

Culture / Climate

Document	Title	Proponent	Page	Comment
ADP 1	The Army	TRADOC	2-8	Unit and organizational esprit de corps is built on an open command climate of candor, trust, and respect, with leaders who exhibit concern for the welfare of subordinates and set the example for expertise and honorable service.
			2-4	Mission command fosters a culture of trust, mutual understanding, and a willingness to learn from mistakes.
ADP 3-07	Stability	TRADOC	3	11. The cultures in civilian agencies differ from those of military forces, such as their organization capacities, perspectives, approaches, and decision-making processes.
ADP 5-0	The Operations Process	TRADOC	2	It requires a command climate in which commanders encourage subordinates to accept prudent risk and exercise disciplined initiative to seize opportunities and counter threats within the commander's intent.
ADP 6-0	Mission Command	TRADOC	3	12. Commanders use collaboration to establish human connections, build trust, and create and maintain shared understanding and purpose.... Establishing a culture of collaboration is difficult but necessary.
			6	With such acceptance in the command climate, subordinates gain the experience required to operate on their own.
			6	With such acceptance in the command climate, subordinates gain the experience required to operate on their own.
			7	They seek to establish a positive command climate that facilitates team building, encourages initiative, and fosters collaboration, dialogue and mutual trust and understanding.
ADP 6-22	Army Leadership	TRADOC	Foreword	positive climate, maximizing resources, inspiring others, and building teams to promote excellence.
			2	Effective organizations rely on leaders to balance uncertainty, remain flexible, and provide a climate where subordinates have the latitude to explore options.
			2	Taking care of people involves creating and sustaining a positive climate through open communications, trust, cohesion, and teamwork.
			3	This leader lacks concern for others and the climate of the organization, which leads to short- and long-term negative effects.

			5	Positive climate, caring for the well-being of Soldiers, properly training their Soldiers and developing subordinates' competence.
			8	Create a positive environment inspires an organization's climate and culture.
			8	Leaders are responsible for development. ... and that they are sustaining a positive climate and improving the organization.
			8	While leaders need to develop others, they have to set a positive climate in which individuals and the unit can improve and operate.
			9	the organizational climate values learning.
			9	and setting a climate conducive to learning.
ADP 7-0	Training Units and Developing Leaders	TRADOC	6	This means establishing in training what the unit can expect during operations to include the culture of an operational environment. Commanders and other leaders replicate cultural settings
ADRP 1	The Army Profession	TRADOC	v	...describes the Army culture of trust and its inherent relationship with the Army Ethic....
			vii	Esprit de corps is embedded in the Army culture of trust and is carried on through customs, courtesies, and traditions.
			1-1	...serving within our culture of trust. ... The professional ethic sets the conditions to establish and maintain a meritocratic culture.
			1-3	...cultivated a unique military culture grounded in the Army Ethic of honorable service to the Nation.
			1-5	...strengthening the Army culture of trust.
			2-2	...reinforce the Army culture of trust
			2-6	The Army Ethic and its moral principles are essential components of the Army culture of trust.
			2-9	Leaders set the right example, live by and uphold the Army Ethic, establish a positive climate, and inspire the team
			2-10	We are responsible for sustaining an Army culture of trust, now and for the future. Living by and upholding the Army Ethic strengthens—
			3-3	3-6. Army leaders, at all levels, are responsible for reinforcing the Army culture of trust and establishing a professional organization and command climate essential for mission command.
			3-5	The Army Ethic guides our decisions and actions, always. When we uphold the Army Values and live the Army Ethic, we strengthen the Army culture of trust.
			5-4	As a "Soldier for Life," each man and woman carries on the traditions of the Army culture of trust, demonstrating the Army Ethic in all aspects of their lives.

			6-2	Inspire and motivate pursuit of excellence, a courageous winning spirit, an Army culture of trust, and cohesive teamwork
			7-1	For the Army Profession, esprit de corps is embedded in the Army culture of trust and sustained by leaders at every level.
			7-2	The Army's culture... is the spirit and soul of the organization....Discipline and standards are intrinsic within the Army culture of trust.
			7-3	A professional command climate of trust, respect, caring, and candor.
			7-4	7-10. The Army, as a profession, contributes to esprit de corps...within the Army culture of trust.
			A-1	...inherent within the Army culture. Our culture is informed by and sustains the Army Ethic, the heart of the Army. Thus, our culture and ethic are integrated, interdependent, evolving, and enduring. In contrast to culture, organizational climate refers to its members' feelings and attitudes as they interact within their teams. Climate is often driven by observed policies and practices, reflecting the leader's character...Unlike culture, that is deeply embedded, climate can be changed quickly, for example, by replacing a toxic leader or correcting dysfunctional practices. There are three levels within the Army culture: underlying assumptions; enduring beliefs and values; and the artifacts and icons associated with our customs, courtesies, and traditions... the Army Ethic is integral within the Army culture, and Army professionals willingly accept their duty to live by and uphold our ethic in all aspects of life...
			A-2	A-8. Understanding the distinct levels within Army culture—assumptions, beliefs and values, and artifacts and icons—allows leaders to strengthen each...
			B-4	The Army culture promotes certain norms of conduct.
ADRP 1-02	Terms and Military Symbols	TRADOC	1-6	Army ethic – The evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of the Army professionals bound together in common moral purpose. (ADRP 1)
ADRP 1-03	The Army Universal Task List	TRADOC	4-86	UMT or chaplain section assessed the spiritual readiness of Soldiers and units to include the moral and ethical climate.
			4-87	UMT or chaplain section performed unit analysis to determine the current religious, moral, and ethical climates within the unit and the area of operations.
			5-34	...organizational structure and culture to increase collaboration and interaction between leaders and subordinates.
			5-39	Units support the commander's stewardship responsibilities for creating and maintain a positive command climate, promoting professional development, and improving esprit de corps, morale,

				welfare, and discipline of Soldiers and Department of the Army Civilians. (ADP 1) (USACAC)
				The unit's ethical climate affects motivation and the trust Soldiers feel for their team and leaders.
				Unit accurately and regularly determined the morale of Soldiers and Department of the Army Civilians and moral climate of organization.
				Unit assessed, established, and maintained a positive command climate.
				Units establish and maintain discipline and military law enforcement by creating a positive and professional command climate and by establishing and enforcing Army and unit standards.
				Organization had a positive unit climate that promoted good order and discipline.
				Leaders must create a climate that allows all Soldiers to feel free to report what they see and learn on a mission.
				However, the host-nation culture, historical perspectives, political climate, and economic conditions are also considered.
ADRP 3-0	Operations	TRADOC	1-7	Civilian organizations have different organizational cultures and norms.
ADRP 3-05	Special Operations	TRADOC	2-7	...a positive moral climate that confers advantages on the military and diplomatic activities the nation pursues in achieving foreign policy objectives.
ADRP 5-0	The Operations Process	TRADOC	1-1	...a command climate in which commanders encourage subordinates to accept prudent risk and exercise disciplined initiative to seize opportunities and counter threats within the commander's intent.
			1-9	...commanders consider how culture (both their own and others within an operational area) affects operations. Culture is the shared beliefs, values, norms, customs, behaviors, and artifacts members of a society use to cope with the world and each other. Culture influences how people make judgments about what is right and wrong and how they assess what is important and unimportant. Culture provides a framework for thought and decisions. What one culture considers rational, another culture may consider irrational.
			1-10	leaders understand and appreciate their own culture (individual, military, and national) in relation to the various cultures of others in the operational area.
ADRP 6-0	Mission Command	TRADOC	2-5	...commanders create a positive command climate that instills a sense of mutual trust throughout the command.
			2-6	...in the command climate, subordinates gain the experience required to operate on their own.
			2-12	2-74. Commanders create their organization's tone—the characteristic atmosphere in which people work. This is known as the command climate. It is directly attributable to the leader's values, skills, and actions. A positive climate facilitates team building, encourages initiative, and fosters collaboration, dialogue, mutual

				trust, and shared understanding. Commanders shape the climate of the organization , no matter what the size...a command climate that encourages initiative and supports operational adaptability. A positive command climate instills a sense of mutual trust among Soldiers...This contributes to a positive command climate a product of empathy.
			3-2	Commanders create positive command climates that foster mutual trust and shared understanding within their command and with unified action partners.
ADRP 6-22	Army Leadership	TRADOC	2-3	Leaders must foster a command climate that includes and respects all members.
			2-5	...establish policies and the organizational climate that support their subordinate leaders.
			2-6	Leaders...create and maintain a positive climate .
			3-2	3-9. Army leaders should consistently foster a climate that treats everyone with dignity and respect...
			3-3	Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization's positive climate and morale.
			3-5	One of the Army leader's primary responsibilities is to maintain an ethical climate that supports development of ... character...an organization's ethical climate nurtures ethical behavior, people will think, feel, and act ethically .
			3-6	Consistently doing the right thing forges strong character in individuals and expands to create a culture of trust throughout the organization.
			3-6	Army leaders must consistently focus on shaping ethics-based organizational climates in which subordinates and organizations can achieve their full potential .
			3-6	Vague orders may foster a climate of indiscipline , permitting subordinates to act outside the framework of the Army Values in pursuit of mission accomplishment .
			5-1	Leaders must instill agility and initiative within subordinates by creating a climate that encourages participation and trust .
			6-7	It is important for leaders to promote a culture and climate of trust. To establish trust, leaders create a positive command climate that fosters trust by identifying areas of common interest and goals. Leaders build trust with their followers and those outside the organization by adhering to the leadership competencies and demonstrating good character, presence, and intellect. Leaders need to be competent and have good character to be trusted.
			6-7	6-52. Failure to cultivate a climate of trust or a willingness to tolerate discrimination or harassment on

				any basis erodes unit cohesion and breaks the trust subordinates have for their leaders.
			6-8	Sustains a climate of trust
			6-12	Fosters an ethical climate; shows good moral judgment and behavior.
			6-13	A leader who communicates well minimizes friction and improves the overall organizational climate.
			7-1	Leaders have the responsibility to create a positive organizational climate.
			7-1	Climate and culture describe the environment in which a leader leads.... Culture refers to the environment of the Army as an institution and of major elements or communities within it. Strategic leaders shape the Army's culture, while organizational and direct leaders shape the climate of units and organizations.
			7-1	Taking care of people and maximizing their performance largely determines how well the leader shapes the organization's climate. Climate is how members feel about the organization and comes from shared perceptions and attitudes about the unit's daily functioning. Climate affects motivation and the trust Soldiers and Army Civilians feel for their team and leaders. Climate is generally a short-term experience, depending upon a network of personalities within the organization that changes as people come and go.
			7-1, 7-2	Culture is a longer lasting and more complex set of shared expectations than climate. While climate is a reflection of how people think and feel about their organization now, culture consists of the shared, attitudes, values, goals, and practices that characterize the larger institution over time. Leaders establish a climate consistent with the culture of the institution.
			7-2	Upholding traditions ensures the Army's culture becomes integral to every member of the Army team.
			7-2	Climate and culture provide the context in which leaders and followers interact...leaders set the tone for a positive climate....
			11-1	Strategic leadership [influences] the organizational culture....
			11-3	The Army's values-based culture
			11-6	Strategic leaders shape the culture of the Army and define the azimuth for cultural change and organizational climate change...leaders at all levels, are responsible for creating a positive environment....
			11-6	A healthy culture is a powerful motivational tool. Strategic leaders use culture to guide and inspire large and diverse organizations. They employ culture to support vision, accomplish the mission, and improve the organization. A cohesive culture molds the organization's morale, reinforcing an ethical climate solidly resting on the Army Values. It requires constantly assessing the culture

AR 600-20	Army Command Policy	G-1	2	The commander is responsible for establishing leadership climate of the unit and developing disciplined and cohesive units.
			2	Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their Soldiers, the Army, and the nation, they earn the loyalty of their Soldiers... leaders build a positive command climate.
			2	Commanders should assess the command climate periodically to analyze the human dimension of combat readiness....a healthy leadership climate established by the command...in which all Soldiers are treated with fairness, justice, and equity....
			21	...Army network of support services, thus reinforcing a command climate of trust, mutual respect, and self-discipline.
			31	Conduct training. On at least an annual basis, commanders will conduct hazing and bullying training as part of the EO training requirements related to promoting a healthy unit climate.
			53	Command climate awareness. Commanders periodically must assess their specific unit's human relations readiness climate in order to contextualize HRRT to the unit's mission and personal dimensions of living and working together.
			56-57	Administration of a command climate survey must be part of the unit assessment for company level commanders (or equivalents). Company level commanders (or equivalents) will conduct a unit command climate survey within 30 days of assuming command (120 days for ARNG and USAR), again at 6 months, and annually thereafter. Assessments must include a facilitated small group discussion of topics recommended under paragraph 6-15. Information on conducting the assessment is in appendix E. Company level commanders (or equivalents) may supplement any survey efforts with individual and group interviews, the analysis of unit records, and statistical information (awards, promotions, reenlistments, incidents of misconduct resulting in UCMJ, and EO complaint reports).
			59	Continuously assess the command climate through formal surveys, interviews, facilitated small group discussions, and accessibility to the unit.
			59	(23) Periodically prepare reports and briefings for commanders and other staff agents on the unit's EOAP and other initiatives being done to improve or maintain the command climate.
			66	The importance of honest and open interpersonal communications in promoting a healthy unit climate.
			66	Creating positive command climates that promote fair and equal treatment

			70	... focus on fostering a healthy command climate and using appropriate means for determining a healthy command climate.
			70	Continually assess the command climate through various methods (for example, focus groups, surveys, talking with Soldiers).
AR 600-100	Army Profession and Leadership Policy	ASA (M&RA)	2	<i>b.</i> The Army Ethic is our professional ethic, defined as the evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivate and guide the conduct of trusted Army professionals who are bound together in common moral purpose. The Army Ethic articulates our shared identity as trusted Army professionals and captures in one place the moral principles by which Soldiers, Army Civilians, and all leaders are expected to live by and uphold.
			8	Strategic leaders shape the Army's culture while organizational and first-line leaders shape the climate of units and organizations. Culture is a longer lasting and more complex set of shared expectations than climate. Army Culture evolves slowly; it is 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.
			8	Army Culture and Mission Command <i>a.</i> Cultures are characterized by a shared set of beliefs, values, norms, and symbols that unite a group. ... vital to the Army Culture. The U.S. Army culture of trust is both informed by and sustains the Army Ethic. Strategic leaders shape the Army's culture while organizational and first-line leaders shape the climate of units and organizations. Culture is a longer lasting and more complex set of shared expectations than climate. Army Culture evolves slowly In contrast to culture, organizational climate refers to the perception and attitudes of Soldiers and Army Civilians as they interact within the culture with their peers, subordinates, and leaders. Observed policies and practices often drive climate, reflecting the leader's character. The greatest influence on an organization's climate is the quality of its leadership...creating a rewarding climate of shared mutual trust and pride in team contributions to mission accomplishment. A healthy Army culture and organizational climate will exhibit six overarching characteristics: The organizational culture and unit climate fosters unity, cohesion, and trust in accordance with the Army Ethic.
			8	Counter-productive leadership behaviors prevent the establishment of a positive organizational climate.
			31	Climate: The state of morale and level of satisfaction of members of an organization. Culture: The set of long-held values, beliefs, expectations, and practices shared by a group that signifies what is important and influences how an organization operates.

FM 3-24	Insurgencies and Countering Insurgencies	TRADOC	1-12	1-44. The importance of the commander's personal involvement in building inter-organizational trust, understanding, mutual respect, and friendships cannot be overstated. If organizational leaders do not set the appropriate tone and establish the necessary climate , the best whole-of-government plan will fail.
			13-10	...commanders must pay close attention to the command climate within their units.
ATP 6-22.5	A Leaders Guide to Soldier Health and Fitness	TRADOC	V, Preface	...establish a climate that supports and encourages a holistic and collaborative effort to improve Soldier readiness and resilience .
			4-1	4-3. Leaders must establish a command climate which acknowledges the difficult personal issues that Soldiers may face.
			4-2	Leaders must...Establish a climate where seeking help is not a character flaw but a sign of strength.
			8-9	8-56. The organizational climate of a unit is the responsibility of the commander...nor do they allow the existence of hostile work environments.
			8-10	Foster a command climate that encourages seeking help for problems before they start to affect job performance and behavioral health.
			8-17	...the proper command climate that supports and accepts all the aspects of stress management.
ATP 6-22.6	Army Team Building	TRADOC	1-6 and 1-7	Some of the responsibilities of a team leader include (but are not limited to)... Establishing a positive climate... the atmosphere, or climate , in which people work. The climate relates to the leader's values, skills, and actions...create a positive climate where people on the team feel motivated...Creating a positive climate ...that help[s] team leaders earn the respect of their team members...A positive climate develops from people's shared perceptions and attitudes...A climate of trust is established when the norms and values of the team create a positive, mutually beneficial environment ...establish and maintain positive expectations and attitudes that produce the setting for a positive climateA positive climate instills a sense of mutual trust, discipline, community, self-respect, and morale. (See FM 6-22 for a discussion of additional leader actions that can establish a positive climate .)
			3-5	Creating a climate of accountability means developing a climate in which people can speak openly and admit to mistakes without fear .
			3-6	Leaders create the climate for cohesive growth .
			4-5	The resilience of the unit can be beneficial to the team climate.
			B-1	Establishing a positive climate is important....

			1-11	Teams that have a positive learning culture.... ADRP 6-22, FM 6-22, and ATP 5-0.1.
FM 6-22	Leader Development	TRADOC	1-5, Table 1-1	Builds trust—sets personal example; sustains a climate of trust.
			1-6	Three qualities measure good teamwork: identity, cohesion, and climate....
			3-1	Integrating the fundamentals of leader development into the organization creates a positive, learning climate...
			3-1	A positive leadership climate encourages a learning environment.
			3-28 and 3-29	An organizational culture develops based on shared values, beliefs, and learning. These cultural values, when consistent with the mission, affect an organization's performance. Leaders foster a positive culture by providing a supportive command climate that values member involvement and learning.
			5-1	5-6. Leaders shape the ethical climate of their organization while developing the trust and relationships that enable proper leadership... over time, the fostered ethical climate contributes to enhanced organizational ethical behavior. The internalization of ethical principles develops as the culture reinforces the acceptance and demonstration of ethical behavior.
			7-28	...a positive organizational climate. To build a positive climate, leaders should use consistent but flexible policies and viewpoints in personally treating others with respect (see table 7-27).
			1-7	Teams that have a positive learning culture are eager to understand new areas and current situations... Leaders can establish a culture of learning....
			2-1	Commanders are responsible for training and leader development in their units and for providing a culture in which learning takes place.
			3-2	Establishing a culture that promotes leader development throughout the organization is necessary. The organizational culture needs to embrace leader development to reinforce it as an expected part of daily operations. The culture is affected by leaders who share a mindset... Leaders need to... develop a culture that encourages and rewards professional development.
			3-6	An initial and ongoing objective of a leader is to create a culture that supports leader development.
			3-28	An organizational culture develops based on shared values, beliefs, and learning. These cultural values, when consistent with the mission, affect an organization's performance.

				Leaders foster a positive culture by providing a supportive command climate....
			7-32	The Army seeks to...efficiently and effectively accomplish its strategic mission...it depends on the experiences of its people and organizations to contribute to a climate that values and supports learning.
US Army	Army Civilian Acculturation	Army Mgt Staff College	49	A healthy command climate...