

Team-Building Lessons Learned and Best Practices



團隊建立的經驗教訓與最佳實踐(譯)

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The concept of People First has been a focus of the U.S. Army; the U.S. Army Training and Doctrine Command; the Maneuver Support Center of Excellence; and the U.S. Army Chemical, Biological, Radiological, and Nuclear School (USACBRNS) for several years now. However, taking care of soldiers and accomplishing the mission at the same time has always been a challenge—especially when the mission puts soldiers at risk.

「以人為本」的理念已經成為美國陸軍、美國陸軍訓練與準則司令部、用

1. Master Sergeant Gehrlein (Retired) is the operations officer for USACBRNS. He served 20 years as a Regular Army Soldier, holding a variety of staff and leadership positions within the Chemical Corps, and has served 15 years as a Department of the Army civilian. He is a member of the Sergeant Audie Murphy Club; was the 1991 Fort Lewis, Washington, Noncommissioned Officer of the Year; and received the Ancient and Honorable Orders of the Dragon and the U.S. Army Forces Command Major General Aubrey “Red” Newman Award for Excellence in mentoring. He earned a bachelor’s degree in mathematics from Colorado State University and a master’s degree in biblical studies from Grand Rapids Theological Seminary. Gehrlein 軍士長（已退休）是美國陸軍化生放核學校的作戰官。他在美國陸軍服役了 20 年，擔任過化學兵團的多個職位，包括參謀和領導職務，並且作為美國陸軍文職人員服役了 15 年。他是奧迪·墨菲軍士俱樂部的成員；曾經是 1991 年華盛頓州 Fort Lewis 的年度最佳非委任士官；並獲得了古老和榮譽的龍勳章以及美國陸軍部隊司令部紅·紐曼少將卓越指導獎。他在科羅拉多州立大學獲得了數學學士學位，並在大急流城神學院獲得了聖經研究碩士學位。

兵訓練中心以及美國陸軍化生放核學校多年來的重點，然而，當士兵在執行任務時，尤其此項任務具危險性，要能同時照顧到士兵並完成任務一直都是一項挑戰。

This article does not summarize the ways in which the Army has changed how it currently takes care of Soldiers; rather, it provides a means for me to share some of the ways that I have been putting my people first. This is a follow-up to an article that I wrote for the Winter 2019 issue of the Army Chemical Review.²

這篇文章並沒有總結軍隊目前如何改變照顧士兵的方式，而是在文章內分享了我是如何執行「以人為本」的一些方式，而本篇為 2019 年冬季期刊《陸軍化學評論》我所撰寫的一篇文章後續。

For those who do not know me, I am a Department of the Army civilian, serving as the operations officer for USACBRNS, Fort Leonard Wood, Missouri—a position that I have held for 15 years. I also worked in operations for 13 of my 20 years as a Regular Army Soldier. Since I wrote the Winter 2019 article,² 33 officers and noncommissioned officers have been members of my team. Moreover, I have worked for a total of 15 leaders (from chief of staff to commandant). Each of these people has impacted me. As a result, I would like to share some helpful team-building lessons learned and best practices that have made my teams successful. My intent is to help military and Department of the Army civilian leaders more effectively build their own teams.

先對於不認識我的人自我介紹，我是一位美國陸軍文職人員，目前擔任密蘇里州陸軍化生放核學校的作戰官。我擔任了這項職位 15 年，先前在其他陸軍正規單位服役了 20 年，其中我也有 13 年的時間從事作戰方面的工作。自從我寫了 2019 年冬季期刊的文章以來，我的團隊中已有 33 名軍官和非委任士官。此外，我曾與 15 位長官（從參謀長到司令官）共事過，每位長官都對我有相當大的影響，因此，我想分享一些有助於團隊建設與實踐的經驗，這些實踐的經

2. Russell E. Gehrlein, "Operations Lessons Learned and Best Practices," Army Chemical Review, Winter 2019. Russell E. Gehrlein, 《作戰經驗教訓和最佳實踐》《陸軍化學評論》，2019 年冬季。

驗讓我的團隊取得了成功，而我的目的是為了幫助美國陸軍軍事和文職領導者能更有效地建立自己的團隊。

Giving the Greeting of the Day 每日噓寒問暖

Giving the greeting of the day is a very simple, yet effective way that all team leaders can do better. A while back, as I was walking down the hallway, I passed a sergeant major whom I did not know. I greeted him with, “Good morning, sergeant major!” He responded in kind. That felt good. I thought about how important this military tradition is to building a culture of dignity and respect in the workplace.

噓寒問暖是所有團隊領導者都能夠做得更好的一個非常簡單但有效的方式。有一段時間，當我走在走廊上遇到了一位我不認識的軍士長，我對他說：“早上好，軍士長！”他也友好地回應了我，那感覺很好，這不禁讓我覺得這項軍事傳統對於在工作場所建立尊嚴和尊重文化有多麼重要。

Greeting our coworkers is even more important than greeting those whom we do not know. An exchange of “Good morning” between teammates is a great way to begin a conversation. It may lead to asking, “How are you doing?” or stating, “I haven’t seen you in a while. How are the kids/grandkids/wife?” It can open up doors for showing compassionate leadership. When we consistently greet our bosses, peers, and subordinates, our connections deepen, and we have more opportunities to offer help, if needed.

與同事打招呼比與陌生人打招呼更重要，隊友之間的“早上好”是開啟對話的好方法，它可能會引出問：“你好嗎？我有一段時間沒見到你了，孩子們、孫子們、妻子還好嗎？”這可以打開表現同情心領導風格的大門，當我們持續向老闆、同事和下屬問候時，我們的聯繫會更加深入，我們就有更多機會在需要時提供幫助。

Treating Team Members with Dignity and Respect 尊重團隊成員

Treating team members with dignity and respect may be the most important aspect of team building. Most Soldiers and Department of the Army civilians can talk about dignity and respect, but it is more difficult to “walk the walk” with the team every day. Treating all personnel, regardless of their demographic, with dignity and respect has been constantly reinforced for

centralized promotion and command select boards as well as for civilian hiring actions and promotions at every level of the military. I believe that our strength lies in our unity of purpose amidst great diversity. Every member of the team brings something positive to the table based on who they are and where they come from.

以尊嚴和尊重對待團隊成員可能是團隊建設中最重要方面，大多數士兵和陸軍部文職人員都可以談論尊嚴和尊重，但每天與團隊一起「身體力行」則更加困難。以尊嚴和尊重對待所有人員，無論其人員組成如何，會透過軍中各級的集體晉陞、指揮選擇委員會、文職招聘作業中不斷得到加強。我相信，我們的力量在於我們在巨大的多樣性中實現統一的目標。團隊的每個成員都根據他們的身份和背景不同 帶來了積極的東西。

When I present an orientation briefing to new members of our section, I make certain that they understand that this office will always be a safe place to work. Neither sexual harassment nor racial discrimination will ever be tolerated. Despite our differences, we will all strive to get along and work as a team to accomplish the mission of supporting the Chemical Corps, regardless of race, gender, component, rank, age, or any other category. The same applies even with team members who are not chemical, biological, radiological, and nuclear (CBRN) Soldiers.

當我向我們部門的新成員進行指導簡報時，我會確實讓他們明白，這個辦公室將永遠是一個安全的工作場所，性騷擾和種族歧視都是不容忍的，儘管我們有所不同，我們將努力相處融洽，共同作為一個團隊，完成支援化學兵的使命，不論種族、性別、組織、軍階、年齡或任何其他類別，這也適用於即使不是化學兵的團隊成員。

How do we treat those who are different from us with dignity and respect? We notice them. We say, "Please" and "Thank you." We praise in public and correct in private. We ask questions and we really listen to the answers in order to get to know our teammates. Personally, I remind my teammates on a daily basis that they are appreciated and that they are valued members of the team. I am intentional in my actions to ensure that every member of the team is treated like Family. I monitor my relationships with each team member as well as manage the relationships that each team member has with the others

on the team.

我們如何以尊嚴和尊重對待那些與我們不同的人？我們會注意這些人，並對他們說“請”和“謝謝”，利用公開場合表揚，並在私底下糾正，我們提出問題，真正傾聽答案，以便了解我們的團隊成員，就我個人而言，我每天都提醒我的隊友，讓他們受到讚賞，大家是團隊有價值的成員，我有意識地在我的行動中確保團隊的每個成員都受到家人般的對待，我隨時檢驗我與每個團隊成員的關係，並管理每個團隊成員與其他團隊成員之間的關係。

Showing Respect to Others Outside the Organization 對組織外的其他人表現尊重

On my first tour in Korea, I was assigned to a military police company, where I witnessed a classic example of an individual conveying disrespect to someone at our higher headquarters whom I did not know. My company commander always referred to the battalion operations officer as “Major Problems.” I was fairly certain that the rank of the battalion operations officer was that of major; however, I’m pretty sure that “Problems” wasn’t really his last name.

在我第一次駐韓國的任期中，我被分配到一個憲兵連，我在那裡我目睹了一個典型的例子，一個人對我們上級指揮部的某個人表現出不尊重，我的連長總是把營作戰官稱為“問題少校”，我相當確定作戰官的軍銜是少校；然而，我很肯定“問題”並不是他真正的姓氏。

Disrespect is cancerous. It starts out small and then spreads to others—both inside and outside of an organization. If tolerated, it becomes a new standard that eventually destroys everything in its path. And, as one of my coworkers stated, we tend to remember negative things better than we remember positive ones.

不尊重是一種毒瘤，它起初很小，但會漸漸傳播給其他人，無論是組織內部還是外部，如果容忍下去，它會成為一個新的標準，最終摧毀一切，正如我的一位同事所說，相較於正面的事情，我們往往更容易記住負面的。

Allowing yourself or your employees to make jokes about, or otherwise disrespect, leaders or staff members from other organizations with which you

work (whether above or below you) may come back to bite you. Even though expressing your frustration and voicing how much you despise them may seem to unite your team, that can actually be counter productive and can destroy the quality teamwork that you are trying to develop. It would be hypocritical to emphasize the concept of treating others with dignity and respect and then do the exact opposite with regard to folks who happen to work upstairs or down the street. Furthermore, getting transferred to another office and finding out that the new team with which you will be working with has heard that you have been bad-mouthing them makes for a bad situation.

允許自己或你的員工對與你合作的領導人或工作人員開玩笑或表現不尊重（無論是您的上級還是下級），可能會對您造成反噬，即使你感到失望，並表現出您有多麼鄙視他們，而這樣似乎可以團結你的團隊，但這實際上可能會適得其反，並摧毀您正在努力發展的優質團隊合作，我們不能一邊對內強調以尊嚴和尊重對待他人的概念，然後對外面表現出完全相反的態度，這是虛偽的。此外，當您被調到另一個辦公室，發現新的團隊已經聽說你對他們說壞話時，情況就很糟糕了。

Managing Team Relationships 管理團隊關係

In my view, my job as a supervisor is not only to manage the people on my team but also their relationships. This is a business application of a mathematical concept called “combinatorial theory.” Without going into the details of the formula used to calculate the number of distinct relationships on a team of any size, as I did in my previous article, I offer some examples. With five team members, there are a total of 10 relationships because there are four people with whom each of the five members must work; however, it is not necessary to count the relationships twice. (The relationship between Sergeant Jones and First Lieutenant Smith is the same relationship as that between First Lieutenant Smith and Sergeant Jones.) Using the same logic, if there are seven members on a team, then there are a total of 21 relationships.

在我看來，作為主管不僅是管理我的團隊成員，還包括管理他們之間的關係，這是一個名為“組合理論”的數學概念在業務上的應用，我沒有像在上一篇文章中那樣，詳細討論用於計算任何規模的團隊中不同關係數量的公式，我提供一些例子，如果有五個團隊成員，那麼總共有 10 個關係，因為每五個成員都必

須與其他四個人合作；但是，不需要將關係計算兩次。（瓊斯中士和上尉史密斯之間的關係與上尉史密斯和軍士長瓊斯之間的關係相同。）使用相同的邏輯，如果團隊有七名成員，那麼總共有 21 個關係。

As a team leader, you must understand that everyone on your team is connected not only to you but also to each other. Every relationship among team members is important and needs to be managed by the leader. The chain is only as strong as its weakest link. Team leaders are responsible for constantly assessing; correcting, as needed; and seeking to improve the relationships between each of the team members—not merely their own relationships with the other members of the team.

作為團隊領導者，你必須明白你的團隊中每個人不僅與您相連，還與彼此相連，團隊成員之間的每一個關係都很重要，需要由領導者來管理，鏈條的強度取決於其最薄弱的一環，團隊領導者有責任不斷評估，必要時進行糾正，並努力改善團隊成員之間的關係，而不僅僅是他們與團隊其他成員之間的關係。

Developing Personal Relationships 建立個人關係

I have been intentional and consistent in developing my employees. I set high standards, and I enforce them. I get my employees to think, feel, and act the way that I would in certain situations. I train them on skills they may lack. I thank them for their efforts and help them improve, when needed. I take a genuine interest in them, their Families, and their military careers beyond their current assignments.

在發展我的員工方面，我一直是有意識且連貫的，我設定了高標準，並加以執行，我讓我的員工在某些情況下思考、感受和行動，就像我自己一樣，並訓練他們可能缺乏的技能，大家都很努力，而我也會在需要時幫助他們改進，我也會對員工、員工的家人以及他們目前任務之外的軍事生涯感興趣。

When my employees depart, they leave knowing that they made a difference. Whether they are moving to their next duty station or leaving the Army, they know what “right looks like.” Perhaps they can make a difference in their next assignment by passing on some of the lessons they learned about how to treat folks with dignity and respect while they were under my leadership.

當我的員工離開時，他們知道自己做出了改變，無論是轉移到下一個任務地點還是離開軍隊，他們知道什麼是“正確”，也許他們可以在下一個任務中有所作為，通過傳授他們在我的領導下學到的一些經驗教訓，即如何以尊嚴和尊重的方式對待人們。

In the words of an officer who worked on my team for 5 months, “Work isn’t so bad if you build yourself a home around it. And you certainly have created a home here—not just for yourself, but for others like me, longing to be accepted, appreciated, and acknowledged.” More recently, a senior noncommissioned officer who has since been transferred expressed gratitude for treating him like Family.

一位在我的團隊工作了 5 個月的軍官的話是這樣說的：“如果你在工作周圍建立一個家，工作就不會那麼糟糕，你確實在這裡創造了一個家-不僅是為了你自己，還有像我這樣渴望被接受、被欣賞和被認可的人，”最近，一位調任的高級非委任士官對對待他像家人一樣的態度表示感激。

Conclusion: Closing With a Challenge 結論：提出挑戰

I encourage you, as team leaders, to take a hard look at how you function as leaders, no matter how big the organization you lead. You may manage a team of teams. Ask yourself: Can we do better?

作為團隊領導者，我鼓勵您認真審視您作為領導者的運作方式，無論您領導的組織有多大。您可以管理一個團隊。問問自己：我們能做得更好嗎？

I trust that some of my insights will be helpful and will enable you hard-working team leaders at every level to be more successful in completing your unending and thankless jobs. Know this: Your work in building and leading teams truly matters to the to the Corps and the Army.

我相信我的一些見解會對各級辛勤工作的團隊領導者有所幫助，讓你們能更成功地完成你們永無止境、沒有人感謝的工作，要知：你在建立和領導團隊的工作對軍團和陸軍至關重要。