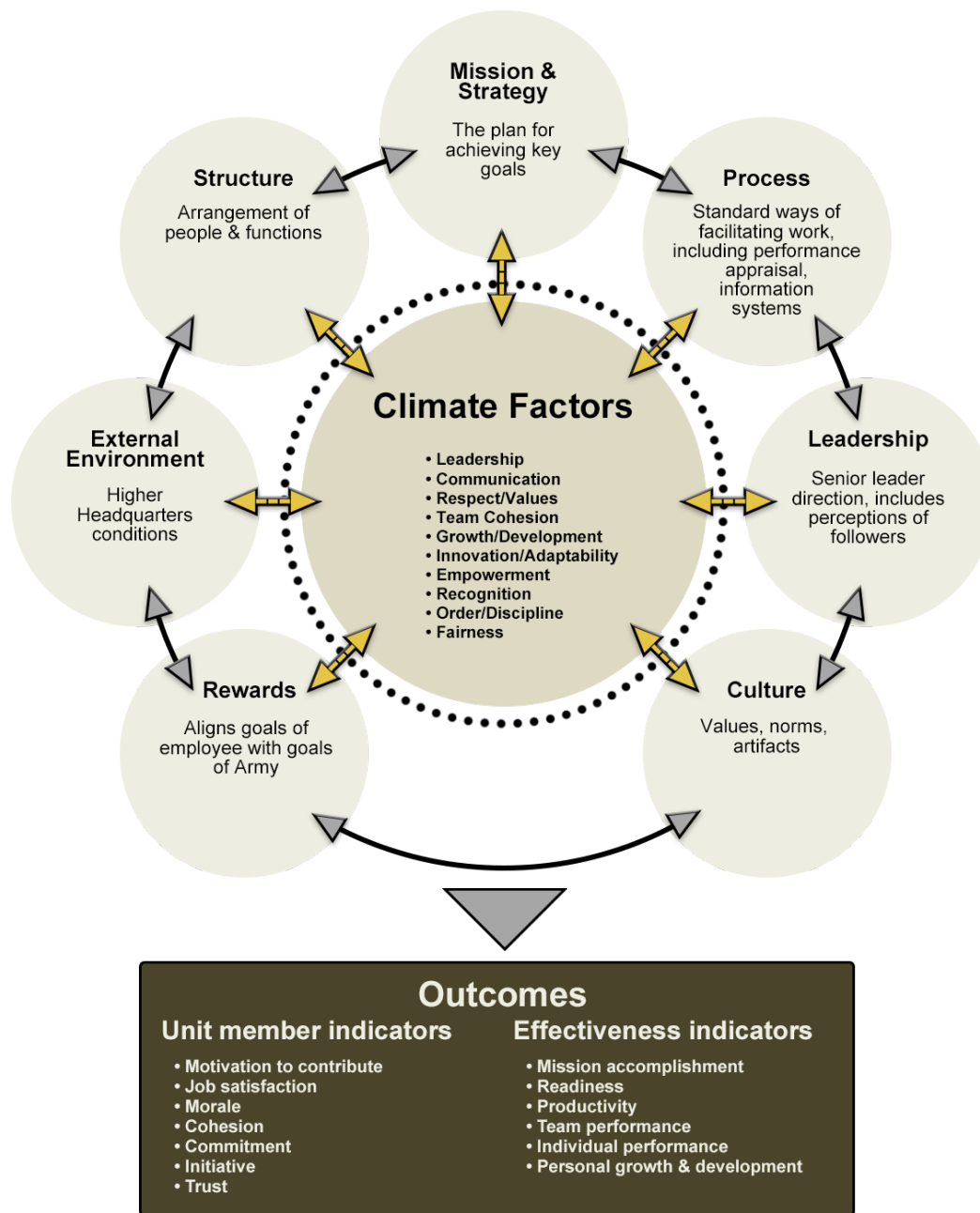


# Building and Maintaining a Positive Climate

## CLIMATE FACTORS GRAPHIC

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.



## CLIMATE FACTOR DESCRIPTIONS

The Army identified 10 factors that affect climate in organizations. These factors are described below along with indicators of strength and indicators of areas for improvement.

### Leadership

Members engage in tasks, volunteer for challenging assignments, perform at a high level, view each other as role models, and take prudent risks.

Leaders provide guidance and prioritize workloads, provide necessary resources (within their control), take action to remove obstacles, address negative or harmful behaviors, and always exemplify the Army Values through their own behavior.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Members take prudent risks and exercise disciplined initiative.</li> <li>Members are engaged in tasks.</li> <li>Members volunteer for challenging assignments.</li> <li>Individual members and the overall organization perform at high levels.</li> <li>Leaders are available to meet with members.</li> <li>Leaders serve as a role model for members.</li> <li>Members have the resources to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Counterproductive leadership behaviors are observed.</li> <li>Accidents occur at a high rate.</li> <li>Members lack enthusiasm when completing tasks.</li> <li>Members struggle to manage their workloads.</li> <li>Members perceive that leaders aren't being authentic.</li> </ul>

### Communication

Members raise issues with leaders (without fear of reprisal), provide reasonable solutions to problems, offer alternative perspectives to leaders, communicate openly, resolve conflict consistent with Army Values, and exercise disciplined initiative consistent with commander's intent.

Leaders provide clear messaging of objectives, expectations, and commander's intent; listen to members; and encourage honest and candid communications.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Members raise issues with their leaders.</li> <li>Leaders seek advice and help from members.</li> <li>Individual members and the overall organization perform at high levels.</li> <li>Leaders inform members about issues affecting their organization.</li> </ul>	<ul style="list-style-type: none"> <li>Conflict between members is common.</li> <li>Members often don't meet expectations.</li> <li>Members perceive that leaders don't act on information they receive.</li> <li>Leaders rarely provide feedback.</li> </ul>

### Respect/Values

Members treat each other respectfully, practice the Army Values in and out of uniform, do not engage in or condone hazing or bullying, and demonstrate behavior consistent with the Army’s Sexual Harassment/Assault Response and Prevention (SHARP) program.

Leaders treat all members with dignity and respect, while not tolerating hazing, bullying, discrimination, sexual harassment/assault, and disrespectful behavior of any kind.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Diversity and inclusiveness are supported and celebrated.</li> <li>Prohibited practices are prevented and stopped.</li> <li>Leaders treat members respectfully.</li> <li>Members perceive that leaders model Army values.</li> </ul>	<ul style="list-style-type: none"> <li>Hazing, bullying, and discrimination are observed.</li> <li>Diversity and cultural differences are misunderstood or feared.</li> <li>Members experience sexual harassment and/or sexual assault.</li> </ul>

### Team Cohesion

Members exhibit a willingness to work together, overcome challenges collectively, share best practices and lessons learned with one another, work diligently to build trust among the team, look out for teammates, act inclusively, and exhibit pride in the unit.

Leaders foster an environment that encourages teamwork, builds teams, values cooperation, promotes inclusiveness, and embraces loyalty (esprit de corps).

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Members exhibit a willingness to work together toward shared goals.</li> <li>Members overcome challenges together and adapt to changing conditions.</li> <li>Members regularly share best practices, lessons learned, and guidance with one another.</li> <li>Individual members and the overall organization perform at high levels.</li> <li>Members socialize and have good relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Conflict between members is common.</li> <li>Members feel excluded and that they don’t belong.</li> <li>Members don’t help when other members struggle.</li> <li>Members lack trust in one another.</li> </ul>

### Growth/Development

Members regularly participate in formal and informal developmental activities, treat mistakes as learning opportunities, embrace challenging assignments, discuss career development goals with their leaders, and receive the proper training.

Leaders provide members with a learning environment, feedback, and opportunities to develop skills, both professionally and personally.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>• Members regularly participate in formal and informal development activities.</li> <li>• Members have individual development plans (IDPs) and their IDP goals align to mission achievement.</li> <li>• Mistakes are treated as learning opportunities.</li> <li>• Leaders delegate tasks appropriately.</li> <li>• Leaders give members challenging or stretch assignments as opportunities to grow.</li> <li>• Members take disciplined initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Members don't receive adequate opportunities to learn desired skills.</li> <li>• Members don't seek out career development opportunities.</li> <li>• Members don't have clear career paths, developmental goals, or awareness of the competencies they need to develop.</li> <li>• Organization and member performance don't meet expectations.</li> <li>• Members avoid taking risks.</li> <li>• Leaders don't discuss career development goals with subordinates.</li> <li>• Leaders don't offer coaching and mentoring opportunities.</li> </ul>

### Innovation/Adaptability

Members offer inventive solutions, provide diverse ideas, solve problems, remain flexible, and view challenges as opportunities.

Leaders foster innovation and adaptability by valuing new ideas, encouraging creative solutions, and recognizing members for being innovative.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>• Members share new ideas.</li> <li>• Members use creative problem solving.</li> <li>• Members take prudent risks and disciplined initiative.</li> <li>• Members view challenges as opportunities.</li> <li>• Leaders encourage open communication.</li> <li>• Leaders recognize members for sharing creative ideas.</li> <li>• Members question traditional assumptions.</li> </ul>	<ul style="list-style-type: none"> <li>• Members struggle to adapt to changing environments.</li> <li>• Members don't take risks.</li> <li>• Members focus solely on getting work done and don't allocate time to develop ideas for improvement.</li> </ul>

### Empowerment

Members are trusted to do their job and afforded the necessary authority to carry out their work, take prudent risks, and exercise disciplined initiative within commander's intent.

Leaders delegate appropriately while encouraging subordinates to exercise initiative, take ownership, and accept responsibility.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Members know what is expected of them and have the authority to carry out their work.</li> <li>Mistakes are treated as learning opportunities.</li> <li>Members are allowed take prudent risks and exercise disciplined initiative to accomplish tasks.</li> <li>Leaders delegate tasks appropriately.</li> <li>Members are allowed to solve their own problems.</li> <li>Leaders provide members with constructive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders micromanage their members.</li> <li>Assignments are unclear and ambiguous.</li> <li>Decisions are second-guessed and sometimes reversed.</li> <li>Members lack trust in one another and leadership.</li> </ul>

### Recognition

Members are motivated to perform, are recognized for doing the right thing or going beyond, understand performance expectations, and demonstrate healthy competition.

Leaders show members their skills are valued and recognize them for accomplishing tasks, doing the right thing, and exceeding expectations.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Members are motivated to improve their performance.</li> <li>Members understand how their performance affects the overall success of the organization.</li> <li>Members feel that they are a valued part of the team.</li> <li>Leaders recognize their members' achievements.</li> <li>Healthy competition is observable.</li> </ul>	<ul style="list-style-type: none"> <li>Members struggle to understand performance expectations.</li> <li>Members fail to take initiative.</li> <li>Members lack job satisfaction.</li> </ul>

### Order/Discipline

Members hold each other accountable, enforce standards consistently, practice the Army Values in and out of uniform, have orderly workspaces, pay attention to details, and have low rates of disciplinary issues.

Leaders hold all members accountable to the same Army standards, while enforcing discipline consistently, promptly, and impartially.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Members understand the expectations they are held to.</li> <li>Standards are enforced consistently.</li> <li>Organizational events have high attendance.</li> <li>Members pay attention to details.</li> <li>Workspaces are clean and organized.</li> </ul>	<ul style="list-style-type: none"> <li>Disciplinary issues are common.</li> <li>Leaders don't maintain order.</li> <li>Members are often late or absent from scheduled events.</li> </ul>

### Fairness

Members are satisfied with their job, report perceptions of equal opportunity, receive assignments based on performance and ability, clearly understand expectations, and apply policy consistently to all other members.

Leaders provide members work assignments, opportunities, and advancement based on performance and abilities, not unrelated factors.

Strength Indicators	Areas of Improvement Indicators
<ul style="list-style-type: none"> <li>Guidelines, requirements, and policies are applied equally to all team members.</li> <li>Members have equal opportunities to expand their skillsets.</li> <li>Assignments are based on members' skills and abilities.</li> <li>Evaluations are objective and accurate.</li> </ul>	<ul style="list-style-type: none"> <li>Leaders receive a high number of complaints.</li> <li>A perception of favoritism exists.</li> <li>Members lack job satisfaction.</li> </ul>

### RATE YOUR ORGANIZATION’S CLIMATE

Use the Climate Factor Rating Scale below to rate your organization on each of the climate factors:

- Spend approximately 3 minutes to reflect on and rate where you feel your organization stands on each of the climate factors.
- Then review the ratings and identify your organization’s greatest strengths and areas for improvement.

Factor	Ineffective	Partially Ineffective	Neutral	Partially Effective	Effective
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect/Values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Cohesion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growth/Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation/Adaptability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empowerment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Order/Discipline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## STRATEGIES BY CLIMATE FACTOR

### 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 and actions are influenced by their experiences and where their biases lie. By developing self-awareness, leaders are more likely to be accepting of others' ideas and benefit from them. A lack of self-awareness can potentially alienate others because the leader misunderstands the impact of their actions on them.
- **Establish clear goals and objectives.** Leaders who establish clear and realistic goals create a positive command climate in which collaboration, dialogue, mutual trust, and shared understanding can occur. Articulate team expectations and clarify connections to Army and organizational goals and objectives to enable members to understand what needs to be done.
- **Consider the impact of previous commanders.** In cases of transition, consider the leadership of previous commanders and their impact on the unit. Meet with key stakeholders early on to learn about the previous commander's leadership style. Review previous command climate surveys if possible. Ask organizational members about the challenges they've faced and what concerns they have. This will allow leaders to learn best practices that have already worked and they should continue and what actions they should try to avoid.

### Communication

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

- **Encourage open and candid communication.** Practice transparency by sharing information with organizational members about Army goals, organization focus areas, and process and policy changes. Create an environment where others feel free to contribute and know that their ideas and input are valued. Remain calm, objective, and facts-focused when receiving potentially bad news. Show respect for members' opinions even while disagreeing with them.
- **Increase the quality and frequency of feedback.** Use feedback to reinforce desired behaviors through praise and encouragement and to redirect less desirable behaviors. A good way to do this is by using specific examples and guidance.
- **Facilitate bottom-up communication.** Provide regular opportunities for organizational members to share their perspective. Ask members questions and listen to their input.
- **Act on information and feedback received.** Ensure members feel that their feedback and ideas are appreciated, useful, and help inform decision making. Inform them of the actions taken as a result of their feedback. Failure to act on their feedback may give members the impression that their input isn't important and lower morale.



## Respect/Values

Leaders can use the following strategies and techniques to improve the *respect/values* climate factor:

- **Set the example by modeling Army values.** Personally model Army values in all decisions and actions. Treat everyone with dignity and respect regardless of race, gender, sexual orientation, or religious belief.
- **Treat members of the organization with dignity and respect.** Organizational members should feel that they're valued members of the team. Treat people with courtesy, politeness, and kindness – this can be a simple greeting in the hallway or asking questions to show interest in their opinions. Never insult, use name-calling, make disparaging comments, or belittle people or their ideas. Be aware of body language, tone of voice, and demeanor as they convey information in addition to words.
- **Immediately address issues of harassment and other prohibited practices.** Ensure all organizational members, including leaders, are held accountable and receive the proper consequences if harassment, discrimination, or other prohibited practices occur.

## Team Cohesion

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

- **Provide a foundation for good relationships among organizational members.** Good relationships with colleagues are key drivers of morale within organizations. Leaders should encourage members to spend time getting to know one another and set up opportunities for them to socialize, such as staff parties, shared lunches, and celebrations.
- **Build trust among team members.** Encourage openness and support norms and values that create positive, mutually beneficial conditions for the team. Demonstrate these values by taking prudent risks and creating transparency in decisions and actions. For example, keep people informed of goals, activities, and results; follow through on actions; and don't overpromise and under deliver.
- **Create a culture of shared knowledge.** Encourage team members to regularly share best practices, lessons learned, and other information and guidance with one another. Provide time at staff meetings for organizational members to share project successes and discuss current challenges. Encourage information sharing and collaborative problem solving among team members.
- **Effectively harness conflict.** When conflicts occur, look at it as an opportunity to explore opposing viewpoints. Encourage organizational members to identify and discuss potential problems and develop solutions to address the issues. If conflict exists between colleagues—and does not involve illegal, hostile, or discriminatory behavior—allow them to manage the conflict themselves but stay involved and give support. Provide one-on-one guidance for managing the conversation as needed.
- **Celebrate team accomplishments.** Define success by team accomplishment rather than individual achievement to encourage members to work together effectively. Promote teamwork across units and discourage us-versus-them thinking and behaviors. Acknowledge and celebrate team accomplishments to build cohesion.

## Growth/Development

Leaders can use the following strategies and techniques to improve the *growth/development* climate factor:

- **Support formal and informal learning opportunities.** Developing others is a deliberate and continuous process. Nominate and encourage members to take advantage of developmental opportunities. Show organizational members that learning and development are valued by supporting formal and on-the-job learning to encourage growth in their current roles, self-developing through formal and informal means, promoting a climate where mistakes are used as learning opportunities, openly discussing what went right and wrong in personal past projects, and observing subordinates' performance and providing feedback.
- **Empower subordinates through delegation.** Proper delegation allows subordinates to learn and grow. Push tasks and decisions down to the lowest practical level to help subordinates' decision-making confidence. Provide clear intent, set realistic project goals for subordinates, and allow them to take prudent risks. Provide feedback and support to enhance the learning.
- **Use effective coaching, mentoring, and guided discovery learning.** Use these techniques to support subordinates' development through positive reinforcement, prompted self-reflection, and analysis. Integrate these methods into existing activities. Help individuals understand their current performance level and provide guidance on how to reach the next level.
- **Encourage organizational members to learn about career programs.** Career programs assist the Army Civilian workforce to set and reach their career goals. Take time to introduce staff to the career program supporting his or her occupational series. Explain how career programs can support development and familiarize staff with their career program managers.
- **Discuss career development goals with each subordinate regularly.** Listen to organizational members' career aspirations. Candidly discuss with them their strengths, developmental needs, and courses of action to improve and develop personalized and structured development plans, which can guide their efforts to attain the work skills and knowledge they need.

## Innovation/Adaptability

Leaders can use the following strategies and techniques to improve the *innovation/adaptability* climate factor:

- **Encourage open communication and expression of diverse viewpoints.** Set up weekly meetings with organizational members that are strictly planned for open discussion and consistently reinforce that you value their input and ideas. Encourage members to share their ideas even if they question the consensus.
- **Reinforce creative ideas.** Acknowledge those who come up with new ways to get the job done while still complying with Army regulations. This will show organizational members that you value individual contributions.
- **Allow flexibility in how goals are met.** Empower organizational members to come up with their own ways of accomplishing tasks while providing boundaries so they can't go too far astray. By doing this, leaders may discover new and innovative processes that they would have missed if they'd dictated how to complete the work.
- **Question assumptions.** Innovation requires questioning assumptions. It's only when you question your assumptions that you can let go of them and move forward on a path that leads to new ideas and innovations.
- **Play devil's advocate.** Select someone to play devil's advocate to defend an opposing view or position. This can help organizational members escape mental ruts and look at things from new perspectives.

## Empowerment

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

- **Delegate authority when appropriate.** People value opportunities to be responsible for their own work, be creative, and be respected for their abilities. Allow them to practice leadership by delegating authority to them to assign tasks to others and run meetings and other activities. Hold organizational members accountable for their work and meeting established goals and deadlines. This will help them achieve better results.
- **Encourage members to solve their own problems.** When organizational members have problems, it presents a chance for them to practice decision-making. To encourage decision-making, listen to the issue but don't instantly provide an answer. Ask probing questions to lead them to determine the right answer on their own. When they arrive at an appropriate solution, compliment them and tell them you have faith in them to figure it out and that you trust their judgment.
- **Trust organizational members.** Trust organizational members to make a decision or step into a role that pushes them before they've had a chance to prove themselves. Having trust will give them confidence, which is crucial for their personal development and sense of autonomy. It also encourages them to take ownership of their work.
- **Involve organizational members in goal setting and planning activities.** Seek out ideas, knowledge, and insights from organizational members and, whenever possible, invite them to advise on important decisions. Look for opportunities to have members determine how to achieve assigned tasks. Agree on what constitutes a successful outcome and then let them chart their own course. This builds ownership in the process and may result in them discovering a better way to get the work done. When that happens, recognize them for it. If they choose a poor methodology, ask questions that will enable them to see better options and give them another chance.
- **Provide constructive feedback.** Regardless of the outcome, let organizational members know how they're doing. Organizational members need feedback to further develop their knowledge and skills. Provide regular, ongoing feedback and coaching to organizational members to increase their awareness of performance. Use assessment techniques and evaluation tools, such as after-action reviews, to encourage members to identify lessons learned. Talk them through their mistakes and encourage them to think about how they can avoid making the same mistakes in the future. Don't punish members for their candor.

## Recognition

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

- **Acknowledge organizational members' achievements.** Acknowledge organizational members for doing exceptional work and for going above and beyond by sharing their achievements with other members during meetings and in other written communications. Give clear, specific performance feedback so staff understand why they are recognized. Even a simple pat on the back or thumbs up as appreciation of the member's hard work can go a long way.
- **Use healthy competition.** Leaders can use healthy competition to motivate organizational members. For example, recognize a Soldier for earning the most improved fitness test score or top crew gunnery score.
- **Leverage multiple resources.** Find out what organizational members value and motivates them to improve performance. Consider creative options such as face time with leaders or opportunities to attend training events to network with Soldiers from other organizations. Resources that may not be considered tangible rewards can also be powerful. For example, to reward Soldiers' efforts to make improvements, give them an interesting task to work on or involve them in decisions related to the organization's mission.

## Order/Discipline

Leaders can use the following strategies and techniques to improve the *order/discipline* climate factor:

- **Demonstrate self-discipline.** Leaders need to set the example. One way to do that is by controlling their own behavior and by doing the harder right over the easier wrong.
- **Consistently enforce standards.** Some may associate discipline only with regulations and the consequences for errors in judgment and conduct. However, discipline is the means by which leaders advance the standards that are the hallmark of good Army units and organizations. When assigning tasks, explicitly state the standard of performance and expectations.
- **Hold organizational members accountable.** Encourage positive behaviors and discipline negative behaviors. Enforce discipline impartially and consistently with all members of the organization. This includes attending to mundane details that may seem less urgent than an organization's key tasks but are necessary to ensure success. Examples include preventive maintenance checks and services, pre-combat checks and inspections, effective Command Supply Discipline Programs, Organizational Inspection Programs, and training management.
- **Set clear expectations.** Create expectations that are clear and understood by all members. Communicate expectations across the organization regularly.

## Fairness

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

- **Demonstrate consistency, transparency, and openness.** Apply the same guidance, requirements, and policies to all members in the organization. Having different standards for different team members will make others perceive a leader as unfair. This becomes apparent when some team members receive benefits, rewards, and privileges that others with similar achievements are not. It can really backfire on the leader when poor performers are allowed to slide. It can also lead to resentment and hostility within the organization.
- **Provide equal opportunities.** Create an environment in which equal opportunities are provided. In other words, team members should feel that they have a fair chance to earn a reward or privilege if they work hard enough for it. In addition to rewards, leaders should distribute task assignments, their attention (i.e., through developmental actions), and feedback equitably. In meetings, organizational members should be offered a fair chance to speak up or present ideas.
- **Encourage and support diversity and inclusiveness.** Actively seek to integrate all members of the organization. Encourage learning about and leveraging diversity. Consult with a trusted member to discover biases that members may hold toward others based on their character, personality, religion, race, ethnicity, or culture. Discuss the biases and develop strategies to overcome them.
- **Be fair.** By being fair, leaders avoid showing favoritism when making personnel decisions and maintain consistency when holding organizational members to Army standards. Ensure that all organizational members receive constructive feedback and are provided personal support in their professional development. It's important to note that some may require more time and effort than others. However, regardless of time and effort spent, leaders are still showing fairness because they remain equally committed to each team member's success.
- **Remain objective and accurate when completing evaluations.** Base evaluations and recommendations on demonstrated performance. Be sure to provide proper feedback along the way so that evaluation results are not a surprise.
- **Prepare members for career advancement.** Ensure members have the training, skills, and abilities to tackle challenges when they advance into a new position. Track member performance to use as documentation when making recommendations for advancement.

## RESOURCES LIST

The following resources are designed to further your understanding of how to improve your organization's climate. The resources on this list are in a variety of information formats: articles, pamphlets, books, and online full-text materials. Articles are hyperlinked via their titles.

### GENERAL RESOURCES

#### Websites & Army Resources:

- [Building and Maintaining a Positive Climate Handbook](#)
- [ADP 6-22 Army Leadership and the Profession](#)
- [FM 6-22 Leader Development](#)
- [AR 600-100 Army Profession and Leadership Policy](#)
- [AR 600-20 Army Command Policy](#)

### CLIMATE'S IMPACT ON ORGANIZATIONS RESOURCES

#### Websites & Army Resources:

- [Building and Maintaining a Positive Climate Handbook](#)
- [ADP 6-22 Army Leadership and the Profession](#)
- [FM 6-22 Leader Development](#)
- [AR 600-100 Army Profession and Leadership Policy](#)
- [AR 600-20 Army Command Policy](#)
- [Department of Defense Annual Report on Sexual Assault in the Military, Fiscal Year 2019](#)
- Unit Fitness. Defense Centers of Excellence (2011)
- [Training Circular No. 6-22.6, Employee Engagement, May 2017](#)

### ASSESSING YOUR ORGANIZATION'S CLIMATE RESOURCES

#### Books:

- Designing and Using Organizational Surveys. Allan Church & Janine Waclawski (1998)
- [U.S. Merit Systems Protection Board. The Survey Results Action Guide](#)

#### Websites & Army Resources:

- Unit Fitness. Defense Centers of Excellence
- [How Leaders Can Influence Workplace Climate](#)
- [Command Climate Navigator](#)
- [AR 600-20 Army Command Policy](#)

### STRATEGIES FOR IMPROVING CLIMATE RESOURCES

#### Articles:

- Journal of Business Ethics. Leaders, Values, and Organizational Climate: Examining Leadership Strategies for Establishing an Organizational Climate Regarding Ethics. Michael Grojean, Christian Resick, Marcus Dickson, & Brent Smith (2004)

- [Leadership's Impact on Organizational Climate](#)
- [How Leaders Can Influence Workplace Climate](#)

**Websites & Army Resources:**

- [Building and Maintaining a Positive Climate Handbook](#)
- [ADP 6-22 Army Leadership and the Profession](#)
- [FM 6-22 Leader Development](#)
- [AR 600-100 Army Profession and Leadership Policy](#)
- [AR 600-20 Army Command Policy](#)
- [Training Circular No. 6-22.6, Employee Engagement](#)

**CREATING A PLAN TO IMPROVE CLIMATE RESOURCES****Articles:**

- Journal of Business Ethics. Leaders, Values, and Organizational Climate: Examining Leadership Strategies for Establishing an Organizational Climate Regarding Ethics. Michael Grojean, Christian Resick, Marcus Dickson, & Brent Smith (2004)

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