



WORKING WELL

STRONG CHOICES: Working Well

Introduction



Purpose:

- Introduces the concepts of the Working Well module.
- Describes the importance of the team.

Estimated time: 0:30 seconds

Sports figures like to say the old cliché, “There is no “I” in the word Team.” But it’s not quite that simple--no effective team can function without the contribution of every member of that team. The word “teamwork” itself implies a group of people working together toward the same goal. Most star athletes credit their team for their own individual success. No matter how great any basketball player is , no team can win with just one or even two great players working alone. Even in sports that seem to be single person sports, there is a team behind that individual. For example, what makes a winning NASCAR race team?....the car?...the driver?... the pit crew? Let’s look.

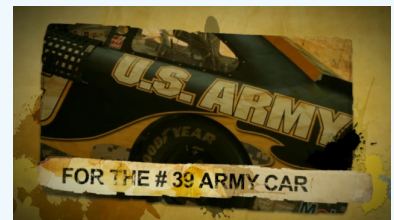
Press next on the presentation player to begin the video.

Teamwork in Action



Purpose:

- Illustrates an effective team working together very quickly and efficiently.
- Shows the reliance of a team on each specific team member, who has an important job to do in order for everyone to be successful.



Estimated time: 7:00 minutes

Team Members



Purpose:

- Reiterates the main point of the video—that a successful team relies on optimal performance from each team member.

Estimated time: 0:30 minutes

Press next on the presentation player to show the following image.



Working well in NASCAR is a team effort. Each individual contributes an essential element. Teamwork is critical for success in sports like football and baseball and soccer, in NASCAR races and in daily life. In the Army, teamwork is mission-critical. Accomplishing each mission requires a high-performing team, with every individual doing his or her part with precision.

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Key Qualities of Teamwork



Purpose:

- Asks participants to identify key qualities of a good team and effective teamwork.
- Describes some common examples and common characteristics of those key qualities.

Estimated time: 6:00 minutes

Take out your first handout, entitled “Key Qualities of a Good Team and Effective Teamwork.”

Press next on the presentation player to show the following image.



Start by answering the first question, which is to think of a recent time where you had a successful mission as a team. Then, think of the top 3 qualities that allowed this to happen, and write them down under the next question. If you have time, try and complete the rest of the questions on the worksheet—but if you don't, you can complete them later.

Allow participants about 3 minutes to complete the Key Qualities of a Good Team and Effective Teamwork worksheet.

Great! Now, I'd like to hear some of your top qualities.

Ask for input and write ideas on an overhead or whiteboard

Hopefully, participants will identify these areas, but if not, you can suggest these domain topics.. Examples follow each of the topic areas. Be careful with time management here, but try and at least touch on each of the 4 topic areas.

1. Organized and Coordinated
 - Some common vision of operation and members willing to work together;
 - No one just looking out for themselves;
 - Each with his or her own task but aware of their battle buddy;
 - Counting on one another.
2. Efficient and Effective
 - Getting the job done well;
 - Few hitches;
 - Able to respond to any surprises;
 - Getting the job done quickly but not rushed
3. Competent and capable team members
 - Each one knows his or her job and how it fits into the overall mission;
 - Each has the skills to do the job;
 - Each is ready, willing and able to do their jobs;
 - Each supports the mission readiness of other team members.
4. A good team needs a good Leader. Someone who:
 - Understands the mission and the team members;
 - Insures the mission capability and readiness of the team;
 - Demonstrates confidence in team;
 - Is able to identify and solve any threats to mission readiness.

Summarize the comments and insert the ideas referenced above. Then add the following.

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Each of you makes a critical contribution to the mission of your squad (platoon, etc.) every day.

Press next on the presentation player to show the following image.



Being prepared for the game, or for the mission, takes more than just being present and accounted for. Showing up ready to play means doing more than just showing up. Let's see an example of what this looks like when individual high-risk alcohol or drug choices can affect our team.

Press next on the presentation player to begin the video.

Readiness, Part 1



Purpose:

- Shows a dramatic example of how readiness is more than simply showing up.

Estimated time: 1:00 minute



Impacts on Readiness



Estimated time: 0:30 seconds

There are a lot of events that can interfere with optimal performance. These three Soldiers are present for today's mission, but not all of them are prepared. When substance abuse is involved, there are some compelling reasons why simply being present is not the same as being mission-ready. So, how do alcohol and drug choices – done on our time for our fun – impact teamwork and the mission?

Press next on the presentation player to begin the animation.

Readiness, Part 2



Purpose:

- Describes the area that high-risk choices affect most significantly.
- Describes the functions of the prefrontal cortex.

Estimated time: 3:55 minutes



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Substances and Readiness



Purpose:

- Describes some of the problems with substances and working well.
- Describes the effects that substances can have on readiness.

Estimated time: 1:30 minutes

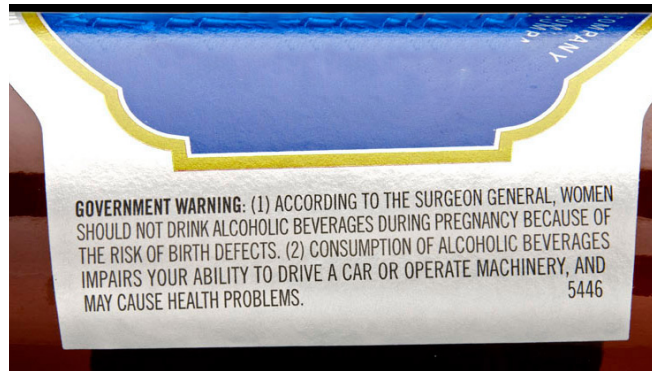
Substances have two kinds of effects: those we want, and those we don't. For example, if I have a cold I may take an antihistamine.

Press next on the presentation player to show the following image.



It helps us with the cough and stuffy nose. I may take an antibiotic to help eliminate an infection. If I choose to make high-risk choices around alcohol and illegal drugs, it may be because I want to have a good time and have fun with my friends.

Press next on the presentation player to show the following image.



But an antihistamine can be problematic for operating machinery or driving a car because it can make us drowsy and groggy. Alcohol and drugs often have desired effects; but, they also have unwanted consequences for our brain and body. Those consequences can actually last for days, not just hours.

When someone in our Unit comes to work hung over or cognitively impaired, with muddy thinking, they will be just a little slower in the uptake of information or in executing a task. This can happen with high-risk amounts of alcohol as well as with drugs like oxycodone and marijuana. As a result, the mission can be compromised. Such a Soldier is essentially the same as being “out of ranks”. Really being present takes a whole lot more than just showing up.

What Do We Expect?



Purpose:

- Asks participants to reflect on their own expectations of team members.
- Promotes a reflection on each individual's values about teamwork.

Estimated time: 10:00 minutes

Which leads us to the question of, what are the things we value in teammates?

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Press next on the presentation player to show the following image.

- **ORGANIZED AND COORDINATED**
- **EFFECTIVE AND EFFICIENT**
- **COMPETENT AND CAPABLE**

A few moments ago we talked about what makes for a good team and identified three areas as being important to a good team. Those were being:

- Organized and coordinated,
- Effective and efficient, and
- Competent and capable.

Let's brainstorm this question. If these are things that make for a good team, what would be the values, traits, or characteristics that we might expect or want under each of these categories? What would make for good teammates?

What would be the 3 top values that you would most want under each of these three categories?

Have participants brainstorm their answers to the question "What do we expect from our team members?"

Now we want you to think about the things you value in your friends. What qualities would they have?

Have participants brainstorm their answers to the question "What things do we value in our friends?"

Readiness Roadblocks

**Purpose:**

- To raise questions about how certain choices can impair readiness.

Estimated time: 0:45 seconds

Press next on the presentation player to show the following image.



Optional discussion: Ask participants to describe things that can get in the way of being competent, focused, prepared, and confident at work.

Let's think about what can get in the way of being a great team. What can get in the way of being competent, focused, prepared and confident? Not taking care of ourselves, not learning critical tasks, not getting enough sleep, being out of shape physically, being "that guy," and using substances can all impact our ability to be prepared and perform well.

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Press next on the presentation player to show the following image.



Anything that impairs our ability to react appropriately and quickly to critical situations, anything that prevents us from being a fully functioning member of a team, compromises mission readiness.

Press next on the presentation player to show the following image.



If we want to reach our goals, thinking about the choices we make today and how these choices affect our team tomorrow can be helpful.

Let's take a closer look at how some choices can affect focus and functioning.

Press next on the presentation player to begin the video.

Tonight's Choices and Tomorrow



Purpose:

- Shows a dramatic example of how tonight's choices can have an impact on tomorrow.
- Shows a variety of jobs and teams that all have something in common—they require each team member to be ready.



Estimated time: 3:30 minutes

Intro to Standard Drinks



Estimated time: 0:45 seconds

When off-duty, whether we're celebrating or just relaxing, we have choices about how to relax and how to celebrate. Being prepared and working well with others involves making choices that protect me: my brain, my body, and my mission.

We're going to look at some low-risk guidelines for alcohol and drugs that can protect us. When it comes to alcohol, the real challenge is to know "how much is too much." First, we need to know what we are talking about in terms of what is a drink. For example, one beer can be 12 ounces, or 24 ounces. The challenge first is to understand what one drink is and how counting standard drinks can help us make choices that protect mission readiness.

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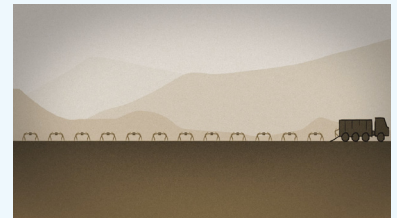
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Standard Drinks



Purpose:

- State the importance of establishing standards as protective of our ability to work well.
- State what a standard drink is, and list standard drink amounts for beer, wine, and liquor.



Estimated time: 0:58 seconds

Intro to Low-Risk Guidelines



Purpose:

- Acknowledge any questions or confusion about standard drink amounts.

Estimated time: 1:00 minute

Press next on the presentation player to show the following image.



What happens when we start mixing different types of alcohol like a shot and a beer? The ounces add up in a very short time. Drinking games make counting and amounts very problematic. Also, anybody who has ever worked at a bar knows that bar owners measure drinks differently than bartenders do. Owners want a “light” pour or a “right” pour. Heavy pours cost them money. Bartenders who are looking for good tips, however, tend to pour heavy.

What does this all mean? It means if we want to avoid high-risk choices, we need more specific information to help protect ourselves and our team and to learn how to make more calculated decisions around our drinking and drug choices.

We haven't really talked about what we mean by “high-risk choices” or by “low-risk choices”. Let's review what we mean when we say “low-risk” alcohol and drug choices.

Press next on the presentation player to begin the animation.

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Low-Risk Guidelines



Purpose:

- State the low-risk guidelines.
- Describe a common “trap” associated with counting drinks that are not one standard drink.



Estimated time: 1:00 minute

Optimal Performance



Purpose:

- Reiterates the main point of the video—that a successful team relies on optimal performance from each team member.

Estimated time: 0:30 seconds

Some of us are probably saying to ourselves, “I perform better after I drink than I do before.” Or maybe we say, “I can hold my liquor without it affecting me.” Others say similar things about their use of marijuana or other substances. Our beliefs and expectations, however, can fool us... as can the effects of the alcohol or drugs themselves.

One of the areas of the brain most impaired by alcohol and some other substances is the frontal lobe, the front part of the brain responsible for making judgments, planning, self-control and self-observation. When we are impaired, we're essentially flying in the fog, when it comes to doing reconnaissance on our own thinking and behavior. Ever notice how some of talk and walk funny after a few drinks, but argue with friends that we are fine? That's us, flying in the fog.

Being in the Army requires Soldiers to make certain high-risk choices. Going into battle, for example, certainly presents risk. However, Soldiers do not make just any high-risk choices. They do this in a calculated way. They maintain their weapons and their vehicles. They wear their body armor and their helmets. They use their training, skills, and discipline to achieve goals. They do these things to lower risks. When high-risk choices are made, they are done selectively and in the service of achieving the goal or the mission. By learning the low-risk guidelines it allows us to make calculated decisions around the risks with alcohol and drugs.

Am I Mission-Ready?



Purpose:

- Asks participants to reflect on their own mission readiness, and the degree to which they are "Ready, Willing, and Able" to perform life's missions.

Estimated time: 5:30 minutes

Mission readiness is dependent upon each team member being RWA – Ready, Willing, and Able – to perform every assigned mission. This is an opportunity for you to reflect on your skills as a teammate, role on the team and the degree to which you show up each day RWA. This is also an opportunity to consider the ways in which you are mission-ready and are a good teammate. Locate your handout called "Am I Mission-Ready?"—it should be on the back of your handout page. Please answer the question on the page.

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Ask your audience to complete the “Am I Mission-Ready?” handout. Provide them with about 5 minutes to complete the handout, but if it seems like everyone is finished before then, ask them if they need more time, and move on if not. If time becomes an issue, ask them to finish the handout when the session is over.

Are We Mission-Ready?



Purpose:

- Allows participants to share their responses with the rest of the group.
- Categorizes and organizes participants' responses under the three categories of teamwork values identified previously.

Estimated time: 4:00 minutes

I am not going to ask you to reveal your unique contribution to your Unit. But I am curious about some of things you indicated on the other questions. What were some of the things you wrote down for how you made yourself ready, willing, and able in your role?

Press next on the presentation player to show the following image.

**READY,
WILLING,
& ABLE**

Elicit participant responses and summarize. If not offered or Soldiers are slow to offer, you might suggest the following:

Here are some things other Soldiers have said:

- Work hard to understand your role;
- Didn't sleep through training classes;
- Learned how to use my weapon, vehicle, or technology properly.
- Keep in shape, eat well, and don't abuse my body by taking unnecessary risks.
- If I'm ill or injured, using medications carefully and only as prescribed.
- Kept drilling until I could do it my sleep.
- I have done it already.
- I understand exactly what I need to do.
- My fellow Soldiers have confidence in me.

These are great answers and a reminder of how important our individual minds and our bodies are to the success of our team. There were probably some other answers you wrote on your sheets. I do not want you to share those with me now, but I do encourage you to reflect on those last questions. In particular, consider your answers to the questions that ask about "What am I doing to support my team's mission readiness – or not – in my off-duty time?" and "How do my alcohol and drug choices fit into that picture?"

Taking Care of Our Buddies



Purpose:

- Describes the supportive role that each team member can take in making sure that everyone on the team is Ready, Willing, and Able.

Estimated time: 0:30 seconds

Naturally, being part of a team means there are other people involved. What happens if you or someone you know is having trouble being Ready, Willing and Able and they may need some assistance? Waiting until the problem results in discharge is not the Army way. We need to be proactive and prepared to both request and offer assistance, as much on post and in town as we are on the battlefield. Each of us has a duty to make sure we are all mission-ready and working well together. I encourage you to support your teammates and if you notice high-risk choices are putting your team at risk, you can make a choice to speak up to the individuals and provide support and resources. Even if you abstain yourself, you can improve your team's readiness when you reach out and support someone else.

Where to Find Help



Purpose:

- To provide participants with information about local resources for Soldiers who think they (or a buddy) might have a problem with substance abuse.

Estimated time: 3:00 seconds



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This section is reserved for you to provide information about the resources available at your base for those Soldiers seeking help. Possible resources include:

- The Soldier's chain of command
- ASAP services
- The Unit Prevention Leader
- Counseling services
- Confidential Alcohol Treatment and Education Pilot program (if available)
- ASAP web site
- Strong Choices web site

Take about 3 minutes to provide this information to participants. You might want to create a custom handout as well, or ask participants to write down information about the services. Stress that these services might be for themselves or for their buddies, and that they can help both themselves and others with this information.

Press next on the presentation player to play the following video.

The next two videos in the player contain statements by the Sergeant Major of the Army and deal with the Limited Use policy. The videos are virtually identical, except that the second video contains additional information about the Confidential Alcohol Treatment Education Pilot (CATEP). If your installation is not participating in the CATEP program, play the first Limited Use video and skip the second Limited Use – CATEP Version video. If your installation is participating in the CATEP program, skip the first Limited Use video and play the second Limited Use – CATEP Version video.

Limited Use Policy



Purpose:

- The Sergeant Major of the Army, Raymond F. Chandler, discusses the Army's Limited Use policy, which allows Soldiers to self-refer for substance abuse problems.

Estimated time: 0:54 seconds



Limited Use Policy- CATEP Version



Purpose:

- The Sergeant Major of the Army, Raymond F. Chandler, discusses the Army's Limited Use policy, which allows Soldiers to self-refer for substance abuse problems. He also describes the CATEP Program..

Estimated time: 0:54 seconds



Press next on the presentation player to play the following video.

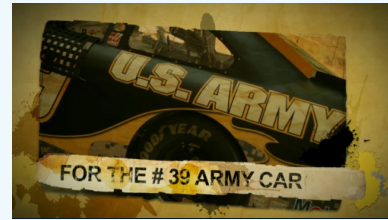
Teamwork Revisited



Purpose:

- Wrap up the module in an exciting and inspiring way.

Estimated time: 1:00 minute



Conclusion



Purpose:

- Summarizes the module.
- Asks the final takeaway question: Are my drug and alcohol choices supporting my team's readiness?

Estimated time: 0:45 seconds

Football games, NASCAR races, and battles are won or lost because of the team. Within that team, there are critical roles that each member must play successfully in order for the team to succeed. If members don't play their roles – they miss a block, drop a ball, fail to tighten the lug nuts on a tire, or fail to be Ready, Willing and Able to implement the mission – the team suffers and the mission is at risk. Conversely, when all team members are mission-ready, they've controlled the elements they can control. It doesn't assure the success of the team, but it does increase the likelihood of success tremendously.

STRONG CHOICES: Working Well

Press next on the presentation player to show the following image, and begin handing out Strong Choices web site cards, included in your package of materials for you to print.



If you are concerned about your choices, a friend's choices or just want to learn more, the website is listed on the screen. I also have cards with this information on it, as well as brochures for your local ASAP facility.

The final question for you to consider, then, is, "Are my drug and alcohol choices supporting my team's mission readiness?" If they aren't, the next question to address is... "What do I need to do to make sure that they are?"