

Building and Maintaining a Positive Climate Facilitator Guide

Leader Professional Development
United States Army
Center for Army Leadership



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Introduction

WHO IS CAL

The Center for Army Leadership (CAL) is the Army's designated action agent for Leader Development and Leadership in the areas of research, assessment, doctrine, initiative management, and quality assurance to sustain excellence in the Army's core competency of growing leaders.

INTENT OF THE LEADER PROFESSIONAL DEVELOPMENT KITS

Leadership is the unifying and multiplying element of combat power (ADP 6-0). Leader development programs are a proven method organizations can use to ensure regular improvement and refinement of critical leadership skills. In 2022, CAL began the design and development of a collection of ready-made Leader Professional Development (LPD) kits that you can use to deliver professional development sessions. These LPD sessions are designed to address topics of need; educate you on the Army Leadership Requirements Model (ADP 6-22); generate group discussion by asking thought-provoking questions; help you identify gaps in your unit, team, or organization; and determine actions leaders can take to improve the gaps.

It takes a lot of effort to create slides and briefing materials. Knowing that every Soldier's time is valuable, CAL created a pre-packaged set of materials (slides, facilitator guide, etc.) with everything you need to conduct an LPD. Now you can focus on learning and presenting the materials. Use this LPD kit as an opportunity to have a leader development discussion with others. The intent isn't for you to lecture for an entire session or read slides verbatim. Instead, think about the content, put it in the context of your unit, and get your audience talking about how to improve as Army leaders and a team.

CONTACT DETAILS

If you have any questions about the LPD kits or have suggestions for additional topics, please contact CAL at usarmy.leavenworth.tradoc.mbx.cal@army.mil.

You can also connect with CAL in the following ways:

- On the web: <https://cal.army.mil/>
- On Facebook: <https://www.facebook.com/USArmyCAL>
- On Instagram: <https://www.instagram.com/usarmycal>
- On Twitter: <https://twitter.com/USArmyCAL>
- On YouTube: <https://www.youtube.com/@USArmyCAL>

You can find the materials for this LPD, as well as others, at the CAL website at <https://cal.army.mil>.

Overview

PURPOSE OF THIS SESSION

The goal of this session is to provide an overview of how to assess and improve your organization's climate.

The specific learning objectives for this session include:

- 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.

TARGET AUDIENCE

The target audience for this LPD session encompasses all Army leaders.

The optimal facilitator-to-learners ratio for this LPD session is one facilitator to approximately 20 participants. If the anticipated audience is to be more than 20 participants, those organizing the session should consider having multiple facilitators.

NOTE: If the anticipated audience is greater than 50 participants, some features of this Facilitator Guide will have to be adapted. For example, instead of conducting whole group discussions, you may need to split the audience into smaller groups to ensure everyone has an opportunity to contribute. To facilitate group discussions, the allotted time may also need to be increased.

RECOMMENDED MATERIALS

The following table lists recommended materials and equipment for facilitating this session. While these are recommended, not all of the listed equipment is required. For example, if you deliver the session out in the field and do not have access to a computer, monitor, or projector, you can still facilitate the session using just this facilitator guide and participant packets.

Materials	Quantity
Quick Start Guide	1 per facilitator
This Facilitator Guide	1 per facilitator
Participant Packet <ul style="list-style-type: none"> • Building and Maintaining a Positive Climate Handout • After Action Review Form 	1 per participant
PowerPoint Slides	1 per facilitator
PC Computer or Laptop	1 per facilitator
Monitor or Projector and A/V cables	1 per room
Screen (if projecting)	1 per room
Chart Paper and Markers or White Board and Dry Erase Markers	1 per room

Documents can be accessed on the CAL website here: <https://cal.army.mil/>

AGENDA

The session is designed to be presented in a 54-minute block of time. Later in this guide, you will see the suggested timing for each individual slide, from which the below duration times were calculated.

Segments	Duration
Session Opening	2 mins
What Is Climate?	8.5 mins
Assessing Your Organization's Climate	14.5 mins
Improving Your Climate	25 mins
Session Closing	4 mins
Total Duration	54 mins







PREPARING FOR YOUR LPD SESSION

This facilitator guide aims to provide all of the information necessary to lead a successful session and discussion on this topic. To that aim, here are steps that you should take before the session.

1. Read through this facilitator guide and review the PowerPoint slides. Make sure you feel comfortable speaking to the key points and leading the discussion(s). Based on the audience, prepare to modify discussion questions to ensure they are meaningful and apply to your specific unit/organization. The more you can get the audience discussing how they can improve the organization by applying the material, the better.
2. Be prepared to include personal experiences related to the topic or familiarize yourself with examples you can reference throughout session. Real-life examples help tie together the individual segments, engage the audience, and enable learners to connect the content to their day-to-day jobs. Feel free to add short video clips or other materials you think the audience would find engaging.
3. Familiarize yourself with the suggested timing of slides and discussion activities.
4. Determine the anticipated audience size. Recruit additional facilitators or plan for modifications to the session if the audience size exceeds 20 participants.
5. Invite the commanding officer or organization director to speak at the beginning of the session to introduce the purpose/intent of the session. This will increase audience engagement and attention.
6. Review the additional resources so you can direct the audience to the appropriate information. Share the resources electronically via email before the session. Print participant packets ahead of the session.

HOW TO USE THIS GUIDE

The facilitator guide contains PowerPoint slides embedded with facilitation notes and discussion questions to guide you through the session. The facilitation notes include icon cues that are designed to provide visual references for you as to the type of action required, operational instructions, or other special points (e.g., discussion). Each icon is described below.

Icons	Icon Name	Descriptions
	Slide	This icon indicates that a slide should be presented. An image of each slide in the associated PowerPoint is provided. These slides help you identify which slide goes with each instructional strategy, duration, and key points.
	Duration	This icon indicates the suggested amount of time to spend on each slide.
	Key Points	This icon indicates the key points that should be covered. Although you should not read the key points verbatim during the session, you can read through it beforehand to familiarize yourself with the content.
	Discussion	This icon indicates that a discussion should be facilitated.
	Activity	This icon indicates that an activity should be facilitated.
	Resources	This icon indicates when any resource (handout, case study, example, article, etc.) should be used.

How to Facilitate This LPD Session

This section provides you with details on how to facilitate each slide in the session.

SESSION OPENING – SLIDE 1

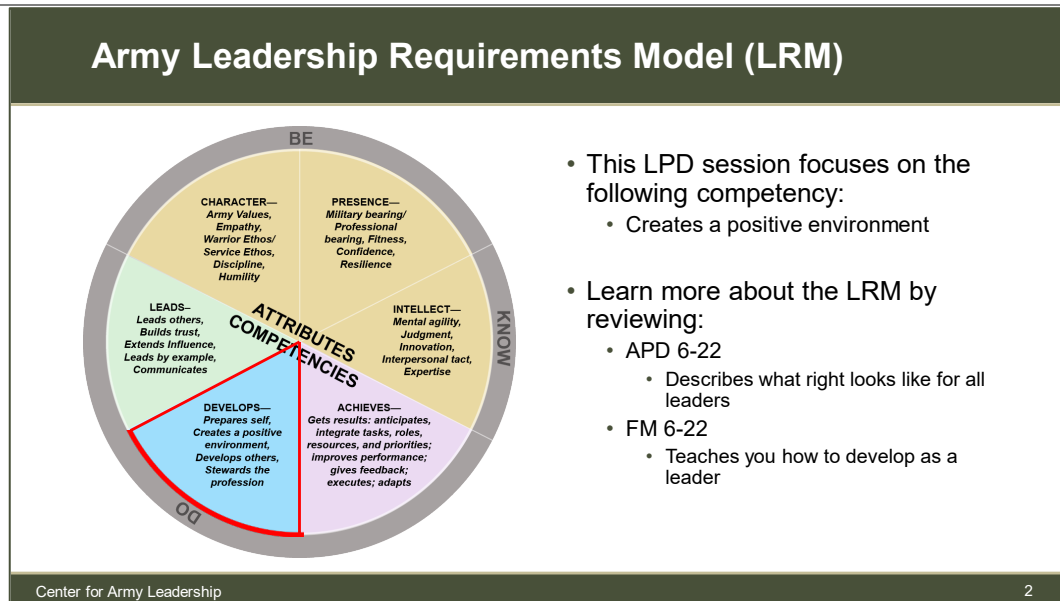


1.5 minutes



- Welcome participants to this session on building and maintaining a positive climate. This session is part of the Leader Professional Development series designed to address and generate discussion about various topics of importance and determine actions you can take to improve your organizations.
 - Point out that one of the greatest influences on an organization's climate is the quality of its leaders. Leaders impact their organization's climate through their behaviors and the behaviors they encourage and reward in their members.
 - Explain that according to AR 600-100 and AR 600-20, leaders shape their organization's climate by promoting fair and equal treatment and creating opportunities for all Soldiers, civilians, and family members. Leaders can also improve their organization's preparedness by addressing weaknesses within their organization's climate.
 - Explain that in this lesson, you will learn how climate impacts individuals and organizations, how to assess your organization's climate, and strategies you can use to build and maintain a positive climate.
-

ARMY LEADERSHIP REQUIREMENTS MODEL (LRM) – SLIDE 2



- 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



15 seconds



- Explain that it's important that everyone be familiar with the Army Leadership Requirements Model, which lays out the core set of requirements of what the Army expects all leaders to be, to know, and to do. By understanding these expectations, you will be better prepared to deal with a range and variety of situations. Soldiers who regularly and successfully apply these expectations have better trained units, command climates, and leaders who possess the necessary skills to win the fight. The Leadership Requirements Model can be found in ADP 6-22 and FM 6-22, which you should also take some time to check out if you haven't already. ADP 6-22 describes what right looks like for all leaders, and FM 6-22 tells you how to develop as a leader.
- Point out that this leader professional development session ties directly to Creates a positive environment under the Develops section of the model.

SESSION OBJECTIVES – SLIDE 3**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.

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15 seconds



- Explain that by the end of this session, you will be able to:
 - 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.
- To help make this session as impactful as possible, encourage participants to contribute to the discussions with their own perspectives, reflections, and experiences.

WHAT IS CLIMATE? – SLIDE 4

30 seconds

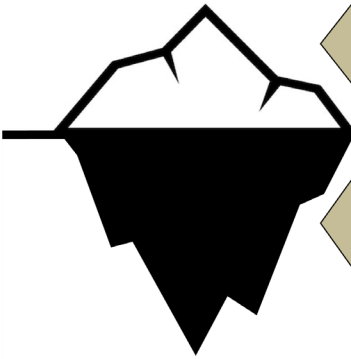


- Explain that in this section, we'll describe what climate is and its impact on organizations.

COMPARING CLIMATE TO CULTURE – SLIDE 5



Comparing Climate to Culture



Climate

- Day-to-day perceptions and feelings
- Affects motivation and trust of members
- May be difficult to change but can happen quickly
- Shaped by direct leaders

Culture

- Deeply embedded beliefs and customs
- Long lasting and hard to change
- Shaped by strategic leaders

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2.5 minutes



- Explain that the terms climate and culture are often used interchangeably when thinking about organizations, but they actually have different meanings. During this session, we will dig further into how you can improve your organization's climate.
- Explain what climate is and how it differs from culture:
 - Climate is how members think and feel about their organization on a day-to-day basis whereas culture consists of a shared set of beliefs, values, norms, and symbols that unite a group and characterize the larger institution over time.
 - Climate affects motivation and the trust Soldiers and Army Civilians feel for their team and leaders. Culture helps members of the organization know they're part of something bigger than just themselves and that they have responsibilities to those who have gone before and those who will come after.
 - Climate is generally a short-term experience, depending upon a network of personalities within the organization that changes as people come and go whereas culture is long-lasting and difficult to change. Culture evolves slowly; it's deeply rooted in long-held beliefs passed from one generation of Soldiers to another and communicated in Army policies, doctrine, customs, traditions, songs, and ethos.
 - Climate is shaped by direct leaders whereas culture is shaped by strategic leaders. As a result, you should focus on improving climate since it is in your control. However, at the same time, you should be aware of and acknowledge the culture of your organization and ask yourself if you're doing things as a leader that contribute to a positive or negative culture.

THE IMPACT OF POSITIVE CLIMATE ON ORGANIZATIONS – SLIDE 6



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.

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1.5 minutes



- Explain that an organization's climate affects its members' motivation, job satisfaction, morale, cohesion, commitment, initiative, trust, and ultimately their overall performance.
- Explain that high-performing organizations require a positive command climate. Members in organizations with positive climates can better address challenges and achieve better results.
- Explain that according to APD 6-0 Mission Command, “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.
- Explain that the impacts of a positive climate include:
 - Increased likelihood of mission accomplishment.
 - Increased productivity.
 - Improved overall unit and individual unit/organizational member performance.
 - Increased personal growth and development of unit/organizational members.
 - Exercising disciplined initiative and taking appropriate risks within the commander's intent.
 - Improved operational readiness.
- Note that leaders sometimes forget how important people are to ensuring operational readiness. Based on recent CASAL data, there is a strong connection between an organization's climate and the organization's level of operational readiness.

DISCUSSION – SLIDE 7



Discussion



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

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4 minutes



- Ask participants:

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

Answers will vary but mention these points if they are not brought up by participants:

- *Lower morale.*
- *Increased conflict among members.*
- *Decreased trust and cohesion.*
- *Decreased communication both among organization members and between members and leadership.*
- *Decreased unit preparedness and operational readiness.*
- *Decreased ability to accomplish mission tasks.*
- *Decreased Soldier and leader retention.*
- *Increased discipline problems.*
- *Lower enlistment and reenlistment rates if members encourage others not to join.*
- *Increased risk of sexual harassment and sexual assault.*
 - Findings from the 2018 Workplace and Gender Relations Survey of Active Duty Members indicate that there is a direct connection between unhealthy workplace climates and the higher likelihood of sexual harassment and sexual assault occurring.
 - While sexual harassment and assault is related to climate, it isn't the only indicator of a good or bad climate. For example,

you can have zero instances of sexual harassment or assault and still have a poor climate. It's up to you as a leader to figure out where the issues are in your organization and how to create a climate that operates consistent with Army Values and accomplishing the mission.

ASSESSING YOUR ORGANIZATION'S CLIMATE – SLIDE 8

30 seconds



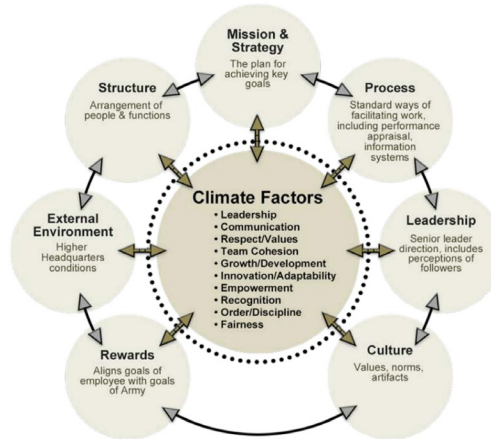
- Explain that to build and maintain a positive climate, you must first assess how your organization fares on the different factors that contribute to climate. This will then help you figure out where to focus your attention.

FACTORS THAT CONTRIBUTE TO CLIMATE – SLIDE 9



Factors that Contribute to Factors

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



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4 minutes



- Explain that climate is the result of a combination of many things (people, personalities, groups, conditions, experience levels, and resources), all of which change over time. There can also be multiple climates within one organization. For example, the climate in Company A can be different from Company B. Since not every situation is the same, tailor your strategies to the needs of your organization.
- Explain that the image on the slide shows the various elements that contribute to an organization's climate.
 - The circles in the outside ring represent external influences, which are part of the larger Army system, that can impact your organization's climate. These external influences are usually outside of your control, but it's important for you to be aware of them as you think about what may be causing certain issues.
 - The inner circle lists 10 climate factors that you **can** control. They include Leadership, Communication, Respect/Values, Team Cohesion, Growth/Development, Innovation/Adaptability, Empowerment, Recognition, Order/Discipline, and Fairness. You can use these factors to start asking questions, making observations, and diagnosing where additional effort is needed to improve your organization's climate. By using a common framework and consistent terminology, you can support regular and honest discussions with your members and help them understand what the issues are and what is being done to improve climate.
- Explain that you should use this model to break down each factor into observable behaviors to understand your observations, what things are being ignored, and what leaders and members in your organization are doing or not doing. This will help you understand how your organization fares on each climate factor and where you can start focusing your efforts to improve your organization's climate.



- Refer participants to pages 1-6 of the Building and Maintaining a Positive Climate Handout for a description of each factor, including strength and area of improvement indicators.
 - Walk them through the description, strength, and areas of improvement indicators for the Leadership factor as an example.
-

STEPS TO ASSESS CLIMATE – SLIDE 10



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

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3 minutes



- Explain that you should periodically assess the overall health of your organization's climate.
- Note that just because you don't hear anything negative, it doesn't mean your organization doesn't have any problems. Leaders should consider whether they are listening to their members or if members never provide them with bad news.
- Explain that to assess your organization's climate, you should follow these steps:
 - **Step 1: Rate Your Organization on the Climate Factors** – To know how your organization is doing on each factor, you should assess the current state of your organization's climate. Some methods you can use to collect feedback include conducting battlefield circulation, advertising an open-door policy, holding sensing sessions, having conversations, and leveraging anonymous feedback. You can also develop a rating scale continuum to make comparing results easier.
 - **Step 2: Identify Strengths and Areas for Improvement** – You should then review the information you gathered to determine areas in which your organization is currently strong, doing okay, or in need of improvement. From there, identify the top three climate areas to focus on and make significant progress on them before working on additional areas.
 - **Step 3: Diagnose Problems if Needed** – For climate factors identified as areas for improvement, you should investigate what may be causing the problem. Look at situational factors and consider how you, as the leader, may be affecting your organization's climate. This can help you determine a solution that addresses the organization's true need.
 - **Step 4: Share Results as Appropriate** – After determining the health of the organization's climate, use your best judgment to decide who to share the results with. For example, if the results aren't positive, you may only want to share the results with a few key leaders to avoid demoralizing the organization's members. If results indicate issues among the lowest-ranking

members of the organization, you may wish to share the results with their subordinate leaders. There may also be instances where sharing results with all members of the organization is effective, but this depends on your relationship with organizational members. Sharing results of climate assessments creates transparency and can help leaders gain buy-in from organizational members for the next steps. It also helps reinforce that honest feedback improves the organization.

ACTIVITY: RATE YOUR ORGANIZATION'S CLIMATE – SLIDE 11

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.

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4 minutes



- Remind participants that one of the things they can do to rate their organization's climate is to develop a rating scale continuum to compare results more easily.
- Explain that in this activity, you will rate your organization's climate using a rating scale continuum.



- Refer participants to page 7 of the Building and Maintaining a Positive Climate Handout to find a rating scale for the activity.



- Have participants spend approximately 3 minutes reflecting on and rating where they feel their organization stands on each climate factor.
- Remind participants to be objective and focus on the issues, not on individuals within their organization. The goal is not to point fingers but to focus on identifying root causes and creating solutions.
- After 3 minutes, have participants review their ratings and identify their organization's greatest strengths and areas for improvement.
- Debrief the activity using the discussion question on the next slide.

DISCUSSION – SLIDE 12



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?

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3 minutes



- Ask participants:
 - 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?

Answers will vary.

IMPROVING YOUR CLIMATE – SLIDE 13

30 seconds



- Explain that based on what you discover about the “health” of your organization’s climate, you should determine what strategies you can use to improve the climate and create a plan.

CHOOSING STRATEGIES – SLIDE 14



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 is influenced by their own values and biases. By...

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3 minutes



- Refer participants to pages 8-12 of the Building and Maintaining Positive Climate Handout.
- Note that the strategies listed are examples to provide starter ideas. You can create your own strategies for improving climate factors based on the situation.



- Explain that creating a positive climate doesn't mean making jobs easier, lowering expectations, letting everyone go home early every day, giving members a day off, or not addressing poor performance. Instead, the strategies you implement should focus on motivating your members to do their jobs well and the right way.
- Explain that you should choose strategies that you can use to improve factors that are areas that need improvement or maintain factors that are already an area of strength.
- Note that not all strategies will work for all situations. In some cases, certain strategies may even backfire, so you need to tailor your solution based on the circumstances.
- Explain that you also need to be realistic and choose strategies that are within your control. For example, if Respect/Values is an area in need of improvement, you can focus on modelling Army Values when making decisions or taking actions.

ACTIVITY: SELECT A STRATEGY TO IMPROVE CLIMATE – SLIDE 15**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.

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5 minutes



- Based on earlier reflections about your organization's climate and using the Strategies by Climate Factors section on pages 8-12 of the handout, have participants spend approximately 4 minutes selecting one climate factor they want to improve in their organization and one strategy they could use to improve that climate factor.



- Debrief the activity using the discussion question on the next slide.

DISCUSSION – SLIDE 16



Discussion



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

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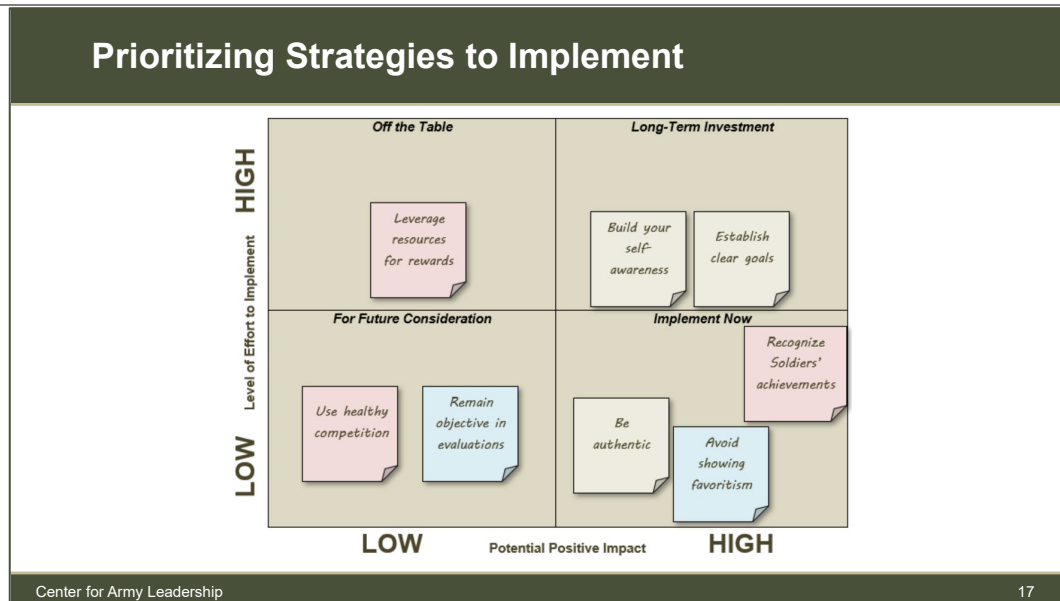
3 minutes



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

Answers will vary.

PRIORITIZING STRATEGIES TO IMPLEMENT – SLIDE 17



2.5 minutes



- Explain that after identifying strategies you want to use, you should prioritize strategies to implement first. When prioritizing strategies, you should choose strategies that are realistic, within your control, and motivate members.
- Explain that one way you can prioritize strategies is by using an effort versus impact matrix, like the example on this slide. This matrix can help you prioritize which strategies to select based on the level of effort required to implement (the y-axis) and the potential positive impact they would have (the x-axis). Strategies may fall into any of the four quadrants, and some might overlap quadrants.
- Describe each quadrant of the matrix as follows:
 - **Off the Table** – These actions require a higher level of effort to implement and won't have a large impact. Therefore, you should focus their time elsewhere.
 - **Long-Term Investment** – These actions require a lot of effort but are worth it because they have a high impact. Consider how to invest in implementing these actions over time.
 - **For Future Consideration** – These actions aren't hard to implement, but they also don't have a high impact. You should consider them as potential actions to implement in the future.
 - **Implement Now** – These actions are those that are relatively easy to implement and will have a high positive impact. These actions are helpful to show quick forward progress and positive improvements.
- Note that actions that address, respond to, and/or create a climate in which people are treated fairly and with dignity and respect should never be tabled.

DOCUMENTING YOUR PLAN – SLIDE 18



Documenting Your Plan

- Include the following:

- Steps
- Timing
- Monitoring
- Challenges
- Controls

Order/Discipline - Set clear expectations.	
Strength of this factor • Rules are not being followed consistently.	How you can build on this strength • Expectations should be more clear.
Steps: What steps will you take to implement strategy?	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.

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1 minute



- Explain that once you've chosen strategies that can positively affect your climate, you're ready to develop an action plan to implement them. The plan should both build on strengths and improve areas of need.
- Explain that when creating a plan, it's recommended that you document the following:
 - **Steps** – What steps will you take to implement strategy?
 - **Timing** – When will you do this?
 - **Monitoring** – How will you monitor your progress?
 - **Challenges** – What are potential barriers to success?
 - **Controls** – What can you do to overcome these barriers to success?

DISCUSSION – SLIDE 19



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?

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9 minutes



- Ask participants:
 - 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?

Allow participants some time to brainstorm their responses before they share their steps to implement the strategy, how they will monitor progress, and how they will overcome barriers they will face. Answers will vary.

MEASURING WHETHER YOUR EFFORTS ARE WORKING – SLIDE 20**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

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1 minute

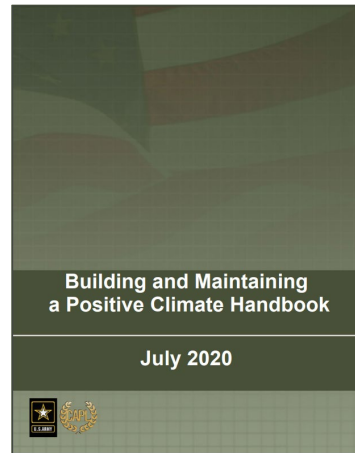


- Explain that you should measure whether the strategies you implemented are working. Some methods you can use include:
 - Creating success metrics to measure how successful they've been in carrying out their actions.
 - Conducting regular discussions with unit/organization members to gather feedback on what is working and what is not.
 - Comparing command climate survey results over time.
- Explain that results may not happen immediately, so you may need to be patient. If your plans don't turn out the way you expected them to, adjust them as you learn more about your organization.

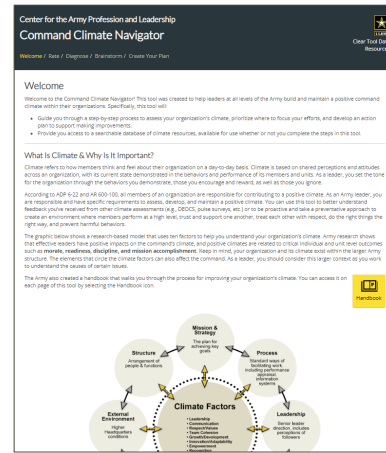
COMMAND CLIMATE NAVIGATOR AND HANDBOOK – SLIDE 21



Command Climate Navigator and Handbook



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21



1 minute



- Explain that most of the information covered in this session is explained in more detail in the Building and Maintaining a Positive Climate Handbook and the Command Climate Navigator. Both of these resources can be accessed from the CAL website at <https://cal.army.mil>:
 - **Building and Maintaining a Positive Climate Handbook** – To help leaders build and maintain a positive climate in their organization, this handbook covers why climate matters and how it affects your organization, the leader's role in building climate, assessing your organization's climate, developing a plan to improve climate, and implementing a plan for change.
 - **Command Climate Navigator** – This web-based tool was created to help leaders at all levels of the Army build and maintain a positive command climate within their organizations. The tool guides 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. The tool also provides you with access to a searchable database of climate resources, available for use whether or not you complete the steps in this tool.

WANT TO LEARN MORE? – SLIDE 22**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

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22



1 minute



- Point out that, given the time constraints, we weren't able to cover everything in detail. To learn more about climate, go to the CAL site and check out these resources.

AFTER ACTION REVIEW – SLIDE 23**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.

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1 minute



- At the end of the session, tell participants to complete the AAR form in their Participant Packet (also on the next page for your reference) and to return it to you before they leave.



- Tell participants that:
 - The form allows them to provide feedback about the session.
 - Their feedback will be used to improve future deliveries of the session.

Building and Maintaining a Positive Climate After Action Review Form

Purpose

The purpose of this After Action Review (AAR) is to help your organization improve its Leader Professional Development program. Your feedback will help identify areas of this session that went well and areas that could be improved.

Session Goals

The goal of this session is to provide an overview of how to assess and improve your organization’s climate.

After you participate in this session, it is expected that you will be able to:

- 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.

Your Feedback

Answer the following question below:

Question	Your Feedback
<p>Were the goals of this session met? If not, explain why.</p>	
<p>What went well during this session?</p>	
<p>Are there any areas in which the session could be improved? If so, please specify.</p>	

LET'S CONNECT – SLIDE 24**Let's Connect**

- On the web: cal.army.mil
- On Facebook: [USArmyCAL](https://www.facebook.com/USArmyCAL)
- On Instagram: [@usarmycal](https://www.instagram.com/usarmycal)
- On Twitter: [@USArmyCAL](https://twitter.com/USArmyCAL)
- On YouTube: [@USArmyCAL](https://www.youtube.com/USArmyCAL)

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1 minute



- Display this slide while participants are completing their After Action Review.