

Civil Air Patrol



Improving Command Climate with Psychology

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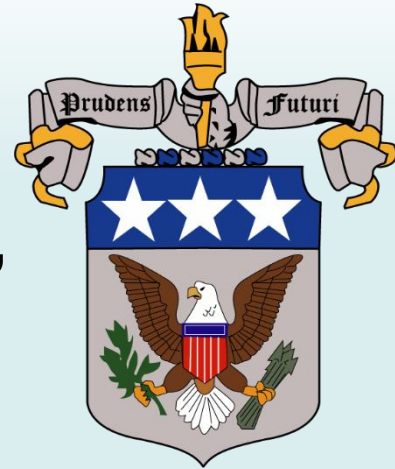
Saturday 1600-1700 26 AUG 2018

ONE CIVIL AIR PATROL, EXCELLING IN SERVICE TO OUR NATION AND OUR MEMBERS!



Presenter

- This presentation is an meshing of our experiences in Joint Professional Military Education.
- Lt Col Tom Janisko, Class of 2018, Graduate, U.S. Army War College;
- Lt Col Ed Bos, Class of 2024, Student, U.S. Air War College;



CAP Members can enroll in Air War College

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Why are you here...

- What are you hoping to get out of this lecture?



Overview

- Defining Command Climate
- The Organizational Culture Assessment Instrument
- Best Practices for improving Command Climate
- Leadership lesson from War College
- Questions



Command Climate Definition

- A perception from members of a unit about how they will be treated by their leaders and what professional opportunities they see within the unit.
- IN ESSENCE, THE TREATMENT AND OPPORTUNITIES A MEMBER PERCEIVES;
- Successful leaders create positive perceptions;
- These perceptions can be assessed and tracked.



Command Climate Definition

- How are members treated in CAP by leaders?
- How are members afforded professional opportunities?



OCAI

- Organizational Culture Assessment Instrument (OCAI)
- Assesses the cultures' current and desired level of:

- | | |
|---------------------------|------------------|
| 1. clan/collaboration | (people-focus) |
| 2. adhocracy/innovation | (creative-focus) |
| 3. hierarchy/discipline | (rule-focus) |
| 4. market/mission success | (mission-focus) |



OCAI

- 6 sections with 4 questions each:
- You assign a percentage to each question;
- Those questions reveal the level of current and preferred organizational culture focuses below.

People-focus

Creative-focus

Rule-focused

Mission-focus

<http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0092879>

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1) Dominant Characteristics

Total 100%

- A) The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. _____ %
- B) The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks. _____ %
- C) The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented. _____ %
- D) The organization is a very controlled and structured place. Formal procedures generally govern. _____ %



2) Organizational Leadership

Total 100%

- A) The leadership in the organization is considered to exemplify mentoring/facilitating/nurturing. _____ %
- B) The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking. _____ %
- C) The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. _____ %
- D) The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. _____ %



3) Management Style

Total 100%

- A) The management style in the organization is characterized by teamwork/consensus. _____ %
- B) The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness. _____ %
- C) The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. _____ %
- D) The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. _____ %



4) Organizational Glue

Total 100%

- A) The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. _____ %
- B) The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being cutting edge. _____ %
- C) The glue that holds the organization together is the emphasis on accomplishment. _____ %
- D) The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. _____ %



5) Strategic Emphasis

Total 100%

- A) The organization emphasizes human development. trust, openness, and participation persist. _____ %
- B) The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. _____ %
- C) The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. _____ %
- D) The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important. _____ %



6) Organizational Success

Total 100%

- A) The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. _____ %
- B) The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. _____ %
- C) The organization defines success on the basis of winning and outpacing the competition. _____ %
- D) The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical. _____ %



OCAI- Focus Areas

Cameron, "Diagnosing and Changing Organizational Culture Based on the Competing Values Framework" 1999, page 32.

People-focus

-Taking care of people, their families, and their careers.

Creative-focus

-Fostering out of the box thinking and innovation.

Rule-focused

- Maintaining discipline, procedures, and order.

Mission-focus

-Completing the mission or task as the first priority.

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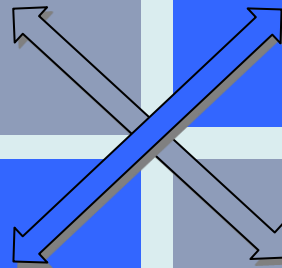
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OCAI- Initial Training

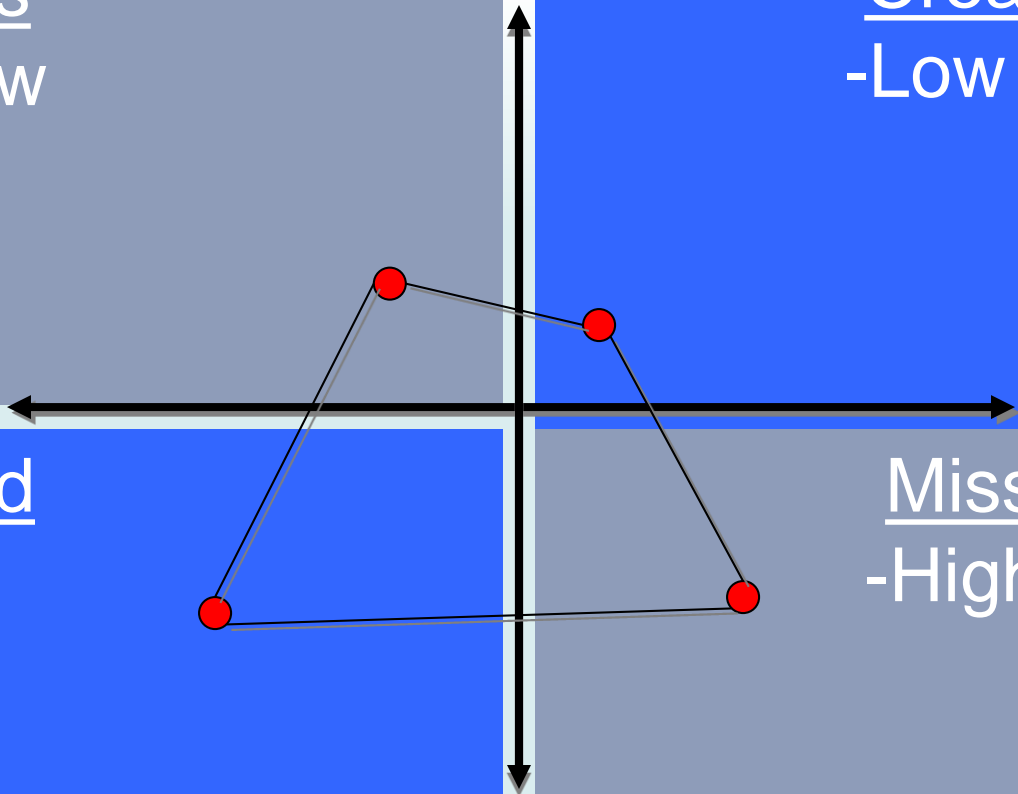
Examples: Encampments, SOF Selection, Pilot Selection

People-focus
-Medium-Low

Creative-focus
-Low

Rule-focused
-High

Mission-focus
-High





OCAI- Specialized Training

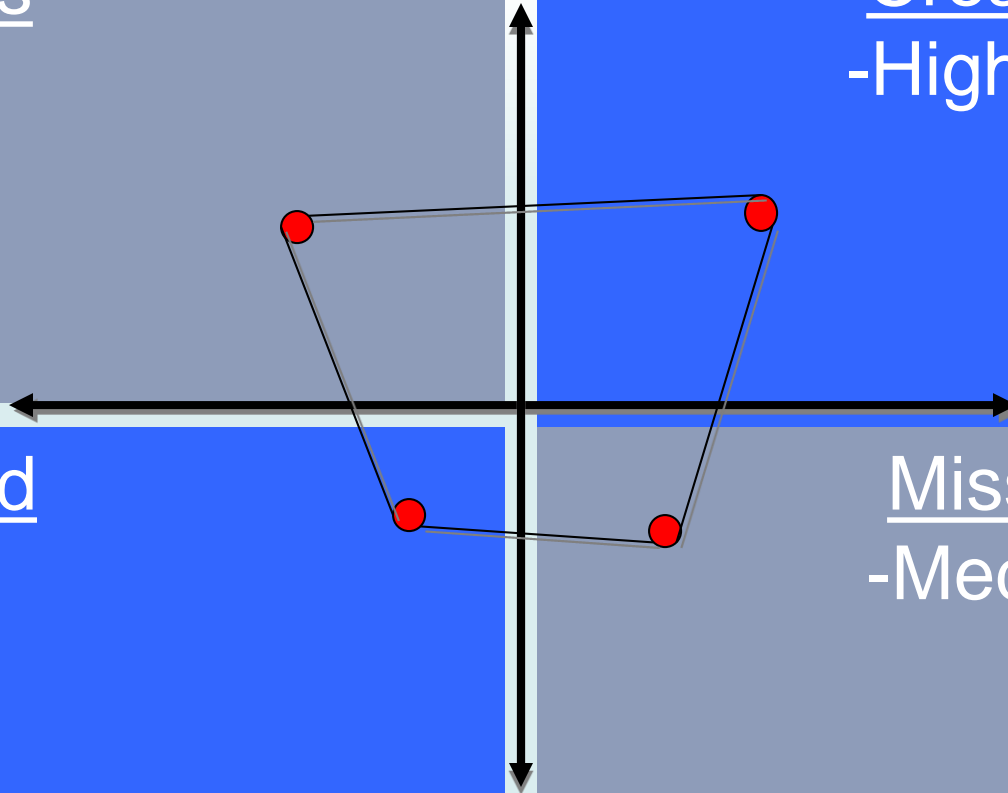
Examples: Advanced PJOC, SOF Ops, Pilot Ops

People-focus
-High

Creative-focus
-High-Very High

Rule-focused
-Low

Mission-focus
-Medium





OCAI- Leadership Styles

Cameron, "Diagnosing and Changing Organizational Culture Based on the Competing Values Framework" 1999, page 32.

People-focus
-Facilitator

Ike circulating with his troops.

Creative-focus
-Innovator

Ike publishing a Commander's Intent for OVERLORD (just 1.5 pages allowing creativity).

Rule-focused
-Process-based

Ike providing his vision and keenly listening for improvement opportunities

Mission-focus
-"Hard Charger"

Ike fearlessly launching OVERLORD in poor weather.

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People-Focus Tenets



GEN Eisenhower
with 101st
Airborne troops -
pre-invasion.

- Greeting all members at meals and eating last;
- Routinely thanking the team/family for their service;
- Sharing misery-circulate amongst those you lead;
- Show optimism; if in a bad mood—quarantine yourself.
- Listen to the team-without automatically responding;
- Leaders should be authentic-keep your personality;

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People-Focus Tenets

Leader feeding
Troops Battle of
the Bulge



- At CAP unit meetings share a meal from time to time because this creates a sense of family; greet people.
- After CAP unit meetings have a meal;
- Show humility, use your rank only for good,
- Know your team member and their families story;
 - What are their values, concerns, and hopes?

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Mission-Focus Tenets



Leaders should lead from the front.



Troops landing at Normandy Beach.
Note: Lieutenant position

- Remind the team to focus on mission completion;
- Communicate “why” your team is doing a task; younger generations benefit with this;
- Leaders should be bold with decision-making;



Creative-Focus Tenets

Command Intent

*"Never tell people how to do things.
Tell them what to do and they will
surprise you with their ingenuity."*

- General George S. Patton,

- Communicate your Commander's Intent - a short and clear statement that describes the purpose and conditions for what mission success looks like.
- This explains WHAT TO DO, not HOW TO DO it.
- This will empower initiative, improvisation, and adaptation.
- Example: Leadership Reaction Course

<https://hbr.org/2010/11/dont-play-golf-in-a-football-g>

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Rule-Focus Tenets

- Carry copies of your Command Vision with you;
- Review the National Commander's vision for ideas;
- Listen always, ask questions, and welcome complaints to create a better vision.

Command Vision Example:

- **Innovative and proactive problem solving;**
- **Character, Competence, and Commitment to all;**
- **Available to you in times of difficulty;**
- **Responsible decision-making and leadership;**
- **Engaged Excellence in all we do.**



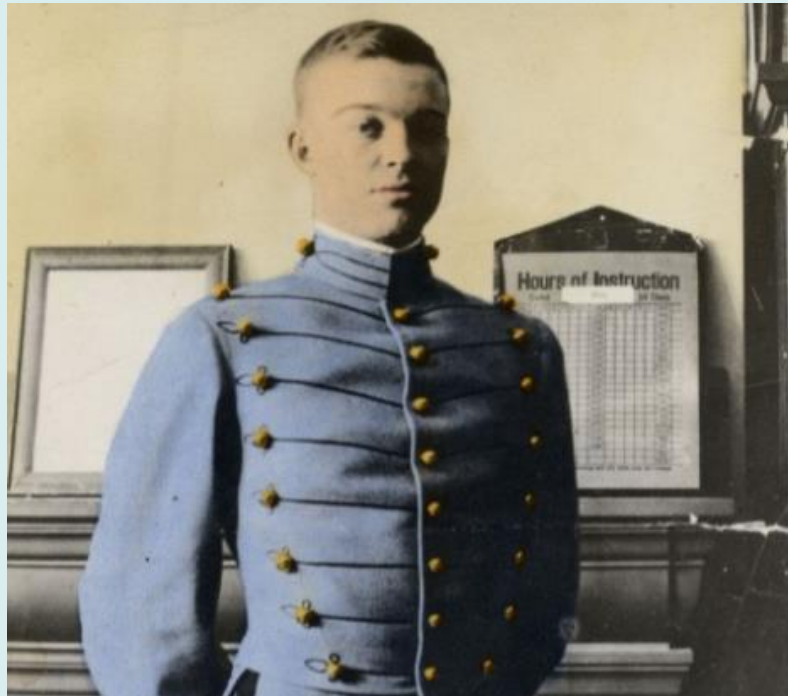
War College Lessons

- Responsible Commanders
 - Have a high level of self-awareness;
 - Most highly successful commanders journal, take time to reflect on their biases and emotions.
 - Have enough self-confidence to ask trusted colleagues how they are doing as a commander and where they can improve.
 - Before making an important decision that will effect someone's career, take a night to think it over.



War College Lessons

- Remember to enjoy Command and Leadership
 - Eisenhower while at West Point skipped the West Point Dance in lieu of playing poker. HAVE FUN!



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Recommended Readings

- Smallwarsjournal.com – private
- Warroom.armywarcollege.edu – Army War College
- Airuniversity.af.mil – Air & Space Power Journal
- “The Leadership Challenge” Kouzes and Posner
- “Speed of Trust” Covey

Questions?



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