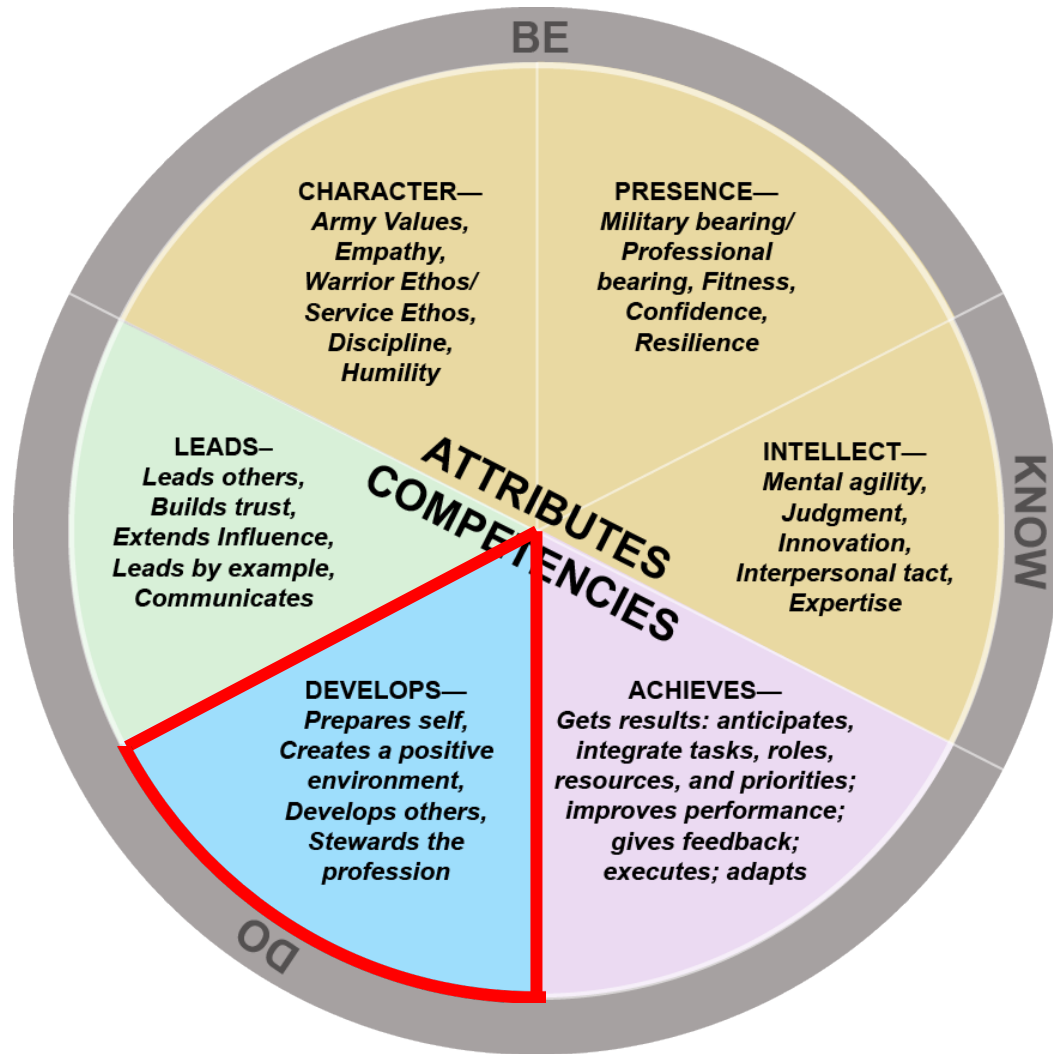


Building and Maintaining a Positive Climate

Leader Professional Development
United States Army
Center for Army Leadership



Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following competency:
 - Creates a positive environment
- Learn more about the LRM by reviewing:
 - APD 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader

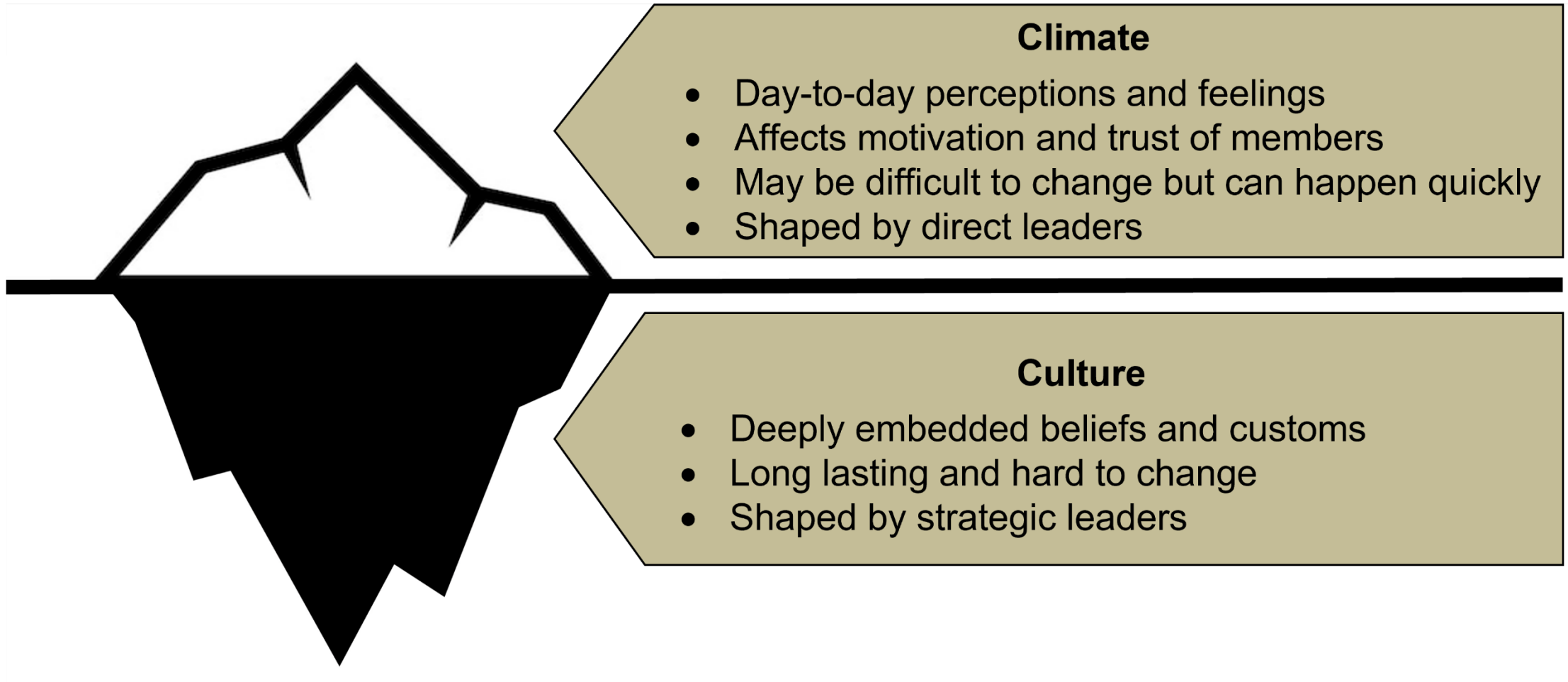
Session Objectives

- Define climate.
- Describe the impact climate has on organizations.
- Identify factors that contribute to an organization's climate.
- Describe how to assess your organization's climate.
- Identify strategies for building and sustaining a positive climate.
- Describe how to create a plan to implement change to improve climate.

A photograph of two soldiers in camouflage uniforms shaking hands. The soldier on the right is smiling and has a name tag that reads "US ARMY". The soldier on the left has a US flag patch on his sleeve. The image is overlaid with a dark green semi-transparent rectangle containing the text "What Is Climate?".

What Is Climate?

Comparing Climate to Culture



The Impact of Positive Climate on Organizations

- Mission accomplishment
- Productivity
- Team and individual performance
- Development of members
- Exercising disciplined initiative
- Readiness

“A positive command climate instills a sense of trust within units. It facilitates a strong sense of discipline, comradeship, self-respect, and morale. It helps Soldiers develop a desire to do their fair share and to help in the event of need. In turn, Soldiers know their leaders will guard them from unnecessary risk.”

~ ADP 6-0 Mission Command.

Discussion



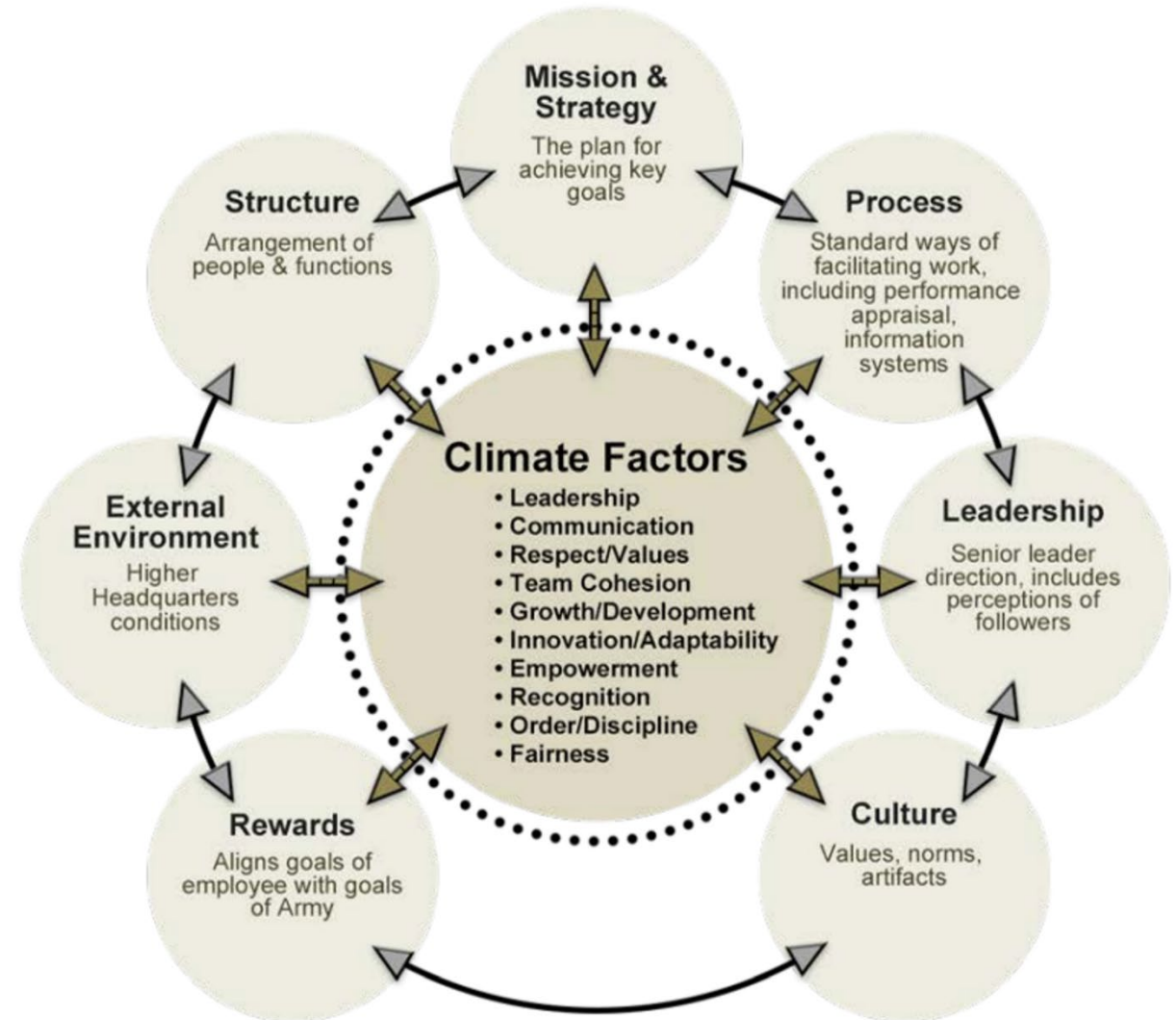
- Consider a time when you were in an organization with a negative climate. How did the negative climate impact your organization?

A photograph of two soldiers in camouflage uniforms shaking hands. The soldier on the right is smiling and has a "U.S. ARMY" name tag. The background shows a military camp setting with tents and a clear sky. A dark green semi-transparent banner is overlaid across the middle of the image, containing the title text.

Assessing Your Organization's Climate

Factors that Contribute to Factors

- Leadership
- Communication
- Respect/Values
- Team Cohesion
- Growth/Development
- Innovation/Adaptability
- Empowerment
- Recognition
- Order/Discipline
- Fairness



Steps to Assess Climate



Step 1: Rate Your Organization on Climate Factors

- Conduct battlefield circulation
- Advertise an open-door policy
- Hold sensing sessions and have conversations
- Leverage anonymous feedback



Step 2: Identify Strengths and Areas to Improve

- Review and categorize information
- Look for clusters
- Compare findings with previous assessments



Step 3: Diagnose Problems if Needed

- Look at situational factors
- Review command climate survey results or other feedback
- Consider your impact as a leader



Step 4: Share Results as Appropriate

- Decide who to share results with
- Focus on improving weaknesses and building strengths

Activity: Rate Your Organization's Climate




- Rate your organization on each of the climate factors in the Rate Your Organization's Climate section of the Building and Maintaining a Positive Climate Handout.

Discussion



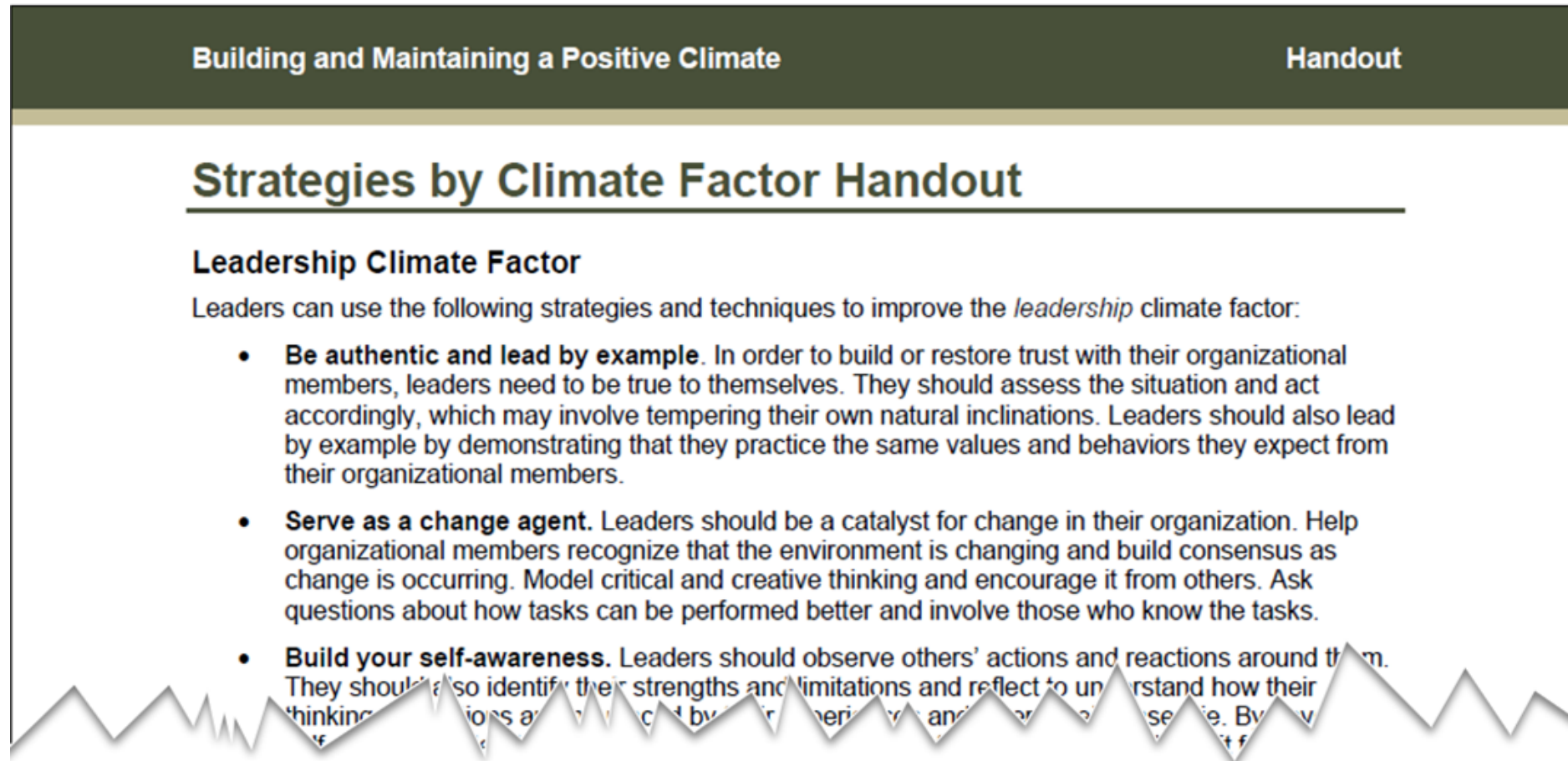
- Which climate factors do you think are a strength in your organization and which climate factors do you think your organization should improve? Why do you believe that's the case?

A photograph of two soldiers in camouflage uniforms shaking hands. The soldier on the right is smiling and has a "U.S. ARMY" name tag. The soldier on the left has an American flag patch on his sleeve. The background shows a military vehicle and a clear sky. A dark green semi-transparent banner is overlaid across the middle of the image, containing the text "Improving Your Climate".

Improving Your Climate

Choosing Strategies

- Review the Strategies by Climate Factor section of the Building and Maintaining a Positive Climate Handout.



Building and Maintaining a Positive Climate **Handout**

Strategies by Climate Factor Handout

Leadership Climate Factor

Leaders can use the following strategies and techniques to improve the *leadership* climate factor:

- **Be authentic and lead by example.** In order to build or restore trust with their organizational members, leaders need to be true to themselves. They should assess the situation and act accordingly, which may involve tempering their own natural inclinations. Leaders should also lead by example by demonstrating that they practice the same values and behaviors they expect from their organizational members.
- **Serve as a change agent.** Leaders should be a catalyst for change in their organization. Help organizational members recognize that the environment is changing and build consensus as change is occurring. Model critical and creative thinking and encourage it from others. Ask questions about how tasks can be performed better and involve those who know the tasks.
- **Build your self-awareness.** Leaders should observe others' actions and reactions around them. They should also identify their strengths and limitations and reflect to understand how their thinking, decisions and actions are affected by their own experiences and perceptions. By being self-aware, leaders can better understand their own strengths and limitations and how they affect their behavior and the behavior of others.

Activity: Select a Strategy to Improve Climate



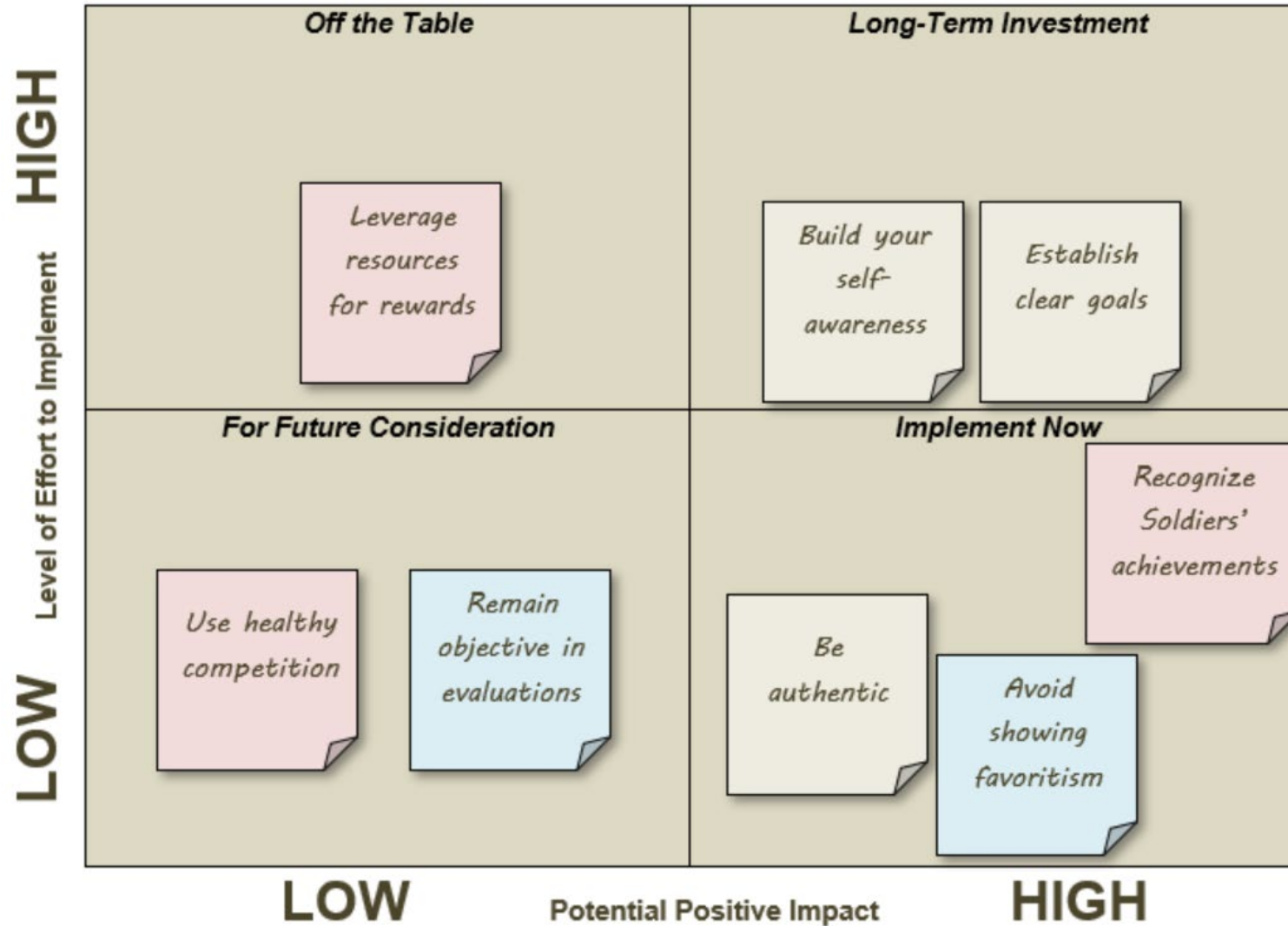
- Select one climate factor you want to improve in your organization based on your earlier reflections.
- Then select one strategy you could use to improve that climate factor.

Discussion



- What is one strategy that you could use to improve the climate factor you selected earlier?

Prioritizing Strategies to Implement



Documenting Your Plan

- Include the following:
 - Steps
 - Timing
 - Monitoring
 - Challenges
 - Controls

Order/Discipline - Set clear expectations. ▼

Strength of this factor	How you can build on this strength
<ul style="list-style-type: none"> • Rules are not being followed consistently. 	<ul style="list-style-type: none"> • Expectations should be more clear.
Steps: What steps will you take to implement strategy?	<ol style="list-style-type: none"> 1. Identify formal company expectations. 2. Document written expectations. 3. Meet with members to explain expectations. 4. Revisit occasionally.
Timing: When will you do this?	Begin within the next month
Monitoring: How will you monitor your progress?	At the end of each month, revisit written expectations and reflect on whether or not members are following these expectations.
Challenges: What are potential barriers to success?	Members not following written expectations.
Controls: What can you do to overcome these barriers to success?	Take time to revisit expectations with members. Make consequences clear for not following expectations and follow through with the consequences if needed.

Discussion



- What steps can you take to implement the strategy you selected earlier?
- How do you plan to monitor the progress of this strategy?
- What barriers do you think this strategy might face and what can you do to overcome them?

Measuring Whether Your Efforts Are Working

Create success metrics

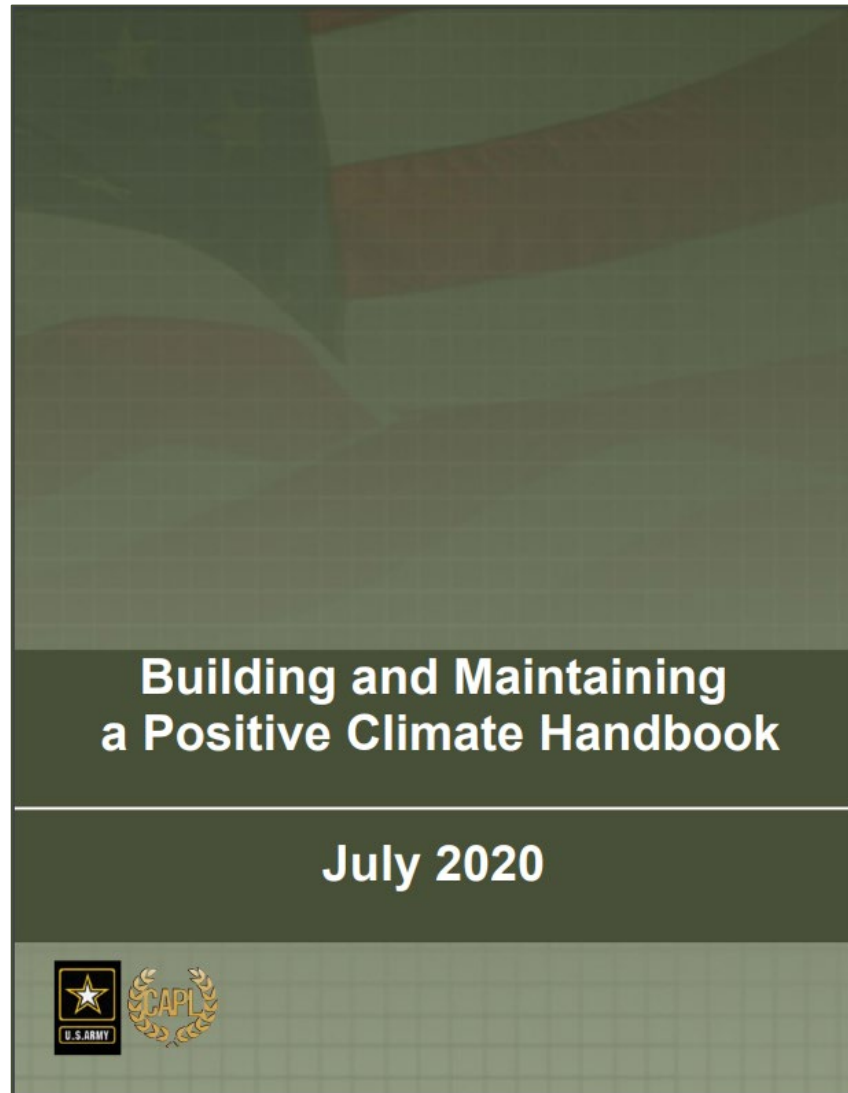
Have discussions with unit members

Compare command climate survey results

Be patient

Adjust your plans if they don't turn out as expected

Command Climate Navigator and Handbook



Center for the Army Profession and Leadership
Command Climate Navigator

U.S. ARMY
Clear Tool Data Resources

Welcome / Rate / Diagnose / Brainstorm / Create Your Plan

Welcome

Welcome to the Command Climate Navigator! This tool was created to help leaders at all levels of the Army build and maintain a positive command climate within their organizations. Specifically, this tool will:

- Guide you through a step-by-step process to assess your organization's climate, prioritize where to focus your efforts, and develop an action plan to support making improvements.
- Provide you access to a searchable database of climate resources, available for use whether or not you complete the steps in this tool.

What Is Climate & Why Is It Important?

Climate refers to how members think and feel about their organization on a day-to-day basis. Climate is based on shared perceptions and attitudes across an organization, with its current state demonstrated in the behaviors and performance of its members and units. As a leader, you set the tone for the organization through the behaviors you demonstrate, those you encourage and reward, as well as those you ignore.

According to ADP 6-22 and AR 600-100, all members of an organization are responsible for contributing to a positive climate. As an Army leader, you are responsible and have specific requirements to assess, develop, and maintain a positive climate. You can use this tool to better understand feedback you've received from other climate assessments (e.g., DEOCS, pulse surveys, etc.) or to be proactive and take a preventative approach to create an environment where members perform at a high level, trust and support one another, treat each other with respect, do the right things the right way, and prevent harmful behaviors.

The graphic below shows a research-based model that uses ten factors to help you understand your organization's climate. Army research shows that effective leaders have positive impacts on the command's climate, and positive climates are related to critical individual and unit level outcomes such as **morale, readiness, discipline, and mission accomplishment**. Keep in mind, your organization and its climate exist within the larger Army structure. The elements that circle the climate factors can also affect the command. As a leader, you should consider this larger context as you work to understand the causes of certain issues.

The Army also created a handbook that walks you through the process for improving your organization's climate. You can access it on each page of this tool by selecting the Handbook icon.

Handbook

Want to Learn More?

<https://cal.army.mil>



Doctrine

Provides leader expectations

- ADP 6-22
 - Paragraphs 1-16, 2-3, 5-8, 6-1, 6-4
- FM 6-22
 - Paragraphs 7-10 and 7-28



Self-paced Online Lessons

Provide additional content and real-world examples/scenarios

- Building and Maintaining a Positive Climate

After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

Let's Connect

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