

BUILDING AN EFFECTIVE TEAM

American Legion Leadership Development

Participant Handout | 45-Minute Class

01 KNOW WHAT YOU'RE WALKING INTO

Before you build, you must assess. Return to your post and ask these three questions:

- ▶ **Who is already doing the work?** — Find the 2–3 members keeping things running and make sure they do not burn out. They are your foundation.
- ▶ **Who has been sitting on the sidelines?** — Members who attend but are never asked to help are untapped resources. Seek them out personally.
- ▶ **What is the post's biggest unmet need?** — Recruiting? Community service? Finances? Morale? That need shapes the team you build first.

02 FOUR THINGS EVERY EFFECTIVE TEAM NEEDS

Volunteers give their time freely. Your job is to make that time count.

01 CLEAR PURPOSE

People need to know WHY the work matters, not just WHAT the task is. Connect every role to the Legion's mission and your community.

03 PSYCHOLOGICAL SAFETY

Members must feel free to raise problems and disagree without being shut down. Veteran culture can default to rank-based silence — actively work against it.

02 DEFINED ROLES

Confusion about who owns what kills momentum. Even informal teams need someone clearly in charge of each function.

04 VISIBLE WINS

Celebrate completions, big and small. Recognition is the fuel that keeps volunteers coming back month after month.

03 THE LEADER'S JOB

Your team will reflect your habits. Practice these three every day:

- ▶ **Listen first, direct second** — Spend your first 30 days asking more questions than you give answers. You will learn things no org chart can show you.
- ▶ **Delegate with trust** — Give someone a job and let them do it. Hovering signals distrust and drives your best people away.
- ▶ **Have the hard conversation early** — If someone is a poor fit, address it privately and quickly. Letting it linger damages everyone around them.

04 YOUR 90-DAY ACTION PLAN

Write your answers below. Keep this page — it is your personal accountability tool.

30 DAYS One person at my post I will personally recruit to a role:

90 DAYS One team need I will address:

TODAY One leadership habit from this class I commit to practicing:
