The overall purpose of the NIMS working groups is to empower junior NCOs to take ownership of, and address, critical issues facing today’s Army. This document provides a broad overview of the topics that NIMS participants will discuss in their working groups. Familiarity with these topics may help you to facilitate a back-and-forth dialog between you and the participants during their backbriefs.

NIMS workshops are divided into three main topics: IDENTITY, CLIMATE, and CULTURE. Some of the questions from each session are provided below:

**TOPIC #1: IDENTITY – What is the Squad Leader’s Role in Building Unit Climate?**

- Why are dignity, respect, inclusion, and trust important to squad leaders?
- Why are self-identities important to squad leaders and the squad as a whole?
- Do squads have their own identities? How is a squad’s identity impacted by dignity, respect, inclusion, and trust?

**TOPIC #2: CLIMATE - How Do Squad Leaders Build and Maintain Positive Unit Climates?**

- Who has the greatest influence on unit climate?
- What “best practices” for building positive climates did you identify?
- How do squad leaders manage stress? Who is taking care of you?
- What KSAs do squad leaders need in order to build and maintain positive climates?
- Where did you learn to build positive climates? Where should you have learned?
- What are the biggest challenges you face with regard to building positive climates? Which can you resolve? Which require help from chain of command or senior Army leaders?
- Do you have the authority and autonomy you need to build a positive climate?
- How do you re-establish a positive climate after a negative event? How do you regain trust?

**TOPIC #3: CULTURE – How Do We Embed and Reinforce Your Ideas to Build an Army-wide Culture of Dignity, Respect, Inclusion, and Trust?**

- What Army policies and practices have helped (and hurt) efforts to develop a positive unit climate?
- What are the most helpful resources, agencies, and organizations (post or Army-level)? Which need improvement?
- How do we develop climate building KSAs in squad leaders across the force? What methods do/don’t work?
- What are some examples of Army subcultures? What behaviors indicate that a subculture is misaligned with the greater Army culture?
- How can customs, courtesies, and traditions contribute to negative behaviors/outcomes?
- How does the Army embed/reinforce the right application of those customs, courtesies, and traditions without leading to negative behaviors/outcomes?