

NOT IN MY SQUAD (NIMS) WORKSHOP

GROUP # _____

PURPOSE OF NIMS WORKSHOP

1) SHARE YOUR IDEAS

Best practices

Challenges

Recommendations

2) INFORM YOUR SENIOR LEADERS AT LOCAL LEVEL

3) INFORM THE SMA AT THE ARMY LEVEL

Grp_____

Pg2

3 MAIN TOPICS

1) IDENTITY – WHAT IS THE ROLE OF SLs IN BUILDING POSITIVE SQUAD CLIMATES?

2) CLIMATE – HOW DO SLs BUILD AND MAINTAIN POSITIVE CLIMATES?

3) CULTURE – HOW DO WE BUILD AN ARMY-WIDE CULTURE OF DIGNITY, RESPECT, INCLUSION, AND TRUST?

Grp_____

Pg3

NIMS TOPIC 1: IDENTITY

RESPECT

ARMY VALUES DEFINITION:

Treat people as they deserve to be treated

**WHAT IS THE RELATIONSHIP BETWEEN
DIGNITY AND RESPECT?**

Grp_____

Pg4

INCLUSION

U.S. ARMY DIVERSITY ROADMAP AIMS TO ACHIEVE AN “ARMY-WIDE INCLUSIVE CULTURE.”

HOW IS INCLUSION RELATED TO DIGNITY AND RESPECT?

Grp_____

Pg5

WHAT ABOUT SOLDIERS WHO ARE EXCLUDED?

Gp_____

Pg6

TRUST

**HOW DO DIGNITY, RESPECT, AND
INCLUSION AFFECT TRUST?**

Grp_____

Pg7

IDENTITY

One's sense of self; perceptions of one's roles and purpose in life. Answers – Who am I?

**WHY ARE INDIVIDUAL IDENTITIES
IMPORTANT TO YOU AS A SQUAD
LEADER?**

Grp_____

Pg8

DO SQUADS ALSO HAVE THEIR OWN GROUP IDENTITIES? YES NO

EXAMPLES:

HOW DO DIGNITY, RESPECT, INCLUSION, AND TRUST CONTRIBUTE TO YOUR SQUAD'S IDENTITY?

HOW DOES A SL'S IDENTITY AS AN INDIVIDUAL IMPACT THE SQUAD AS A WHOLE?

Grp_____

Pg9

NIMS TOPIC 2: CLIMATE

WHAT DO LEADERS (IN GENERAL) DO TO SET A POSITIVE CLIMATE?

WHAT ABOUT SLs?

WHAT ABOUT TLs?

Grp_____

Pg10

HOW (AND HOW MUCH) DO OTHER LEADERS IMPACT SQUAD CLIMATE?

PL/PSG?

CO CDR/1SG?

BN CDR/CSM?

BDE CDR/CSM?

Grp_____

Pg11

HOW (AND HOW MUCH) DO SQUAD MEMBERS (JUNIOR ENLISTED) IMPACT SQUAD CLIMATE?

Positive examples:

Negative examples:

Grp_____

Pg12

WHO HAS THE GREATEST INFLUENCE ON SQUAD CLIMATE?

Why?

Grp_____

Pg13

ARE THERE OTHER INFLUENCES ON SQUAD CLIMATE?

RANK ORDER THE TOP 3:

1.

2.

3.

Grp_____

Pg14

WHAT ARE YOUR BEST PRACTICES FOR BUILDING AND MAINTAINING A POSITIVE CLIMATE AND IMPROVING THE WAY SOLDIERS TREAT ONE ANOTHER?

WHICH ARE THE TOP 3-5 THAT YOU WOULD TAKE TO THE BACKBRIEF?

Grp_____

Pg15

**WHAT DO YOU DO DURING TIMES OF STRESS
TO MAINTAIN A POSITIVE/SUPPORTIVE
CLIMATE?**

HOW DO YOU MANAGE YOUR OWN STRESS?

WHO IS TAKING CARE OF YOU?

Grp_____

Pg16

WHAT CHALLENGES DO YOU FACE WITH REGARD TO BUILDING A POSITIVE CLIMATE?

**Squad
Level**

**Local/Org
Level**

**Army
Level**

Grp_____

Pg17

WHAT KSAs DO SLs NEED IN ORDER TO BUILD POSITIVE CLIMATES?

KNOWLEDGE

SKILLS

ABILITIES

Grp_____

Pg18

WHERE DID YOU LEARN THE KSAs TO BUILD A POSITIVE SQUAD CLIMATE?

- # _____ Institutional Army/NCOES
- # _____ Unit (OJT)
- # _____ Unit (Prof. Devel.)
- # _____ Self Devel. (Structured)
- # _____ Self Devel. (On Your Own)
- # _____ Other

Grp_____

Pg19

WHERE SHOULD SLs LEARN THE KSAs TO BUILD A POSITIVE SQUAD CLIMATE?

- # _____ Institutional Army/NCOES
- # _____ Unit (OJT)
- # _____ Unit (Prof. Devel.)
- # _____ Self Devel. (Structured)
- # _____ Self Devel. (On Your Own)
- # _____ Other

Grp_____

Pg20

NIMS TOPIC #3: CULTURE

WHAT ARMY POLICIES, PROCEDURES AND PRACTICES HELP YOU BUILD A POSITIVE CLIMATE?

WHAT ARMY POLICIES, PROCEDURES AND PRACTICES MAKE THINGS MORE DIFFICULT?

Grp_____

Pg21

**WHAT POST OR “BIG ARMY”
RESOURCES DO YOU USE TO PROMOTE
A POSITIVE UNIT CLIMATE?**

WHICH COULD BE IMPROVED?

**WHAT ADDITIONAL RESOURCES
WOULD HELP YOU TO ESTABLISH A
POSITIVE UNIT CLIMATE?**

Grp_____

Pg22

**WHAT ARE EXAMPLES OF
SUBCULTURES WITHIN IN THE ARMY?**

**WHEN DO THESE SUBCULTURES
BECOME MISALIGNED WITH ARMY
CULTURE?**

Grp_____

Pg23

WHEN SUBCULTURES ARE MISALIGNED, WHERE DO YOU SEE BEHAVIORS THAT INDICATE A MISALIGNMENT?

Inclusion-Exclusion -> Discrimination

Initiation-Hazing -> Bullying

Joking/Teasing/Horseplay -> Harassment -> Assault

Authoritative -> Toxic Leaders

Cohesion/Bonding -> Exclusion/Discrimination

Loyalty -> Misperception of Loyalty

Grp_____

Pg24

HOW CAN SLs KEEP MISALIGNMENT OF SUBCULTURES FROM OCCURRING?

Grp_____

Pg25

**IN WHAT WAYS MIGHT CUSTOMS,
COURTESIES, AND TRADITIONS,
CONTRIBUTE TO NEGATIVE BEHAVIORS
AND OUTCOMES?**

Grp_____

Pg26

**HOW CAN THE ARMY EMBED/REINFORCE
THE RIGHT APPLICATION OF THESE
CUSTOMS AND TRADITIONS WITHOUT
LEADING TO NEGATIVE OUTCOMES?**

Grp_____

Pg27