

**Summary Report for Individual Task
158-100-4001**

**Understand how to establish and maintain a Positive Command Climate in relation to command responsibilities.
Status: Approved**

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

DESTRUCTION NOTICE: None

Condition: You are an incoming Company Commander or First Sergeant leader in the U.S. Army, with access to reference material. Its important to understand the command responsibility for establishing and maintaining a positive command climate in accordance with FM 6-22 (ADP 6-22/ADRP 6-22), FM 6-0, FM 7-0, TRADOC Pam 525-3-7 and DA Pam 600-69. Some iterations of this task should be performed in MOPP.

Standard: Demonstrate how to assess units current command climate and develop a command climate action plan to maintain or improve the command climate IAW Army doctrine and guidance.

Special Condition: None

Special Standards: None

Special Equipment:

Safety Level: Low

MOPP: Sometimes

Task Statements

Cue: None

DANGER

None

WARNING

None

CAUTION

None

Remarks: None

Notes: Remark: Publications that are not posted on Army Publishing Directorate in this packet will be provided by the instructor.

Performance Steps

1. Understand the importance of building trust within the organization.
 - a. Relate trust to mission accomplishment.
 - b. Determine ways to build and maintain trust within the organization.
 - c. Communicate commander's philosophy of command.
2. Establish teamwork and esprit de corps.
 - a. Determine fundamentals of unit cohesion.
 - b. Apply factors of unit cohesion to improve a unit.
 - c. Assess the cohesiveness of a unit.
3. Analyze demonstrating care for Soldiers.
 - a. Creates a learning environment.
 - b. Addresses subordinates and families needs (health, welfare, and development).
 - c. Encourages fairness and inclusiveness.
4. Explain develop subordinates.
 - a. Identify the components associated with the competency of Develops Others.
 - b. Identify the leader actions required to develop subordinates.
 - c. Recognize the counseling, coaching and mentoring relationship.
 - d. Observe and assess the development of subordinates.
5. Assess command climate.
 - a. Observe leader and subordinate interactions.
 - b. Determine attitudes of unit by Utilizing surveys.
 - c. Compare observations, feedback and results of survey to identify trends.
6. Develop a focused leader plan of action to develop and monitor the (ethical) command climate.
 - a. Analyze gathered information to identify what needs improvement
 - b. Make a plan for improvements.
 - c. Ececute the plan.

d. Review.

(Asterisks indicates a leader performance step.)

Evaluation Preparation: Provide soldier with references listed below. Prepare a scenario that requires the Soldier to respond accurately, IAW task standards, to the following performance measures. This may be presented orally or in writing. Brief Soldier: Tell the soldier that as a member of the command team they will be required to correctly respond on at least 75 percent of the performance measures to receive a GO on the task.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Understood the importance of building trust within the organization.			
a. Related trust to mission accomplishment.			
b. Determined ways to build trust within the organization.			
c. Determined how to keep trust within the organization.			
d. Communicated commander's intent.			
2. Established teamwork and cohesion.			
a. Determined fundamentals of unit cohesion.			
b. Applied factors of unit cohesion to improve a unit.			
c. Assessed the cohesiveness of a unit.			
3. Demonstrated care for Soldiers.			
a. Encouraged subordinates and peers to express candid opinions.			
b. Addressed subordinates and families needs (health, welfare, and development).			
c. Stood up for subordinates.			
d. Monitored morale and encouraged honest feedback.			
4. Developed subordinates.			
a. Identified the components associated with the competency of Develops Others.			
b. Identified the leader actions required to develop subordinates.			
c. Recognized the counseling, coaching and mentoring relationship.			
d. Observed and assessed the development of subordinates.			
5. Assessed command climate.			
a. Observed leader and subordinate interactions.			
b. Gathered feedback from others.			
c. Determined attitudes of unit by surveying: Soldiers feeling about the organization; shared perceptions and attitudes about daily unit functions; how command climate impacts unit motivation; and how command climate impacts trust in team and leaders.			
d. Compared observations, feedback and results of survey to identify trends.			
6. Developed a focused leader plan of action to develop and monitor the command climate.			
a. Analyzed gathered information to identify what needs improvement.			
b. Made a tentative plan for improvements.			
c. Determined leader actions to deal with target issues.			
d. Assessed limitations and risks associated with tentative plan.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	No	No
	AR 600-20	Army Command Policy (*RAR 001, 02/11/2009) (*RAR 002, 11/30/2009) (*RAR 003, 04/27/2010) (*RAR 004, 08/04/2011)	No	No
	COMMANDERS HANDBOOK	Commander's Handbook for Unit Leader Development	No	No
	FM 5-0	(Superseded 17 May 2012 by ADP 5-0) THE OPERATIONS PROCESS	No	No
	FM 6-0	(Superseded by ADP 6-0 17 May 2012) MISSION COMMAND	No	No
	FM 6-22	ARMY LEADERSHIP	No	No
	FM 7-0	Training Units and Developing Leaders for Full Spectrum Operations	No	No
	PAM 600-69	UNIT CLIMATE PROFILE, COMMANDERS HANDBOOK	No	No
	TC 1-05	Religious Support Handbook for the Unit Ministry Team	No	No
	TRADOC PAM 525-3-7-01	THE U.S. ARMY STUDY OF THE HUMAN DIMENSION IN THE FUTURE 2015-2024	No	No

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination.

Prerequisite Individual Tasks : None

Supporting Individual Tasks :

Task Number	Title	Proponent	Status
158-100-6006	Think Critically and Creatively	158 - Army Leadership (Individual)	Approved
158-100-7012	Develop Subordinates	158 - Army Leadership (Individual)	Approved
158-100-8006	Solve Problems Using the Military Problem Solving Process	158 - Army Leadership (Individual)	Approved
158-100-7003	Counsel a Subordinate	158 - Army Leadership (Individual)	Approved
158-100-7015	Develop an Effective Team	158 - Army Leadership (Individual)	Approved
158-100-3003	Communicate the basic concepts of Army leadership doctrine	158 - Army Leadership (Individual)	Approved

Supported Individual Tasks : None

Supported Collective Tasks :

Task Number	Title	Proponent	Status
07-2-5135	Operate a Command Post (Platoon-Company)	07 - Infantry (Collective)	Approved
31-2-0121	Establish an Area Command Group and Staff	31 - Special Forces (Collective)	Approved
01-2-0005	Perform Command and Control Missions	01 - Aviation/Aviation Logistics (Collective)	Approved
71-8-5126	Integrate New Units/Soldiers into the Force (Battalion - Corps)	71 - Combined Arms (Collective)	Approved