teamCORE
Cohesion & Organizational
Readiness Enhancement

U.S.ARMY

This module was developed by the Research Transition Office (RTO) of the Walter Reed Army Institute of Research (WRAIR), based on research from the Center for Cognitive and Social Neuroscience at the University of Chicago. Comments or suggestions for the improvement of this module should be made to WRAIR at:

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Team Cohesion and Organizational Readiness Enhancement (TeamCORE)
For Leaders

Introduction

Team Cohesion and Organizational Resilience Enhancement, or "TeamCORE", is designed to enhance the social fitness of individual Soldiers – and, by extension, units – through the understanding of social influences and the application of specific social skills. TeamCORE is designed to help Soldiers learn skills and principles toward developing and sustaining healthy individual and group relationships. TeamCORE training is designed for Soldiers at the platoon level.

This Leadership Module is an enhancement for platoon and squad leadership to develop actionable steps to apply the TeamCORE principles.

This training module was developed by the Research Transition Office (RTO), Walter Reed Army Institute of Research (WRAIR). It is based on Social Fitness Training developed by Dr. John Cacioppo.

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TeamCORE for Leaders

This Trainer's Guide for the following training module has been designed to be user-friendly while containing as much information as possible to help you present this module. The following symbols are used throughout.

Symbol	Represents	Explanation
(clock)	Timing	This symbol indicates the amount of time allotted for a given section of the material.
(target)	Target / Intent	This symbol indicates the main function or rationale for a given slide.
1	Key Point	Numbers and text highlighted in yellow are used to indicate the main points that must be addressed in order to meet a given section's target / intent.
•	Sample Script	Bullets are used to elaborate on key points by providing a potential script that the trainer can use.
[*TEXT*]	Note to Trainer	Bracketed text indicates a note to the trainer which is not intended to be read aloud. These provide hints on how to present the material and tips to avoid potential issues that may arise within a given topic.
(film clapper)	Multimedia	This symbol indicates the use of supplementary audio/video files. To avoid down-time or technical difficulties, keep an eye out for these and plan accordingly.
(document)	Handouts	This symbol indicates that the participants will use handouts at a given point in the module. To avoid down-time, keep an eye out for these and plan accordingly.
(weightlifter)	Exercise	This symbol indicates the start of an exercise or activity. To avoid down-time, keep an eye out for these and plan accordingly.
(green triangle)	Continue	This symbol indicates that the training material for a given slide continues onto the next page.
(red square)	Stop	This symbol indicates that the training material for a given slide ends on this page.
[?]	Discussion Question(s)	This symbol identifies when there is a non-rhetorical discussion question(s) in the instructional content that follows.

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🕐 **Length of the training 60 minutes**

◎ **Introduce the course and the trainer.**

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1. Introduce the course and the trainer.

- Good morning/afternoon my name is _____. I am a _____ from _____.
- Welcome to TeamCORE for leaders – this is the leader-specific training that supplements TeamCORE –Team Cohesion and Organizational Readiness Enhancement.

2. Provide an overview of the training.

- The training will last about 60 minutes.
- We'll talk about what leaders can do to enhance cohesion in their unit to help perform well and be resilient in the face of challenges.

3. Explain the importance of class participation.

- This is an interactive module. You have a lot to offer other leaders. The more you participate, the more everyone will get out of this training.

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1-A

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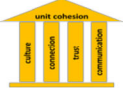
TERMINAL LEARNING OBJECTIVE

- Action:
  - Increase Leaders' knowledge of concepts and skills to reduce social isolation and enhance unit cohesion
- Condition:
  - In an instructional setting, through unit discussions, activities, and/or individual responses (written or verbal) as determined by the instructor.
- Standard:
  - Demonstrate an understanding of methods proven effective to:
    - enhance and protect social connection within units
    - strengthen trust within units
    - reinforce communication between unit member

Outline the course objectives.

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1. **Explain Course Terminal Learning Objective (TLO) Action.**

- Let's quickly go over the Terminal Learning Objectives.
- This course is designed to increase Leaders' knowledge of concepts and skills necessary to reduce social isolation and enhance unit cohesion.

2. **Summarize the (TLO) Condition.**

- In an instructional setting, through unit discussions and/or individual responses (written or verbal) as determined by the instructor.

3. **Summarize the (TLO) Standard.**

- Demonstrate a solid understanding of methods proven effective to:
  - Constructively share unit culture,
  - Enhance and protect social connection within units,
  - Strengthen trust within units, and
  - Strengthen communication between unit members.

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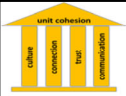
FORTIFYING UNIT COHESION: FOR LEADERS

Cohesion
  Why Cohesion Matters
  Social Connection
The Role of Leaders
  TeamCORE-specific Leadership
  TeamCORE Leader behaviors

◎ **Provide an outline the course concepts.**

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1. Briefly discuss the main areas covered in the course.

- Here's an outline of what we'll be talking about over the next 60 minutes.
- First, we're going to talk about why cohesion matters and the importance of social connection.
- Then we'll talk about the role of leaders and leader behaviors that reflect TeamCORE concepts.
- Finally, we'll highlight specific behaviors you can do to improve unit cohesion.

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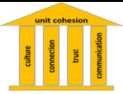
UNIT COHESION

What is cohesion?
Sticking together tightly

What does a cohesive unit look and feel like?

To define cohesion and discuss the characteristics of a cohesive unit.

*[**SLIDE BUILDS**]*

1. Define cohesion. **[?]**

   • *[**ASK**]:* You've probably heard the term cohesion a lot, but what does it mean?

   [**NOTE**: *Allow for responses, then provide definition.*]

   [**CLICK TO ADVANCE**]

   • Cohesion is defined as the act or state of sticking together tightly.

2. Discuss what a cohesive unit looks and feels like. **[?]**

   [**CLICK TO ADVANCE**]

   [**NOTE**: *Recording responses to the following discussion on a whiteboard or flipchart is optional and can be a helpful visual.*]

   • *[**ASK**]:* What does a cohesive unit look and feel like?

   [**NOTE**: *Allow for responses. If Soldiers struggle to come up with examples, prompt with the following-up question on the next page.*]

Record your own notes here:

- *[**ASK**]: In other words, what are some behaviors you might see as a leader, or comments you might hear from Soldiers indicating that a unit is highly cohesive?*

*[**NOTE**: Allow for brief discussion. Signs of a cohesive unit might include the following:*

- Good leadership,

- Two-way communication,

- Goals,

- Trust,

- Roles,

- Recognition of each other's strengths,

- Acceptance of others who think differently,

- Growth mindset or learning environment,

- Sense of urgency, and

- Synergy (better together than apart).]

*[**NOTE**: Focus the discussion on positive examples of cohesion, rather than negative examples of poor cohesion or toxic leadership, for example.]*

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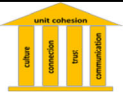
WHY IS COHESION IMPORTANT?

Cohesive units...
- ✓ train to higher standards
- ✓ fight better
- ✓ have fewer battle casualties
- ✓ have fewer non-battle casualties
- ✓ do not disintegrate under stress
- ✓ require less administrative support
- ✓ provide a higher quality of life

Record your own notes here:

◎ **Highlight the importance of cohesion and establishing communication skills.**

1. Discuss the benefits of cohesion and a cohesive unit. **[?]**

- If you've worked in a cohesive unit, you know it. All the members work together towards a common goal.
- Cohesion is not just important because it feels right. Like a properly maintained vehicle, a cohesive unit suffers fewer breakdowns, runs longer, and goes farther.
- Research shows that more cohesive units train to higher standards, fight better, suffer fewer casualties, require less administrative support, and are better at withstanding stress.
- [**ASK**]: How might this impact readiness? Mission success?

2. Explain that cohesion can be trained and developed.

- The good news is that unit cohesion is not accidental.
- By using the skills you will learn in TeamCORE, your unit can strengthen the characteristics you just identified.
- TeamCORE training is designed to highlight the information and skills you and your unit already have and to strengthen them.
- Now let's talk about one thing that can get in the way of unit cohesion – social isolation.

5-*B*

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SOCIAL ISOLATION

Social Isolation
the feeling of not belonging; being disconnected from others

Social isolation is not the same as being alone

Record your own notes here:

To define social isolation and its impact on the unit.

[**SLIDE BUILDS**]

1. Define social isolation. **[?]**

- One enemy of unit cohesion is social isolation.
- [**ASK**]: When you hear the term social isolation, what comes to mind?

[**NOTE**: Allow for responses.]

[**CLICK TO ADVANCE**]

- Social isolation is the feeling of not belonging or of being somehow disconnected from others.
- This feeling can result from being physically apart from others, from not having enough social interactions, or from feeling excluded from a unit.
- It also may be that the social interactions you do have just aren't fulfilling.
- [**ASK**]: Do you enjoy spending time on your own?

[**NOTE**: Allow for responses.]

- We all enjoy being on our own from time to time, but that's not what we're talking about when we're talking about social isolation.

[**CLICK TO ADVANCE**]

Record your own notes here:

- Social isolation is not the same thing as being alone.

- In other words, social isolation is not always about whether you're around other people, it's about how you relate to other people.

2.   **Emphasize that social isolation is a unit-level problem.**

- Feeling socially isolated affects your emotions, your ability to make sense of things, and your behavior.

- Soldiers who feel isolated have more mental health problems, are angrier, and have more physical pain, which can affect how they perform at work.

- It's also harder to interact with someone you feel disconnected from, and it's harder to build cohesion if some unit members feel isolated.

- Negative feelings stemming from perceived isolation can spread, so it's not only an individual Soldier's problem—it is the unit's problem.

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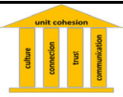
SOCIAL CONTAGION

Social isolation can spread over time

🎯 **Explain how emotions and attitudes can spread and why it matters.**

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1. Define social contagion and explain how emotions and attitudes can spread
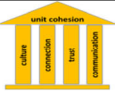
- You may have heard sayings like "laughter is contagious" or "a smile is contagious."

- We know that both positive and negative moods, attitudes, and behaviors can spread.

- You've seen how fast a leader's bad mood can spread through a unit. Or the power of a well timed joke to lighten the mood.

- This is what we call "social contagion"—the spread of attitudes, ideas, emotions, and behaviors from person to person and across a social network.

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2. Explain that social isolation can spread and the effect it can have on the unit.
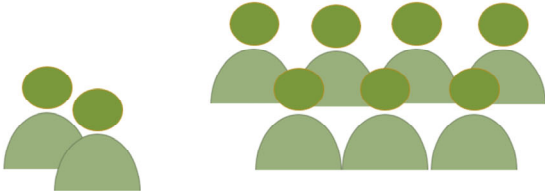
- In a social network, if one person feels isolated, they stop reaching out and connecting with others. This behavior can spread over time so that other people in the social network start to feel isolated as well.

- So it's critical that leaders take an active, deliberate role in promoting cohesion.

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THE ROLE OF LEADERS

🎯 **To discuss the importance of leadership.**

1. Highlight the role of leaders in strengthening unit cohesion

- Your Soldiers are watching you all the time and will copy your behaviors if they think it will help them be successful.

- As a leader, your behaviors can help set the stage for your unit to be a strong and cohesive one.

- Let's start with a quick inventory to help you better understand where your strengths are in terms of building and sustaining unit cohesion.

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8-B

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TEAMCORE-SPECIFIC LEADERSHIP: RATE YOURSELF	Self Rating (Great, Good, Adequate, or Less than Adequate)	Unit Rating (would they agree you engage in this behavior)
Encourage Soldiers to ask questions when they don't understand		
Listen to Soldiers' concerns		
Encourage Soldiers to communicate clearly		
Make a special effort to include new platoon members		
Act as a role model for good communication		
Emphasize the importance of trusting one another		
Make sure that everyone feels included		
Coach Soldiers on how to improve cohesion		
Coach Soldiers in how to improve communication		
Prioritize activities that build unit cohesion		

Identify strengths in TeamCORE-specific behaviors as leader.

1. Conduct a self-assessment. **[?]**

- This is a list of leader behaviors that are each related to TeamCORE principles.

- Look through them and give yourself a rating.

- This is just for you – You'll get the most of out of this if you are honest with yourself. Take note of what you think you do pretty well and what you think you could do better.

- In the first column, rate how good you are at each of these behaviors: Great, Good, Adequate, or Less than Adequate.

- For the final column, go through the list again and write down how you think your unit members would say you do.

[**NOTE:** *Give 1-2 minutes to complete the assessment*]

- [**ASK**]: Was there anything in this assessment that stood out for you? Anything that surprised you?
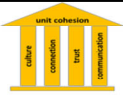
Record your own notes here:

[LISTEN FOR:

- *Thoughts about relative strengths*

- *What seemed to be the easiest of these behaviors to engage in?*

- *What are the harder ones to engage in?*

- *Any behaviors you weren't sure about – about what that would look like in your unit?]*

• Let's see how other Leaders have been rated using these same questions.

Record your own notes here:

TEAMCORE-SPECIFIC LEADERSHIP: DATA FROM UNITS

My immediate supervisor...	% Agree or Strongly Agree
Encourages Soldiers to ask questions when they don't understand	70%
Listens to Soldiers' concerns	68%
Encourages Soldiers communicate clearly	66%
Makes a special effort to include new platoon members	55%
Acts as a role model for good communication	54%
Emphasizes the importance of trusting one another	54%
Makes sure that everyone feels included	52%
Coaches Soldiers on how to improve cohesion	50%
Coaches Soldiers in how to improve our communication	50%
Prioritizes activities that build unit cohesion	43%

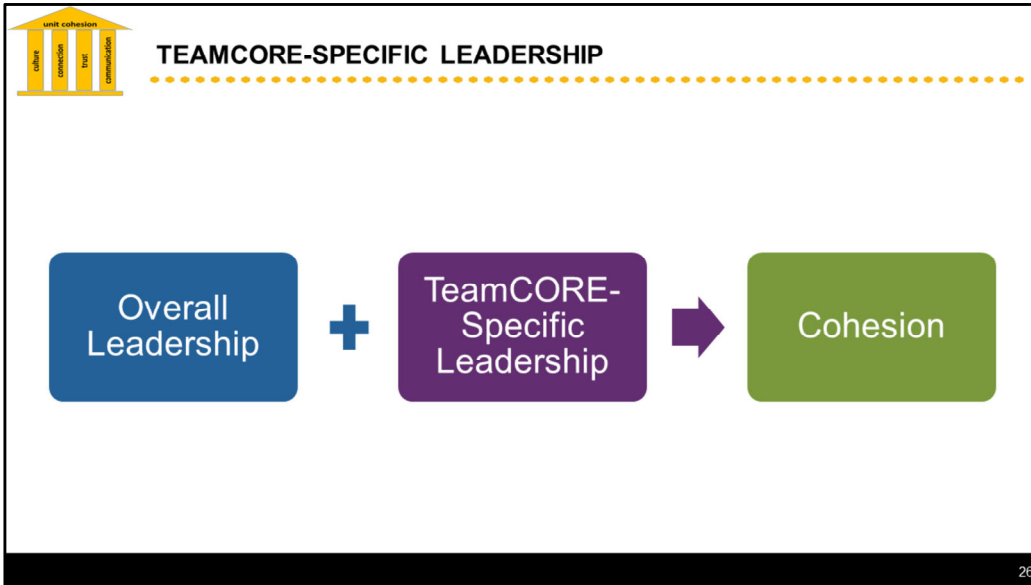**Understand common TeamCORE-related leadership behaviors.**

1. **Review results from a study on TeamCORE-related leadership. [?]**

- In one study Soldiers were asked about their immediate supervisor and whether or not they engaged in these behaviors.

- *[ASK]:* What do you see about these study results?

[LISTEN FOR: almost all leaders encourage Soldiers to ask questions, but few leaders prioritize activities for unit cohesion.]

- These results demonstrate that there are specific behaviors that leaders demonstrate that will contribute to a more cohesive unit.

- *[ASK]:* How did your own personal evaluation compare? Do you think you would have similar scores if your unit rated you on these items?

Record your own notes here:

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TEAMCORE-SPECIFIC LEADERSHIP

Overall Leadership **+** TeamCORE-Specific Leadership ➡ Cohesion

26

Understand common TeamCORE-related leadership behaviors.

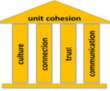1. Review results from a study on TeamCORE-related leadership. **[?]**

- In the same study, these leadership behaviors were related to stronger unit cohesion. Specifically, Soldiers who rated their immediate supervisor higher on TeamCORE leadership behaviors reported more cohesion and less social isolation than Soldiers who said their supervisor did not engage in these behaviors. So these behaviors give you an extra edge in terms of reducing social isolation and building unit cohesion.

- [**ASK**]: How does this knowledge and the use of these behaviors relate to mission success and readiness?

[**NOTE:** Allow for discussion:

- *These behaviors are important*

- *Just being a good leader isn't enough*

- *A unit that is cohesive is more successful*

- *Being there for each other aids in recovery*

- *Utilizing others strengths makes the unit stronger as a whole.]*

Record your own notes here:

11-*B*

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TEAMCORE-SPECIFIC LEADERSHIP: FOUR PILLARS

LEADER ACTIONS TO PROMOTE UNIT COHESION	
CULTURE: Create an inclusive culture	❑ Make sure that everyone feels included ❑ Make a special effort to include new platoon members
CONNECTION: Emphasize connection	❑ Prioritize activities that build unit cohesion ❑ Coach Soldiers on how to improve cohesion
TRUST: Encourage trust	❑ Listen to Soldiers' concerns ❑ Encourage Soldiers to ask questions when they don't understand ❑ Emphasize the importance of trusting one another
COMMUNICATION: Communicate effectively	❑ Encourage Soldiers to be good communicators ❑ Coach Soldiers in how to improve communication ❑ Act as a role model for good communication

Understand common TeamCORE-related leadership behaviors.

1. **Review results from a study on TeamCORE-related leadership. [?]**

- Essentially, these leadership behaviors can be organized into four main pillars: Culture, Connection, Trust and Communication.

- [**ASK**]: How can you integrate these concepts into everyday language and activities?

[**LISTEN FOR**:

  - *Reinforce these concepts when you see your unit members engaging in behaviors that promote cohesion.*

  - *Have your Soldiers fill out the assessment during SGTs time and have a conversation about it.*

  - *Add unit cohesion events into the planning process for the training calendar*

  - *Talk about the importance of cohesion and why it matters to you and use examples from your own experience*

  - *Lead by example.]*

Record your own notes here:

Record your own notes here:

- For each pillar you might:

    - Culture: Try practicing optimism and gratitude; reinforce examples of cohesive behavior and looking out for one another; don't play favorites

    - Connection: Share your own experience; listen well; have fun together; make sure everyone is included in activities.

    - Trust: Acknowledge their situation; be reliable; maintain appropriate boundaries with all members of your unit; follow the rules to show trustworthiness;

    - Communication: Share information; let them know if you don't have information (like dates or other specifics; if it's important, repeat it)
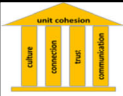
TEAMCORE LEADER BEHAVIORS

- Create a culture of inclusion
- Take a tactical pause
- Leverage emotional contagion

To discuss practical conversation tips.

1. Develop skills through communication behaviors.

[*SLIDE BUILDS*]

- We're going to highlight some quick leadership skills that can help you promote cohesion.
- We're calling these skills TeamCORE Leadership Behaviors – because they are designed to be easy-to-use ways to strengthen the pillars of cohesion.

[*CLICK TO ADVANCE*]

- Create a culture of inclusion.
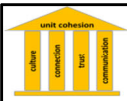
[*CLICK TO ADVANCE*]

- Take a tactical pause.
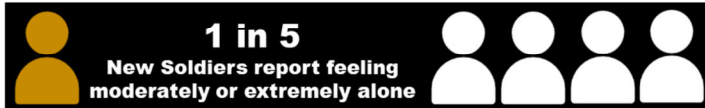
[*CLICK TO ADVANCE*]

- Leverage emotional contagion.

13-B

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TEAMCORE LEADER BEHAVIORS: CULTURE

create a culture of inclusion

1 in 5
New Soldiers report feeling moderately or extremely alone

Normalize difficulty in transitioning to a new unit.

1. Discuss difficulties of integrating into a new unit. **[?]**

- The first leadership behavior is creating a culture of inclusion. What's the best way to start? Targeting the way your unit welcomes new personnel.

- *[**ASK**]: How hard is it to fit into a new unit?*

*[**NOTE***: Allow for responses].*

- If you said that transitioning to a new unit was hard, you are not alone.

- Research with more than 2,000 soldiers found that 1 in 5 soldiers who had recently PCSed to a new unit reported feeling moderately to very alone.

- This difficulty with transition was the same, regardless of marital status, rank, or how long someone had been in the military.

2.   Explain that inclusion should be intentional.

- In order to bridge the inclusion gap, the Army created the Total Army Sponsorship Program.

- But fitting in is hard, and Soldiers may feel lonely or isolated long after the initial adjustment period. That's why you need to set the tone for your unit in welcoming new members.

Record your own notes here:

TEAMCORE LEADER BEHAVIORS: CULTURE

Half of new Soldiers said that leaders provided support during transition...

48% 52%

...which led to stronger unit cohesion.

What can you do as a leader?

🎯 **Explain impact of existing unit members on Soldier integration into a new unit and highlight helpful behaviors.**

1. Explain the impact of existing unit members on Soldier integration. **[?]**

*[**SLIDE BUILDS**]*

- In that same study of newcomers, around half said that **leaders** "helped me transition to the unit when I first arrived" and this support was associated with better ratings of cohesion and unit climate. So this investment paid off for the leader and whole team.

- However, about half of them said that their leaders did **not** provide them much support.

- And not getting support was associated with lower ratings of cohesion and unit climate. That is going to cost the unit.

- Two points here: first, how leaders respond ultimately matters to the unit itself, and second, there's plenty of opportunity for you to determine what kind of unit you want to have.

*[**CLICK TO ADVANCE**]*

Record your own notes here:

Record your own notes here:

- *[**ASK**]:* What can you do as a leader?

[***LISTEN FOR:*** *check the sponsorship program, personally welcome the individual, check in on the new people more than once, reinforce inclusion of the new people, remember this impacts everyone regardless of rank or marital status, look out for Soldiers who seem isolated.]*
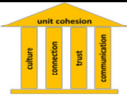
- *[**ASK**]:* Why are we focused on how Soldiers are welcomed to a unit?

[***LISTEN FOR:*** *Because these early days signal to new unit members whether this unit culture is the kind where Soldiers look out for one another and where the leader has their back.]*

- Just being aware of the importance of inclusion can be helpful in establishing a unit culture that promotes cohesion.

TEAMCORE LEADER BEHAVIORS: CONNECTION

take a tactical pause

To discuss practical TeamCORE tips.

1. Develop skills like "taking a tactical pause". **[?]**

- For this next leadership behavior, we're going to focus on connection.

- Typically, unit connection gets strained when people lash out. Think about leaders who blow their stack easily. Have you felt connected to them or have you felt like you just wanted to get out of there?

- It's easy for leaders to overreact. There are opportunities for leaders to have these kinds of snap reactions multiple times a day.

- Each time the leader lashes out unnecessarily, the fabric of the unit gets strained.

- The best strategy is to pause before you react.

- How do you do that?

- First, you have to know that you need a pause – so you have be aware of your triggers and how you respond.

Record your own notes here:

- Second, give yourself permission to pause – much of the time you can remind yourself that you don't necessarily have to respond immediately.

    - Count to 10 before responding

    - Move to a different area (give yourself a time out)

    - Talk to someone you trust (and get your knee-jerk response out of your system)

    - Write the email but don't send it

    - Ask yourself if this will matter 10 minutes or 10 days from now

    - Use self-talk to decide not to react.

- [**ASK**]: If you take a pause and are in more deliberate control about how you want to react, what message does that send to your Soldiers in terms of the kind of unit you run?

[**LISTEN FOR**: a safe unit, a unit where people can make mistakes and learn from them].

- Think about the kind of leader you want to have. You would probably want to have a leader who avoids snap reactions.

- Does taking a pause mean you don't tell your Soldiers when you are upset? Do you have to pause in every case? No – there may be times when there's an emergency or you want to take corrective action in a very particular way - but leaders who are in control of what they say and how they say it are more effective in building and sustaining connection and trust.

TEAMCORE LEADER BEHAVIORS

leverage emotional contagion

🎯 **To discuss practical cohesion tips.**

1. Develop skills like leveraging emotional contagion. **[?]**

- The final leadership behavior we're going to review is emotional contagion.

- Emotional contagion is when a unit starts to catch the emotions of others. It's a powerful phenomenon. Research shows that within seconds, teams can be impacted by one person's upbeat presence or a negative mood. This can happen without the team even being aware of it.

- You can leverage this effect by creating the kind of emotional culture you want to have.

- [***ASK***]: If you want a positive, optimistic team, what can you do?

[***LISTEN FOR***:

  – *Positive tone of voice,*

  – *Upbeat facial expressions,*

  – *Energy,*

  – *Optimistic future orientation*

  – *Maintaining eye contact,*

  – *Speaking quickly]*

Record your own notes here:

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17-A

- *[**ASK**]:* Have you ever seen a leader use this technique? How did it work?

[**LISTEN FOR:**

- – *description of how this has worked;*
- – *what it feels like to use this technique;*
- – *how they may be using this technique without even realizing it]*

- Emotional contagion can be used to enhance communication. Because you can say "I'm fired up" about something but if you have energy behind those words, you can also fire up the whole team.

- It is important that a leader remains authentic to themselves but this concept can still be effective even if your not a "fired up" kind of leader.

Record your own notes here:

TRUST

Cohesive units are built on trust

How do units earn your trust?

◎ **Identify what trust means and feels like and how it applies to cohesive units.**
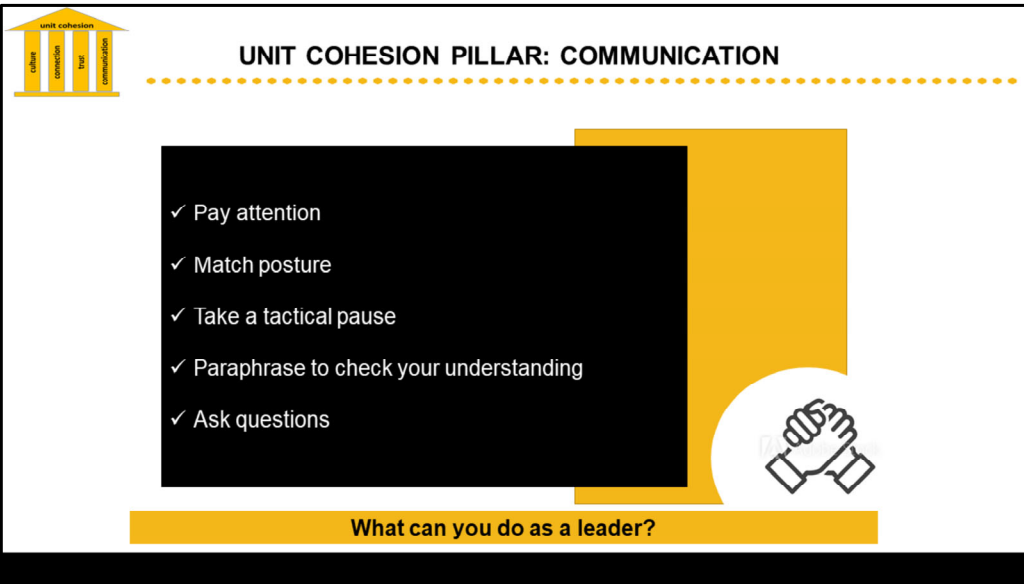
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1. Discuss how units earn individual trust. **[?]**

- Trust is the foundation of everything you do in the Army, from deployment to training exercises and everyday life. But much like respect, trust has to be earned.

- [**ASK**]: How do people within a unit earn your trust?

[**NOTE**: Allow for responses. Key points might include:

  – *People do what they say and follow through with commitments*

  – *You can rely on them in good or bad.*

  – *You can go too them with personal and/or professional matters.*

  – *Past experience]*

- A key element of trust is how individuals in the unit handle information.

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18-B

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UNIT COHESION PILLAR: COMMUNICATION

- ✓ Pay attention
- ✓ Match posture
- ✓ Take a tactical pause
- ✓ Paraphrase to check your understanding
- ✓ Ask questions

What can you do as a leader?

Identify effective listening strategies and skills.

1. Explain some characteristics of listening well. **[?]**

[**SLIDE BUILDS**]

- You've probably heard this before. When listening to someone, it is important to pay attention – put down your phone, turn off distractions.

- There are also some more subtle ways to listen well. Try matching the person's posture – if they lean forward, lean forward, if they cross their arms, cross your arms – this is a natural process and you probably do it anyway, but it can be helpful to be aware of it.

- Paraphrase or summarize what you heard to check your understanding and to demonstrate you are tracking.

- Ask questions (assuming the person wants to talk) – this helps demonstrate your genuine interest.

- Also, at a later time, you'll want to make sure to follow up. Following up demonstrates you were listening and genuinely care.
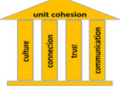
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- [**ASK**]: What can you do as a leader to mentor good communication in your unit?

[**LISTEN FOR**: *Make sure to focus on my Soldier while he or she is bringing me both good and bad news. Try to match posture. I can share more with my Soldiers about me and not just the task at hand, get to know the person wearing the uniform*]

- We have talked about the 4 pillars of cohesion and a few actions leaders can demonstrate in order to help enhance the cohesion in their ranks.

- Now work to come up with a couple realistic events that you can make happen in the next 30 days to help build that cohesion in your unit.

INTEGRATING TEAMCORE

🎯 **To establish a short term plan to improve cohesion.**

1. Develop a short term plan of action to enhance cohesion. **[?]**

- Write down 3 things that pertain to what we covered today that you believe your units leadership does well.

- As a unit, discuss the top three.

- On your own, write down 3 ways you, as an individual, can work to improve those 3 areas.

- As a unit, discuss and plan for 2 unit-level activities that can be done in the next 30 days that will lead to improved cohesion in the unit. Be specific in labeling what concepts or skills you will implement during those events that you learned today.

- Examples may include:

  – Squad obstacle / confidence course

  – Turn SGT's time into PVT's time

  – Ask your Soldiers what inspired them to join the Army and create an element in the training schedule to enhance that

  – An open discussion about the challenges of being a leader/ Soldier in this decade.
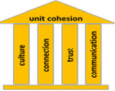
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[**NOTE:** *Allow 5-10 minutes for discussion. Debrief.*]

- [**ASK**]: What did you come up with for 2 activities that you have direct control over that you can realistically do in the next 30 days to increase unit cohesion.

- [**ASK**]: How are you going to present this to the Chain of Command to make these events happen?

- Communication leads to cohesion. The two combined and well executed lead to culture. Trust is the glue that binds it all together. Trust is foundational to all we do in the Army.

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THANK YOU!

Record your own notes here:

🎯 **To end the session.**

1. **Remember the power of leading by example.**

- The missions you are tasked with as Soldiers can be challenging even in the best of times and mission accomplishment is what you are all about. A cohesive unit is what helps you accomplish your mission in the worst of times. Your Soldiers are the assets that make that happen.

- We hope that these materials will be useful for you in building your team's cohesion.

- There are many ways to build cohesion, and listening to your unit members will be key for figuring out if they are heading in the right direction.

- By being the kind of unit that supports one another, that reaches out and builds each other up and makes sure no one gets left behind in terms of social connection, you can create a powerful team that is mission-ready.

- Thank you for your time today and for all you do for your Soldiers.

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