ASSESSMENT REFLECTIVE JOURNALING PERSONALIZED SELF-DEVELOPMENT STUDY AND PRACTICE
COLLECTIVE TRAINING	INCORPORATE LEADER DEVELOPMENT GOALS AND PROCESSES INTO TRAINING OBJECTIVES	TEAM BUILDING EXERCISES	SHARED STORIES OF DEVELOPMENT

FORMAL

DIRECTED BY POLICY OR REGULATION

SEMI-FORMAL

COMMONLY PRACTICED, AND MAY BE REQUIRED

INFORMAL

OPPORTUNITIES WITH A FOCUS ON LEARNING