

CRM LESSON PLAN REPORT
TEAM DEVELOPMENT COURSE (TDC)
071-BT071002 / 5.01 ©

Approved
19 Jul 2021

Effective Date: 19 Jul 2021

SCOPE:

This lesson encompasses various scenarios that emulate battlefield conditions that require teamwork to negotiate each obstacle within a specified time. Instructions and limited resources will be provided at the beginning of each obstacle. The Drill Sergeant/Cadre will carefully observe the squad and provide detailed feedback to ensure teamwork has improved throughout the negotiation of the course.

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the MCoE G2 foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

SECTION I. ADMINISTRATIVE DATA

All Course Masters/POIs Including This Lesson

Courses				
<u>Course Number</u>	<u>Version</u>	<u>Title</u>	<u>Phase</u>	<u>Status</u>
750-BT	11.0	Basic Combat Training	N/A	Analysis

POIs				
<u>POI Number</u>	<u>Version</u>	<u>Title</u>	<u>Phase</u>	<u>Status</u>
31B10-OSUT	21.0 ©	Basic Military Police	0	Analysis
12C10-OSUT	20.0 ©	Bridge Crewmember	0	Analysis
750-BT	11.0 ©	Basic Combat Training	0	Analysis
12C10-OSUT (ST)	20.0 ©	Bridge Crewmember	0	Analysis
12B10-OSUT	20.0 ©	Combat Engineer	0	Analysis

Task(s) Taught(*) or Supported

<u>Task Number</u>	<u>Task Title</u>	<u>Status</u>
Individual		
071-COM-0501 (*)	Move as a Member of a Team	Superseded
071-COM-0503 (*)	Move Over, Through, or Around Obstacles (Except Minefields)	Superseded

Reinforced Task(s)

<u>Task Number</u>	<u>Task Title</u>	<u>Status</u>
--------------------	-------------------	---------------

Knowledge

<u>Knowledge Id</u>	<u>Title</u>	<u>Taught</u>	<u>Required</u>
071-COM-0011	Team Building	Yes	No
171-K0084	Know the techniques of movement.	No	Yes

Skill

<u>Skill Id</u>	<u>Title</u>	<u>Taught</u>	<u>Required</u>
S0280	Conduct individual movement techniques in an urban environment	No	Yes
S0525	Build team group skills and processes	Yes	No
S0284	Move to a safe position during urban operations	No	Yes

Administrative/ Academic Hours

The administrative/academic (50 min) hours required to teach this lesson are as follows:

<u>Academic</u>	<u>Resident Hours / Methods</u>		
Yes	0 hrs	5 mins	Lecture
Yes	6 hrs	10 mins	Peer Partner Learning
Yes	0 hrs	25 mins	Discussion (Small or Large Group)
<hr/>			
Total Hours(50 min):	6 hrs	40 mins	

Instructor Action Hours

The instructor action (60 min) hours required to teach this lesson are as follows:

<u>Hours/Actions</u>			
1 hrs	0 mins	Training Event Clean-up/Breakdown (non-FTX)	
1 hrs	0 mins	Training Event Prep/Setup (non-FTX)	
<hr/>			
Total Hours (60 min):	2 hrs	0 mins	

Test Lesson(s)

<u>Hours</u>	<u>Lesson Number Version</u>	<u>Lesson Title</u>
None		

Prerequisite Lesson(s)

<u>Hours</u>	<u>Lesson Number Version</u>	<u>Lesson Title</u>
None		

Training Material Classification

Security Level: This course/lesson will present information that has a Security Classification of: U - Unclassified.

Foreign Disclosure Restrictions

FD1. This training product has been reviewed by the training developers in coordination with the MCoE G2 foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

References

<u>Number</u>	<u>Title</u>	<u>Date</u>
ATP 3-34.5	Environmental Considerations	10 Aug 2015
ATP 5-19	RISK MANAGEMENT, with change 1 dated 8 Sep 2014	14 Apr 2014
ATP 6-22.6	ARMY TEAM BUILDING	30 Oct 2015
DODI 6000.11	Patient Movement	09 Sep 1998
STP 21-1-SMCT	SOLDIER'S MANUAL OF COMMON TASKS, WARRIOR SKILLS, LEVEL 1	07 Nov 2019
TRADOC REG 350-6	Enlisted Initial Entry Training Policies and Administration http://www.tradoc.army.mil/tpubs/regs/TR350-6.pdf	09 Aug 2019

Student Study Assignment

None

Instructor Requirements

None

Support Personnel Requirements

None

Additional Support Personnel Requirements

<u>Name</u>	<u>Student Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
Range Safety NCO Remarks:	0:0	1	7.0
Bus Driver Remarks:	1:44		4.0
Combat Lifesaver Remarks:	0:0	1	7.0
NCOIC Remarks:	0:0	1	7.0
Driver, LMTV Remarks: Used for material transport before, during, and afterward.	0:0	1	7.0
Range OIC Remarks:	0:0	1	7.0

**Equipment
Required
for Instruction**

<u>ID - Name</u>	<u>Student Ratio</u>	<u>Instructor Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
1005-01-630-9508 - 30 Round Magazine Assembly Remarks:	7:1	0:0	No	0	No
2310-01-090-7709 - Bus Transit 44 Passenger Remarks:	1:44	0:0	No	0	No
2320-01-354-3385 - Truck Cargo: 4x4 LMTV W/E: M1078 Remarks:	0:0	0:0	Yes	1	No
4110-01-485-3626 - Chest, Ice Storage, White, 48 Quart Capacity 2S Remarks:	0:0	0:0	Yes	4	No
5820-01-243-4960 - Radio 10 Channel, Portable, Motorola: MDL-Q2 Remarks:	0:0	0:0	Yes	4	No
6530-00-783-7510 - Litter, Nonrigid, Poleless, Nylon, 78 X 26 Inch, Retaining Straps, Field Use Remarks:	1:50	0:0	Yes	1	No
6530-01-260-1222 - Rescue and Transport System, Patient Remarks:	1:50	0:0	Yes	1	No
6545-01-532-3674 - Medical Equipment Set, Combat Lifesaver, Version 2005, UA 245A Remarks:	1:50	0:0	Yes	1	No
6665-01-103-8547 - Wet Globe Temperature Kit, Dial Thermometer Type, Mechanical Remarks:	0:0	0:0	Yes	1	No
7210-00-081-1417 - Sheet, Bed, Cotton-Polyester, White, 104 X 72 Inches, Solid, Plain, Flat Remarks: Minimum 10 Ice Sheets per Company	0:0	0:0	Yes	8	No
8960-01-430-4378 - Ice, 8 Pounds Remarks:	1:10	0:0	Yes	8	No

(Note: Asterisk before ID indicates a TADSS.)

**Materials
Required**

Instructor Materials:

Drill Sergeants/Cadre will use the Center for Army Lessons Learned (CALL) website at <http://call.army.mil/> and/or the Battle Command Knowledge System (BCKS) website at <https://bcks.army.mil/default.aspx>(<https://leadernetwork.bcks.army.mil/> for Mounted Maneuver Net) to get the most current and relevant information on Tactics, Techniques, and Procedures (TTPs) used in the Operational Environment (OE).

NOTE: Before training starts, Drill Sergeants/Cadre will ensure the following materials are available at their respective obstacles:

Obstacle #1

- Plank, 2" x 8" x 9' (1 ea)**
- Plank, 2" x 8" x 88" (1 ea)**
- Plank, 2" x 8" x 62" (1 ea)**
- Plank, 4" x 4" x 12' (1 ea)**
- Wooden ammunition box (40 lb) (1 ea)**
- Rope, 5/8" manila hemp, 8' length (1 ea)**

Obstacle #2

- Plank, 2" x 12" x 36" (1 ea)**
- Wooden ammunition box (40 lb) (1 ea)**

Obstacle #3

- Rope, 5/8" manila hemp, 30' length (1 ea)**
- Plank, 2" x 8" x 11' (1 ea)**
- Ammunition crate (1 ea)**

Obstacle #4

- 55-gallon drum (1 ea)**
- Plank, 2" x 8" x 8' (1 ea)**
- Plank, 2" x 8" x 10' (1 ea)**
- Plank, 2" x 8" x 12' (1 ea)**

Obstacle #5

- Dummy, 145 lb (1 ea)**
- Litter (1 ea)**
- Plank, 2" x 6" x 58" (1 ea)**
- Plank, 2" x 6" x 46" (3 ea)**
- Plank, 2" x 6" x 72" (1 ea)**

Obstacle #6

- Pully system (1 ea)**
- Rope, 5/8" manila hemp, 30' length (1 ea)**
- Rope, 5/8" manila hemp, 12' length (1 ea)**
- Rope, 5/8" manila hemp, 6' length (1 ea)**
- Rope, 5/8" manila hemp, or cargo strap, 6' length (1 ea)**
- Dummy, 145 lb (1 ea)**
- Litter (1 ea)**
- Snaplink (12 ea)**
- Gloves, heavy duty, work (16 ea)**

Student Materials:

One pair of black leather work gloves per Trainee.

**Classroom,
Training Area,
and Range
Requirements**

<u>ID - Name</u>	<u>Quantity</u>	<u>Student Ratio</u>	<u>Setup Mins</u>	<u>Cleanup Mins</u>
17951-1 Leadership Reaction Course, 1 Each Remarks:		1:200	10	10

**Ammunition
Requirements**

<u>DODIC - Name</u>	<u>Exp</u>	<u>Student Ratio</u>	<u>Instruct Ratio</u>	<u>Spt Qty</u>
None				

**Instructional Guidance/
Conduct of Lesson**

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

ATTENTION INSTRUCTORS:

1. Important training considerations for Drill Sergeants/Cadre.

(a) A sign listing the 4 steps to achieve the mission will be at each event. Articulate the steps to ensure the Trainees comprehend the rules of the event.

(b) During the AAR, Drill Sergeants/Cadre must focus on the 4 step process and the teamwork concepts.

2. The training unit will divide into 12 squads. There are six events with two identical obstacles on each. At the whistle/air horn blast, each squad will rotate to a different station until the completion of all six events.

3. Each event is timed with a total of 58 minutes per event. These 58 minutes includes:

(a) Movement between obstacles- 3 minutes

(b) Mission brief by Drill Sergeant- 5 minutes

(c) Planning and execution of event- 45 minutes

(d) AAR after each event- 5 minutes

4. Drill Sergeants/Cadre must track the time at each event to stay on schedule between whistles/air blast.

**Proponent Lesson
Plan Approvals**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Joseph Hiner	Not available	Approver	19 Jul 2021

SECTION II. INTRODUCTION

Method of Instruction: Discussion (Small or Large Group)
 Mode of Delivery: Resident Instruction
 Instr Type (I:S Ratio): Military - NON-ICH (1:200)
 Time of Instruction: 5 mins

Motivator

Being a team member is part of successful daily living. The words "we will," "we can," "our group," "for us," etc., describe the behavior of each team member that shares your ultimate goals. You will learn that everyone here comes from different backgrounds. Your experiences, education, and abilities will vary from person to person. As a member of the Army, you will use your past experiences, knowledge, and abilities to assist your team in accomplishing its mission. You must learn to cooperate with your peers and assist each other to build a cohesive team. Your team's success will be measured by your ability to function as a team.

The battlefield is forever changing. Soldiers are required to perform under any condition and location around the world. Knowing or having a basic idea of what to expect based on the Operational Environment (OE) better prepares you to meet the challenges faced during time of war. Drill Sergeants/Cadre will use their experiences and various scenarios that represent relevant Operational Environments (OE) the military has recently conducted operations around the world.

Terminal Learning Objective

NOTE. Inform the students of the following Terminal Learning Objective requirements.

At the completion of this lesson, you [the student] will:

Action:	Negotiate the Team Development Course
Conditions:	Given Drill Sergeant/Cadre instructions, a team of your peers, tactical scenarios, limited resources, and simulated battlefield obstacles in daylight conditions.
Standards:	The Trainee will perform as a squad member to complete six obstacles by: <ul style="list-style-type: none"> - Moving tactically to the obstacle, - Developing a shared plan, and - Negotiating the obstacle as a team within the prescribed time for each event.
Learning Domain - Level:	Psychomotor - Manipulation
No JPME Learning Areas Supported:	None

Safety Requirements

The Deliberate Risk Assessment Worksheet (DRAW), DD Form 2977, will be produced locally IAW ATP 5-19.

Safety is paramount in complex, outdoor training environments. During the training process, Commanders will utilize the 5-step risk management (RM) process to determine the safest and most complete method to train. Every precaution will be taken while replicating realistic battlefield conditions. It is everyone's responsibility to recognize, mitigate, and report hazardous conditions.

INSTRUCTOR NOTE: The Instructor will brief the unit/site SOP and risk management worksheet for all potential contingencies encountered during that training period/event (i.e., severe weather, fire, evacuation, rally points, etc.).

INSTRUCTOR NOTE: Additional cadre may be required at obstacles 3 and 5 for safety reasons.

Risk Assessment Level

Low - - Risk Assessment to be produced locally IAW ATP 5-19, 14 APRIL 2014.

Assessment: None

Controls: None

Leader Actions: None

**Environmental
Considerations**

NOTE: Instructor should conduct a risk assessment to include environmental considerations IAW the current environmental considerations publication, and ensure students are briefed on hazards and control measures.

The Army is committed to protecting the environment and will enforce standards IAW ATP 3-34.5, federal, state, and local policies to mitigate environmental damage.

**Instructional
Lead-in**

"If everyone is moving forward together, then success takes care of itself." –Henry Ford

Working together on the first obstacle is only the beginning. Building upon your level of teamwork in each obstacle is total success. As you work together to negotiate today's obstacles, continue to respect each other's ideas. Remind your team members to share their thoughts and always work together. Individual fingers do not win fist fights. Come together as a mighty fist to overcome your objective!

SECTION III. PRESENTATION

NOTE: Inform the students of the Enabling Learning Objective requirements.

A. ENABLING LEARNING OBJECTIVE

ACTION:	Conduct Pre-Course Negotiation Activities
CONDITIONS:	Given a Team Development Course (TDC) with six team-building obstacles, appropriate uniform, and instructions.
STANDARDS:	The Trainees will: <ul style="list-style-type: none"> - Receive the safety briefing. - Receive instructions to divide into 12 squads. - Move to the event start points. <p>NOTE: Specific instructions for each event will be at each event start point.</p>
LEARNING DOMAIN - LEVEL:	Cognitive - Understanding
No JPME LEARNING AREAS SUPPORTED:	None

ELO A - LSA 1. Learning Step / Activity ELO A - LSA 1. Receive the safety briefing.

Method of Instruction: Lecture

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)*

Time of Instruction: 5 mins

Media Type: Oral Presentation

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

Note: Marked as (*) is derived from the parent learning object

The Senior Drill Sergeant/Cadre will ensure the current safety and environmental briefings are properly delivered to each participant. Answer any questions.

Check on Learning:

Leaders should randomly ask questions to ensure participants comprehended the details of the safety briefing and environmental concerns.

Review Summary:

Restate the key points of the safety briefings if necessary.

ELO A - LSA 2. Learning Step / Activity ELO A - LSA 2. Divide the Trainees into 12 squads.

Method of Instruction: Discussion (Small or Large Group)

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)*

Time of Instruction: 5 mins

Media Type: Oral Presentation

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

Note: Marked as (*) is derived from the parent learning object

The Drill Sergeant/Cadre will evenly divide the Soldiers into 12 squads in preparation for movement to the

six obstacles.

Check on Learning: Continue to motivate the squads to work together as they prepare to engage in obstacle negotiations.

Review Summary: Reinforce Army Values to build on teamwork.

ELO A - LSA 3. Learning Step / Activity ELO A - LSA 3. Move the Trainees to their perspective start points.

Method of Instruction: Discussion (Small or Large Group)

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)*

Time of Instruction: 10 mins

Media Type: Actual Equipment / None

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

Note: Marked as (*) is derived from the parent learning object

Ensure the Trainees remain in their assigned groups and understand the importance of working together.

Check on Learning: Leaders should randomly ask questions to ensure participants comprehended the details of the safety briefing and environmental concerns.

Review Summary: Ensure Trainees remain with their assigned groups during rotation.

CHECK ON LEARNING (ELO A): Randomly ask questions to ensure the Trainees understand the upcoming task.

REVIEW SUMMARY(ELO A): Restate the conduct of the event if required.

B. ENABLING LEARNING OBJECTIVE

ACTION:	Negotiate each obstacle within the Team Development Course.
CONDITIONS:	Given a Team Development Course, squad members, six team-building obstacles, limited resources, and instructions during daylight hours.
STANDARDS:	The Squad will: - Adhere to the provided instructions. - Work as a Team. - Share ideas. - Negotiate the Team Development Course within the prescribed time.
LEARNING DOMAIN - LEVEL:	Psychomotor - Manipulation
No JPME LEARNING AREAS SUPPORTED:	None

ELO B - LSA 1. Learning Step / Activity ELO B - LSA 1. Obstacle # 1 - Double Culvert

Method of Instruction: Peer Partner Learning

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)

Time of Instruction: 1 hr

Media Type: Practical Exercise
Other Media: Unassigned
Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

NOTE: Review and brief Trainees on the following before allowing them begin the obstacle.

1. Situation (OPTIONAL IF TIME PERMITS).

(a) Due to massive ammunition expenditures during the offensive, several companies are low on 7.62mm and AT4s, including your company. The 7.62mm ammunition and AT4s are badly needed due to the heavily populated environment, bunkers, and a recent storm that has made close air support impossible. You need it to keep the offensive and the initiative. Your squad is tasked to retrieve the ammunition while the company is in a hasty defensive perimeter.

(b) As you link up with the support platoon to pick up the ammunition, you hear over the radio that the enemy are using the storm to cover a counter attack. You are urged to return immediately, because this makes the ammunition more critical then ever. The Company Commander tells you to take the unused underground water line that runs from your point to the company position. The route is safe; your company has cleared it. The only major problem is that the water line goes to a concrete abutment, and a river runs through the abutment. The water line has been destroyed at that point, leaving only the pilings in place.

(c) Your company desperately needs this ammunition to continue the fight. You must get this ammunition to the company quickly!

2. Task and Mission. Your mission is to resupply your company. Your task is to get everyone in your squad, and the ammunition through the concrete abutment within 45 minutes (15 minutes to plan and 30 to execute). (Optional: Consolidate and reorganize, and then call higher.)

3. Conditions. You may use anything you find in the immediate area to aid you in your mission. All squad members must pass through this obstacle to the company position beyond.

4. Standard. Negotiate the obstacle, taking the box of ammunition and anything you can use with you. Your mission is to deliver ammunition to your company. You are not allowed to jump on any part of the obstacle, or to touch the ground between culverts. A 15-second time penalty will be assessed if you jump on or touch any area painted white. You have up to 15 minutes to plan and 30 minutes to complete your mission.

5. Equipment.

TYPE QTY DIMENSIONS

Plank (1ea) 2" x 8" x 9'

Plank (1ea) 2" x 8" x 9'4"

Plank (1ea) 4" x 4" x 12'

Plank (1ea) 2" x 8" x 6'2"

Ammunition box (1ea) 40 lbs (use available resources)

Rope (1ea) 5/8" x 8' hemp

6. Safety.

- (a) Ensure that all planks are firmly seated before team members pass over them.
- (b) Do not allow squad members to jump from any part of the obstacle at any time.
- (c) Ground all personal equipment.
- (d) Inspect planks for splitting and breaks.

7. Obstacle Instructions.

NOTE: Assess 15-second time penalties for time violations.

- (a) Trainees are not allowed to jump during this task.
- (b) Trainees may not touch the sand pit or any white-painted areas.
- (c) The task is accomplished when all team members, ammunition, and planks are on the ground past the last culvert.
- (d) The Trainees must ensure that the planks are firmly seated before the crossing them.

NOTE: Ask Trainees if they have any questions. Afterwards, remind them that they have 15 minutes to plan and 30 minutes to negotiate the obstacle. Start the timing.

NOTE: After the event has been completed, gather the Trainees for an AAR.

8. After-Action Review Suggestions.

NOTE: The time limit for AAR at each obstacle is 20 minutes.

- (a) Briefly cover the mission.
- (b) Briefly cover how the squad is organized.
 - (1) Step 1. Did they clearly define their mission?
 - (2) Step 2. Did they gather all their materials to help them accomplish their mission?
 - (3) Step 3. Did they figure out how their team would accomplish the mission and what each team member would do?
 - (4) Step 4. Did they enthusiastically and aggressively execute their plan?
- (c) Did squad members cooperate with each other? Were they cohesive (did they "pull together")?
- (d) Did a leader emerge? What were the leader's actions?
- (e) What lessons did the team learn about teamwork?
- (f) How do the TDC lessons learned apply to other team-oriented Trainee activities such as cleaning the bay or cutting the grass?

NOTE: During the AAR, describe what solution the Trainees should have applied to negotiate the obstacle. Figure 1 shows the actual obstacle, then the solution steps follow.

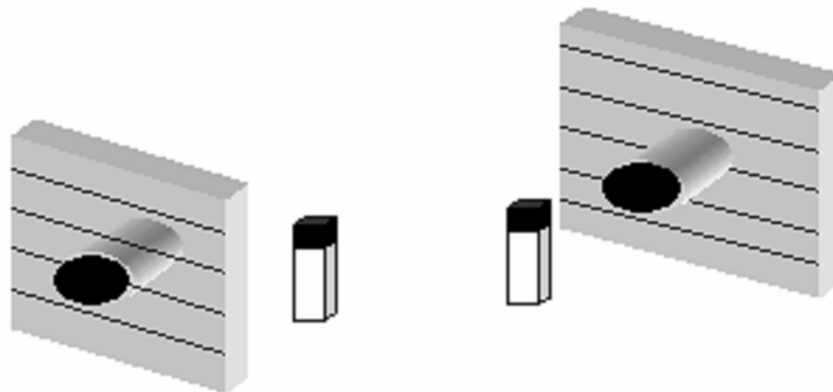


Figure 1. Obstacle # 1, Double Culvert

9. Obstacle Solution.

- (a) The first person -
 - (1) Enters the culvert without touching the sand pit.
 - (2) Takes the 2" x 8" x 8' plank.
 - (3) Places it from the culvert to the closest post.

- (4) Crawls out to the post.
- (b) The second person -
 - (1) Goes into the culvert.
 - (2) Crawls out to the center of the first plank.
- (c) The third person passes a 4" x 4" x 12' plank to the second person.
- (d) The second person passes the plank to the first person.
- (e) The first person spans the two posts with the 12' plank, ensuring that it, not the shorter plank, is on the post. He uses the rope to lower the 4" x 4" x 12' from post #1 down to post #2.
- (f) Everyone crawls through the first culvert and along the 2" x 8" x 8' to the 4" x 4" x 12', taking all equipment with them, including the shorter 2" x 8' plank.
- (g) Everyone sets up along the 4" x 4" x 12'.
- (h) The last person to reach the 4" x 4" x 12' retrieves the long 2" x 8', and then passes it forward.
- (i) One person, with the help of others, ties the 2" x 8" x 8' to the shorter 2" x 8'.
- (j) The students use the tied planks to span from the second post to the second culvert.
- (k) Everyone crawls along the boards and through the second culvert, except the last person, who stays on the tied planks.
- (l) The last two members -
 - (1) Retrieve the 4" x 4" x 12' plank.
 - (2) Pass the plank through the culvert.
 - (3) Crawl through the culvert. One retrieves the tied planks.

Check on Learning: Randomly ask questions to ensure all Trainees understand the provided instructions.

Review Summary: Conduct an after action review to allow the Trainees the opportunity to provide feedback.

ELO B - LSA 2. Learning Step / Activity ELO B - LSA 2. Obstacle #2, The Cliff Hanger

Method of Instruction: Peer Partner Learning

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)

Time of Instruction: 1 hr

Media Type: Practical Exercise

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

NOTE: Review and brief Trainees on the following prior to allowing them to begin the obstacle.

1. Situation. (OPTIONAL IF TIME PERMITS)

(a) Your company is in an assembly area (AA) preparing for another offensive operation along the eastern border. The operation is meant to destroy an enemy stronghold that has been launching raid missions against local police stations in order to weaken the government's power in the area. Your company needs critical 7.62-mm ammunition in order to conduct offensive operations. The ammo box, which was dropped by air, drifted far away from the company AA due to unexpectedly strong crosswinds.

(b) Your squad is tasked to retrieve the ammo by climbing down a cliff and crossing a bridge in order to reach the ammunition box. Unfortunately, enemy spotters saw the airdrop and hit the bridge after you crossed with mortars. The bridge is destroyed and all that remains are the chain supports

and pilings. A plank from the bridge and some rope flew onto the bank from the blast. Everything else was destroyed or fell into the river below.

(c) The enemy will use this opportunity to destroy your squad, which is trapped on other side of the river. Indirect fire support is out of range and close air support will not be available for another hour. Your squad must move quickly to re-supply your company or be overwhelmed by enemy forces.

2. Task/Mission.

EVERYONE in your squad and the ammunition must cross the river and be over the cliff within 45 minutes (15 minutes of planning and 30 to execute) in order to re-supply your company. [OPTIONAL: Consolidate and re-organize and conduct a SALUTE spot report]

3. Conditions.

The ammo has been air dropped and is highly sensitive now. The bridge at the base of the cliff has been mostly destroyed with only the chain supports and pilings remaining. Nearby you find a plank and a length of rope to assist you in crossing the obstacle.

4. Standard.

All members of the team must scale the wall, then cross the span and take the ammunition across. The pit and the sides of the bridge are off limits. Your unit needs this ammunition for its mission. You may not throw the ammunition across the bridge. A foul will occur when the team touches the side rails, when the plank, ammo, or team member touches the pit or any area painted white. You have 15 minutes to develop a plan and 30 minutes to execute your mission.

5. Equipment.

TYPE QTY DIMENSIONS

Plank (1ea) 2" x 8" x 8'

Ammo Box (1ea) 40 lbs

Rope (1ea) 15 ft hemp

6. Safety.

- (a) Do not allow squad to throw box or plank.
- (b) Do not allow use of pistol belts or uniforms belts.
- (c) One spotter is assigned. Additional spotters may be required.
- (d) Do not allow standing or kneeling on top of the wall.
- (e) Do not allow squad to jump onto or from chain bridge.
- (f) Do not use plank to descend from wall.

7. Obstacle Instructions.

(a) This is a test of the squad's ability to cooperate and work as a team. Even the most agile Trainees will have difficulty scaling the cliff and crossing the river on the unstable platform. Allow the team to frustrate themselves.

(b) A foul will occur when the team touches the side rails.

(c) A foul will occur when the plank, ammo box, or team member touches the pit or any painted white area. The penalty should be the loss of the plank, a team member, or stopping progress for a period of time. (Progressive time penalties of 15, 30, and 45 seconds.)

(d) Use Trainees as additional spotters as necessary.

NOTE: Ask Trainees if they have any questions. Afterwards, remind them they have 15 minutes to plan and 30 minutes to negotiate the obstacle. Start the timing.

NOTE: After the event is finished, gather the Trainees for an AAR.

8. After-Action Review Suggestions.

(a) Remember that the AAR at each obstacle lasts only 20 minutes.

(b) Briefly cover the mission.

(c) Briefly cover how the squad organized itself and conducted planning:

Step 1 - Did they figure out exactly what the mission was that the team had to accomplish?

Step 2 - Did they gather all the materials that their team had to help it accomplish its mission?

Step 3 - Did they figure out how their team would accomplish the mission, and what each team member would do?

Step 4 - Did they enthusiastically and aggressively execute their plan?

(d) Did squad members cooperate with each other? Were they cohesive?

(e) Did a leader emerge? What were his/her actions?

(f) What are the teamwork lessons learned?

(g) What applicability do TDC lessons learned have to other team-oriented soldier activities (i.e. cleaning the bay, grass-cutting, etc.)?

NOTE: During the AAR, describe the solution the Trainees should have employed to negotiate the obstacle. The solution steps follow. Figure 2 depicts the actual obstacle.

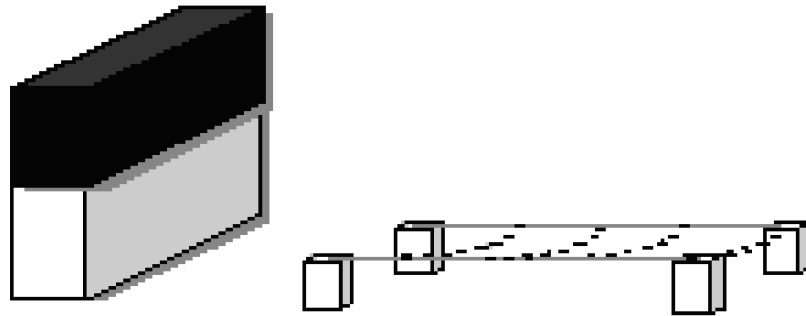


Figure 2. Obstacle # 2, The Cliff Hanger

9. Obstacle Solution

(a) Squad crosses obstacle by sending one member over the obstacle and laying a small board on the first two chains of the bridge.

(b) Member then lays him self down on the rest of the chains creating a human bridge.

(c) Other members then cross, bringing the ammunition crate with them.

Check on Learning: Conduct a check on learning

Review Summary: Conduct a Summary Review

ELO B - LSA 3. Learning Step / Activity ELO B - LSA 3. Obstacle # 3 - Quicksand

Method of Instruction: Peer Partner Learning

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)

Time of Instruction: 1 hr

Media Type: Practical Exercise

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security

NOTE: Review and brief Trainees on the following before letting them start the obstacle:

1. Situation. (OPTIONAL IF TIME PERMITS).

(a) A platoon in your company has been stranded in a defensive position for days. They are critically low on 7.62-mm ammunition. The poor visibility in the area have made air resupply impossible. An enemy informant has told the S-2 that a massed attack is planned the next day, making resupply urgent. Your squad is tasked to resupply the company. However, the HMMWVs that you rode in have all been destroyed or rendered inoperable by an IED ambush. Higher headquarters has ordered your squad to continue on with the mission on foot in order to resupply the platoon.

(b) You are also told to hurry, because the informant has said that enemy patrols have been sent to intercept your squad. Along the way, you encounter a large, hastily constructed minefield, but you can use tree stumps to traverse the minefield. You cannot determine the left and right limits, and it appears that you must either cross the minefield or abandon the mission.

2. Task and Mission. Get your squad across the minefield within 45 minutes (15 minutes to plan and 30 to execute). Leave no one behind! Optional tasks include--

(a) Consolidate and reorganize; then call higher.

(b) Instead of assessing a foul when a Trainee falls into the minefield, have him probe his way out of it.

3. Conditions. In the surrounding area, you find the plank and a length of rope to assist you in crossing the obstacle.

4. Standard. You must cross this area, taking the ammunition crate and all other equipment that you used with you. All team members must cross. No jumping is allowed. You must use two Trainees to move the crate. The members may not go around the obstacle. If anything or any person hits the white-painted area or touches the inside of the minefield, you receive a foul. Time penalties may be assessed for fouls (15 seconds), but only if this alternative enhances teamwork development. You have 15 minutes to plan and 30 minutes to execute.

5. Equipment.

TYPE QTY DIMENSIONS

Rope, manila hemp (1ea) 5/8" x 30' (distractor)

Plank (1ea) 2" x 8" x 11'

Plank (1ea) 2" x 8" x 8'

Crate (1ea) 20 lbs

6. Safety. Ensure that the crate is handled safely to keep it from injuring the working team, especially when it is over the center stump.

7. Obstacle Instructions. A foul occurs on this task when anything or any person hits the white-painted wire or touches the inside of the quicksand. Progressive time penalties will be assessed for fouls.

(a) Do not go around the obstacle.

(b) Use precautions to keep the barrel from injuring the working team members, especially when the barrel is on the center stump.

(c) Ground all personal equipment.

(d) Use Trainees as additional spotters if necessary.

NOTE: Ask Trainees if they have any questions. Afterwards, remind them they have 15 minutes to

plan and 30 minutes to execute. Start the timing.

NOTE: After the event, gather the Soldiers for an AAR.

8. After-Action Review Suggestions. Time limit for AAR at each obstacle is 20 minutes.

(a) Briefly cover the mission.

(b) Briefly cover how the team organized and planned.

Step 1. Did the team clearly define their mission?

Step 2. Did the team gather all their materials to help them accomplish their mission?

Step 3. Did the team figure out how their team would accomplish the mission, and what each team member would do?

Step 4. Did the team enthusiastically and aggressively execute their plan?

(c) Did team members cooperate with each other? Were they cohesive (did they "pull together")?

(d) Did a leader emerge? What were the leader's actions?

(e) What lessons did the team learn about teamwork?

(f) How do TDC's lessons learned apply to other team-oriented Trainee activities (i.e. cleaning the bay, grass-cutting, etc.)?

NOTE: During the AAR, describe what solution the Trainees should have applied to negotiate the obstacle. Figure 3 shows the actual obstacle, then the solution steps follow.

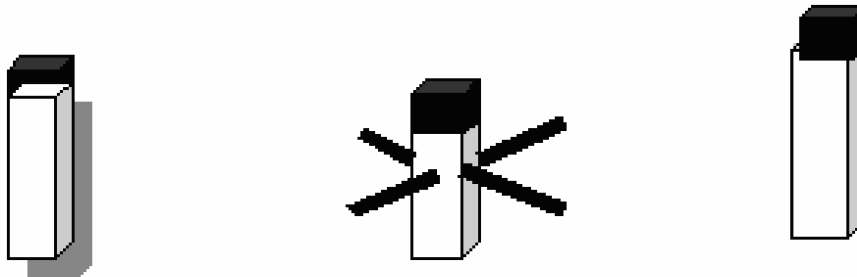


Figure 3. Obstacle # 3. Quicksand

9. Obstacle Solution.

(a) To keep off the sand, use a plank to mount the first stump.

(b) Put a plank from the first stump to the second stump. Send two people to the middle stump, and then send one of them across to the last stump.

(c) The person still on the middle stump brings the plank back to the first stump.

(d) Someone else lifts the crate up and puts it on the plank and the third person then slides the crate out to the middle stump. The [first or second?] person slides the plank about 1.5 feet toward the third stump, so that the second person can sit on the [stump or crate?]. The first person sits on the third stump. The trainee waiting there takes the plank and sets it onto the stump. The third person gets off the plank and slides the crate over the last stump and off the end.

(e) The second person, on the middle stump, repeats the rotation of the plank to help the other team members across.

(f) The rope is only a distractor.

Check on Learning: Conduct a check on learning

Review Summary: Conduct a Summary Review

Method of Instruction: Peer Partner Learning
Mode of Delivery: Resident Instruction
Instr Type (I:S Ratio): Military - NON-ICH (3:55)
Time of Instruction: 1 hr
Media Type: Practical Exercise
Other Media: Unassigned
Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

NOTE: Review and brief Trainees on the following before letting them start the obstacle.

1. Situation. (OPTIONAL- IF TIME PERMITS)

(a) US forces have been engaged in offensive operations in Objective Red for a week now. The city has fallen under enemy control. City officials have asked coalition forces to help free the city. Your battalion is part of this operation. Your support platoon has been busy running ammunition, fuel, water, and food to companies to maintain the offensive. During one such mission, your squad is to deliver turboshaft transmission fluid (for the M1 tank) to one of your tank companies. The tank company is very low on turboshafts, which has caused nearly half the tanks to cease operations. The tanks are in a defensive perimeter, awaiting the turboshafts, just across the river.

(b) Just as your squad crosses a bridge to link up with the tank company on the other side, you are hit with mortars. They destroy the bridge and heavily damage the vehicles in your convoy. The 55-gallon drum of turboshaft fluid is undamaged. Only the bridge pilings remain. The blast threw three planks to your side of the river, so you have them as well. Your squad must link up with the company immediately. No help is due for hours. The tank company is critical to the final push to free the city, so it must be on the offensive as soon as possible. Timing is everything in this major operation. Your squad must get this barrel of turboshaft to the company, or lose the initiative.

2. Task and Mission. Your mission is to resupply the tank company within 45 minutes (15 minutes to plan and 30 to execute). Your task is to get the barrel and every Trainee across the river in that amount of time, without leaving anyone behind. (Optional: Consolidate and reorganize; then call higher.)

3. Conditions. You must take all team members and all of the equipment you are using with you across the river, You may use anything you find, except the drum, to cross. Two Trainees must control the movement of the barrel.

4. Standard. You have 15 minutes to plan and 30 minutes to execute this mission. The pit is off limits. Use extreme care to ensure that no equipment touches this area. Anything that does will wash away.

On this task, a foul occurs anytime that-

(a) Any item of equipment touches the pit (penalty: loss of that item).

(b) A team member falls into the pit (penalty: loss of that person).

(c) The drum falls into the pit (penalty: team starts over).

5. Equipment.

TYPE QTY DIMENSIONS

Barrel (1ea) 55 gallons

Plank (1ea) 2" x 8" x 8'

Plank (1ea) 2" x 8" x 12'

Plank (1ea) 2" x 8" x 10'

6. Safety.

(a) Watch for the drum or students falling into the pit.

(b) Urge students who do fall to use the pit to break their fall rather than falling toward the bank.

7. Obstacle Instructions. On this task, a foul occurs anytime that -

- (a) Any item of equipment touches the pit (penalty: loss of that item).
- (b) A team member falls into the pit (penalty: loss of that person).
- (c) The drum falls into the pit (penalty: team fails, must restart).

NOTE: Ask Trainees if they have any questions. Afterward, remind them that they have 15 minutes to plan and 30 minutes to negotiate the obstacle. Start timing.

NOTE: After the event, gather the students for an AAR.

8. After-Action Review Suggestions. Time limit for AAR at each obstacle is 20 minutes.

- (a) Briefly cover the mission.
- (b) Briefly cover how the squad organized and planned.
 - Step 1. Did they clearly define their mission?
 - Step 2. Did they gather all their materials to help them accomplish their mission?
 - Step 3. Did they figure out how their team would accomplish the mission, and what each team member would do?
 - Step 4. Did they enthusiastically and aggressively execute their plan?
- (c) Did squad members cooperate with each other? Were they cohesive (did they "pull together")?
- (d) Did a leader emerge? What were the leaders actions?
- (e) What lessons did the team learn about teamwork?
- (f) How do the TDC lessons learned apply to other team-oriented Trainee activities (cleaning the bay, grass-cutting, etc.)?

NOTE: During the AAR, describe what solution the Trainees should have applied to negotiate the obstacle. Figure 4 shows the actual obstacle, then the solution steps follow.

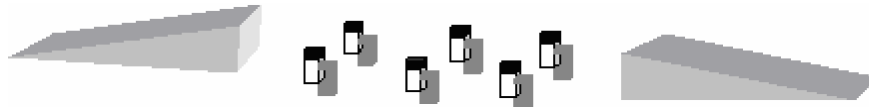


Figure 4. Obstacle # 4, Destroyed Bridge

9. Obstacle Solution.

- (a) Compare the length of the boards and check the weight of the barrel.
- (b) Lay a catwalk, use the appropriate plank for each distance. Butt or overlap the planks so that they can be recovered from the far side. DSs must constantly check the planks to ensure that personnel and equipment are distributed properly so the unsecured planks will not flip.
- (c) Roll the barrel across. Recover the planks.

Check on Learning: Conduct a check on learning

Review Summary: Conduct a Summary Review

ELO B - LSA 5. Learning Step / Activity ELO B - LSA 5. Obstacle # 5 - The River Crossing

Method of Instruction: Peer Partner Learning
Mode of Delivery: Resident Instruction
Instr Type (I:S Ratio): Military - NON-ICH (3:55)
Time of Instruction: 1 hr 5 mins
Media Type: Practical Exercise

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

NOTE: Review and brief Trainees on the following before letting them start the obstacle:

1. Situation. (OPTIONAL IF TIME PERMITS)

After crossing the Rocky River to conduct a raid, members of the factions blew up the bridge that you just crossed, and ambushed your squad. Your squad killed the ambushers, but one Trainee in your squad is wounded. Enemy reinforcements are en route and the enemy appears to see this as an opportunity to destroy your squad, which is trapped on their side of the river. Your only chance of survival is to get your squad back across the river. Only the bridge pilings are left. To complicate matters, you notice a lot of unexploded ordnance left on the pilings. Obviously, you cannot touch these.

2. Task and Mission. Get your squad back across the river within 45 minutes (15 minutes to plan and 30 to execute) to get back to the FOB. Leave no one behind! (Optional: Conduct a nine-line MEDEVAC once across obstacle.)

3. Conditions. Five planks from the blown-up bridge landed on your side of the river. You can use those planks, but be careful not to touch booby-trapped areas on the bridge.

4. Standard. Have the casualty and all team members across the river safely. Safety is important, avoid jumping from one set of pilings to another.

NOTE: A foul occurred if a team member touched the area painted white or dropped the stretcher. Team members may touch the pit only to mount the obstacle. Penalties involve placing the dummy or stretcher at their starting positions. Repeat fouls should have progressive penalties assessed. You have 15 minutes to develop your plan and 30 minutes to execute your mission.

5. Equipment.

TYPE QTY DIMENSIONS

Plank (1ea) 2" x 6"x 58"

Plank (1ea) 2" x 6" x 72"

Plank (3ea) 2" x 6" x 46"

Stretcher (1ea)

Dummy (1ea) 145 lbs

6. Safety.

- (a) Keep members from holding one end of the stretcher and jumping.
- (b) Expect to have to place planks atop precarious positions.
- (c) Keep members from throwing planks or equipment.

7. Obstacle Instructions.

- (a) Keep members from jumping from one set of pilings to another. Watch the placement of planks.
- (b) Make sure that the members avoid touching the pit.
- (c) A foul occurs when -
 - (1) A team member touches the area painted white.
 - (2) A team member touches the pit.
- (d) Penalties are worked off by placing the dummy or stretcher at their respective starting positions.
- (e) Assess progressive time penalties on repeat fouls.

(f) Recover the planks used on the pilings.

NOTE: Ask Trainees if they have any questions. Afterward, remind them they have 15 minutes to plan and 30 minutes to negotiate the obstacle. Start the timer.

NOTE: After the event, gather Trainees for an AAR.

8. After-Action Review (Suggestions).

(a) Remember that the AAR at each obstacle lasts only 20 minutes.

(b) Briefly cover the mission.

(c) Briefly cover how the squad organized itself and conducted planning.

Step 1. Did they figure out exactly what mission the team had to accomplish?

Step 2. Did they gather all their materials to help them accomplish their mission?

Step 3. Did they figure out how their team would accomplish the mission, and what each team member would do?

Step 4. Did they enthusiastically and aggressively execute their plan?

(d) Did squad members cooperate with each other? Were they cohesive (did they "pull together")?

(e) Did a leader emerge? What were the leader's actions?

(f) What teamwork lessons were learned?

(g) How do the TDC lessons learned apply to other team-oriented Trainee activities (i. e., cleaning the bay, grass-cutting, etc.)?

NOTE: During the AAR, describe what solution the Trainees should have applied to negotiate the obstacle. Figure 5 shows the actual obstacle, then the solution steps follow.

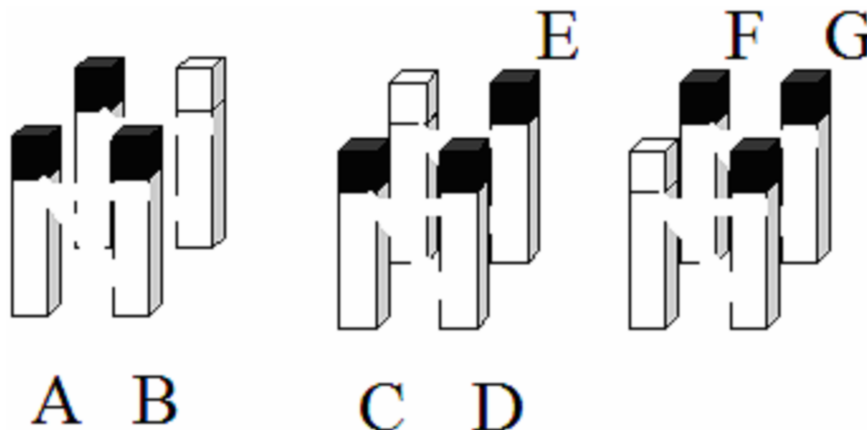


Figure 5. Obstacle # 5, The River Crossing

9. Obstacle Solution.

(a) One person places --

(1) The 46-inch plank from A to B;

(2) The 58-inch plank from B to C;

(3) The 46-inch plank from C to D;

(4) The 46-inch plank from D to E; and

(5) The 72-inch plank from E to F.

(b) The same person then steps over the space from F to G, gets down and recovers the litter, and hands the litter to the second person, who returns it to the near side.

(c) The second and third person mount the bridge. The other Trainees pass the dummy on the

litter up to the two Trainees on the bridge, who then move across the bridge with the dummy on the litter.

(d) At the other end of the bridge, the second person hands down to the person on the ground, and then he dismounts the bridge. The third person walks the litter forward and hands it to person number two.

(e) The third person returns to the start point, helps the rest of the team up, and they all cross the bridge.

(f) The third person recovers the planks.

Check on Learning: Conduct a check on learning

Review Summary: Conduct a Summary Review

ELO B - LSA 6. Learning Step / Activity ELO B - LSA 6. Obstacle # 6 - One Rope Bridge

Method of Instruction: Peer Partner Learning

Mode of Delivery: Resident Instruction

Instr Type (I:S Ratio): Military - NON-ICH (3:55)

Time of Instruction: 1 hr 5 mins

Media Type: Practical Exercise

Other Media: Unassigned

Security Classification: This course/lesson will present information that has a Security Classification of: U - Unclassified.

NOTE: Review and brief Trainees on the following before letting them start the obstacle.

1. Situation. (OPTIONAL IF TIME PERMITS)

After conducting a reconnaissance mission on suspected enemy positions in the northeastern region, your squad's position becomes compromised, and contact with the enemy ensues. You win, but one of the Trainees in your squad was shot in the leg. He is unconscious, but stable. Your request for a MEDEVAC is denied. A major offensive operation to the South is using most of the air assets. You will only get a MEDEVAC if the casualty's condition were more serious or if you can get your squad to a safer area. The only area that qualifies is on the other side of a gorge that you crossed earlier. The only way across it is over a single rope bridge that spans the gorge. To make things worse, your higher headquarters just notified you by UAV that more than 200 enemies fighters are closing in on your squad and will reach you in about 45 minutes. Close air support will not reach you for 50 minutes due to their operations in the South. Your only option is to cross the gorge again.

2. Task and Mission. Your mission is to get everyone to safety. Your task is to get everyone in your squad across the gorge within 45 minutes (15 minutes to plan and 30 to execute). Leave no one behind! (Optional: Conduct 9-line MEDEVAC once across the obstacle, then conduct a SALUTE SPOTREP on enemy seen.)

3. Conditions. The only way out of your predicament is to cross the gorge again. However, the area between the two platforms is off limits; you cannot touch the ground with your body or equipment; and the cable can support only two people at a time.

4. Standard. You must safely move the wounded Trainee and your squad across the gorge with all your equipment. Trainees must wear gloves when traversing the cable. Your squad earns a foul anytime a Trainee or piece of equipment touches the pit, the ground, or any part of the pit located between the two platforms. You can also receive progressive time penalties (15 seconds, 30 seconds, 45 seconds, for example). You have 15 minutes to develop your plan and 30 minutes to

execute your mission.

5. Equipment.

TYPE QTY DIMENSIONS

Rope (1ea) 30' x 5/8" hemp
Rope (1ea) 12' x 5/8" hemp
Rope (1ea) 6' x 5/8" hemp
Stretcher (1ea) standard Army issue
Snap link (6ea) standard Army issue
Gloves (8 pair) heavy leather
Pulley (1ea) 3/4" Diameter.

6. Safety.

- (a) Personal equipment will be grounded.
- (b) If a team member is hanging from the cable, advise him to drop into the pit rather than swing to the edge.
- (c) No more than two personnel on the cable at one time.
- (d) Personnel wear gloves when traversing the cable.
- (e) Use at least two spotters.
- (f) Trainees may use Swiss Seats and snap links. They may not hook the snap links into their belts.

7. Obstacle Instructions.

- (a) A possible danger point occurs when the stretcher reaches the platform. Be especially careful and observant during this time.
- (b) A foul occurs when any person or piece of equipment touches the pit, the ground, or any part of the pit between the two platforms.
- (c) Personnel wear gloves when traversing the cable.
- (d) Account for all gloves and snap links before departing the station.

NOTE: Ask Trainees if they have any questions. Afterwards, remind them they have 15 minutes to plan and 30 minutes to negotiate the obstacle. Start timing.

NOTE: After the event is over, gather Trainees for an AAR.

8. After-Action Review Suggestions. Time limit for an AAR at each obstacle is 20 minutes.

- (a) Briefly cover the mission.
- (b) Briefly cover how the squad organized and planned.
 - Step 1. Did they clearly define their mission?
 - Step 2. Did they gather all their materials to help them accomplish their mission?
 - Step 3. Did they figure out how their team would accomplish the mission, and what each team member would do?
 - Step 4. Did they enthusiastically and aggressively execute their plan?
- (c) Did squad members cooperate with each other? Were they cohesive (did they "pull together")?
- (d) Did a leader emerge? What were the leaders actions?
- (e) What lessons did the team learn about teamwork?
- (f) How do the TDC lessons learned apply to other team-oriented Trainee activities (cleaning the bay, grass-cutting, etc.)?

NOTE: During the AAR, describe what solution the Trainees should have applied to negotiate the obstacle. Figure 5 shows the actual obstacle, then the solution steps follow.

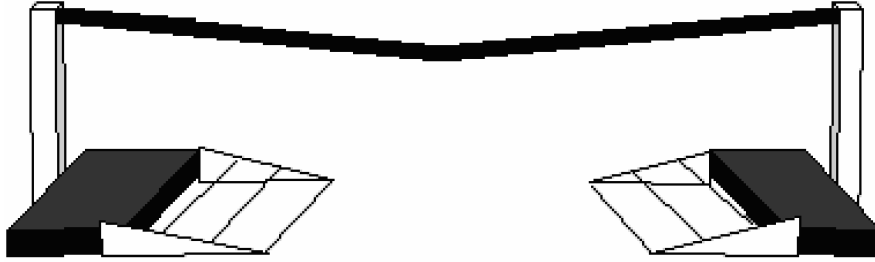


Figure 6. Obstacle # 6, One Rope Bridge

9. Obstacle Solution.

- (a) Construct seat out of board and rope; attach to pulley system.**
- (b) Take two 6' ropes and tie to end of stretcher with a snap link.**
- (c) Take one person and send over the cable for security.**
- (d) Next person takes the 30' rope over the far side.**
- (e) Team raises litter up and snaps onto the cable.**
- (f) The other person pulls stretcher over; then the team follows.**

Check on Learning:

Ensure the Soldiers are clear on instructions before proceeding with the obstacle.

Review Summary:

Explain the actions taken to negotiate the course and allow the students to explain why they chose their course of action.

CHECK ON LEARNING (ELO B):

Confirm comprehension of the instructions by randomly asking questions before starting the course.

REVIEW SUMMARY(ELO B):

Allow the Trainees the opportunity to provide relevant feedback.

SECTION IV. SUMMARY

Method of Instruction:	Discussion (Small or Large Group)
Mode of Delivery:	Resident Instruction
Instr Type(I:S Ratio):	Military - NON-ICH (1:200)
Time of Instruction:	5 mins

Check on Learning

Determine if the Soldiers understand the material presented by soliciting questions and providing explanations.

Review/ Summary

Review each of the learning activity highlights, and stress the applicable values from previous Soldier input.

SECTION V. STUDENT EVALUATION

Testing Requirements

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

Feedback Requirements

1. Following each obstacle, conduct an AAR that allows the Trainees to identify strengths and weaknesses. If the Trainees fail to point something out, the Instructor should do so.
2. Communicate to the Trainees if they did or did not meet the established Outcomes.
 - (a) Developed a plan.
 - (b) Negotiated the obstacle as a team.
 - (c) Participated in an After-Action Review (AAR).

Appendix A - Viewgraph Masters

**Team Development Course (TDC)
071-BT071002 / Version 5.01 ©**

Sequence	Media Name	Media Type
None		

Appendix B - Assessment Statement and Assessment Plan

Assessment Statement: None.

Assessment Plan: None.

Appendix C - Practical Exercises and Solutions

PRACTICAL EXERCISE(S)/SOLUTION(S) FOR LESSON 071-BT071002 Version 5.01 ©

Appendix D - Student Handouts

**Team Development Course (TDC)
071-BT071002 / Version 5.01 ©**

Sequence	Media Name	Media Type
None		