



*"Leadership is a human relationship between leaders and followers."*

Richard Swain and Albert Pierce  
*The Armed Forces Officer*

## Building and Motivating Teams

Read [\*Leading a Discussion with your Airmen on "Team Building"\*](#)  
 Squadron-Centered Learning

Watch Daniel Pink on [\*The Puzzle of Motivation\*](#) (TED Video)  
 Understanding motivation is important to those who lead teams.  
 Watch the 17-minute video, and then share takeaways with your team.

To Learn More The [CSAF Reading List](#) provides many great books and videos on building and motivating teams.  
 Check it out!

## Questions to Consider

*What makes a team successful?*  
*What makes us an effective team?*

Ask these questions of yourself  
 and your flight members

### What is an effective team?

An effective team is not the result of coincidence! A team is effective because members **trust** one another, share a strong sense of **team identity** and have **confidence** in their abilities, and the abilities of their leader. An effective team is motivated to keep team-building every day.

### How do you motivate your team?

As a leader you want to keep your team members motivated and enthusiastic about their work. However, it is important to strike a balance between extrinsic and intrinsic motivators. As Daniel Pink emphasized in his video, don't rely too much on the power of incentives for extrinsic motivation. Instead, Pink recommends assigning people tasks they enjoy as an intrinsic method to motivate your team.

### But what about motivating remote teams?

Some remote workers miss problem-solving in person with their teammates. It is important to try and replicate this experience in the remote environment -- video calls, teleconferences, even specific (but smaller) team tasks that require group work can go a long way toward improving motivation. However, you must be careful to not overschedule virtual time. Too many meetings can lead to burnout and decreased productivity. Strike a balance between meetings and individual work. In all remote work, communication with your team is critical. Make sure your weekly routine is not solely focused on the tactical-level work, but also includes discussions on elements of problem-solving and engagement with others on the team to brainstorm solutions. This helps to maintain team purpose.

### Continue to challenge your team.

Experience is a developmental tool for leaders to use to grow their team. Create learning experiences based on what your flight expresses they want to learn. Ask them to list their top three to five skills they want to master as a group. Plan activities for the team that are connected to your unit's mission in some way; teach knowledge, skills, or abilities that will grow your team and help motivate them to continue to learn both individually and as a group.

