

How to Conduct a “Not in My Squad” Workshop

Strengthen your team's commitment to live our shared identity as trusted Army professionals. Empower your NCOs to enhance mutual trust, build cohesion, and take ownership of and address critical issues facing today's Army by conducting a “Not in My Squad” (NIMS) workshop at your installation. The NIMS workshop is not a class, SHARP training, or sensing session. Rather, it is a facilitated discussion between junior leaders to share challenges, best practices, and make recommendations for empowering leaders to succeed at the squad-level.

THERE ARE TWO WAYS WE SUGGEST YOU CONDUCT A NIMS WORKSHOP AT YOUR INSTALLATION:

1. Conduct the workshop internally with your unit/installation, or
2. Contact the Center for the Army Profession and Ethic (CAPE) to provide support personnel.

WHO SHOULD ATTEND? The primary target audience includes: currently serving Squad Leaders (E6/E5); USAR/ARNG Training NCOs (E7/E6); and Small Group Leaders (SGL) with the influence to train, inspire and educate. Participants should represent the best of their unit, with a demonstrated ability to build a positive unit climate characterized by dignity, respect, inclusion, and trust. (Note: recommend installations planning a NIMS Workshop invite local USAR/ARNG Commands and NCO Academies to participate/send a representative to maximize the opportunity for multi-component participation).

A NIMS WORKSHOP GENERALLY REQUIRES THREE AND A HALF DAYS – ONE DAY TO SET-UP AND CONDUCT REHEARSALS, AND TWO AND A HALF DAYS FOR THE WORKSHOP ITSELF:

DAY 0

(Time TBD by Unit) Workshop Set-up, Rehearsal for Facilitators

(Time TBD by Unit) Evening Social Call for Senior Leaders, Workshop Facilitators, and Squad Leaders

DAY 1

(0630-0730) PT and Oaktree Counseling with Senior Leader (Squad Leaders)

(0900-0945) Opening Session/Remarks (Large Group)
Topics: Introduction to NIMS, Review Schedule

(0945-1000) Break into Working Groups with Facilitators

(1000-1200) Session 1 (Working Groups)

Topic: Identity – What is the Squad Leader’s Role in Building Unit Climate?

(1200-1300) Lunch Break

(1300-1700) Session 2 (Working Groups)

Topic: Climate – How Do Squad Leaders Build and Maintain Positive Unit Climates?

DAY 2

(0630-0730) PT (Squad Leaders)

(0900-1200) Session 3 (Working Groups)

Topic: Culture – How Do We Build an Army-Wide Culture of Dignity, Respect, Inclusion, and Trust?

(1200-1300) Lunch Break

(1300-1700) Session 4 (Working Groups)

Topic: Review Findings from Sessions 1-3; Prepare Backbrief to Senior Leaders

DAY 3

(0630-0730) PT (Squad Leaders)

(0900-1200) Session 5 (Large Group)

Topic: Backbrief to Senior Leaders (15 min. per Working Group/Discussion)

WHETHER YOU DECIDE TO CONDUCT YOUR OWN INTERNAL NIMS WORKSHOP OR CONTACT CAPE TO ASSIST IN FACILITATING THE EVENT, WE SUGGEST THE FOLLOWING RESOURCES TO UTILIZE FOR PLANNING:

PERSONNEL

1. Provide installation/organization operations Liaison Noncommissioned Officer (LNO) to serve as a coordinating liaison between supporting units and Squad Leaders. LNO will also provide facilitators and participants with read ahead documents (protocol; excerpts from ADRP-1, The Army Profession; and ADRP 6-22, Army Leadership).
2. Coordinate and schedule your installation’s senior CSMs for the Opening Session on Day 1 (0900-0945) and Backbrief to Senior Leaders on Day 3 (0900-1200).
3. Identify six working group facilitators (i.e., one facilitator per working group) or contact CAPE if you desire their facilitator support. The ideal facilitator to Squad Leader ratio is 1:6 (i.e., one facilitator and six Squad Leaders per group). When facilitator to Squad Leader ratio is greater than 1:6, it becomes difficult for every participant to express their

ideas in the time allotted – particularly on topic areas that Squad Leaders are passionate about. *NOTE: Ideal facilitators are experienced in facilitation of group dialogue, civilian or military of equivalent or slightly higher rank than the Squad Leaders, and from outside the command structure to ensure non-attribution of dialogue to individuals or units.*

4. Provide a roster of participants.
5. Suggested uniform for this event is business casual.

VENUE

1. Large classroom for opening session and backbrief. Should have audio/visual capability and the ability to hold 50 personnel (i.e., 30-36 Squad Leaders, 5-6 facilitators, senior leaders, etc.).
2. Five or six smaller rooms for working groups (i.e., one per working group).
3. Event location site maps for all participants.

WORKSHOP MATERIALS

1. Printed NIMS Facilitator's Working Group Protocol for each facilitator.
2. Schedule of NIMS Workshop events for facilitators and participants.
3. Read-ahead materials for facilitators and participants. Attendees should have them 1 week prior to execution.
4. Working group materials: pens, note pads, and 3" x 5" index cards for participants; easel pad and markers for each working group.

POST-WORKSHOP AAR

Sponsoring unit will report major themes and findings from the workshop and backbriefs – i.e., those that are not specific to a particular installation, but are actionable across the Army–to CAPE. CAPE provides a summary of findings to the SMA. Findings specific to an installation will remain with the sponsoring unit/installation.

PARTICIPANT INFO

NIMS participants are responsible for coming to class prepared to engage in small group dialogue, exercises and backbriefs by completing read-ahead material.

ADDITIONAL RESOURCES

Additional resources for NIMS and a NIMS squad leader self-assessment resource are available at <http://cape.army.mil/not-in-my-squad/>

FOR MORE INFORMATION

If you have questions about conducting a NIMS workshop at your installation or wish to have CAPE facilitator support, please contact CAPE at (845) 938-0554 or via their website at <http://cape.army.mil/>.