



U.S. EUROPEAN COMMAND



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EUCOM TEAMS OF LEADER (ToL)

Lt Col Steve Dzincielewski

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Teams of Leaders (ToL)

... the next multiplier



ToL is NOT KM





Teams of Leaders (ToL)

... the next multiplier

Team of Leaders Effectiveness:

- High performance
- Team grows in capability
- Individuals learn
- Organizations learn

Team of Leaders Generate:

- Actionable Understanding
- Innovative Solutions
- Shared Trust
- Networked Expertise



High Performing Leader Teams (HP LT) + KM + IM = ToL





Teams of Leaders (ToL)

... the next multiplier

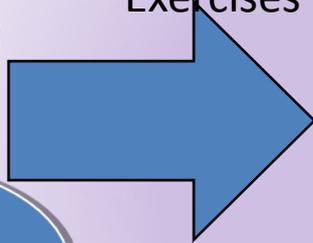
Trust

Purpose

Confidence

Competence

Leader Team
Development
Exercises



Shared
Competence

Shared Purpose

Shared Trust

Shared Confidence

Teams of
Leaders
Handbook

Shared Skills,
Knowledge, and
Attitudes



What is Teams of Leaders..in EUCOM

- Collaboration among leaders - up, down, right, left using all available means. Each leader draws upon shared ROLODEXs.
- Applying Information Management and Knowledge Management tools to build high performing leader teams...people, enabled by technology and processes
- Primary focus: Maintaining a bottom up perspective
- Security as required
- What you and your team want ToL to be in supporting the accomplishment of your mission (s)

Initial Planning Guidance From the Commander

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- ODCs are EUCOM's forward deployed units
- Inter-agency focused –
 - ODC Net to get started
 - Return on investment larger than EUCOM HQ
- Experiment – learn as we go, implement where we find success
- Potential to lead a HQ transformation

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EUCOM Teams of Leaders Vision/ Mission Statement

VISION

Enable joint, interagency, intergovernmental and multinational (JIIM) operations within the EUCOM AOR through a **network of high-performing Teams** of Leaders (ToL)

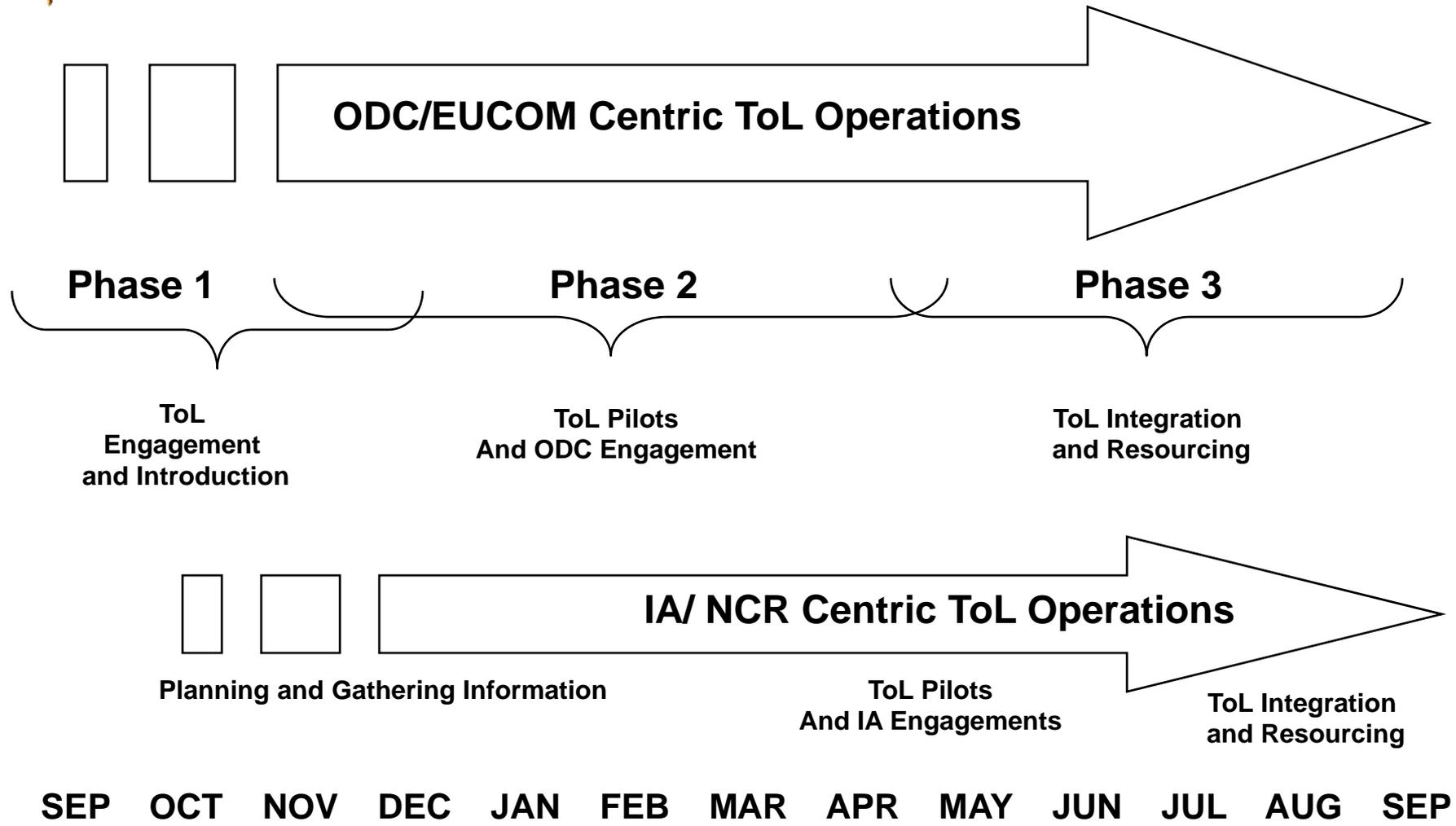
MISSION

EUCOM will establish, enable and sustain a **Teams of Leaders** (ToL) culture to generate actionable understanding through the shared trust, intensive collaboration and **networked expertise among leaders** in order to advance the United State's foreign policy, security assistance and cooperation.



Proposed ToL Action Plan

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The logo for the European Command (EUCOM) is located in the top left corner. It features a gold compass rose with a central emblem containing the flags of the United States and the European Union. The text "HEADQUARTERS" is written in a circle around the emblem, and "European Command" is written below it. A red and white striped banner is positioned behind the logo.

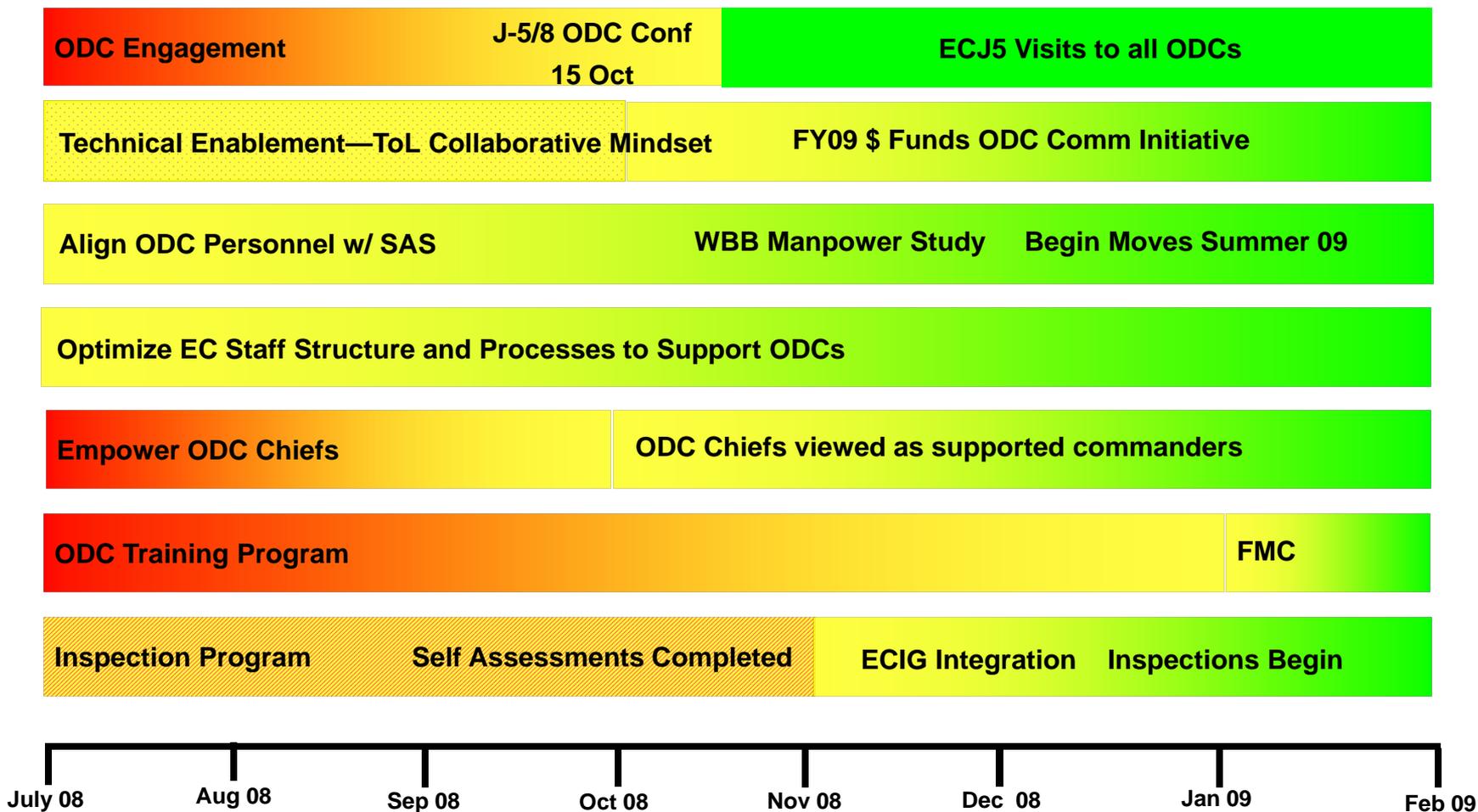
EUCOM ToL Getting Started

- Start with a bottom up focus
 - Visit 10 ODCs throughout Europe
 - ToL Workshops at all levels (ongoing today)
- ODC Support Initiatives





ODC Support Initiatives



July 08 Aug 08 Sep 08 Oct 08 Nov 08 Dec 08 Jan 09 Feb 09



EUCOM ToL Getting Started

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- EUCOM Directorate Workshops (ongoing today)





Teams of Leaders (ToL) Staff Workshops

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DAY 1 (approx 3-4 Hours)

- ToL Presentation (Dr. Brown)
- Staff directorates provide an overview of their major issues and challenges to Dr. Brown

DAY 2 (approx 2-3 Hours)

- Directorate Division Chiefs discuss with the staff Director ways to apply ToL in solving the major
- Dr. Brown serves as an advisor to the Director

PURPOSE

Introduce ToL and develop a common understanding of ToL concept throughout the directorate.

Introduce Dr. Brown to EUCOM Directorate and current challenges and allow for a ToL discussion to learn and enhance understanding.

The Division Chiefs brief and discuss with the Director their plans to apply ToL within their sections and gain guidance and approval to proceed.

Dr. Brown serves as an advisor to the Director and Division Chiefs

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- Scheduled for Fall 2008



Way ahead

- Support ODCs – Reinforce J5 programs
- Embed ToL in EUCOM HQs - Creating staff actionable understanding of ToL through Workshops. Influence EUCOM's organizational transformation, specifically new NATO, and frontline capacity building drawing on ToL practices.
- Initiate building ToL vertically from ODC to NCR in three development program areas:
 - BMD ToL incorporation based on shared actionable understanding in a new area of National interest. (J3)
 - J5: Coalition partner capacity building (J5)
 - Federal and State Support to Ammunition Removal. (ECRA-CIEG)



Possible ToL Pilots

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Broader IA and CONUS Centric

- Poland-Ukraine NCO development
 - Marshal Center east virtual training capability
 - Engagement by TRADOC to develop NCOES for former Communist countries
- Functional working groups (i.e C130 sales to Poland, Romania, Bulgaria)
- Balkans, Baltic Regional Working Groups

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Questions?



Way ahead

- ODC engagement before, during and after assignment
 - Training for staff officers and ODC personnel
 - In-processing
- Improve ODC Net Collaboration and support
 - Improve administrative processing
 - Reach back to EUCOM HQ
- ODC “in country” engagement plan
- ODC Lessons Learned initiative