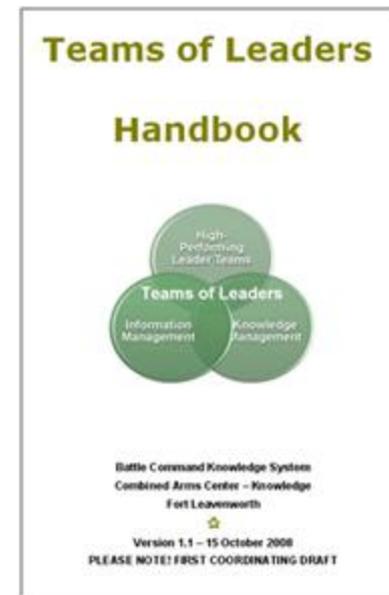


Army Operational Knowledge Management Conference
Battle Command Knowledge System
Combined Arms Center



How to Develop a Networked Team of Leaders

Workshop – 30 October 2008



Bob Veitch



Jeff Stamps & Jessica Lipnack

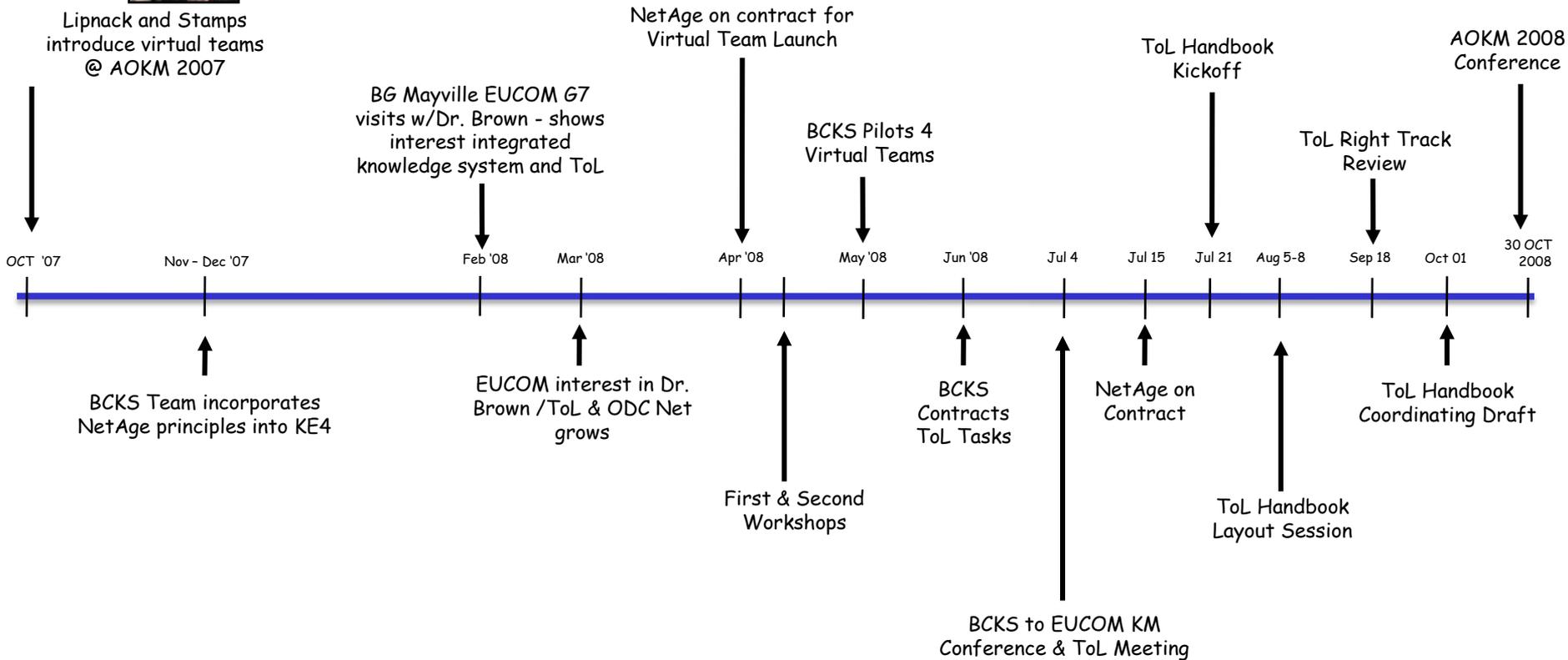


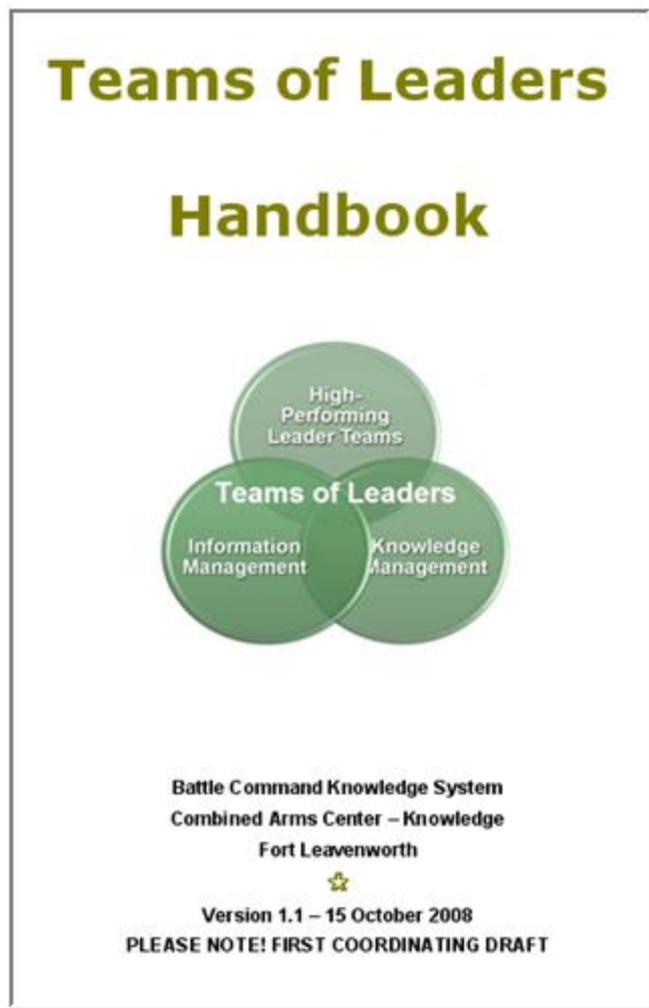
ToL Handbook – A Year in the Making

Timeline by Michelle Hannah



Lipnack and Stamps introduce virtual teams @ AOKM 2007





- Section 1: ToL Handbook Overview**
- Section 2: Develop High-Performing Leader Teams**
- Section 3: Collaborate**
- Section 4: Communicate**
- Section 5: Leader Team Exercises**
- Section 6: Context and Contacts**

Rick Morris
Mike Prevou
Michelle Hannah
Bob Veitch
Jeff Stamps
Jessica Lipnack

Section 1: ToL Handbook Overview

Chapter 1.1: Why Teams of Leaders?

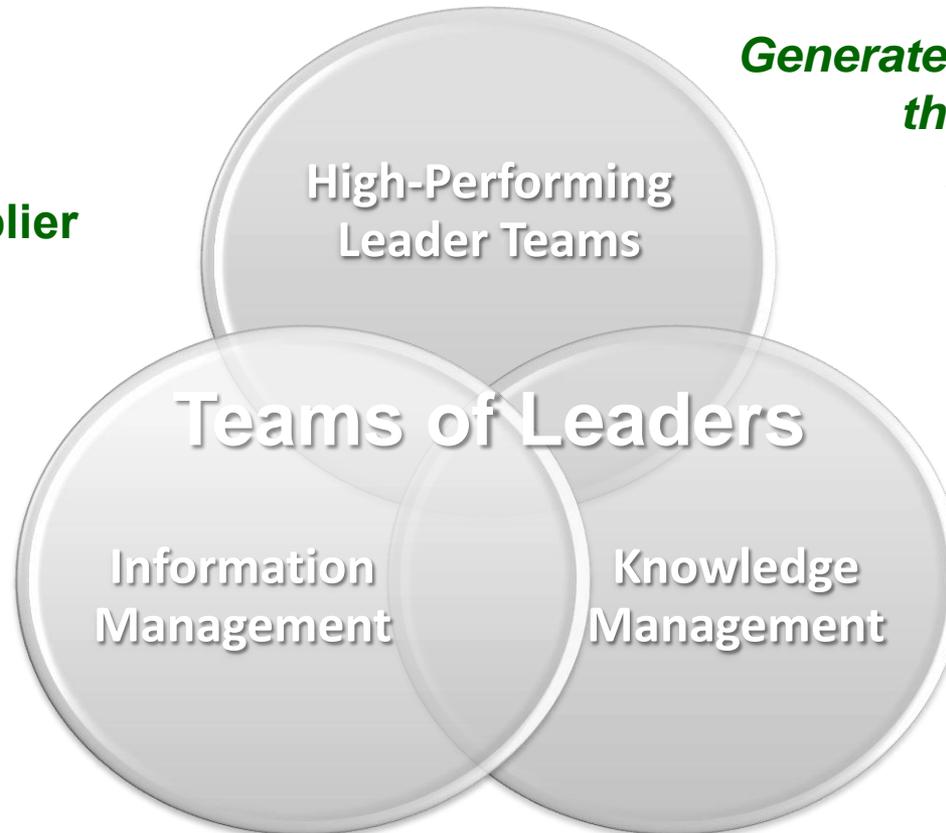
Chapter 1.2: Structure of the Handbook

Chapter 1.3: Section Stories

First section provides overview of why teams of leaders are necessary, how they become a powerful multiplier of organizational capability, and introduces the stories.

... the next multiplier

JIM and Army

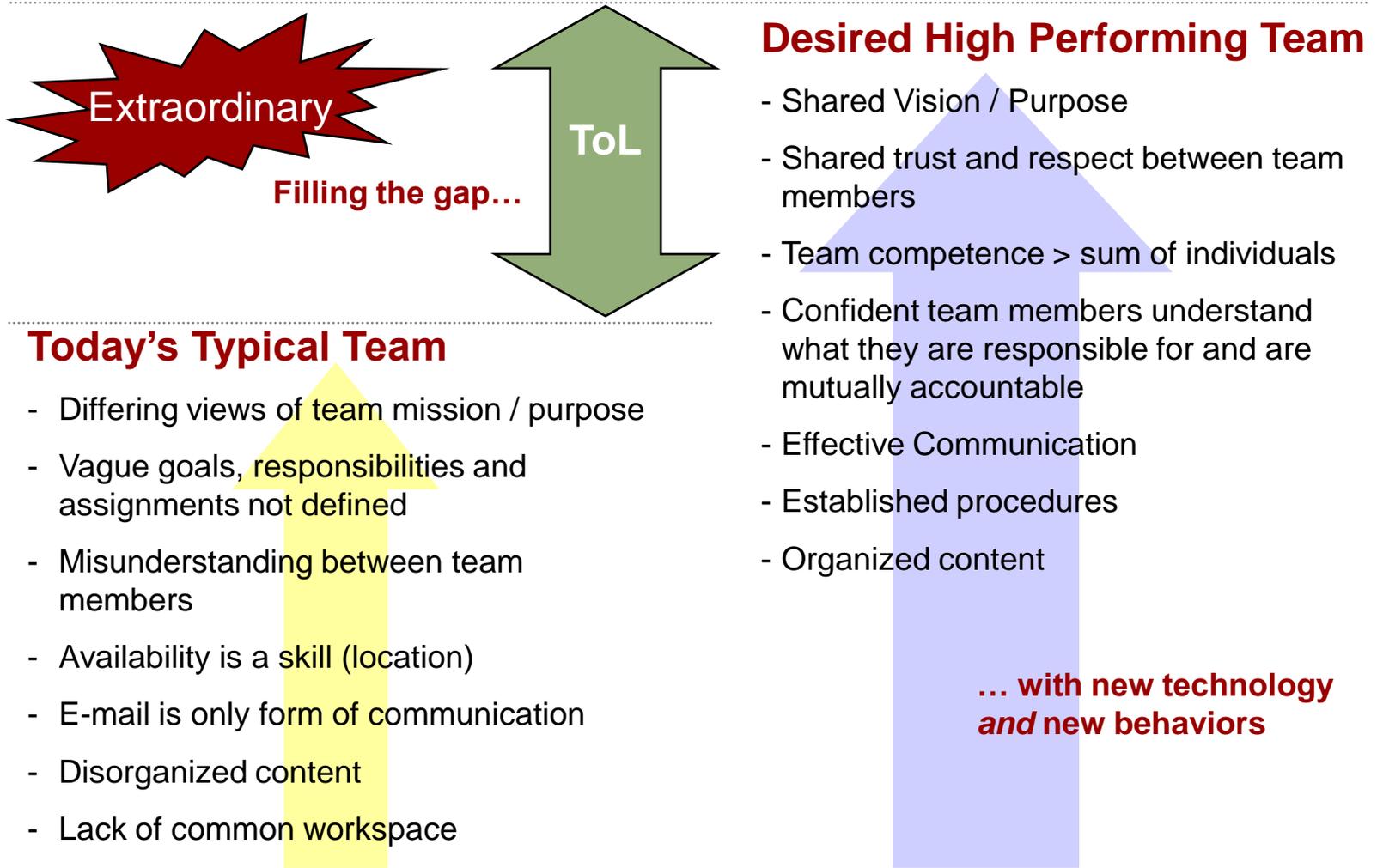


Generates high performance through processes of Advanced Learning

Actionable Understanding

Developed from Bradford & Brown, *America's Army: A Model for Interagency Effectiveness* (2008); and Ibid., *Landpower Essay. Teams of Leaders: The Next Multiplier* (2007)

ToL – Filling the Gap



Second section answers why we need to develop “high-performing leader teams” (HPLTs) and offers three quick how-to’s.

Section 2: Develop High-Performing Leader Teams

Chapter 2.1: Why High-Performing Leader Teams?

← *Why the need for HPLTs*

Chapter 2.2: Developing Qualities of High Performance

← *Start developing qualities*

Chapter 2.3: Hasty Team Launch

← *Get going quickly*

Chapter 2.4: Facilitating Virtual Meetings

← *Conduct better meetings*

Shared Purpose

Shared
Compete
nce



Shared
Trust

Shared
Confidence

- Four qualities identified by LTG (RET) Fredrick J. Brown as fundamental to high-performance teams
- **SHARED** character of Purpose, Trust, Competence, and Confidence critical to leader teams

Section 3: Collaborate

Chapter 3.1: Basic Principles and Model

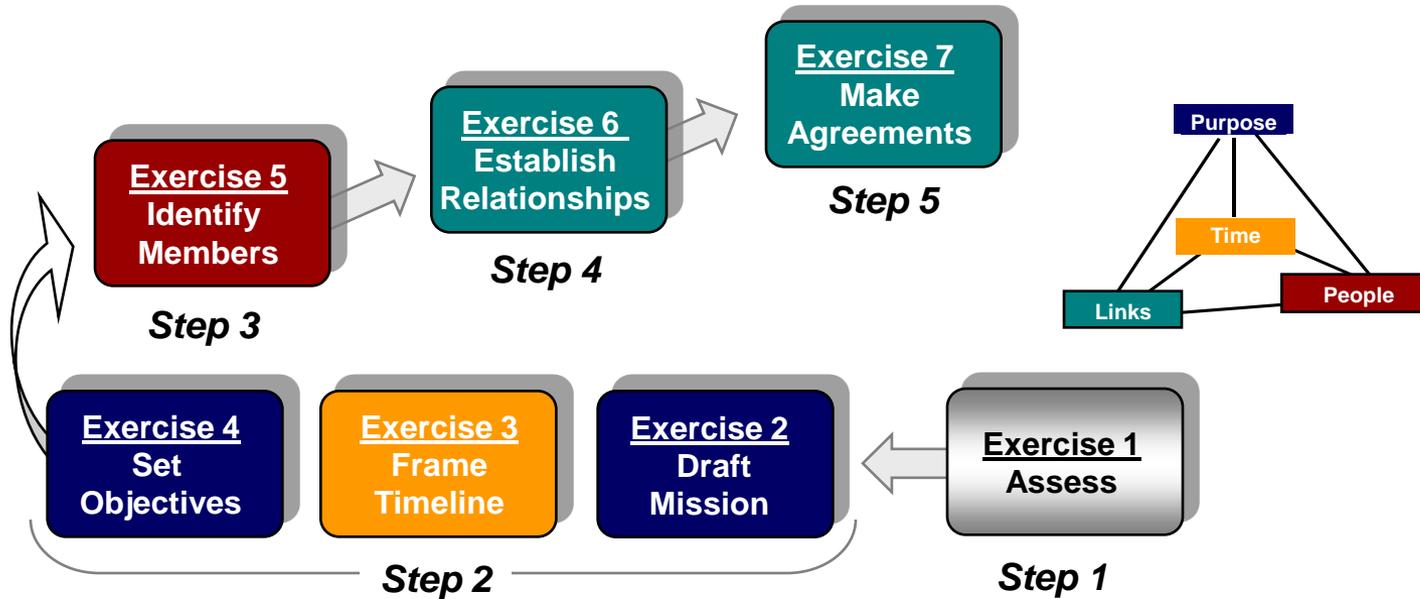
Chapter 3.2: Leader Team Launch Process

Chapter 3.3: Virtual Team Room

Chapter 3.4: Consensus Building

Chapter 3.5: Intercultural Differences

*The **third** section addresses processes and issues of collaboration...*



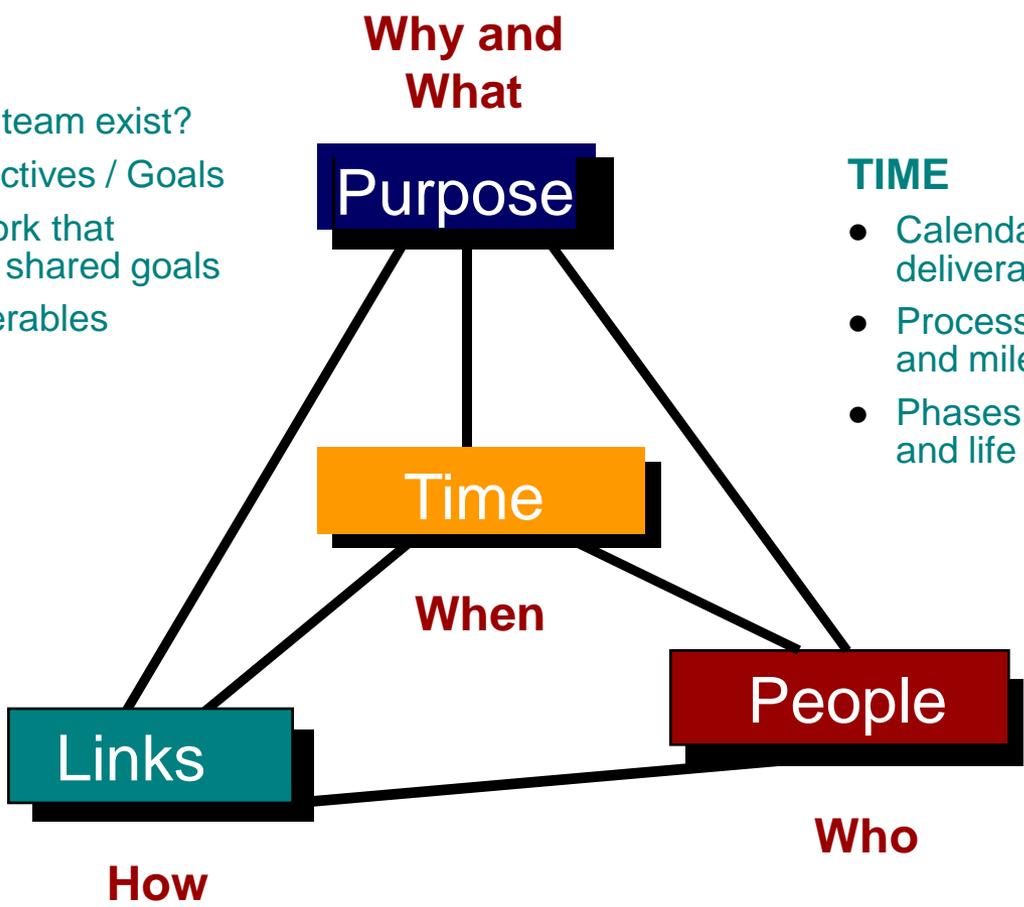
Basic Elements of Every Team

PURPOSE

- Why does the team exist?
- Mission / Objectives / Goals
- Tasks – the work that expresses the shared goals
- Results, deliverables

LINKS

- Media – What do we need to work effectively
- People communicate and interact to get work done
- Interactions over time develop into relationships and trust

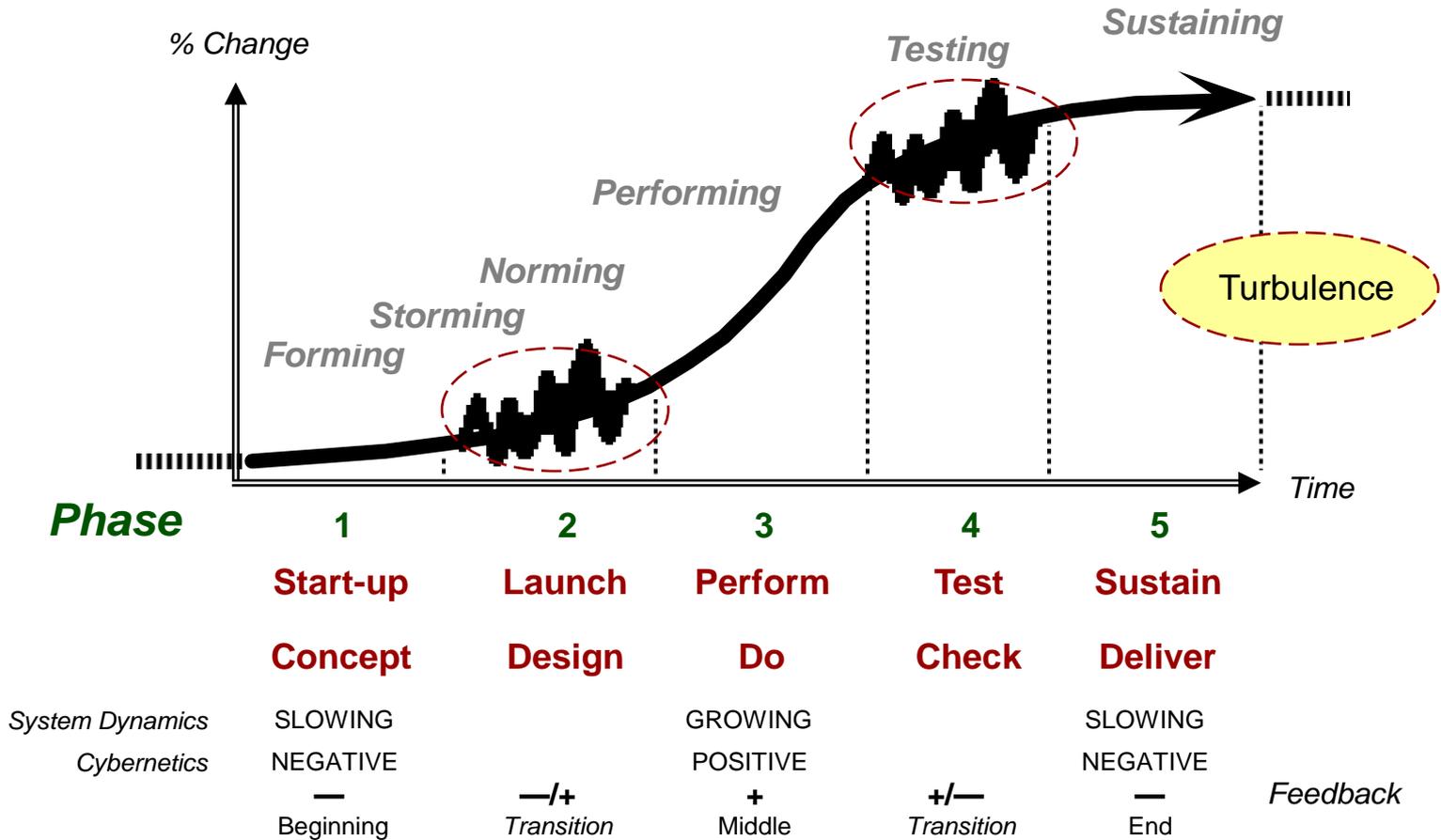


TIME

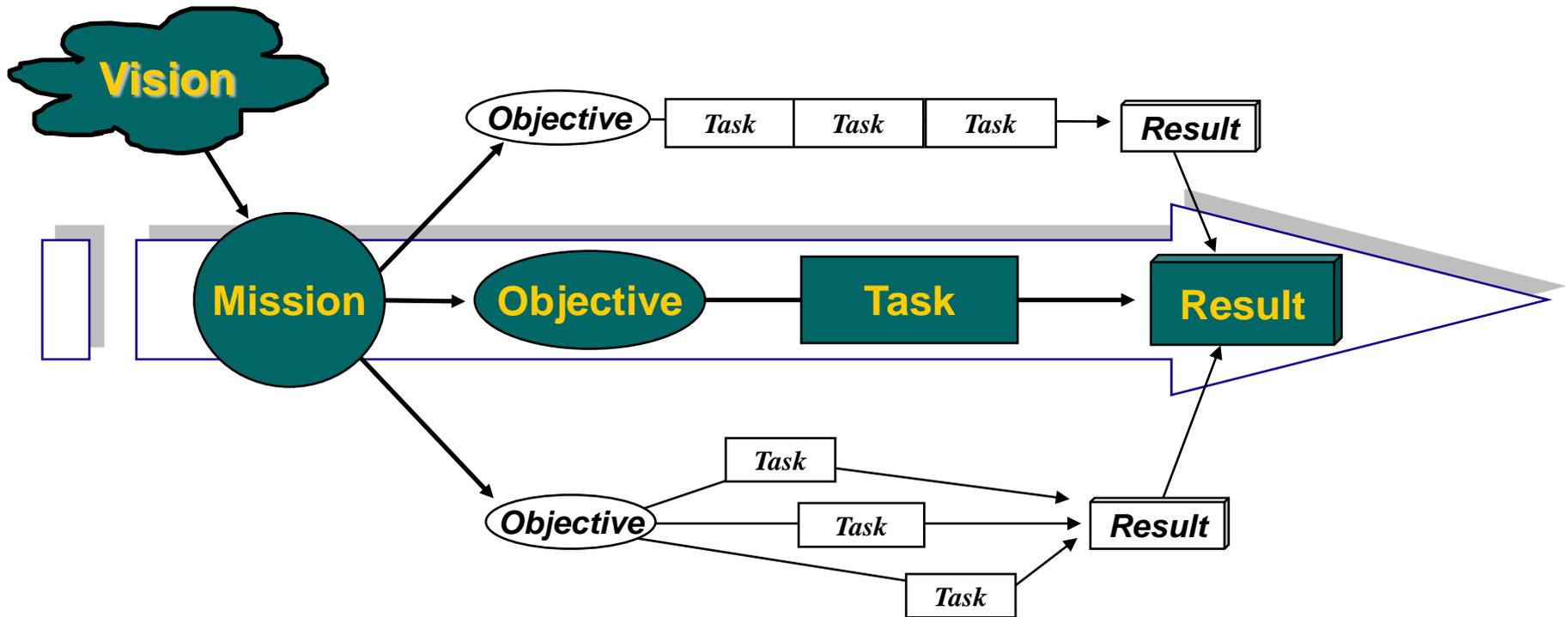
- Calendar – When is the deliverable due?
- Process / Project plan and milestones
- Phases of development and life cycles

PEOPLE

- Members – who is in the team and why?
- Leadership roles taken by each member
- Nested levels of leader teams



One Vision, Single Mission, Multiple Objectives, Numerous Tasks, Shared Results

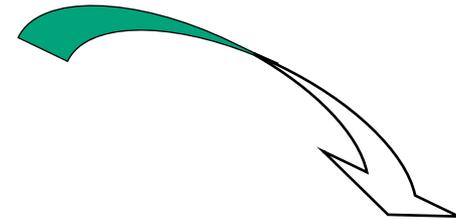
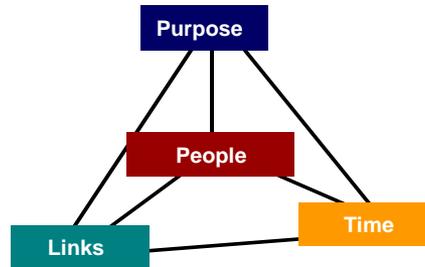


For Team Success, Virtual Teams Require New Principles, Behaviors, and Tools

Use four common principles

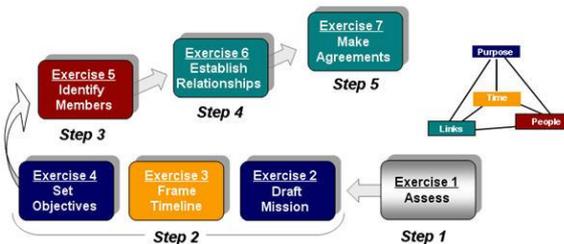


And startup a virtual team room



Assessment and Diagnostic Questions	
<p>Purpose</p> <ul style="list-style-type: none"> 1. Everyone has some picture of overall purpose 2. Team documents, agrees, and revises clear, simple goals 3. Everyone follows some process for doing similar work 4. Team looks for ways to document and improve work processes 5. Everyone understands the definitions 6. Team develops and reviews measures and indicators for achievement 	<p>Links</p> <ul style="list-style-type: none"> 10. A variety of skills are available and accessible 11. Team knows how to use collaboration tools consistently and effectively 12. Team has collaboratively established and authority applied operating agreements 13. Team actively implements strategy for engagement across organization boundaries 14. Team routinely builds "social capital" through multiple connections 15. Team has high level of trust
<p>People</p> <ul style="list-style-type: none"> 8. People have the freedom and flexibility to do their work 9. Team continuously clarifies roles, responsibilities, and competencies needed 16. Leadership widely distributed and skills as needed 17. Individuals are encouraged to lead and to follow as appropriate 18. Key system interdependencies are clearly understood 19. People are encouraged to take across teams 	<p>Time</p> <ul style="list-style-type: none"> 16. Team has clear understand and utilization of roles 17. People are aware of ongoing key team dates and cultural calendar 18. Team structure are collaboratively established 19. Team is able to adapt to rapidly changing conditions 20. Team has clear view of the big picture and overall goals 21. People discuss team processes and suggestions for improvements

To assess virtual team behaviors



To choose team development steps

How virtual are you? Discuss questions with team members to evaluate your virtual working situation

Question?
1. How many locations are your members in?
2. How many countries?
3. How many time zones?
4. How many languages do you speak?
5. How many cultures?
6. How many disciplines are represented on your team?
7. How many different job titles?
8. How many functions do you come from?
9. How many different organizations?
10. How many companies do you represent (if external members are part of team)?

How good are you now? Team does self-assessment in key areas, which guides design of process and identifies priorities for development

<p>Purpose</p> <ul style="list-style-type: none"> 1. Everyone has same picture of overall purpose 2. Team discusses, agrees, and reviews clear, simple goals 3. Everyone follows same process for doing similar work 4. Team looks for ways to interconnect and improve work processes 5. Everyone understands the deliverables 6. Team develops and reviews measures and milestones for deliverables 	<p>Links</p> <ul style="list-style-type: none"> 13. A variety of media are available and accessible 14. Team knows how to use collaboration tools consistently and creatively 15. Team has collaboratively established and actively applied operating agreements 16. Team actively implements strategy for engagement across organization boundaries 17. Team members build "social capital" through multiple connections 18. Team has high level of trust
<p>People</p> <ul style="list-style-type: none"> 9. People have the freedom and flexibility to do their work 8. Team continuously clarifies roles, responsibilities, and competencies needed 9. Leadership widely distributed and shifts as needed 10. Individuals are encouraged to lead and to follow as appropriate 11. Key system interdependencies are clearly articulated 12. People are encouraged to talk across levels 	<p>Time</p> <ul style="list-style-type: none"> 19. Team has clear milestones and schedules of dates 20. People are aware of ongoing key team dates and cultural calendar 21. Task timelines are collaboratively established 22. Team is able to adapt to rapidly changing conditions 23. Team has clear view of its life cycle and current phase 24. People discuss team processes and suggestions for improvements

Exercise 2: Name and Mission – Sample

Take a few minutes to discuss your team’s name. Does it accurately reflect what you’re doing? Then take a few minutes to be imaginative and come up with a nickname. Record them both.

Team Name:	Teams of Leaders Development Team (ToL-D)
------------	---

Ask everyone to quickly write down their view of the team’s mission. Then discuss what people have written. This is an easy way to determine how clear the purpose is. Record the results of the dialogue for further exploration at a later meeting.

Team Purpose:	Develop, integrate and field a dynamic knowledge enabling capability to support high-performing teams.
---------------	--

Exercise 3: Frame timeline



Date	Result
June 08	Configure Teams of Leaders Net on SharePoint
21 July 08	Startup handbook project
4-8 Aug 08	Handbook brainstorm and launch
17 Sept 08	Right-track review
30 Sept 08	Deliver Teams of Leaders Handbook

Exercise 4: Set Goals and Results - Sample

Top Goals/Objectives (3 min, 7 max)	Results	Time frame
Design ToL –D team room around Netage team space methodology	ToL-D team room on CSC server for testing	March – April 08
Establish Teams of Leaders Network on CombinedArmsCenter.army.mil	Opens ToL Net up to all of CAC for more extensive testing	June – Sept 08
Create Team Room Wizard	Allows any individual to build a team room in 20 minutes or less	July – October 08
Write Teams of Leaders Handbook	A simple to use handbook to help teams become high performing using communication, collaboration and advanced learning	July – September 08
Pilot Handbook and methodology in EUCOM	Draw feedback and guidance from ODC teams / grassroots ToL experts	October 08
Develop pilot feedback process	Web-enabled feedback mechanism	Ready for EUCOM pilots, November 08
Develop marketing plan	Marketing plan, demos, and collateral	Tied to product roll-out in Winter 09

Exercise 5: Identify Members – Sample

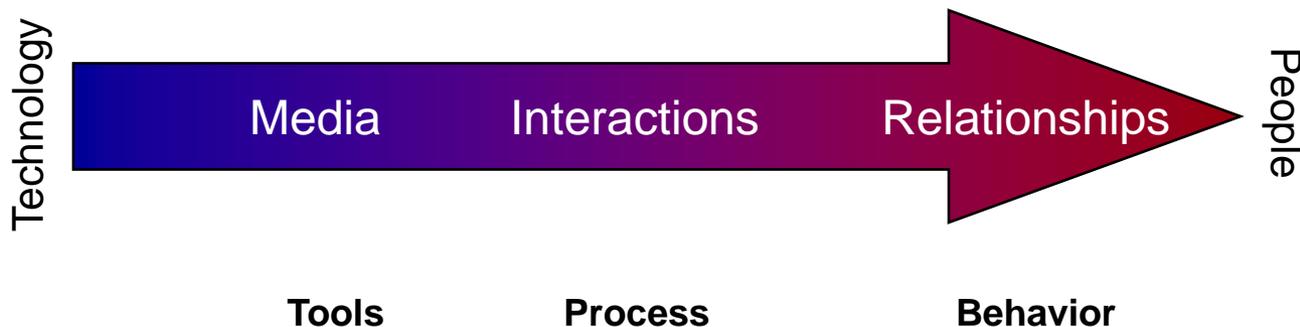
Name	Team Role	Position Title	Organization	Location	Time Zone
Core Team					
Michelle Hannah	Project Leader	Project Leader, ToL	BCKS	FLVN	CST
Mike Prevou	Project Architect	Chief, KIND	BCKS	FLV	CST
Holly Baxter	Handbook Author	Chief Knowledge Scientist	SKS	Dayton, OH	EST
Jessica Lipnack	Handbook Co-Leader	Consultant	NetAge	Boston, Mass	EST
Jeff Stamps	Handbook Co-Leader	Consultant	NetAge	Boston, Mass	EST
Bob Veitch	Training Developer	Training Development	BCKS	FLVN	CST
John Kessler	IT Lead	SharePoint Guru	BCKS	FLVN	CST
Extended Team					
Rick Morris	Senior Mentor	Program Manager	BCKS		
Anna Cianciollo	Handbook Author	Consultant	ARI	Champagne, IL	EST
Linda Pierce	Handbook Reviewer	Consultant	ARI		
External Network					
MAJ Brad Hilton	Pilot Lead	EUCOM Lead, ToL	EUCOM	Stuttgart, Germany	
Rick Brown, LTG (RET)	Project Champion	Consultant	EUCOM	All over the world	?

From Cold, Hard Technology To Warm, Fuzzy People

Relationships are the most important, and hardest, part of 21st century work

Links network the organization

- Physical links are required for communication, even the air space of face-to-face. From millennia of few options, we now have many ways of making connections
- Links are really about *linking*, the processes of communication and interaction that take place using different channels and tools
- Interactions over time lead to *relationships* between people and organizations. Good interactions create *trust*, bad interactions engender distrust



Exercise 6: Establish Relationships - Sample

Relationship Matrix

Goals	Core Team					Extended Team					External Network
	MH	MP	HB	J&J	JK	RM	AC	LP			
Design ToL –D team room around Netage team space methodology	(L)	M		M	(L)						
Establish Teams of Leaders Network on CombinedArmsCenter.army.mil	M	M			(L)						
Create Team Room Wizard	M				(L)						
Write Teams of Leaders Handbook	M	M	M	(L)		M	M	M			
Pilot Handbook and methodology in EUCOM	M	M				(L)					(L) Brad Hilton and Dr. Rick Brown
Develop pilot feedback process	(L)	M	M								Hilton, Brown

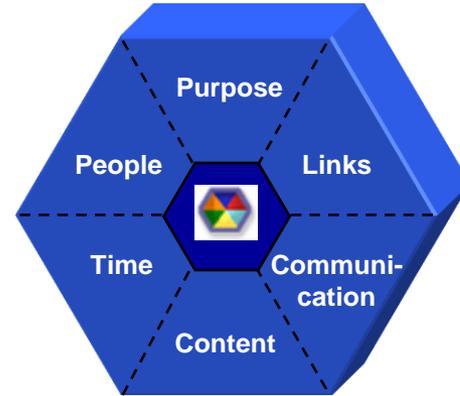
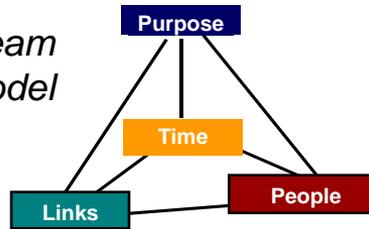
L = Leader M = Member

Exercise 7: Make Operating Agreements - Sample

Category	Agreement	Notes
Weekly Con Calls	Meetings will begin within two minutes of start time; members encouraged to log in to SameTime or NetMeeting five minutes early. No status reporting; hot topics only	Core members to attend; let someone know if you cannot attend. Note taking, facilitation will rotate.
Between Meetings	Update task progress in Team Room prior to meetings; alert Team Leader to hot agenda topics	Proposed for 1 month trial at April 15 meeting
Team Room	All project materials posted to team room including working documents, meeting agendas, meeting notes, online discussions	We'll monitor use on a weekly basis for first month then reassess to see what's working, what's not
Responsiveness	Requests for information expected to be answered within 24 hours except weekends and holidays--no weekend work	We'll review this in a month to see if it's working; need to post world calendar with holidays
Availability	Everyone to post their whereabouts on a daily basis, forward phones to mobile if traveling	
Email	Only for 1:1 communication -- period!	Reassess every week to see if this is practical

Team Room Concept Design

Virtual team model



Team room with "walls" metaphor

"Buttons" to general team functions with associated tools and exercises



Exercise 5: Identify Members - Sample

Name	Team Role	Primary Title	Organization	Location
John Doe	Team Lead	Project Manager	ABC Corp	New York
Jane Smith	Team Member	Software Engineer	XYZ Inc	San Francisco
Bob Johnson	Team Member	Product Designer	DEF LLC	Austin
Alice Brown	Team Member	Marketing Specialist	GHI Corp	Chicago
Charlie White	Team Member	Operations Manager	JKL Inc	Los Angeles
Diana Green	Team Member	Business Development	MNO Corp	Seattle
Edward Black	Team Member	Customer Support	PQR Inc	Denver
Fiona Grey	Team Member	Quality Assurance	STU Corp	Portland
George Blue	Team Member	Systems Administrator	VWX Inc	Phoenix
Helen Yellow	Team Member	Human Resources	YZA Corp	San Diego
Ivan Purple	Team Member	Finance Analyst	BCD Inc	San Jose
Judy Pink	Team Member	Operations Director	EFG Corp	San Antonio
Kyle Cyan	Team Member	Product Development	HIJ Inc	San Jose
Laura Magenta	Team Member	Business Operations	KLM Corp	San Jose
Mark Olive	Team Member	Customer Success	NOP Inc	San Jose
Nancy Gold	Team Member	Business Development	QRS Corp	San Jose
Oscar Silver	Team Member	Business Development	TUV Inc	San Jose
Peter Bronze	Team Member	Business Development	WXY Corp	San Jose
Quinn Iron	Team Member	Business Development	ZAB Inc	San Jose
Rachel Steel	Team Member	Business Development	BCD Corp	San Jose
Sam Tin	Team Member	Business Development	EFG Inc	San Jose
Tina Lead	Team Member	Business Development	HIJ Corp	San Jose
Victor Lead	Team Member	Business Development	KLM Inc	San Jose
Wendy Lead	Team Member	Business Development	NOP Corp	San Jose
Xavier Lead	Team Member	Business Development	QRS Inc	San Jose
Yvonne Lead	Team Member	Business Development	TUV Corp	San Jose
Zoe Lead	Team Member	Business Development	WXY Inc	San Jose

Exercise 2: Name and Mission - Sample

Take a few minutes to discuss your team's name. Does it accurately reflect what you're doing? Then take a few minutes to be imaginative and come up with a nickname. Record them both.

Team Name	Team Mission
Team Alpha	Develop and launch new products
Team Beta	Improve customer satisfaction
Team Gamma	Optimize internal processes
Team Delta	Expand market reach
Team Epsilon	Innovate in AI technology
Team Zeta	Enhance data security
Team Eta	Streamline supply chain
Team Theta	Develop sustainable solutions
Team Iota	Strengthen global partnerships
Team Kappa	Revitalize brand identity
Team Lambda	Optimize resource allocation
Team Mu	Enhance employee engagement
Team Nu	Develop strategic alliances
Team Xi	Improve operational efficiency
Team Omicron	Expand into new markets
Team Pi	Strengthen cybersecurity
Team Rho	Optimize financial performance
Team Sigma	Enhance customer loyalty
Team Tau	Develop innovative solutions
Team Upsilon	Improve internal communication
Team Phi	Strengthen brand reputation
Team Chi	Optimize supply chain management
Team Psi	Enhance data analytics capabilities
Team Omega	Develop sustainable business practices

Exercise 4: Set Goals and Results - Sample

Task/Description (From 7 mail)	Results	Time Frame
Design Top 10 team room around Manager team space methodology	Top 10 team room on LSC server for testing	March - April 08
Establish Teams of Leaders network on Communication Center group list	Complete Top 10 list up to all of CMC for first interactive meeting	June - August 08
Create Team Room Wizard	Allow any individual to build a team room in 20 minutes or less	July - October 08
Write Teams of Leaders Handbook	A simple to use handbook to help teams become high performing using communication, collaboration and advanced learning	July - September 08
Plan handbook and methodology to OUCM	Draw feedback and guidance from OUCM teams/organizational T&E experts	October 08
Develop pilot feedback process	Web enabled feedback mechanism	Ready for OUCM pilots, November 08
Develop marketing plan	Marketing plan, decks, and collateral	Try to produce roll-out in Winter 08

Exercise 6: Establish Relationships - Sample

Goals	Core Team	Extended Team	External Network
Goal 1: Establish relationships with key stakeholders	John Doe, Jane Smith	Bob Johnson, Alice Brown	Charlie White, Diana Green
Goal 2: Develop shared understanding of team mission	Edward Black, Fiona Grey	George Blue, Helen Yellow	Ivan Purple, Judy Pink
Goal 3: Create a supportive environment for team success	Kyle Cyan, Laura Magenta	Mark Olive, Nancy Gold	Oscar Silver, Peter Bronze
Goal 4: Establish clear roles and responsibilities	Quinn Iron, Rachel Steel	Sam Tin, Tina Lead	Victor Lead, Wendy Lead
Goal 5: Develop a shared vision and purpose	Xavier Lead, Yvonne Lead	Zoe Lead, Alex Lead	Ben Lead, Carl Lead
Goal 6: Establish a strong team culture	Dora Lead, Eddy Lead	Fred Lead, Gerry Lead	Hank Lead, Ivy Lead
Goal 7: Develop a shared sense of ownership	Jack Lead, Karen Lead	Liam Lead, Mia Lead	Noah Lead, Olivia Lead
Goal 8: Establish a strong team identity	Peter Lead, Quinn Lead	Rachel Lead, Sam Lead	Tina Lead, Victor Lead
Goal 9: Develop a shared sense of purpose	Wendy Lead, Xavier Lead	Yvonne Lead, Zoe Lead	Alex Lead, Ben Lead
Goal 10: Establish a strong team culture	Carl Lead, Dora Lead	Eddy Lead, Fred Lead	Gerry Lead, Hank Lead
Goal 11: Develop a shared sense of ownership	Ivy Lead, Jack Lead	Karen Lead, Liam Lead	Mia Lead, Noah Lead
Goal 12: Establish a strong team identity	Olivia Lead, Peter Lead	Quinn Lead, Rachel Lead	Sam Lead, Tina Lead
Goal 13: Develop a shared sense of purpose	Victor Lead, Wendy Lead	Xavier Lead, Yvonne Lead	Zoe Lead, Alex Lead
Goal 14: Establish a strong team culture	Ben Lead, Carl Lead	Dora Lead, Eddy Lead	Fred Lead, Gerry Lead
Goal 15: Develop a shared sense of ownership	Hank Lead, Ivy Lead	Jack Lead, Karen Lead	Liam Lead, Mia Lead
Goal 16: Establish a strong team identity	Noah Lead, Olivia Lead	Peter Lead, Quinn Lead	Rachel Lead, Sam Lead
Goal 17: Develop a shared sense of purpose	Tina Lead, Victor Lead	Wendy Lead, Xavier Lead	Yvonne Lead, Zoe Lead
Goal 18: Establish a strong team culture	Alex Lead, Ben Lead	Carl Lead, Dora Lead	Eddy Lead, Fred Lead
Goal 19: Develop a shared sense of ownership	Gerry Lead, Hank Lead	Ivy Lead, Jack Lead	Karen Lead, Liam Lead
Goal 20: Establish a strong team identity	Mia Lead, Noah Lead	Olivia Lead, Peter Lead	Quinn Lead, Rachel Lead
Goal 21: Develop a shared sense of purpose	Sam Lead, Tina Lead	Victor Lead, Wendy Lead	Xavier Lead, Yvonne Lead
Goal 22: Establish a strong team culture	Zoe Lead, Alex Lead	Ben Lead, Carl Lead	Dora Lead, Eddy Lead
Goal 23: Develop a shared sense of ownership	Fred Lead, Gerry Lead	Hank Lead, Ivy Lead	Jack Lead, Karen Lead
Goal 24: Establish a strong team identity	Liam Lead, Mia Lead	Noah Lead, Olivia Lead	Peter Lead, Quinn Lead
Goal 25: Develop a shared sense of purpose	Rachel Lead, Sam Lead	Tina Lead, Victor Lead	Wendy Lead, Xavier Lead
Goal 26: Establish a strong team culture	Yvonne Lead, Zoe Lead	Alex Lead, Ben Lead	Carl Lead, Dora Lead
Goal 27: Develop a shared sense of ownership	Eddy Lead, Fred Lead	Gerry Lead, Hank Lead	Ivy Lead, Jack Lead
Goal 28: Establish a strong team identity	Karen Lead, Liam Lead	Mia Lead, Noah Lead	Olivia Lead, Peter Lead
Goal 29: Develop a shared sense of purpose	Quinn Lead, Rachel Lead	Sam Lead, Tina Lead	Victor Lead, Wendy Lead
Goal 30: Establish a strong team culture	Xavier Lead, Yvonne Lead	Zoe Lead, Alex Lead	Ben Lead, Carl Lead

Exercise 7: Make Operating Agreements - Sample

Category	Agreement	Notes
Meeting Life Cycle	Meeting will begin with a review of the previous meeting's action items and a discussion of the current meeting's agenda.	Consideration to discuss or elaborate on a topic raised during the last meeting should be included in the agenda.
External Meetings	External meetings will be held on a regular basis to discuss progress and challenges.	Handbook transitions and launch
Team Room	All project members will be able to access the team room at any time.	Handbook transitions and launch
Help resources	Resources for information regarding the project will be provided to all team members.	Rightback review
Availability	Team members will be available during the project's working hours.	Deliver Teams of Leaders Handbook
Trust	Trust is a critical component of team success.	

Exercise 3: Frame timeline

Phase	Start-up	Launch	Perform	Test	Deliver
Date	21 July 08	14 Aug 08	14 Sep 08	11 Oct 08	11 Nov 08
Result	Configure Teams of Leaders list on SharePoint	Startup handbook project	Handbook transitions and launch	Rightback review	Deliver Teams of Leaders Handbook

Teams of Leaders Network (ToLNet) | Welcome Jeff | My Site | My Links |

BCKS U.S. Army Operational Knowledge Management System

ToL Development

This Site: ToL Development

Site Actions

View All Site Content

People

- Team Members
- Team Pictures
- People Docs
- Network Map

Purpose

- Mission / Values
- Objectives
- Tasks

Links

- Relationship Matrix
- Operating Agreements
- URLs
- Announcements

Time

- Calendar
- Project Timeline
- Phases

Communication

- Meetings
- Team Discussion
- Web Conferencing
- IM / Chat

Content

- Reports
- Briefings
- Handbook

References

- Operating Definitions
- Source Docs
- Templates

Recycle Bin

Teams of Leaders Network (ToLNet) > ToL Development

Mission

Develop, integrate, and field a dynamic knowledge enabling capability to support high-performing teams.

People
Team Members
Team Pictures
People Docs
Network Map

Purpose
Mission / Values
Objectives
Tasks

Links
Relationship Matrix
Op Agreements
URLs

Time
Calendar
Project Timeline
Phases

Communication
Meetings
Discussions
Web Conf
Place holder for TeamTalk

Content
Reports
Briefings
Handbook

References
Op Definitions
Source Docs
Templates

Announcements

Body

The **Phone Bridge** number for all SPRs is 913-684-7404
 * Phone Bridge for **Thursday, 11 Sept**, is 913-684-7405!!!

Add new announcement

Events

Title

Right Track Review : 17 Sept

Virtual Right Track Review: 18 Sept 1330-01530

Add new announcement

Key Documents

- ToL Overview
- Handbook wrapper 1st draft
- Booklet 1 1st Draft
- Booklet 2 1st draft
- Booklet 3 First Draft

Add new link

Michelle Hannah | Mike Prevou | Jessica Lipnack | John Kessler | Bob Veitch | JR Growney | Rick Morris | Holly Baxter | Jeff Stamps

Section 4: Communicate

Chapter 4.1: Common Team Communication Tools

Chapter 4.2: Process for Choosing Communication Tools

Chapter 4.3: Evaluating Available Technologies

Chapter 4.4: ToL Communication and Information Services

...while the **fourth** focuses on the tools of communication for teams and organizations.

- Common Team Communication Tools**
- ◆ Face-to-face
 - ◆ Phone
 - ◆ Email
 - ◆ Audio Conferencing
 - ◆ Video Conferencing
 - ◆ Screen Sharing
 - ◆ Document Repository
 - ◆ Discussion Threads
 - ◆ Virtual Team Room

Chart 1

Regular Processes

- Brainstorming
- Planning
- Scheduling
- Tracking
- Situational Awareness

Chart 3

Collaboration Factors

- Place
- Time
- Size
- Schedules
- Interaction

Chart 2

Work Processes

- Launching
- Gathering
- Developing
- Distributing
- Training

Chart 4

Information Types

- Verbal
- Textual
- Graphical
- Pictures
- Video

Chart 5

Tool Characteristics

- Memory
- Identifiable
- Structured

Chart 1 Regular Team Processes

Tools	Brainstorm	Plan	Schedule	Track	Awareness
Face-to-Face	Excellent	Excellent	Excellent	Good	Excellent
Phone	Poor	Good	Excellent	Poor	Good-Excel
Email	Poor	Poor	Good	Poor	Good-Poor
Audio Conf	Good	Good	Excellent	Poor	Good-Excel
Video Conf	Good	Good	Excellent	Poor	Good-Excel
Screen Share	Excellent	Excellent	Excellent	Good	Excellent
Repository	Poor	Poor	Poor	Poor	Poor
Discussion	Good	Poor-Good	Good	Good	Good
Team Room	Poor	Excellent	Excellent	Excellent	Excellent

Rating: Excellent = 3, Good = 2, Poor = 1, or None = 0 NOTE: These are judgments only.

Chart 2 Team Work Processes

Tools	Launch	Gather	Develop	Distribute	Train
Face-to-Face	Excellent	Good	Good	Good	Good
Phone	Poor	Poor	Poor	Poor	Poor
Email	Poor	Poor	Poor	Good-Excel	Poor
Audio Conf	Poor	Poor	Poor	Good-Poor	Good-Poor
Video Conf	Good-Poor	Poor	Poor	Poor	Good
Screen Share	Good-Excel	Good	Good-Excel	Poor	Good-Excel
Repository	Poor	Good-Poor	Good	Good-Excel	Poor
Discussion	Good-Poor	Good-Excel	Good-Poor	Poor	Good
Team Room	Good-Excel	Excellent	Good	Excellent	Excellent

Rating: Excellent = 3, Good = 2, Poor = 1, or None = 0 NOTE: These are judgments only.

Chart 3 Collaboration Characteristics

Tools	Place	Time	Group Size	Scheduled	Interaction
Face-to-Face	Same	Same	2-25	Both	Excellent
Phone	Any	Same	2-3	Both	Good-Excel
Email	Both	Any	1-1, 1-Many	Unscheduled	Good-Poor
Audio Conf	Any	Same	Few-Many	Both	Good-Excel
Video Conf	Any	Same	Few	Scheduled	Good-Excel
Screen Share	Both	Same	Unlimited	Both	Good
Repository	Both	Any	Unlimited	Unscheduled	Poor
Discussion	Both	Any	Unlimited	Both	Good
Team Room	Both	Any	Unlimited	Unscheduled	Poor

Place: Same = collocated, Any = distributed, Both can be used in either case
 Time: Same = synchronous, Any = asynchronous
 Rating: Excellent = 3, Good = 2, Poor = 1, or None = 0 NOTE: These are judgments only.

Chart 4 Information Types

Tools	Audio	Text	Graphics	Pictures	Video
Face-to-Face	Excellent	Excellent	Excellent	Excellent	Excellent
Phone	Excellent	None	None	None	None
Email	None	Excellent	Poor	Poor	None
Audio Conf	Excellent	None	None	None	None
Video Conf	Excellent	Poor	Poor	Poor	Excellent
Screen Share	None	Excellent	Excellent	Excellent	Excellent
Repository	Excellent	Excellent	Excellent	Excellent	Excellent
Discussion	Poor	Excellent	Poor	Poor	Poor
Team Room	Excellent	Excellent	Excellent	Excellent	Excellent

Rating: Excellent = 3, Good = 2, Poor = 1, or None = 0 NOTE: These are judgments only.

Chart 5 Tool Characteristics

Tools	Memory	Identifiable	Structured
Face-to-Face	No	Excellent	Unstructured
Phone	Recordable	Excellent	Unstructured
Email	Excellent	Excellent	Semi-structured
Audio Conf	Recordable	Good to Poor	Unstructured
Video Conf	Recordable	Good	Unstructured
Screen Share	Recordable	Yes or no	Both
Repository	Excellent	Excellent or none	Un- to semi-
Discussion	Excellent	Excellent or none	Structured
Team Room	Excellent	Excellent	Semi-structured

Memory: Recordable only rated as Poor, while native digital is rated Excellent
 Rating: Excellent = 3, Good = 2, Poor = 1, or None = 0 NOTE: These are judgments only.

Common Network Picture

Alerts, news, SITMAP, Geography
Announcements
Status Charts Tailored to the organization

Internal Web Home Page
Organizational Portals
Organizational Maps

FAQ & Request for Info Services

Request for Information
Wiki Terms of Reference
Tacit knowledge query

Links to Knowledge
Repositories Doctrine
Policy (MC)

Content Management Services



Expertise Locator Services

E-Rolodex
Contacts
List of SMEs
Who's who...Ask an Expert

Life Long Learning
Continuing Education
Professional Development

Learning Services

Social Profile "Facebook"

Personal profile
Social relationships
Communities of affiliation



SharePoint
My Site

Blog Services

Personal and group blogs
Blog development training
Blog Center & Library

Community-generated
dictionaries, glossaries,
encyclopedias

Wikipedia Services

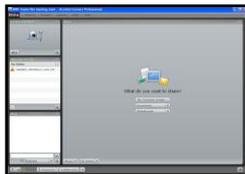
Message Services

Email
Instant Messaging
Mobile phone
Voicemail



Synchronous Conferencing Services

Audio conferencing
Video conferencing
Screen sharing



Adobe Connect

Virtual Team Services

Team repositories
Discussion threads
Tailored team rooms
Virtual team training

ToL
SharePoint
Team Room



Community Services
Communities of Practice
Warfighter Forums



Professional Forum Services



Digital Stories
Judgment Exercises
Decision Games

Expertise Development Services

Publishing
Calendar
Project Mgmt
Task Manager

Work Flow Tools And Services

Fifth section contains exercises that develop the four qualities of high performance:

Shared Vision
Shared Trust
Shared Confidence
Shared Competence

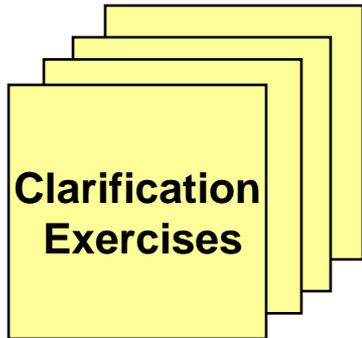
To develop shared...

	Vision	Trust	Confidence	Competence
Rapid Planning Exercise	x	x	x	x
Team Calibration Exercise		x	x	x
Pre-Mortem		x	x	x
Hasty Vignettes	x	x	x	x
Deliberate Vignettes	x	x	x	x
Decision-Making Critique		x	x	x
Leader's Intent Exercise	x			x
After Action Review	x	x	x	x

Section 5: Leader Team Exercises

- Chapter 5.1: Building Leader Team Expertise
- Chapter 5.2: Selecting Your Leader Team Exercises
- Chapter 5.3: Leader Team Exercise Toolkit
- Chapter 5.4: LTX Facilitation and Coaching Techniques
- Chapter 5.5: Developing Leader Team Exercises
- Chapter 5.6: Creating Vignettes

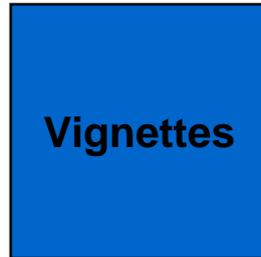
Walk through the Mission & Scenario



- Calibrate the team
- Think about the Situation/ Problem
- Build Awareness
- Understand facts and assumptions
- Outline available assets
- Think about Options
- No Right or Wrong Answers
- No Cause and Effect
- Not judgmental
- Divergent brainstorming
- Build Common Vision

What to think about...

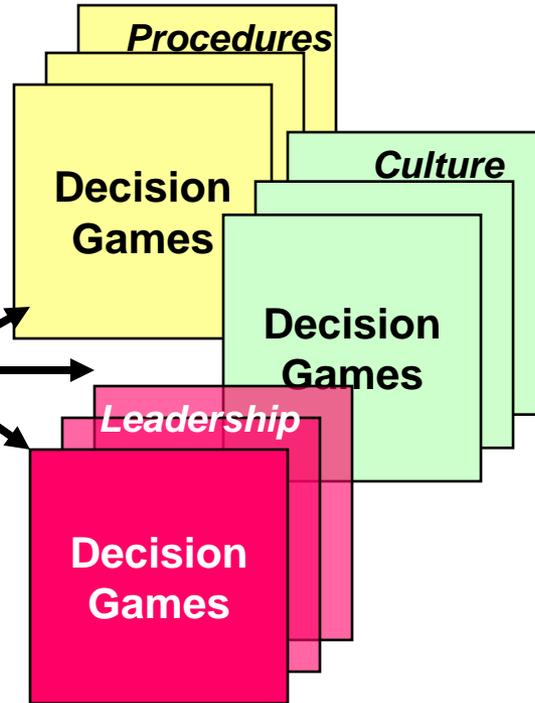
Learn The Principles & conditions



- See the entire picture
- Rehearse option
- A moment in time: What if drills
- Identify cues & Indicators
- Discuss options- & Consequences
- Critical Thinking & Reasoning
- Create Alternatives
- Share Common Vision

How to think...

Practice the parts



- Cause and Effect
- Mindful Deliberate Practice
- Coached & facilitated
- Multiple iterations
- Multiple angles of approach
- Focused on Decisions
- Builds automaticity
- Develops Adaptability

How to execute...

Practice the whole



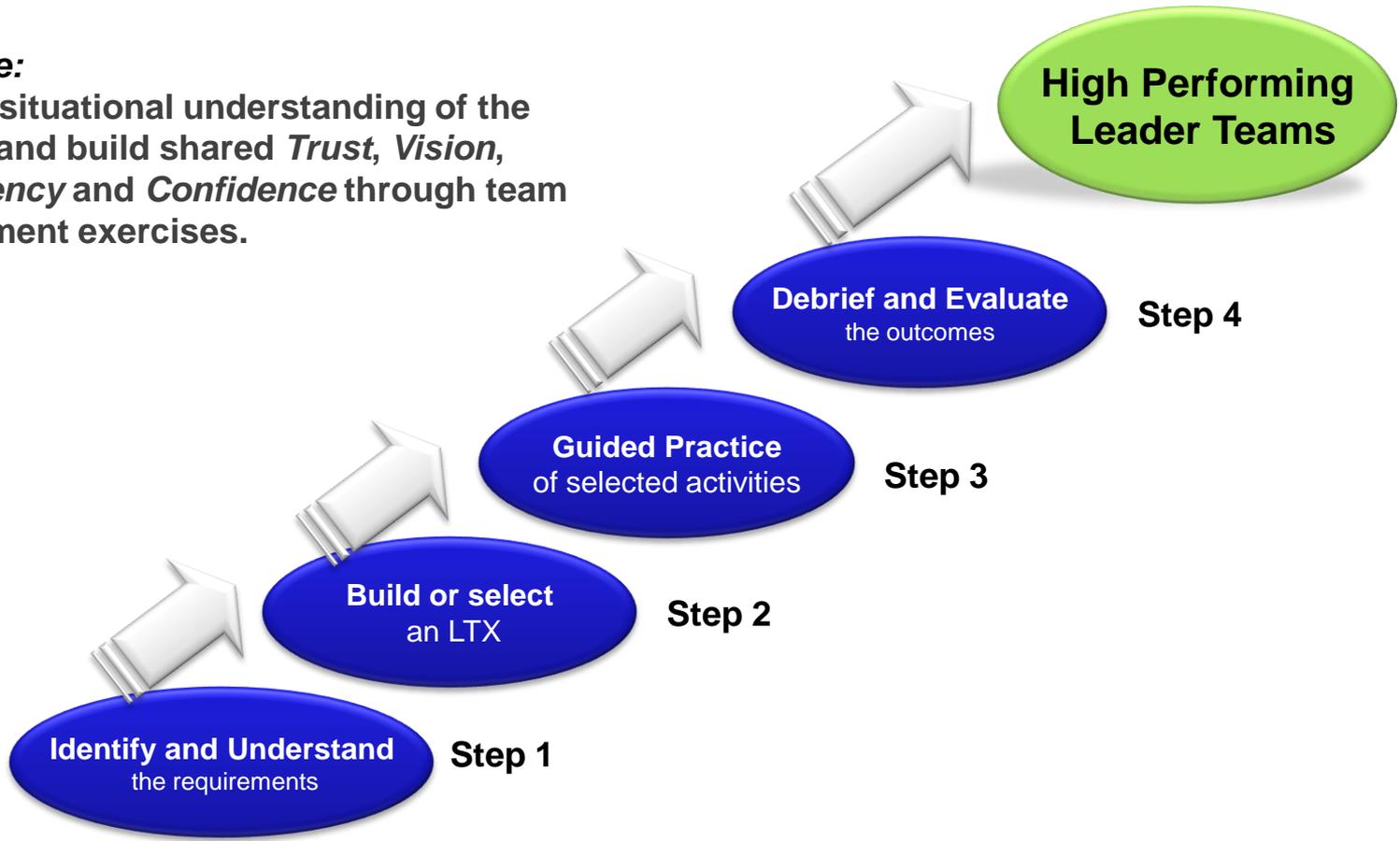
- Puts it all Together
- Builds Teams
- Develops cohesion
- Identifies strengths & Weakness
- Solidify procedures
- Evaluates Learning
- Builds confidence

How to perform as a Team...

Leader Team Exercise Development Process

Objective:

Improve situational understanding of the mission and build shared *Trust, Vision, Competency* and *Confidence* through team development exercises.



Leader Team Exercise Options

Collaboration Level

66 Stories of Battle Command

Text Based

Video Based

Graphics Based

Simulation Based

Virtual Reality

Multi-Media Based

Time and Technical Complexity to Create

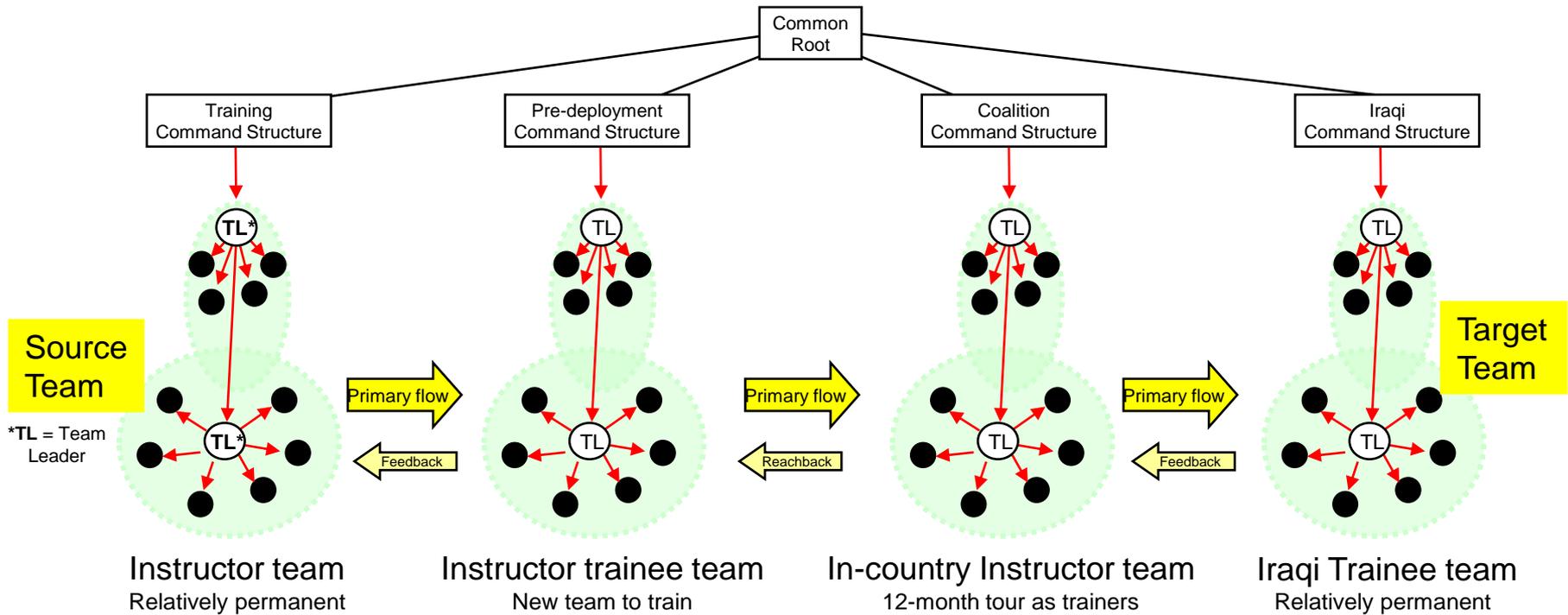


Section 6: Context and Contacts

Chapter 6.1: Hierarchies and Networks

Chapter 6.2: Transferring / Sharing Across Learning Organization

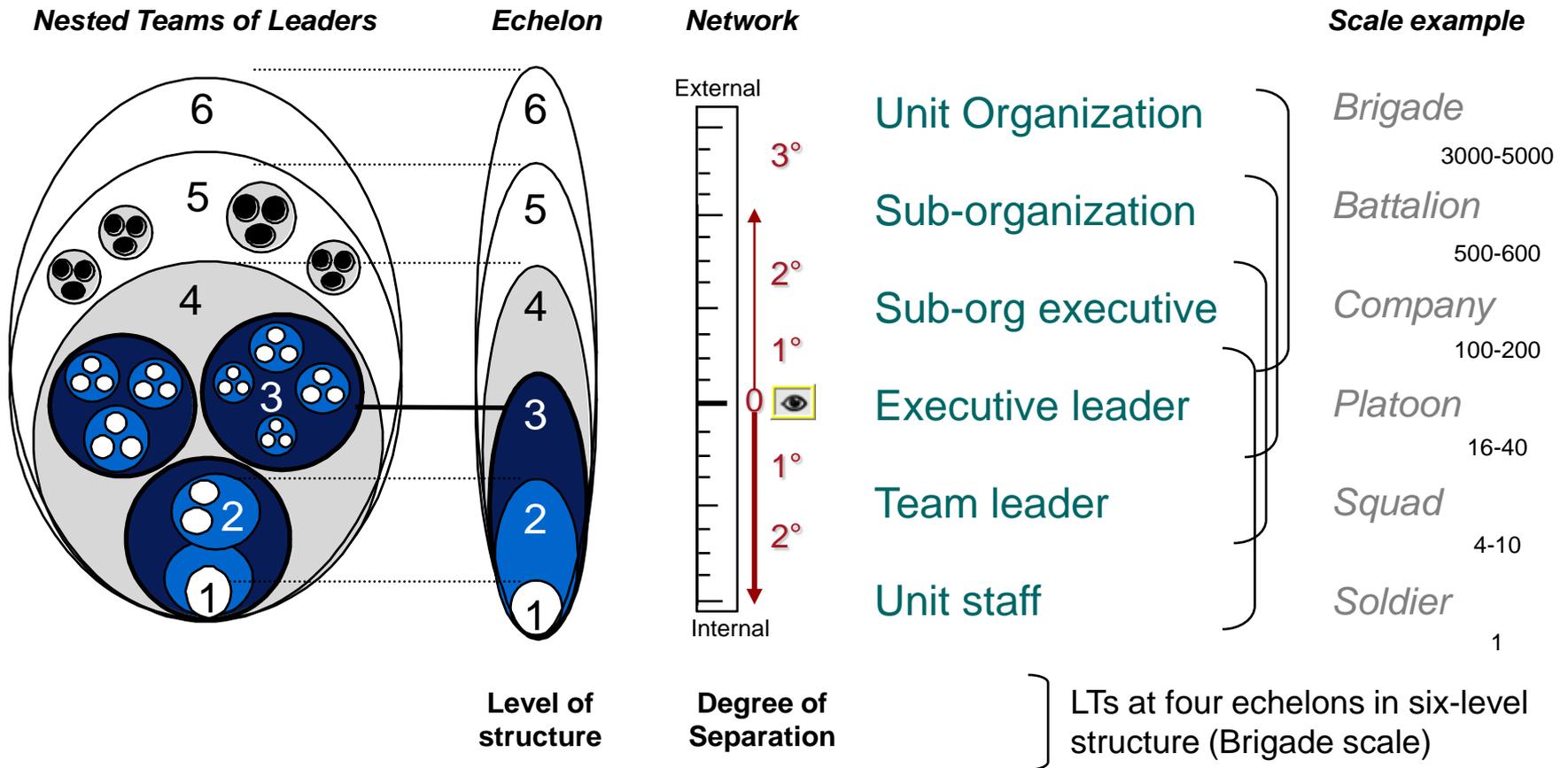
Sixth section describes the larger context of change, the logic of leader teams, and Army-based ToL resources.



Virtual Leader Team Definition

A leader team (LT) is a team of teams where (some) members of a leader's immediate team are themselves team leaders. This 3-level executive team structure applies to all echelons in organizations three or more levels deep, or networks with two or more degrees of separation.

Virtual teams cross boundaries of space, time, and organization using technology

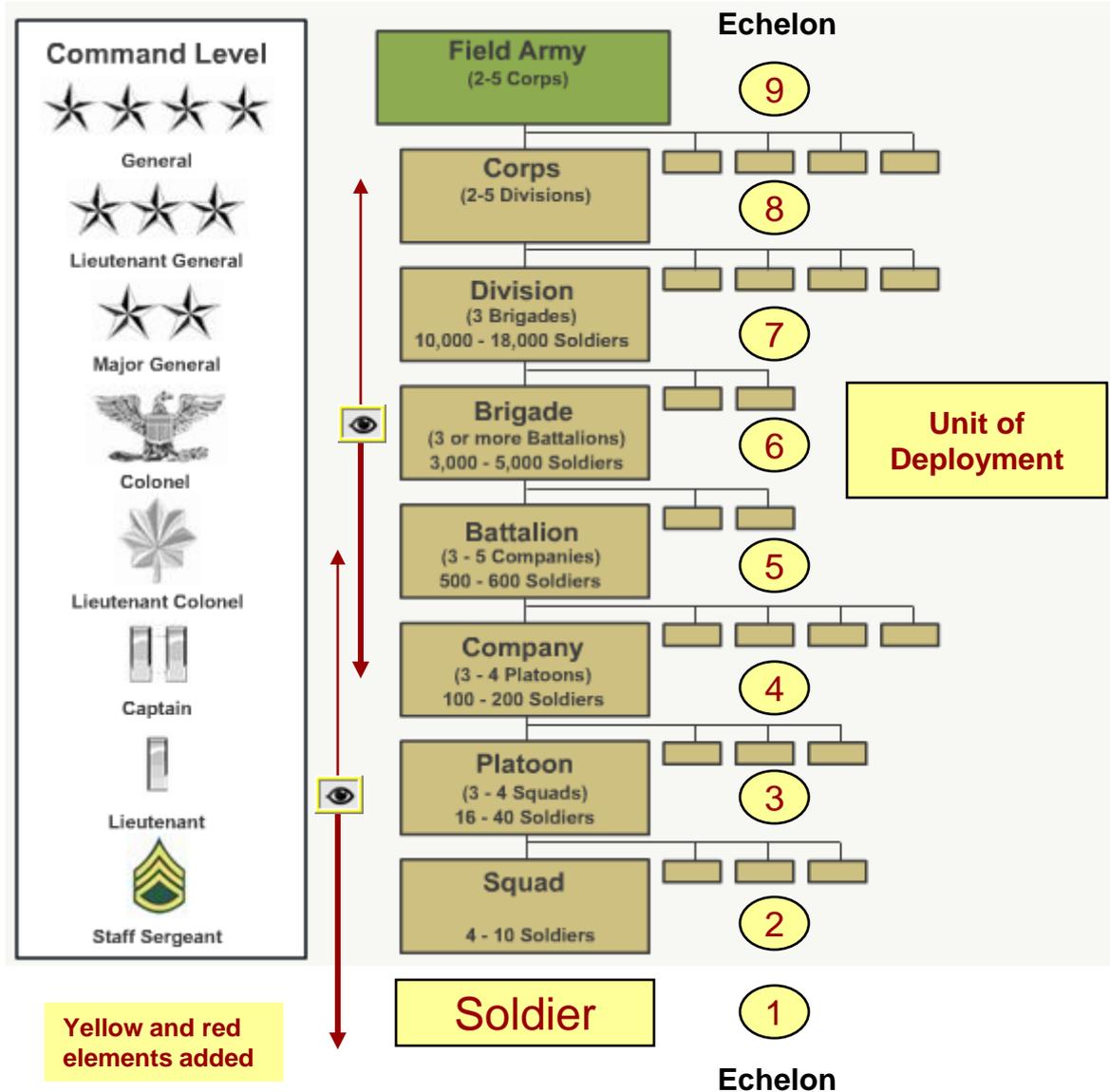




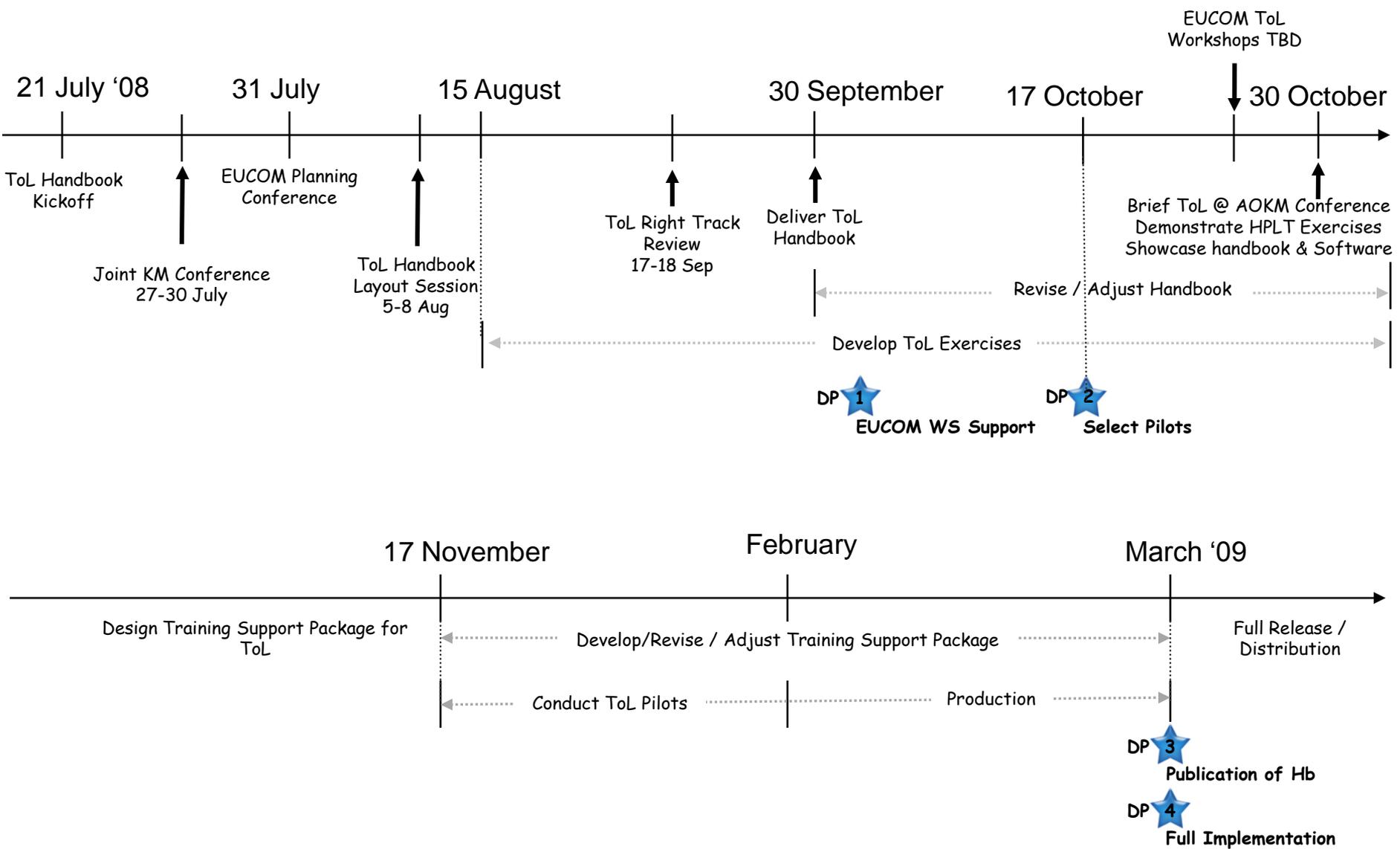
Operational Unit Diagram

“This diagram provides information on how Army operational units are organized - from the Theater Army, Field Army and Army Group level, down through Corps, Divisions, Brigades, Battalions, Companies, Platoons and ending with Squads & Sections - and the typical rank of the Commander of these type units.”

<http://www.army.mil/institution/organization/unitsandcommands/oud/>



Time Line / Milestones



- Timeline
- Coordinating Draft Updates
- AOKM Conference
- Handbook updates per the deliverable (6 months)
- EUCOM use and feedback
- Possible Pilots
- The Team Room
- Final Publication and Implementation
- ToL Training Products
- Additional Topics

One IPR per month Oct '08- Mar '09