



The Army Profession: Army Culture



“Army Culture” Instructional Video



The Army Profession: Table of Contents

For all members of the Army Profession

<http://cape.army.mil>

“Army Culture”

Table of Contents		
1:	Checklist	p. 2
2:	Facilitator Guide Instructions	p. 3
3:	“Army Culture” Video Transcript.....	p. 4-5
4:	How to Run Your Workshop.....	p. 6
6:	Detailed Plan for Your Workshop.....	p. 7-9

1. Checklist

- Recruit additional strong/respected leaders from your unit to be facilitators with your unit. (Recruit as many as the situation mandates)
- Watch the video and read the transcript prior to your facilitation.
- Review the additional resources.
- Review the, “How to run your workshop,” guidelines prior to facilitating.
- Think about a personal experience that relates to the scenario.
- Resource Prep:
 - Make copies of the video transcripts and facilitation questions as needed for each of your facilitators.
 - If you plan on showing video clips, test to make sure they work on the system in your designated training area.
 - Make sure you have a whiteboard with dry-erase markers.

2. Facilitator Guide Instructions

Instructions

The “Army Culture” instructional video focuses on the culture of the Army Profession. This facilitator guide can help a course instructor or leader guide a discussion on the Army Culture and its impact on our professional service. A list of example questions related to the video and a transcript of the video narration are included.

Recommended steps to follow when using video in a group discussion:

1. Ensure the students/participants are familiar with the larger concept of the Army Profession before starting the lesson/discussion.
2. Play the video for the students/participants.
3. Facilitate a group discussion on the topic of Army Culture relations. The “Example Facilitator Questions” are included to assist a facilitator in guiding the discussion.

Army Culture

“The courage of a Soldier is heightened by his knowledge of his profession.”

Publius Flavius Vegetius Renatus

Rooted in our history and unique to the role and authority granted us by the American People, the Army Culture reflects the common mission, purpose and sacrifice of each member of the Profession. Our culture comprises our shared beliefs, values and practices. It is the glue that forms unit trust and cohesion, instills discipline within the ranks, and gives the Army and its units their identity as a whole. The Army Culture is an outward representation of our values and an inward reflection of how we operate.

Culture can be broken down into four distinct levels: artifacts—in-use practices, espoused beliefs and values, and basic underlying assumptions.

At the surface of our culture are the artifacts. They are what persons see, hear and feel when interacting within the Army. They are the visible aspects of our culture. Things like unit mottos, insignia, flags, uniforms and even how ceremonies are performed. Our language and customs and courtesies convey our respect. Our stories and heritage reinforce esprit de corps and unity.

The *actions* of the Soldiers and civilians throughout the Army, regardless of their compatibility with our espoused values, are considered the “in-use practices” of the Army culture and represent the reality of our thoughts and decisions.

At the next level of culture exist our espoused beliefs and values. These are what the Army says is important, and we aspire to as members of the Army Profession. These beliefs and values, which must be forefront in our minds, are stated in our published doctrine, rules and regulations, and policies. Additionally, the seven Army values, Soldiers creed, DA Civilian’s creed and Warrior Ethos are representations of these espoused beliefs and values. They exist to guide our speech and our actions as a Professional Army.

At the deepest level of our culture are the basic underlying assumptions that have evolved to become integral foundations of how we view ourselves, and execute our missions. For example, the Army values the service and sacrifice of a volunteer soldier because it is one of the most basic assumptions of our culture. Such assumed principles and convictions are adopted through years of experience and now serve to guide our policy at the most fundamental level.

Finally, our shared identity as both a Profession and a family affects the behaviors of individuals at all levels, and is a critical component of the Army culture.

Our identity is derived from a common and shared mission, purpose and sacrifice. This shared identity guides our behavior at all levels and motivates us to put duty and service before ourselves. It forms the bonds in and among units, and is the root of our selfless service. This identity is inherent in our culture and therefore shared among all who answer the call to duty.

Understanding the aspects of our culture and being aware of its effects on the force is a leader competence required at all levels of the Army. Leaders must proactively ensure consistency between the actions of their units and organizations and the espoused beliefs and values of our culture. Leaders are also responsible for assessing our culture and aligning it to meet the expectations and needs of Soldiers and Civilian Corps, and just as important, the American People.

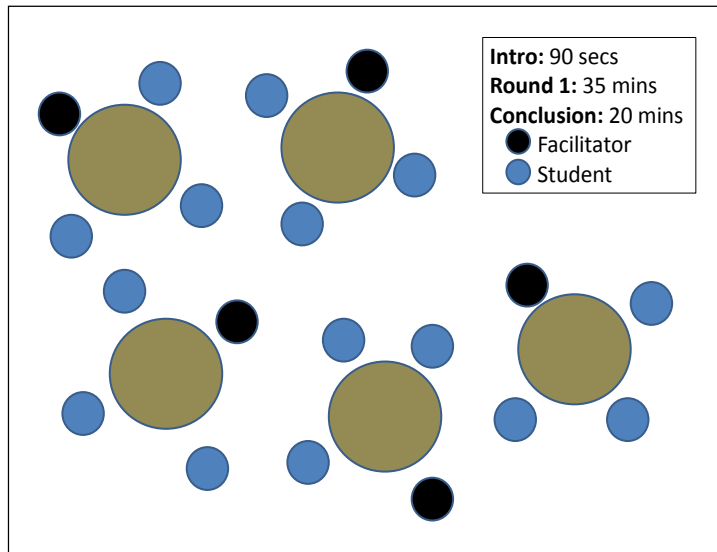
The culture of the Army is a representation of its Soldiers and civilians alike. It is characterized by the guiding values, ethics and ideals required of it by our nation. Looking forward, our culture must be considered and guided in the context of where we have been, and where we will go.

4. How to run your workshop

The basic concept provided below is a way to facilitate this module. Modify as is necessary to fit the needs and demographics of the group. We find having a variety of ranks/leadership positions in each group increases perspective and maximizes takeaway.

PREP: Have a whiteboard and markers available. Bring copies of the video transcripts. Have a Facilitator Guide available for each facilitator. Get there early and set up the room in huddles large enough to support a variety of leadership at each table. Put chairs around one table (keep people close), rather than pulling several tables together.

BASIC CONCEPT: Meet for 55 minutes to discuss the module. The group breaks down into huddles large enough to support a variety of leadership at each table. For example, you want to have SLs, PSGs, PLs, and CDRs in the same huddle so you can maximize the overall effectiveness and increase the number of vantage points. Have one facilitator at each table to guide (NOT LEAD) the discussion. The workshop begins with facilitators asking the participants what their response was to the module. The facilitators' main role is to be a catalyst for conversation and learning about the topic at hand. This module includes two rounds of discussion, and ends with personal stories and vignettes that relate to the module.



KEYS TO SUCCESS:

- Let participants do most of the talking.
- The facilitators' key role is to ask questions that spark thought and conversation.
- Ensure you engage each level of leadership and everyone within your group. Do not let any one person dominate the conversation.
- Have questions prepped for each round to drive the conversation. (See "Detailed Plan" on page 5)
- You are a catalyst for conversation. Make sure that you continue to ask questions that make your group dig deeper.

5. Detailed plan for your workshop

INTRODUCTION (90 seconds)

Introduce the Workshop in a way that communicates the purpose of the event.

“Today we’re going to look at Army Culture and examine the impact it has on the doctrine and culture of our Army.”

1. How does the Army’s culture reflect the Army’s purpose, role and mission at an institutional level? At the operational level?
2. The video describes culture as the “glue that forms unit trust and cohesion, instills discipline within the ranks, and gives the Army and its units their identity as a whole.” How have you seen this to be true in your own experience as a Soldier?
3. Artifacts are the visual aspects of our culture, like what a person sees, hears or feels when interacting within the Army. What artifacts of our culture do you interact with everyday?
4. How do different types of artifacts impact the culture of an organization?
5. What do artifacts reveal about the values and beliefs of an organization?
6. Culture by definition is “a way of life.” How does your way of life, or your culture, affect your subordinates? What kind of impact are you making on the Army culture by embracing your own sphere of influence?
7. What in-use practices and espoused beliefs have you seen positively affect the Army culture? How so?
8. What happens in a unit/organization when in-use practices (like discrimination against some unit Soldiers) are out of alignment with the Army’s espoused beliefs (like the Army Value of “Respect”)?
9. The Army’s values system is published throughout our organization’s rules and regulations and in its policies.

- a. Why is it important for published doctrines, such as the Soldier's Creed, the DA Civilian's Creed and the Warrior Ethos, to be well established throughout the Army and highly valued by all Soldiers?
 - b. What impact do these doctrines have on you as a person? What effects do they have on our Army culture?
10. The Army culture is made up of the shared identity that the organization is both a Profession and a family. How do you see this to be true?
11. Why is understanding our culture considered a "leader competence?" What role do leaders have in shaping the culture of the Army?
12. How is the Army's culture impacted by the culture of the nation?
13. How are you actively assessing our culture and shaping it to align with the values of the Army?

6. Detailed plan for your workshop (continued)

ROUND 2 - Conclusion (15 minutes): Personal Vignettes and takeaways.

Facilitator asks students to share any personal vignettes and takeaways from the module.

It is important for the group to relate to this story on a personal level. Conclude the module emphasizing the significance of Army Culture. Leaders should walk away with a better understanding of its impact, and be able to properly convey its importance to Soldiers in their unit.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q - What did you learn from listening to the reactions and reflections of other leaders? Q - What are the future implications of this decision and or experience?
Reflection	Q - How do you feel/what do you think about what you learned? Q - What will you do with your new information? Q – How can you integrate new learning into your Command team philosophy, command structure and climate?