Team Building, Leadership, & Followership
Reserve Officer Training Corps (ROTC)

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Objectives

1. Identify the **benefits** and **challenges** of teamwork
2. Identify & differentiate the **5 stages** of team growth
3. Identify **characteristics** of, and the **relationship** between, effective **leaders** and **followers**
4. Describe **leader and follower actions** that contribute to effective teams and help teams move between the stages of team growth
Overview

- Team Building Exercise
- Stages of Team Growth (COG’s Ladder)
- Leader and Follower Characteristics
- Leader/Follower Actions & Team Development
Team Building Puzzle Activity

In-Person Team Building
Puzzle Exercise

1. Divide into 2 groups
2. Each group will transfer (draw) small images onto larger paper
3. DO NOT attempt to assemble small pieces
4. Once all pictures drawn on 8 ½ x 11 paper, assemble puzzle
5. 15 minutes to complete
Solution
Questions & Takeaways

1. Were any pieces more or less important than other ones? Why or why not?
2. Did you notice that some of you received pieces of paper with very little on them while some of you had drawings that were more complex?
3. How does your current role in your unit fit into the picture? Do you play a small role or a large role?
COG’s Ladder

• Developed by George O. Charrier
• Validated/adopted by military and civilian organizations
• Common framework/lessons learned for team dynamics and characteristics
Stages of Team Growth

Cog’s Ladder

- Esprit
- Constructive
- Bid for Power
- Why We’re Here
- Polite Stage
Stages of Team Growth – Polite Stage
• Attributes
  – Size people up
  – Cliques begin to form
  – Conversation is polite
  – Judgements take place
  – Need for group approval
  – Little/no group identity

• Goals
  – Get acquainted
  – Avoid Controversy
Stages of Team Growth – Why We’re Here
Stages of Team Growth – Why We’re Here

• Attributes
  – Set goals & objectives
  – Cliques build power
  – Hidden agendas arise
  – Decline in need for group approval
  – Low group identity

• Goals
  – Build structure
  – Determine goals
Stages of Team Growth – Bid for Power
Stages of Team Growth – Bid for Power

• Attributes
  – Competition increases
  – Struggle for leadership positions
  – Conflicting views arise
  – Cliques take on more importance
  – Wildest range of interaction

• Goals
  – Decide how to operate
  – Decide who’s in control
Stages of Team Growth – Constructive
Stages of Team Growth – Constructive

- **Attributes**
  - Attitudes change to focus on **group collaboration**
  - Progress toward goals made
  - Open questioning and active listening
  - Conflict is **group problem** rather than win-lose battles
  - All members contribute
  - Team spirit begins to build

- **Goals**
  - Accomplish task at hand through group effort

Cog’s Ladder:
- Polite Stage
- Why We’re Here
- Bid for Power
- Constructive
Stages of Team Growth – Esprit
Stages of Team Growth – **Esprit**

**Attributes**
- Strong group identity
- High morale
- Intense loyalty
- All members approve of each other
- No cliques
- Closed membership—no new members welcome
- Constructive/productive actions

**Goals**
- Accomplish task at hand through group effort
- Maintain group identity
- Enhance group reputation

**Cog’s Ladder**

1. **Esprit**
2. **Constructive**
3. **Bid for Power**
4. **Why We’re Here**
5. **Polite Stage**
1. Divide into 2 groups
2. List characteristics/attributes of an effective leader or follower
3. 5 minutes to complete
Characteristics of Leaders and Followers

- Has Integrity/Ethical Values
- Recognizes their Contribution to Mission
- Committed to Team’s Goals
- Enthusiastic
- Makes Decisions
- Communicates Effectively
- Solves Problems
- Flexible/Adaptable

- Competent/Skilled
- Courageous/Bold
- Supportive/Understanding
- Visionary/Motivational
- Obedient
- Trustworthy
- Critical Thinker
- Manage Resources
What do you think?

What is the relationship between leadership and followership?
“He who cannot be a good follower … cannot be a good leader”

Aristotle (384 BC – 322 BC)
1. What is one leadership action to help teams be most effective in each stage?

2. What is one followership action to help teams be most effective in each stage?

3. What is one action a team leader can do to help the team move from one stage to the next?
Team Development Discussion

Things to think about…

• Think about the most effective teams you have been part of. What made them great?

• Why don’t all teams move through these stages at the same rate?

• Do you think some teams might skip some stages altogether?

• Why don’t most teams make it to the Esprit stage?
“A team is not a group of people who work together. It is a group of people who trust each other”

– Simon Sinek
Summary

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4. Describe **leader and follower actions** that contribute to effective teams and help teams move between the stages of team growth