

## **Not in my Squad**

**Evaluate the level of Mutual Trust and Cohesion Within Your Squad**

**Strengthen your commitment to develop yourself and your Soldiers:**

### ***Trusted Army Professionals***

The Army doctrine of Mission Command is based on building cohesive teams through the development of mutual trust. The Squad is the foundational team upon which the Army builds its formations. As the Squad Leader, you are responsible for all your team does or fails to do. You are charged with training your Squad and instilling discipline and a “winning spirit” in each of your Soldiers. This is your Duty.

Your Soldiers, as a team, must accomplish the mission in the right way (ethically, effectively, and efficiently), striving for excellence, and persevering through adversity, challenge, and setback. To do so, they require inspiration, motivation, and committed leadership.

This resource is designed to help you assess the State of mutual trust and cohesion within your Squad. It will help you to gain situational understanding. Based on your perceptions, you will be directed to resources that can help you reinforce success, make adjustments to strengthen areas of weakness, or consider alternatives that can remediate areas of concern.

If you are unfamiliar with some of the Army Profession and Army Ethic concepts. We invite you to read the definitions from ADRP 1 below.

[ADRP 1 DEFINITIONS]

### ***Developing Mutual Trust in Cohesive Teams***

To begin evaluating mutual trust and cohesion within your Squad we invite you to respond to the statements below. When you have selected an answer for all the statements submit the form to receive feedback.

### **Response Scale**

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree
6. Not Applicable

**Statements  
(Modified 20160615)**

In my Squad we:

*Share Identity as Soldiers who are: "Trusted Army Professionals"  
(Who We Are, Why and How We Fight)*

1. Trust each other to do what is right. = 1 => Q27\_03
2. Live by the Army Ethic at all times - whether "on or off" Duty. = 10 => Q14\_08, Q14\_09
3. See ourselves as "Trusted Army Professionals" = 18 => Q14\_03 + Subordinates' Dimension
4. See ourselves as "Honorable Servants" in defense of the Nation. = 20 => Q14\_04 + Subordinates' Dimension
5. Believe we are "Army Experts" in accomplishing the mission. = 13 => Q14\_05 + Subordinates' Dimension
6. Understand our responsibility to each other and the property entrusted our care. = 5 => [Stewardship] Q14\_06, Q37\_04, Q10\_07

*Standards & Discipline (Committed Professionals)*

7. Trust each other to perform Duty with discipline and to standard. = 23 => Q16\_02, Q23\_01, Q23\_02, Q23\_03
8. Strive for standards of excellence in the performance of duty. = 7 => Q16\_01, Q16\_05
9. Encourage each other to achieve our potential = 3 => Q31\_02
10. Set a good example for each other, upholding the Army Ethic. = 9 => Q12\_01b
11. Treat everyone with respect. = 15 => Q12\_10, Q39\_06
12. Take pride in accomplishing the Mission in the right way. = 12 => Q12\_13, Q29\_06

*Professional Climate (Stewardship)*

13. Support each other with helpful coaching and counseling. = 11 => Q36\_06
14. Care about each other's morale and well-being. = 4 => Q17\_4, Q17\_07
15. Do not tolerate violations of the Army Ethic. = 17 => Q12\_06, Q27\_02
16. Care about and support each other's family/personal concerns. = 24 => Q17\_05
17. Believe we are "Soldiers for Life" – always accountable for our decisions and actions in accordance with the Army Ethic. = 22 => Q14\_11, Q36\_07
18. Take pride in living by the Army Ethic. = 21 => Q11\_03

*Esprit de Corps ("Our Winning Spirit")*

19. Overcome adversity, challenges, and setbacks. = 6 => Q18\_01, Q34\_03, Q34\_05, Q34\_08
20. Honor the tradition of honorable service and sacrifice of those who went before us. = 19 => Q15\_02
21. Believe Army customs, courtesies, and traditions are important. = 8 => Q15\_01
22. Demonstrate our "Winning Spirit". = 14 => Q18\_06
23. Feel that demands of Duty interfere with our personal lives. = 16 => Q34\_11
24. Feel a conflict between loyalty to each other and doing what is right. = 2 => Q10\_05

- **Army Civilian Corps:** A community within the Army Profession composed of civilians serving in the Department of the Army.
- **Army Ethic:** The evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose.
- **Army Profession:** A unique vocation of experts certified in the ethical design, generation, support, and application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.
- **Army professional:** A Soldier or Army Civilian who meets the Army Profession’s certification criteria in character, competence, and commitment.
- **certification:** Verification and validation of an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard.
- **character:** Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.
- **commitment:** Resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges.
- **competence:** Demonstrated ability to successfully perform duty with discipline and to standard.
- **esprit de corps:** A traditional military expression that denotes the Army’s common spirit, a collective ethos of camaraderie and cohesion within the team.
- **external trust:** The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently.
- **honorable service:** Support and defense of the Constitution, the American people, and the national interest in a manner consistent with the Army Ethic.
- **internal trust:** Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic.
- **military expertise:** Ethical design, generation, support, and application of landpower, primarily in unified land operations, and all supporting capabilities essential to accomplish the mission in defense of the American people.
- **Profession of Arms:** A community within the Army Profession composed of Soldiers of the Regular Army, Army National Guard, and Army Reserve.
- **stewardship:** The responsibility of Army professionals to strengthen the Army as a profession and to care for the people and other resources entrusted to them by the American people.

**To assess the state of mutual trust and cohesion within your squad, reply to the items below. Based on your perceptions, you will be provided feedback and resources that will help you reinforce success and work on issues that require your leadership to strengthen mutual trust and cohesion within your team.**