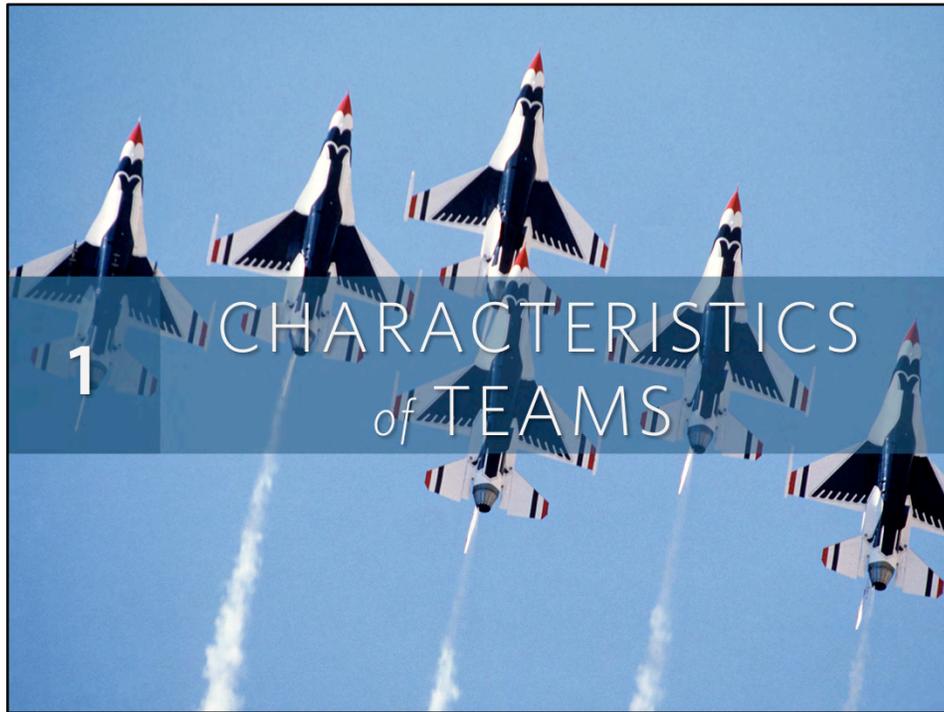


TEAMWORK *for* **PERFORMANCE**
How do you get a group to become a team?

"Alone we can do so little, together we can do so much." - Helen Keller

For the next hour, let's talk about teams, the visible signs of teamwork we look for in flights at encampment, and the challenges that make teamwork hard.



First, let's consider what a team is. What special ingredients transform a mere group into a team?



Does having a goal in common make a group a team? No, there's a lot more, right?

The people in the photo share a common goal - to go Christmas shopping - but no one would say they're a team.

What are some of the characteristics of a team, especially compared to a mere group? (answers vary, make a list perhaps, and then move into the next six slides.)



You've identified a bunch of traits the separate mere groups from teams. As we consider some of those traits in depth, perhaps the first principle to point out is this: You have to change. What does that mean, You, the team member, have to change?

- You can no longer place your personal goals ahead of the team.
- You have to conform, to some degree, to the way the team does things, vs. doing things your way.

Captain Kirk is a great example of this. In the first movie (the reboot), young, pre-Starfleet Kirk is a hothead, totally undisciplined. His mentor, Captain Pike, sees potential in him, but Kirk is not really willing to do things the Starfleet way. He's above the rules. He doesn't follow procedure. Sometimes his renegade attitude helps, but sometimes it doesn't. In the second movie, "Into Darkness," he's stripped of his command briefly because he's shown an inability or unwillingness to change from a self-centered person into a team-centered leader. You have to change, at least in some degree, to be on a team.



Watching Top Gun is a lot of fun. So much that it's easy to cheer for Maverick (Tom Cruise) while forgetting that Maverick is kind of a villain. How? Why?

- Doesn't follow procedures, as when he dangerously flies inverted, inches away from a Soviet pilot he's never flown with, only to take a photo and flip him off.
- Leaves his wingman to chase Viper, which indirectly leads to a crash and the death of Goose.
- Not just cocky, but proudly cocky.
- Not just self-reliant, but a one-man show who believes he can win without help from Iceman.

The movie's climax is arguably when Iceman tells Maverick, "You are dangerous." Why?

- Maverick has become a disciplined pilot, and therefore a more focused and less impulsive warrior.
- Earlier he was "dangerous," in that he was an unsafe, renegade pilot. Now he's "dangerous" in that he has the discipline to win any dogfight.

Maverick's story shows that to be on a team, to work with other people in pursuit of a common goal requires discipline.

In the context of teamwork, what does "discipline" mean?

- Discipline's root work is disciple, which means "to follow." A disciplined person follows the team, follows the team's leader.
- Discipline means delayed gratification. On a team, you put the team's needs ahead of your own. Doing that takes discipline.



Have you ever tried to fold a flag by yourself? Can you do it? Not really, at least you can't do it well.

What if you have help? Yes, but it can't be just any helper. Your partner has to know what you're doing and he or she needs to do to actively cooperate with you.

How do teams show their active cooperation?

- Members display enthusiasm for the job. They're not just helpers, they're eager to help. They look for ways to help the team.

- Members listen to one another. You can't cooperate if first you don't listen to instructions or listen to a teammate voice a new idea.

- **Members give feedback to one another. Active cooperation is about doing the job well, and to do well requires a give-and-take of feedback.** The airmen in this photo are probably using body language to tell one another, "Pull your end a bit tighter.... Step to the left a bit... Ready to flip the flag?...."

That's feedback.

- Members specialize and divide the labor. Perhaps these two airmen are superb at folding flags and two other airmen, off screen, are superb at the manual of arms. When individuals pursue a specialty, the team wins because the most skilled people are performing the given task.



We've already mentioned that team members need to listen and need to offer feedback. That's part of communication.

On a team, particularly if the team has more than a handful of people, information is vital. You don't know what you don't know, so teams have to go out of their way to share information among members.

-- This photo shows the E-3 Sentry (AWACs). In a war zone, all kinds of aircraft from multiple nations may be operating. The fighter pilots might know what their squadron mates are doing, but they could be unaware that helicopters are operating nearby, or that ground troops are moving in to where the pilots were previously slated to bomb. You don't know what you don't know. Therefore teams actively work on their internal communications.

See next page . . .

What are some ways teams can communicate with each other?

- Verbal feedback on the spot. "Hey everyone, dinner is going to be late. Go get into PT clothes right now."
- Planned team meetings / huddles / staff meetings, possibly on a regularly recurring basis.
- Bulletin boards / threaded discussions online / online whiteboards / live Google docs / email groups
- Leaders who walk around and pass information along
- Leaders sending fake or trivial messages down the chain to test for thoroughness. ("Everyone bring your pillowcase with you to formation." Van Halen: no brown M&Ms in L2L chapter 8)
- Formal ways to collect feedback such as end of encampment critiques, online surveys, suggestion boxes, open door policy

Notice that most of these communication ideas require a bit of pre-planning. If you're serious about communication you have to really work at it. It's not enough to simply promise to "try to communicate."



- Katniss and Peeta of The Hunger Games hold some values in common. What comes to mind?
- They share a belief "games" where older teens murder younger kids are immoral.
 - They're not motivated by fame and fortune but merely trying to survive and would, if they could, save others from the games.
 - Katniss showed selflessness by volunteering as tribute in place of her little sister.
 - Peeta showed selflessness by providing bread to Katniss.

See next page . . .

Why is it important for team members to hold certain values in common?

-- Common values promote trust and respect. If I know what you value, I can reasonably predict how you'll act. If I turn my back on you in the Hunger Games, I know you won't knife me. We can work together if we trust in our common values.

-- Common values create a sense of identity, especially when the opposition holds values diametrically opposed to your own. We see this in The Careers who are truly trying to win so that they'll achieve fame and fortune.

----- Consider that during the Vietnam War, when American troops were being tortured by their captors, our guys took comfort in their common belief that Americans would never torture prisoners. That us / them difference in values brought the US troops closer together.

-- If we all subscribe to the same Core Values, as far as we're concerned those values aren't mere opinion, they're facts. "Integrity First." That's not just someone's personal opinion. We take it to be a fact that moral, wise, dependable, trustworthy people act in a way that puts integrity first.

---- If a moral value (integrity, excellence, etc.) is regarded as a "fact," then that fact is enforceable. If you break the value, the team can hold you accountable in one way or another. (punishment, censure, demotion, loss of social standing, etc.)

---- A team that can promote / enforce order and well-being through sharing a common set of core values gains an advantage over the team that cannot.

-- One specific example is in the idea of "command intent." A leader sometimes will say, "My general goal for you is XYZ... Try to achieve this sort of result, being mindful of these dangers..." That's leading through a command intent, which is different from a leader who gives you very detailed instructions. The result is that teams using command intent can react quickly to changing situations because they have a fair idea of what the leader would do in that situation and can act accordingly. Likewise, the leader can encourage subordinates to use their best judgment because, by sharing some common values, the subordinates can be counted on to make ethical decisions.

It's a lot easier to lead a team when you trust everyone around you. Shared values allow that trust to develop.



Forrest loves Lieutenant Dan and considers him a true friend. Does it work the other way, too? Is Dan loyal to Forrest?

-- Not really, not in the first half of the movie at least. Dan resents Forrest for saving his life. He resents Forrest for being optimistic. He thinks Forrest is pretty stupid and therefore probably wouldn't go out of his way to help him in a time of need.

Maybe Forrest is loyal to Lieutenant Dan because Forrest sees the good in people who appear bad on the surface. No matter, for one reason or another Forrest has chosen to be Lieutenant Dan's friend.

In Forrest we see loyalty. Dan is unkind to him, but Forrest stays his friend, even though it's not easy.

Interpersonal conflict is inevitable. No one gets along perfectly all the time. Therefore, the great teams promote loyalty, a stick-with-us through thick or thin attitude. You're not a very good team if you break apart at the first sign of trouble.

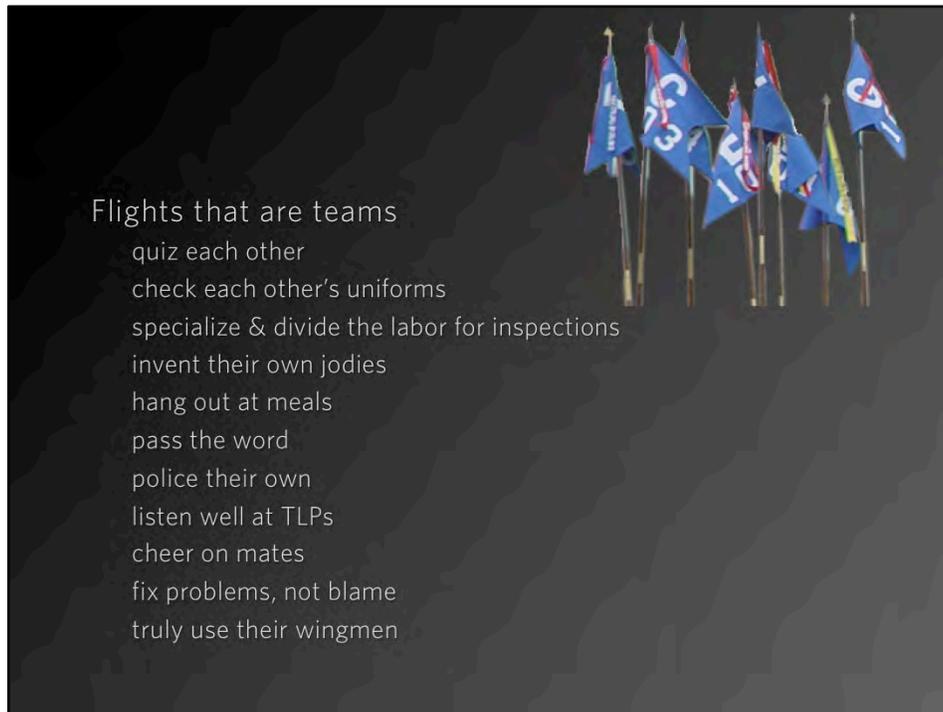
Consider the wingman concept. A good wingman will be loyal to his or her partner. "Never leave your wingman." Forrest is that wingman to Dan. And in the end, Dan is the loyal wingman for Forrest.

Groups are apt to break apart at the first sign of trouble. Loyalty gives teams the strength to stick with it.



We've considered some characteristics about teams in general. Let's think about teamwork here at encampment. Flights are supposed to be teams. How do you know if a flight has moved from being just a group of cadets into a cohesive team?

(Accept input from everyone. Consider making a list. Ask for specific signs of teamwork you can "see," not abstract ideas.)



You've given us a good list of ideas. Here's a slide listing some we've already mentioned and some we haven't.

Quiz each other. Memory work can be a team activity. Your wingman can be a study buddy. If you see cadets quizzing each other, that's a team-oriented attitude.

Check uniforms. "Hey, oops, your gig line is off." Teammates aren't criticizing each other. They're not saying "you're stupid." Teammates know that the team looks good when the individuals look good so they help each other out.

Inspections. One way to prepare for inspections is to say, "everyone for himself." This doesn't work, as you've probably learned. The only way to really pass an inspection is to work together.
-- Specializing means that the best bed makers take care of the beds and the best boot shiners take the lead on the boots.

Jodies. A flight that invents its own jodies is showing that it is a unique team with a personality of its own. It also shows that students are thinking for themselves and not relying solely on their leaders.

Meals. Flights generally eat together (at most encampments), but do you eat with the same cadets every single time? A good team will mix it up - still eating with flight mates, but different flight mates from time to time.

Pass the Word. Communication is a big part of teamwork, so if you see cadets taking initiative to keep each other informed, that's a sign of teamwork.

.... See next page

Police their Own. If someone acts up in the dorm but the cadre isn't around, does another student say, "Knock it off?" That's what it means to police yourself. It's a sign of teamwork because the team is enforcing its own standards upon themselves, not relying solely on the leader to do it.

Listen at TLPs. Do one or two cadets do all the talking during TLPs? Does the quiet cadet get interrupted or does the flight give everyone a chance to contribute? If a TLP is a "one man show," that means the flight isn't a real team.

Cheer on Mates. During PT, sports, and other appropriate times do the flight members cheer each other on? Do they provide encouragement or are they negative? Enthusiasm and encouragement as visible signs of teamwork.

Fix Problems, Not Blame. If someone goofs up, does the team bounce back or are people more interested in casting blame?

Wingmen. Is the wingman program just a fake thing people are supposed to use but don't, or do you actually see pairs of cadets interacting, reminding each other to drink water, patting one another on the back, checking their uniform and bunks, etc.?

When you see flights behaving in these and similar ways, you're seeing a team in action.



We've seen that "teamwork" requires more than just having a common goal. Next let's look at some ways that make teamwork difficult. What are some of the challenges facing teams?



This image from the movie "Step Brothers" shows two total losers. The characters aren't living up to their potential. They're lazy. They're 40 years old and living at home with their parents. No jobs. They haven't grown up.

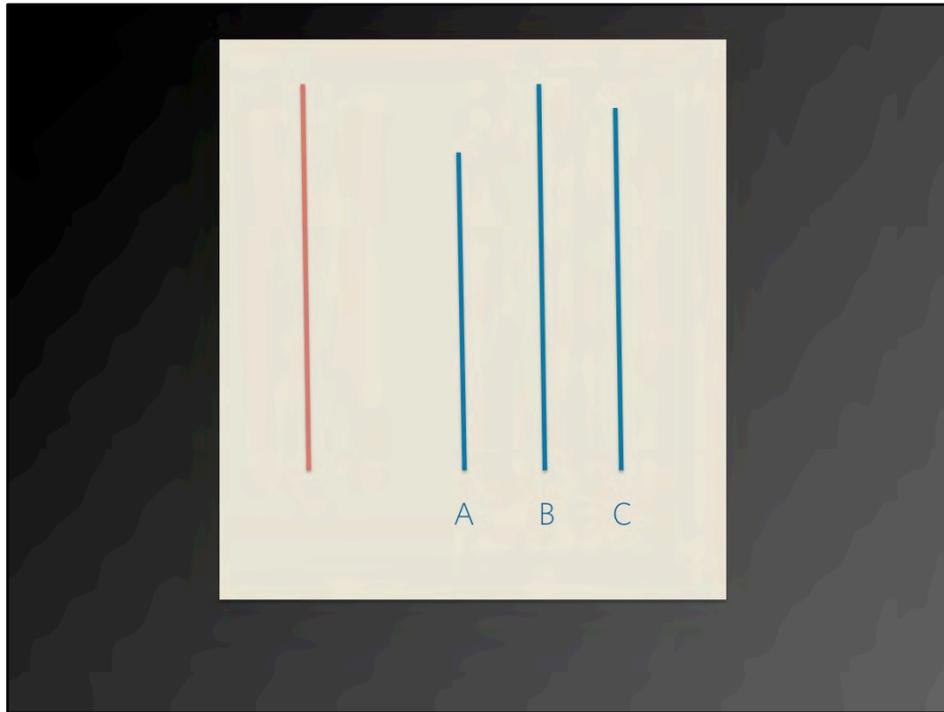
The step brothers are "free riders." They accept the benefits that the family offers (food, shelter, TV, etc.) without contributing to the needs and work of the family.

One criticism about teams or a potential danger in teams is the free rider problem. Why?

- When others are working, it may be tempting for you to sit back and not work so hard.
- In a group project at school, 20% of the students will do 80% of the work. Some kids won't lift a finger and yet they'll collect an A. (Pareto principle)

How do teams succeed in spite of the free rider problem?

- Find ways to measure individual contribution. (Not just team victories, but your individual batting average.)
- Publicly praise high performers and people who show improvement in their performance. Even better, encourage teammates to commend their peers; don't just make praise a leader-driven act.
- Pair-up weak performers with strong performers in hopes that the stronger person will cause the weaker to step up their game.
- "Perform or perish." This is how for-profit business (supposedly) works. If you're a lousy salesperson, the boss will coach you, but eventually if you fail you're fired. Free riders won't last long.
- Help individuals find their right niche. The step brothers weren't cut out for normal jobs, but eventually they found that their "Prestige Worldwide" idea could succeed and they were well suited to that.
- Through strong leadership, create a culture where everyone deeply wants to contribute, where the last thing they want is to let the team down.



Cohesive team start to see the world the same way. In a good team, everyone is pointing toward the same vision. That's good for a lot of reasons, but it's also potentially dangerous for the team.

Mini Exercise: Asch Diagram (box depicted on slide)

< Prior to your beginning this class, secretly recruit a couple people to help you. Have some be airmen, some cadet officers, some seniors. See the next page for instructions on how this exercise will go: >

Instructor: Here's a quick little exercise to see who is paying attention. You see the red line on the left. Which of the three blue lines is the exact same length as the red? A, B, or C?

Student: (Will pick B)

Instructor: Yes, C, correct. Oh wait, you said B? No, sorry. Look again, B.

Student: (Might protest, tell you you're wrong.)

Instructor: Cadet Jones (your secret helper), what do you say?

Helper 1: Line C. Definitely. I can see why B sort of looks correct, but if you look closely it's C.

Instructor: Cadet Smith (a second secret helper), what do you say?

Helper 2: Line C. That's pretty obvious. Why is this even a question, just look at it, it's C.

Helper 3: Maybe it's the angle from where he's sitting because from here it's C.

Helper 4: Sir, like the original student I was originally thought the answer was B, but because of what the others have said, I see now that it's C.

Helper 5: Yeah, definitely C.

Instructor: So, student, do you see that now?

(If the original student changes his answer to conform with the team, great. If not, this exercise can still succeed.)

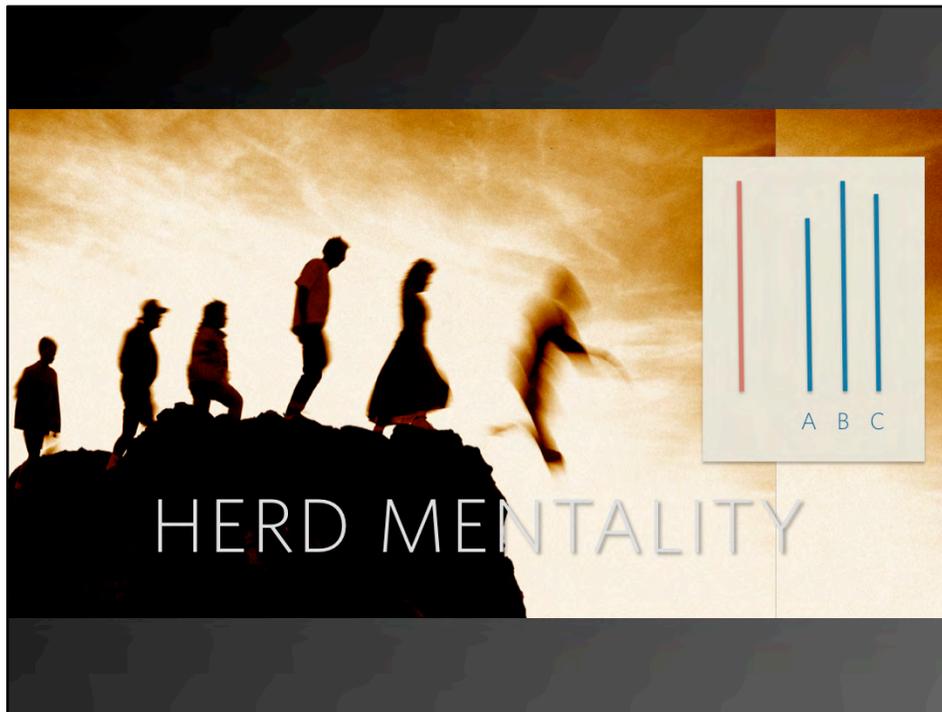
This diagram is called an Asch Diagram. A psychologist named Solomon Asch used it to demonstrate an important lesson. Can anyone guess what Asch's real purpose was all about?

-- It demonstrates the tendency of individuals to conform to a group's views, even against simple facts that they know to be true.

-- If group members / team members tend to conform to the dominant opinion, the team suffers because they'll make ever more bad decisions.

-- In a team with a high degree of conformity, individuals in the minority may eventually give up trying to offer feedback altogether.

Asch ran this exercise a handful of different ways. Here, I've used Cadets 1, 2, 3, 4, and 5 as my secret helpers, telling them in advance how to answer. Under some conditions, Asch found that 75% of the time the "subject" (here, the student) would go along with the wrong answer. Put another way, Asch showed us what you might call a herd mentality . . . (next slide)



Cohesive team start to see the world the same way. In a good team, everyone is pointing toward the same vision. That's good for a lot of reasons, but it's also potentially dangerous for the team.

What does a "herd mentality" mean for teams?

- Blind obedience to orders.
- Incredible pressure to conform to the team, even if you believe everyone else is wrong.
- The most powerful people on the team (leader, strong personalities, etc.) generate in others a desire to mirror their attitudes, opinions, habits, values, etc. (The popular kids at school have herd-like followers.)

How do you keep your team from becoming a herd?

- "Fight for feedback" and "Feedback: breakfast of champions" are two good slogans. Leaders have to go out of their way to motivate individuals to say what they really think.
- Have lower ranking cadets speak first so that they don't parrot what a high ranking person says.
- Don't accept simple answers. Keep asking, "Why?" Make the person who suggests an answer explain the rationale for that answer.
- Never ridicule an answer. If you make someone feel stupid, next time, when they actually do have the right answer, they'll stay silent for fear of being ridiculed again.



"Sherlock" fans, tell us what's unusual about this character. What makes him kind of weird?

- Lousy people skills
- Awkward manners that can be a real turn off
- Prefers text messages to human interaction
- Sometimes doesn't talk for days on end
- You annoy him even if you merely think
- Watson verbalizes his observations. Sherlock thinks that's odd. His thinking is all done silently.

Sherlock Holmes, at least on the TV show, is an introvert. He prefers to think more than talk, to work on problems by himself not with others, because he's not as outgoing and bubbly as a lot of people it can be difficult to know what he's thinking and feeling, so consequently it's easy to misunderstand why he is.

See next page...

Psychologists believe that 60% of Americans are introverts. That is 60% of Americans have a preference for quiet times, recharge themselves by being alone and just thinking, and find it tiring or uncomfortable to be around a lot of strange people.

Being introverted isn't right or wrong, but what challenge does it present for teams?

-- Teams want introverts to contribute to team problem solving but also want to respect who they are and their personalities

-- Allow people to work in small groups or solo, at their choice

-- Give them advance notice before asking for an answer. Don't expect an answer right away. Try, "We need to create a guidon for our flight. Try to imagine some good ideas on how to do that this morning and we'll meet again after lunch..."

-- Listen carefully to their words. Introverts tend to say what they mean and are reserved in their emotional displays. Wild emotions are not to be expected.

-- In a group brainstorming session, try to start off with a period of silence. Let the introverts collect their thoughts, otherwise the extroverts tend to dominate the brainstorm discussion and unintentionally shut-out the introverts.

-- Outside the encampment setting, in a squadron / school team / workplace be open to email conversations instead of in-person conversations or phone conversations. Introverts often do their best thinking when they can take their time.

Quiet, reserved, introverted people are not weird. By respecting their individual differences, teams benefit because more people (introverts plus extroverts, not extroverts only) are involved in problem solving.



You're not supposed to care who gets the credit. If you're team focused, you, the individual team member worry about the team chalking up victories.

But if I don't look out for me, for my personal resume, for my personal achievements, no one will. The team-focused individual makes a leap of faith in trusting that if he or she helps the team win, even if it means giving up personal trophies or personal praise, in the long run they'll flourish as individuals.

Derek Jeter is famous for being a team-focused player, not an egocentric player who is only in it for himself, his personal statistics, his personal salary. One of those personal statistics, by the way, is called "assists." Jeter has fielded more balls and thrown them for outs than any other active player. He's the leader in assists, but not put-outs. That fact further illustrates that a team-focus instead of a "what's in it for me" focus benefits the individual in the end. Over the years, he's led the Yankees to many pennants and World Championships. That he never claimed credit for those victories only brings further credit upon himself. In the end, he'll do fine. He's absolutely certain to get into the Hall of Fame on the first ballot.



Michael Murphy, Navy SEAL and posthumous Medal of Honor recipient. If you've seen the movie "Lone Survivor," you know that his team was pinned down and in grave danger. At terrible risk to himself, he moved to high, exposed ground so that he could call for help. If that's not a team-focused ethic, nothing is.