



**Team Building,
Leadership, &
Followership**



Introduction

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



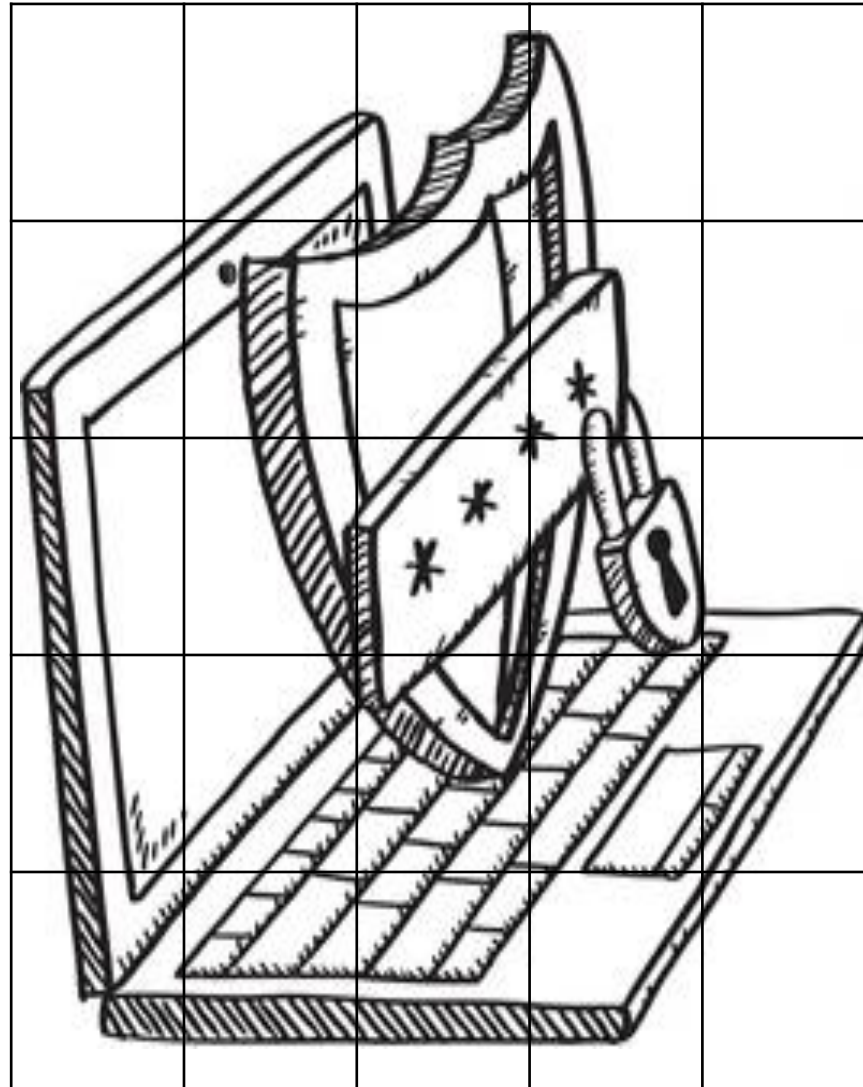
Team Building Puzzle Activity

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





Team Building Puzzle Activity

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?
4. Any other observations? Conflict? Communication? Skill?



COG's Ladder

- Developed by George O. Charrier
- Validated/adopted by military and civilian organizations
- Common framework/lessons learned for team dynamics and characteristics





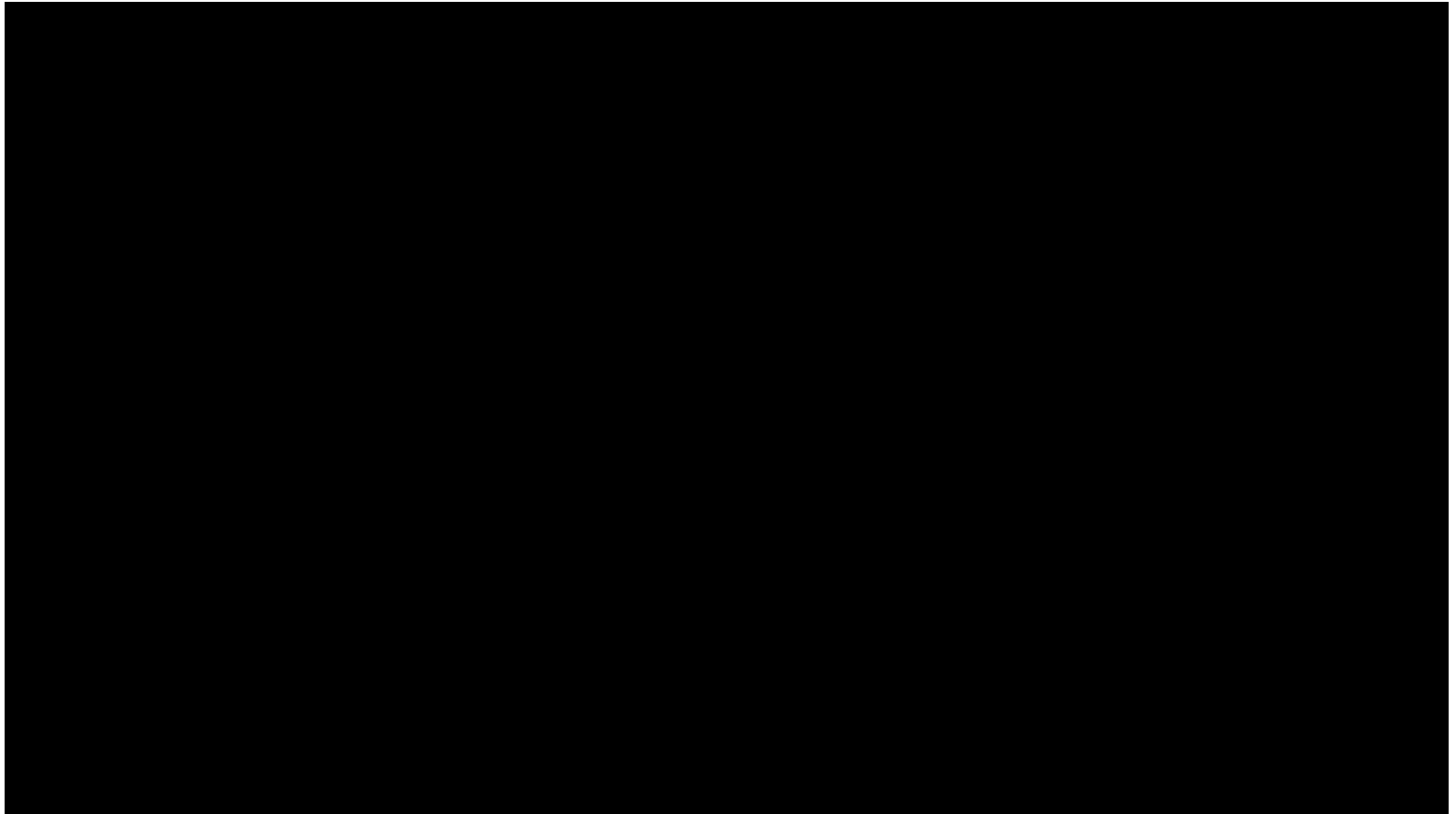
Stages of Team Growth

Cog's Ladder





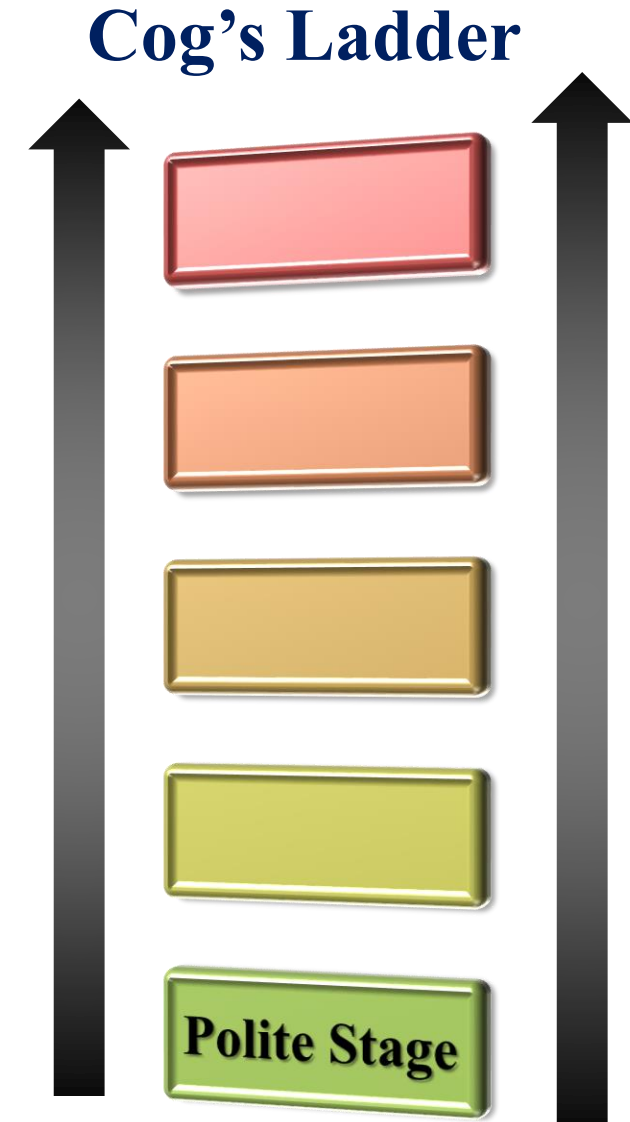
Stages of Team Growth – Polite Stage





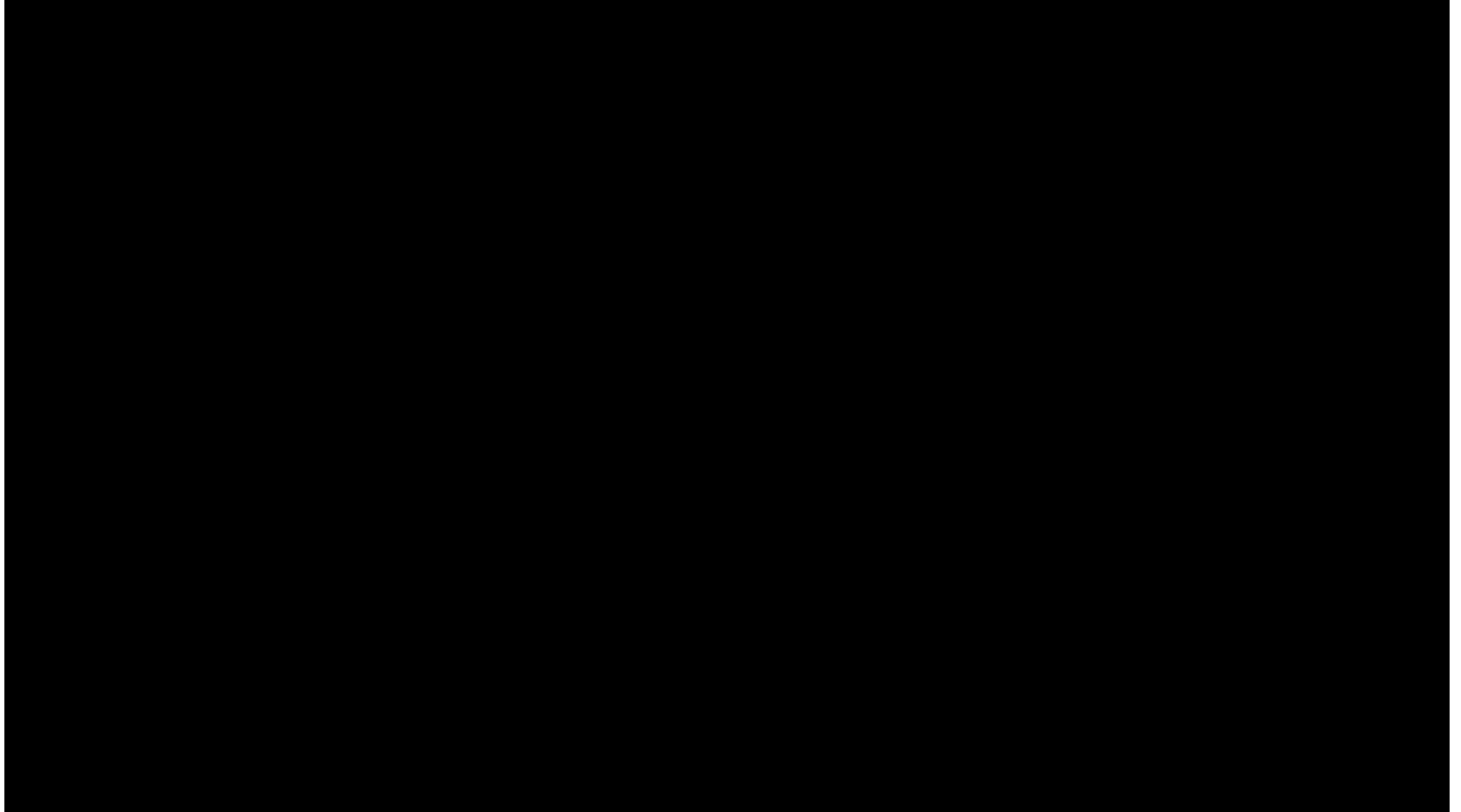
Stages of Team Growth – Polite Stage

- **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**

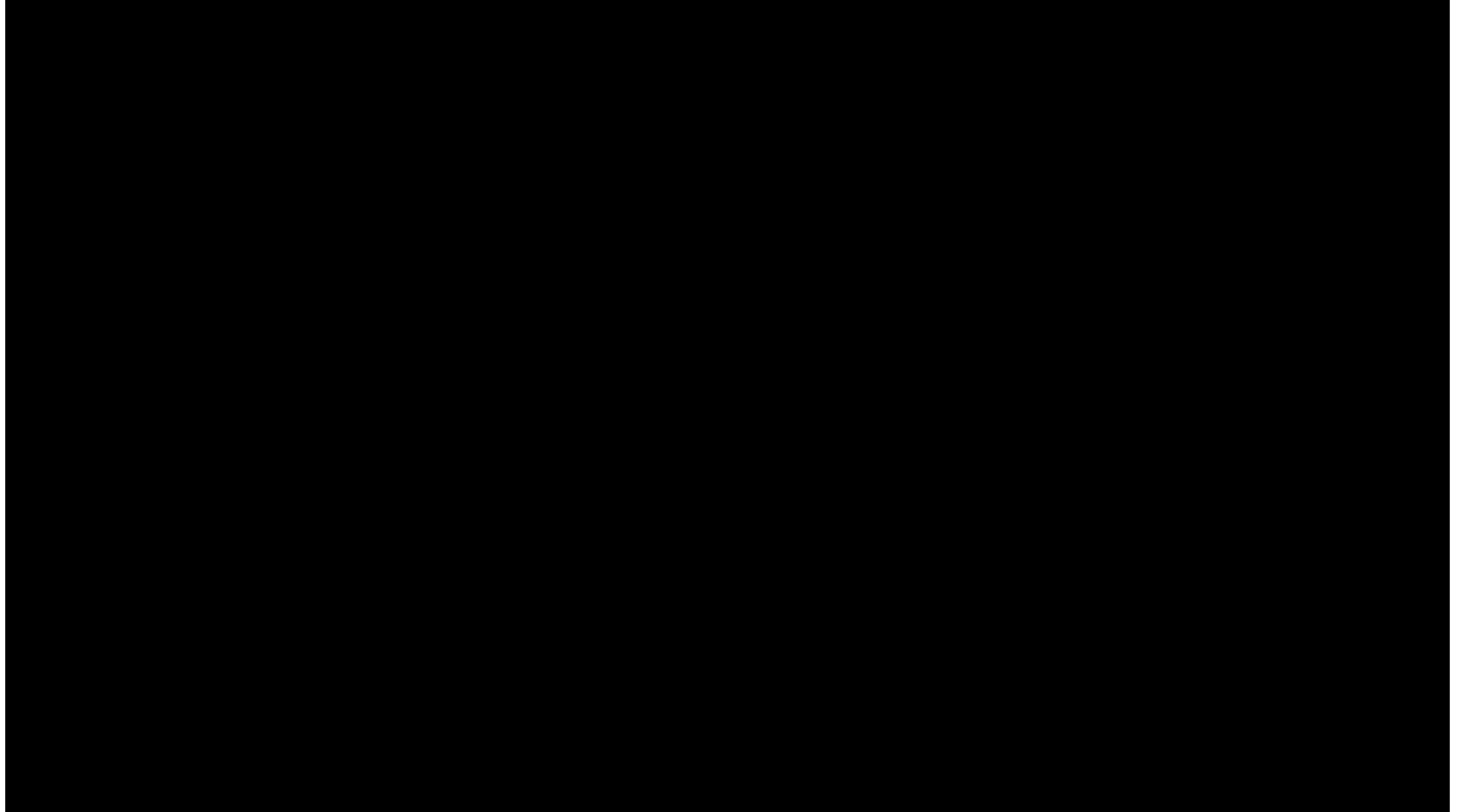
- **Attributes**
 - Set goals & objectives
 - Cliques build power
 - Hidden agendas arise
 - Decline in need for group approval
 - Low group identity
- **Goals**
 - Build structure
 - Determine goals

Cog's Ladder





Stages of Team Growth – Bid for Power





Stages of Team Growth – Bid for Power

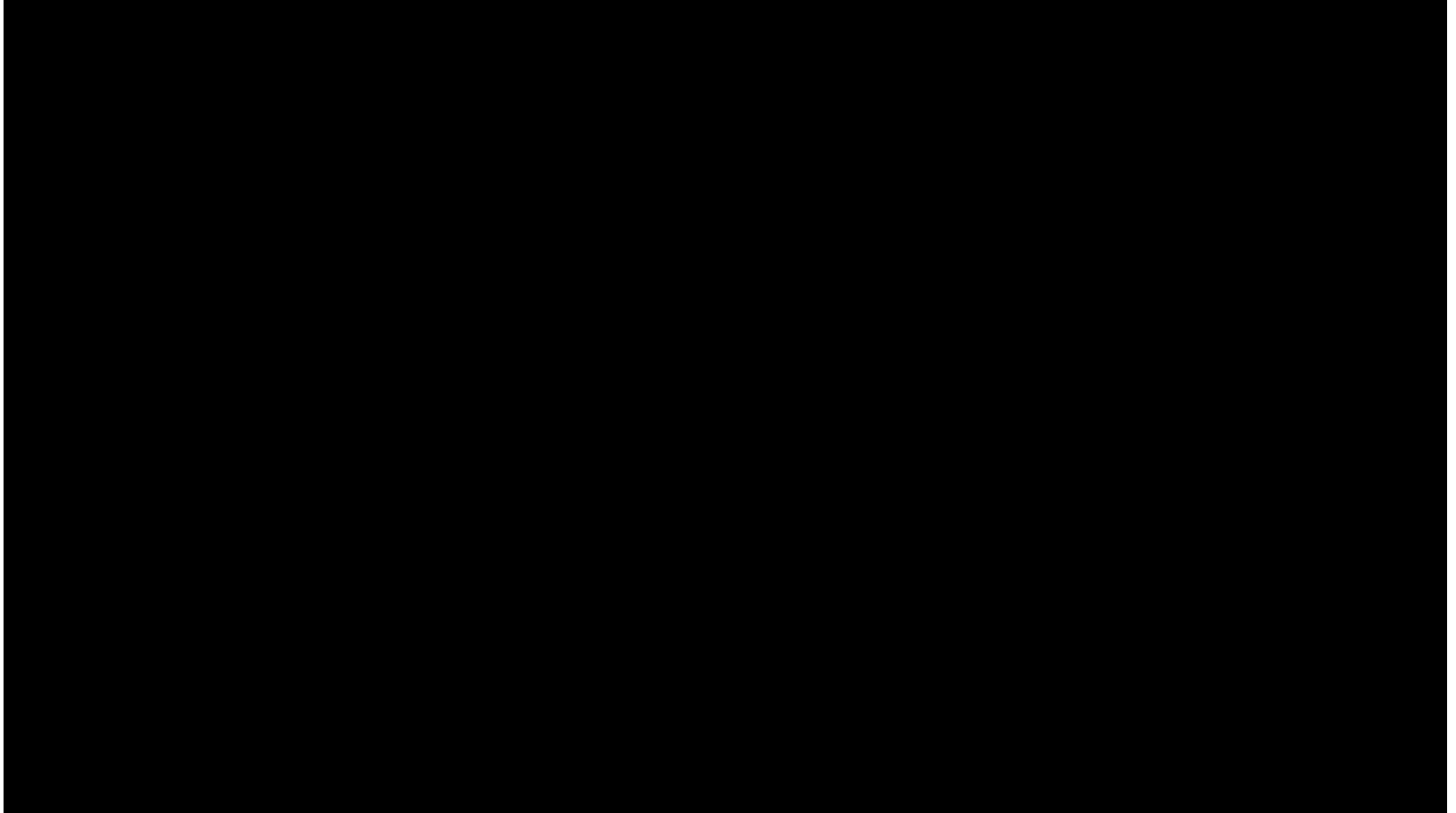
- **Attributes**
 - Competition increases
 - Struggle for leadership positions
 - Conflicting views arise
 - Cliques take on more importance
 - Wildest range of interaction
- **Goals**
 - Decide how to operate
 - Decide who's in control

Cog's Ladder





Stages of Team Growth – Constructive





Stages of Team Growth – Constructive

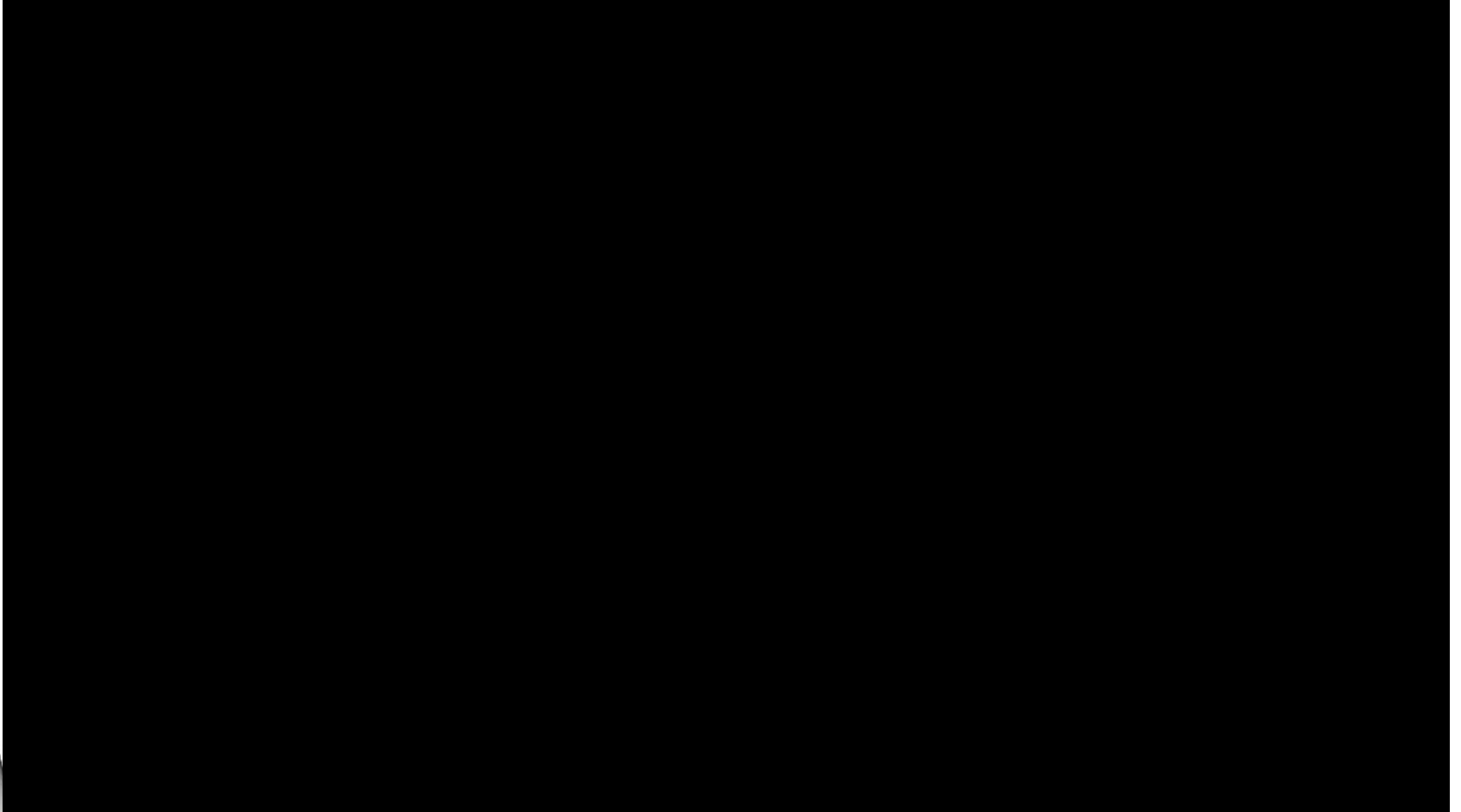
- **Attributes**
 - Attitudes change to focus on **group collaboration**
 - Progress toward goals made
 - Open questioning and active listening
 - Conflict is **group problem** rather than win-lose battles
 - All members contribute
 - Team spirit begins to build
- **Goals**
 - Accomplish task at hand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

Cog's Ladder





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





Break



Characteristics of Leaders and Followers

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



Relationship

What do you think?

**What is the
relationship between
leadership and followership?**



Relationship

**“He who cannot be a good follower
... cannot be a good leader”**



Aristotle (384 BC – 322 BC)



Leader/Follower Actions

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**?



Esprit

Constructive

Bid for Power

Why We're Here

Polite Stage



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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