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“Trust”



Lessons from Yusufiyah: Table of Contents

For all members of the Army Profession

<http://cape.army.mil>

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1. Checklist

- Recruit additional strong/respected leaders from your unit to be facilitators with your unit. (Recruit as many as the situation mandates)
- Watch the video and read the transcript prior to your facilitation.
- Review the additional resources.
- Review the “How to run your workshop” guidelines prior to facilitating.
- Think about a personal experience that relates to the scenario.
- Resource Prep:
 - Make copies of the video transcripts and facilitation questions as needed for each of your facilitators.
 - If you plan on showing video clips, test to make sure they work on the system in your designated training area.
 - Make sure you have a whiteboard with dry-erase markers.

2. Who's Who



Fred Wintrich has been in the Army for more than 20 years and is a third-generation Soldier. He was also the Battalion Executive Officer for Bravo Company.

3. “Trust” Video Transcript: Fred Wintrich discusses the importance of trust within a unit



Fred Wintrich was a battalion executive officer just before the surge in Iraq. His unit operated in a hotly contested area,

averaging 11 direct fire contacts a day over the entire deployment.

“Trusting your subordinates isn’t something that you can just not have for months and years and then decide when you get to combat it’s time to trust your subordinates to know their jobs.

When your rifle company is spread out over one-and-a-half kilometers and you can’t physically see Lieutenant Gadoury, you had better trust that he understands what you want to get done, he knows how to get it done, and he’s going to do it—even when it’s hard, because you’ve led him and trained him and you’ve rehearsed him, and you’ve built good leadership around him. His platoon sergeant is steady. Over 1600

meters, you can’t babysit a 132-man rifle company. So if you don’t trust, you’re not leading very well.

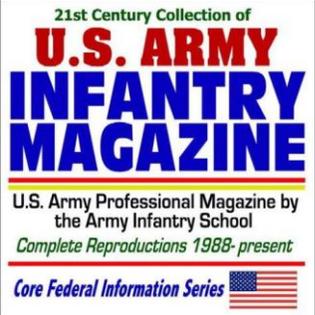
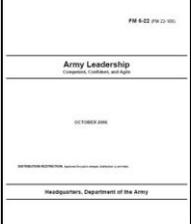
Our culture is ‘I’m expecting you to solve problems. Don’t bring me problems. Solve problems. As a matter of fact, the more problems you solve, the more I’m going to give you.’ That’s a culture and that’s a value that we hold in high regard.

If you wind up, for whatever reason, placing trust in a series of people that didn’t really earn it in the first place, you certainly become—if not more discerning—you become more thrifty with your trust. You make it harder to gain. If I hadn’t have built a trust in my subordinates, officers, non-commissioned officers and Soldiers, I wouldn’t have been able to function.

This professional trust in our non-commissioned officers, in our Soldiers, (and) in our lieutenants is what everything is based on.”

4. Additional Resources

The following resources are available:

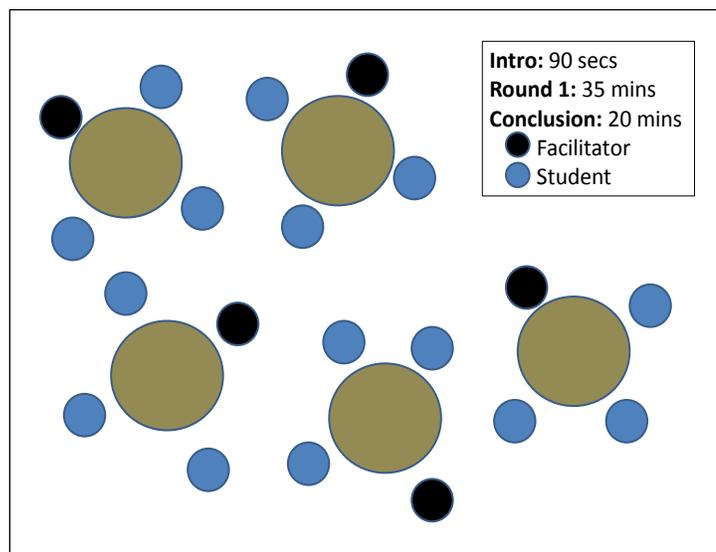
	<p><u>Battle command in COIN</u> By: Joseph McLamb http://findarticles.com/p/articles/mi_m0IAV/is_3_99/ai_n56541294</p> <ul style="list-style-type: none"> The operational environment in which one conducts counter-insurgency (COIN) operations is markedly and in some ways, radically different from that in which one conducts operations closer to the high-intensity level. Yet most of our command and control mechanisms and procedures--arguably our entire philosophy of command--is centered upon a commander operating at the high end of conflict. Recognizing the differences in the operational environment and making necessary adjustments to the command and control systems can be more important and more difficult than one might think.
	<p><u>Trust in Small Military Teams</u> By: Barbara D. Adams, Ph.D. and Robert D.G. Webb, Ph.D. http://www.dodccrp.org/events/7th_ICCRTS/Tracks/pdf/006.PDF</p> <ul style="list-style-type: none"> "In many contexts, the need to trust other people arises from the need to be able to predict and understand others. Trust has been described as <i>"the reduction of complexity"</i> [Luhmann, 1988]. More specifically, the need to trust stems from the need to believe that others will behave consistently and/or be positively motivated toward us on a consistent basis. It is impossible to accurately predict the actions and motivations of others and to know what they are likely to do in every situation. <i>This inability puts us at risk of undesirable outcomes.</i>"
	<p><u>FM 6-22, Army Leadership</u></p> <p>2-11. Command is about sacred trust.</p> <p>8-23. Teamwork is based on commitment to the group, which in turn is built on trust. Trust is based on expecting that others will act for the team and keep its interests ahead of their own. Leaders have to do the hard work of dealing with breaches in trust, poor team coordination and outright conflicts.</p>

5. How to run your workshop

The basic concept provided below is a way to facilitate this module. Modify as necessary to fit the needs and demographics of the group. We find that having a variety of ranks/leadership positions in each group increases perspective and maximizes takeaway.

PREP: Have a whiteboard and markers available. Bring copies of the video transcripts. Have a Facilitator Guide available for each facilitator. Get there early and set up the room in huddles large enough to support a variety of leadership at each table. Put chairs around one table (keep people close), rather than pulling several tables together.

BASIC CONCEPT: Meet for 55 minutes to discuss the module. The group breaks down into huddles large enough to support a variety of leadership at each table. For example, you want to have SLs, PSGs, PLs and CDRs in the same huddle so you can maximize the overall effectiveness and increase the number of vantage points. Have one facilitator at each table to guide (NOT LEAD) the discussion. The workshop begins with facilitators asking the participants what their response was to the module. The facilitators' main role is to be a catalyst for conversation and learning about the topic at hand. This module includes two rounds of discussion, and ends with personal stories and vignettes that relate to the module.



KEYS TO SUCCESS:

- Let participants do most of the talking.
- The facilitators' key role is to ask questions that spark thought and conversation.
- Ensure you engage each level of leadership and everyone within your group. Do not let any one person dominate the conversation.
- Have questions prepped for each round to drive the conversation. (See "Detailed Plan" on page 5)
- You are a catalyst for conversation. Make sure that you continue to ask questions that make your group dig deeper.

6. Detailed plan for your workshop

INTRODUCTION (90 seconds)

Introduce the Workshop in a way that communicates the purpose of the event.

“Today we’re going to look at the Army Profession and discuss the importance of Trust within a Unit.”

ROUND 1 - (35 minutes): Discuss Trust.

[Watch “Trust”]

1. Wintrich talks about the importance of trust and how it is developed over time. A) How is trust developed between leaders and subordinates? B) Between Soldiers and their peers?
2. A) What are some practical ways that you can build trust beginning when you first take charge of your organization or unit? B) What are specific actions, behaviors or events you have noticed other leaders use to develop trust?
3. What specific action or behavior that deepens trust will *you* commit to doing in *your* unit?
4. A) What are the possible consequences of distrust between leaders and subordinates? B) Between Soldiers and their peers?
5. A) Why does Wintrich say, “If you don’t trust, you’re not leading very well?” B) What is the correlation between trust and effective leadership?
6. Wintrich uses the phrase, “people earn trust.” A) How is trust “earned” in the Army? B) Between Soldiers? C) Between leaders? D) Between Soldiers and leaders?
7. Wintrich says, “Our culture is, ‘I’m expecting you to solve problems. Don’t bring me problems. Solve problems.’” A) How have you seen this to be true or untrue? B) In what ways might this viewpoint enable subordinates to be successful? C) In what ways might this viewpoint create a barrier to communication?

6. Detailed plan for your workshop (continued)

8. Wintrich mentions having units spread out over several kilometers. A) What are some of the challenges of being geographically separated from your higher headquarters?
B) From your subordinate units? C) What are some specific ways you can resolve those challenges?
9. A) How does trust relate to the *esprit de corps* of a unit? B) How does the level of expertise in a unit relate to how well its Soldiers and leaders trust one another?

ROUND 2-Conclusion (20 minutes): Personal Vignettes and takeaways.

Facilitator asks students to share any personal vignettes and takeaways from the module.

It is important for the group to relate to this story on a personal level. Conclude the module emphasizing the importance of Trust. Leaders should walk away with a better understanding of the importance of Trust within their unit.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q - What did you learn from listening to the reactions and reflections of other leaders? Q - What are the future implications of this decision and or experience?
Reflection	Q - How do you feel/what do you think about what you learned? Q - What will you do with your new information? Q – How can you integrate new learning into your Command team philosophy, command structure and climate?