

Culture Map



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SQUADRON

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"Culture eats strategy for breakfast." – Peter Drucker.

Thank you for choosing Project Nomad to serve your organization! We are a group of Airmen who cultivate and optimize organizational culture through human-centered analysis, and we are honored to assist you. In the following pages, you will find power – the power to shape your organization in sensational ways!

Every organization has a culture, and larger organizations even have multiple cultures! Cultures left unattended grow like weeds in a garden. Rather than allow this to happen, the information in this Culture Map will empower your organization to maneuver its organizational culture exactly where you want it to be and keep it there.

First and foremost, acknowledge the hippo in the room. Organizational culture is big, heavy, angry, and mostly under the waterline. Leaders cannot move it quickly and pushing it too hard could result in a hostile reaction. To make managing organizational culture even more tedious and challenging, the higher the culture level of an organization, the weightier it becomes. For this reason, a deliberate plan to adjust culture using Cultural Leverage Points is critical to organizations reaching a desired cultural state.

The bare minimum attributes of a culture management approach recognize and address culture's inextricable linkage to strategy. Like Seth Godin said, "Culture beats strategy so much that culture is strategy." To this end, organizations must have a clear, concise mission, vision, values, objectives, and strategic tenets. We understand this is a lot. Do not fret! Once you consume the wealth of information in this Culture Map, contact your Project Nomad Representatives. We can assist you in developing these strategic products.

Sincerely,

The Project Nomad Core Team

CULTURAL LEVERAGE POINTS



Culture is the complex interweaving of human habits, attitudes, behaviors, ideations, tendencies, and situations (HABITS) that emerge from shared purpose, vision, strategic tenets, values, and goals. The Project Nomad Culture Model contains six Cultural Leverage Points organizations can use to outline all the tools available to maneuver to the desired cultural state:

Clarity is the foundational need for every member of an organization to know and understand its mission, vision, and strategic tenets.

Expectations are the organization's goals and desired shared HABITS.

Competency is the organization's abilities, efforts, and effectiveness in training, educating, developing, and certifying its members to move the mission toward the vision.

Empowerment is the codified and uncoded guidance that places restraints and constraints on an organization as it maneuvers to achieve desired HABITS.

Fortification is how an organization uses recognition and consequence to enforce its desired HABITS.

Assessment is how an organization measures successes and failures using quantification, qualification, and stratification.

Organizations must address each Leverage Point as distinct yet interdependent. To that end, organizations must understand that adjusting one Leverage Point will likely change another. This phenomenon presents a balancing act and further bolsters organizations' need for a deliberate, iterative approach to culture management.

HOW TO READ A PROJECT NOMAD CULTURE MAP

DISCLAIMER

Culture Mapping **is not** a tool for grading members, teams, or organizations. Culture Mapping aims to diagnose the culture and subcultures within an organization so that the leaders can more effectively focus their efforts when leading organizational change.

PROCEDURAL METRICS

The Procedural Metrics section outlines quantifiable data to produce this culture map and provides insight into the behind-the-scenes component of culture map production.

CULTURAL STATE COMPARISON

The Desired State Comparison provides a map that empowers organizational leaders to develop a plan to maneuver the organization's culture to a desired end state by leveraging other information in the culture map report. The Desired State Comparison contrasts an organization's current cultural location with the desired cultural states of the organization's leaders and members. A minor friction zone indicates that an organization's culture is relatively near (1-2 steps) the desired cultural end state. A moderate friction zone suggests an organization's culture is substantially distant (3-4 steps) from the desired cultural end state. A significant friction zone indicates an organization's culture is far (more than four steps) from the desired cultural end state.

ORGANIZATIONAL CULTURE LEVEL

The Human Factors section shows the organization's alignment within the Project Nomad Culture Levels. It determines whether the organization's current cultural state enables or detracts from its mission.

Level 1: Hostile Dysfunction – members require basic physiological needs before performing well within the workplace. At a moment's notice, someone can suffer a tragic event or become exposed to behavior in the workplace that drives them to Level 1. Organizations with a culture aligned to this level have one or more workplaces with a hostile work environment. The organization's leaders must immediately address the contributing factor(s).

Hostility – Persistent or pervasive behaviors or actions that elicit feelings of physiological or psychological duress or harm that undermine the health of a workplace's environment.

Level 2: Dissonant Apathy – members also require psychological safety before contributing to an organization fully. Like Level 1, someone can suffer a tragic event or become exposed to behavior in the workplace that drives them into Level 2. Organizations with a culture aligned to this level have one or more workplaces with a toxic work environment. An organization's leaders must immediately address the contributing factor(s).

Toxicity – Recurrent behaviors or actions perceived as disrespectful, unethical, or abusive that undermine the health of a workplace's environment.

Level 3: Performant Individualism – Most of the American workforce exists at Level 3, and this position is sufficient to produce a decent output for an organization. However, Level 3 is not an optimal culture state, and

organizations at this level only receive a portion of what their members can offer. Organizations at Level 3 must consider which Cultural Leverage Points are deficient and address them intentionally, iteratively, and methodically.

Level 4: Idealistic Unity – Some of the most successful organizations in the world reach and remain at Level 4. It is the sustainable sweet spot, where organizations have a viable culture, can achieve their goal, and desire the best possible outcomes for their members and customers. At Level 4, an organization's members feel gainfully employed and intellectually stimulated. They feel happy and have high job satisfaction, and the organization has near-optimal performance. Organizations in Level 4 must provide clear objectives and prepare for how to celebrate when they achieve those objectives and move into Level 5.

Level 5: Fleeting Manifestation – Many may see this culture level as a unicorn. A better perspective is to view Level 5 as attainable yet transitory. An organization can reach this level when it achieves a large objective that it feels is necessary for success. To do this, an organization must first climb to Level 4, where the organization's members have a sincere vested interest in the organization's success. Also, organizations in Level 5 must plan and react appropriately for the inevitable return to a lower level. How the organization handles the transition to a lower level is crucial in whether the organization sticks to the landing at Level 4 or regresses to Level 3 or even Level 2.

PHYSIOLOGICAL SAFETY (PPJE)

Organizations must keep their members safe and secure. Members do not produce for an organization if they do not feel the organization provides for their basic biological needs. No amount of attempted adjustment to Cultural Leverage Points will affect an organization's culture if the organization fails first to provide physiological safety.

PSYCHOLOGICAL SAFETY (PPJE)

Organizations must ensure that members have psychological safety in the workplace. Members do not produce for an organization if they do not feel mentally and emotionally protected. Furthermore, members withdraw or alienate themselves if they do not think organizations appreciate them as valued human beings. An organization can affect psychological safety most by adjusting the Cultural Leverage Points of Clarity, Expectation, Fortification, and Empowerment.

JOB SATISFACTION (PPJE)

An organization can affect job satisfaction most by adjusting the Cultural Leverage Points of Clarity, Expectation, and Fortitude. Clear guidance on an organization's direction and well-defined expectations empowers members to make decisions at the lowest level where the knowledge and skills exist. Managing proclivities related to communication load prevents too much information for members to process and too little information for members to feel worth and membership - both cause feelings of low success. Fortifying organizational membership imparts felt influence over decision-making and contribution to the organization's strategic success.

MEMBER ENGAGEMENT (PPJE)

An organization can affect member engagement most by adjusting the Cultural Leverage Points of Clarity, Expectations, Competency, Empowerment, and Assessment. To gain a fully engaged workforce, an organization must have a well-defined strategy: a clear mission, vision, strategic tenets, values, and goals. Additionally, an

organization must provide its members with the knowledge, skills, ability, and experience to accomplish its strategy. Only then can the organization empower its members to move the organization along its chosen vector autonomously. What remains for organizational leaders is to measure the organization's progress and adjust its strategy.

To bring full engagement to fruition, Project Nomad recommends incorporating gaming and play into workplaces – even meetings – that allows decision-makers at every level to hear every person's voice at the same amplification level. This recommendation does not suggest that organizations with a traditional chain-of-command structure become democracies. Instead, this approach allows leaders to exploit the power of diversity, weigh various perspectives, address all ideas available, and present the best options.

PRIMARY CONTRIBUTING FACTORS

The Primary Contributing Factors represent human input that indicates enablers and detractors to the organization's desired cultural end state. Organizational leaders, managers, supervisors, and members can use the Cultural Leverage Points to manipulate Primary Contributing Factors, bolstering enablers and mitigating or eliminating detractors. Once again, a deliberate, iterative approach to addressing Primary Contributing Factors presents organizations with the best chance of reaching a desired cultural state.

MEMBER'S PERCEIVED ORGANIZATIONAL LEADERSHIP QUALITIES ANALYSIS

Project Nomad uses MPA to address organizational culture in verbiage that all Airmen share, associating contributing factors first to Airman Leadership Qualities and then to MPA to determine an organization's relative enablers and detractors based on inputs from members who work the mission. Because members are the fuel that propels organizations, mitigating and eliminating detractors within MPA positively affects organizations.

CONCLUSIONS

Project Nomad does not view dissonance in an organization as bad, nor do we place judgment on how organizations function. Instead, dissonance presents organizations with growth opportunities! People are messy, and tribes are even messier. Project Nomad's conclusions intend to help grow cultures where members can thrive and excel at their mission.

RECOMMENDATIONS

Project Nomad trusts the organizational leaders in our incredible Air Force, and our recommendations are just that. They are suggestions from our extensive studies and our core team's decades of leadership and management experience. We hope organizational leaders find the recommendations helpful. Moreover, we hope organizational leaders find methods and tools, here or elsewhere, to make their organizational culture precisely what it needs to be to reach mission success.

GLOSSARY OF TERMS

Project Nomad uses terms that are not common in most organizations. Please use the Glossary of Terms to help read the Culture Map Report.

RECOMMENDED LITERATURE

The Recommended Literature section contains Project Nomad reading selections to help organizations reach their desired cultural state.

WHERE TO GO FROM HERE

Project Nomad wants to work with organizations as they strive for an optimal organizational culture. This section contains additional Project Nomad services organizations may request.

A. PROCEDURAL METRICS

Organizational Data

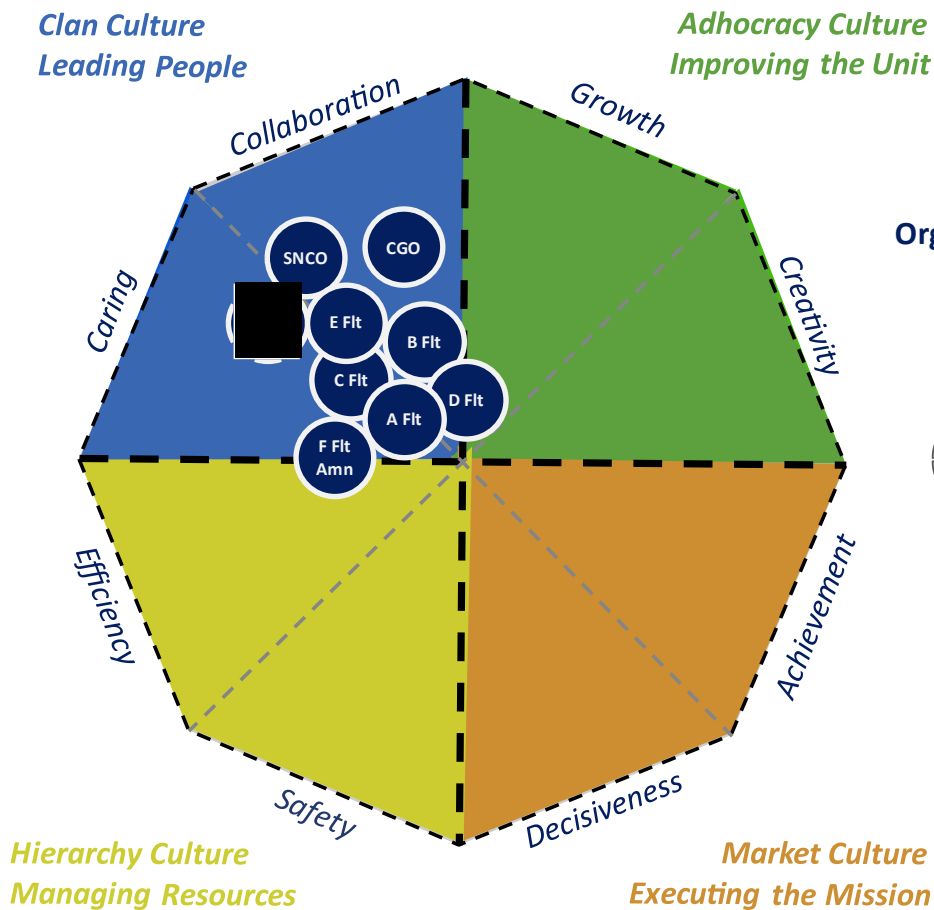
Organization Size:	209
Sample Size:	122
Population Proportion:	58%
Confidence Level:	95%
Margin of Error:	5.7%
Sessions Conducted:	16
Session Sizes:	3-10 participants
Total Session Time:	32 hours
Average Hours per Participant:	2 Hours
Total Inputs Gathered:	781

Project Nomad Analytics

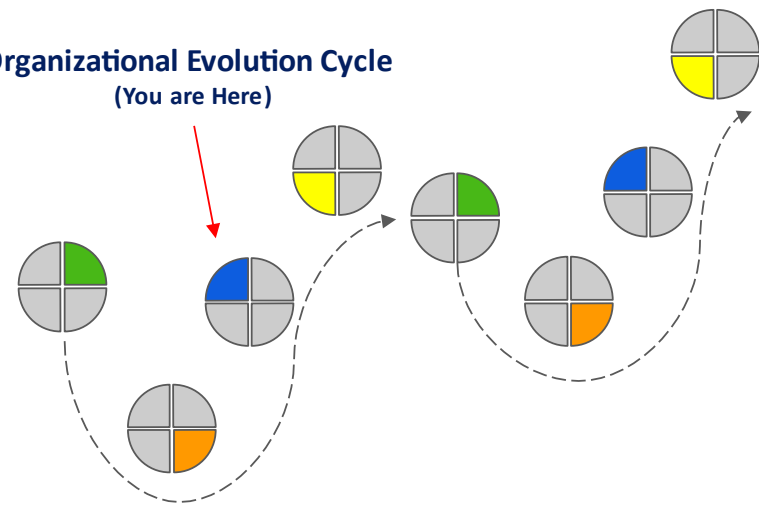
Consulting Hours:	5
Teaching Hours:	8
Analysis Hours:	42

B. CULTURE TYPE

Caring and **Collaboration** were the dominant culture types with high convergence. Caring emphasizes improved teamwork, engagement, communication, trust, and belonging. Collaboration focuses on appreciation for diversity, sustainability, and social responsibility within the workplace. (Groysberg, B. et al. 2018).

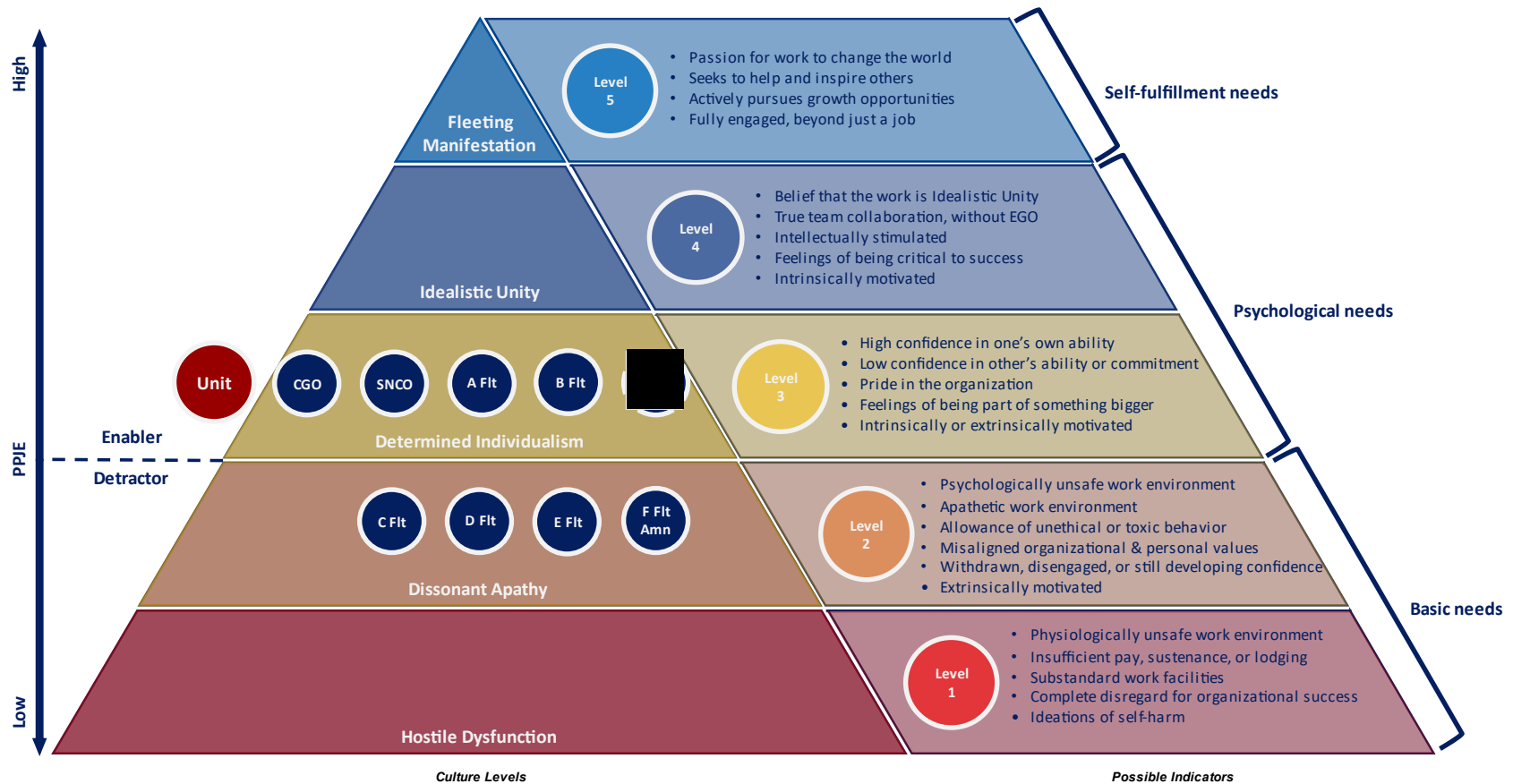


Organizational Evolution Cycle
(You are Here)



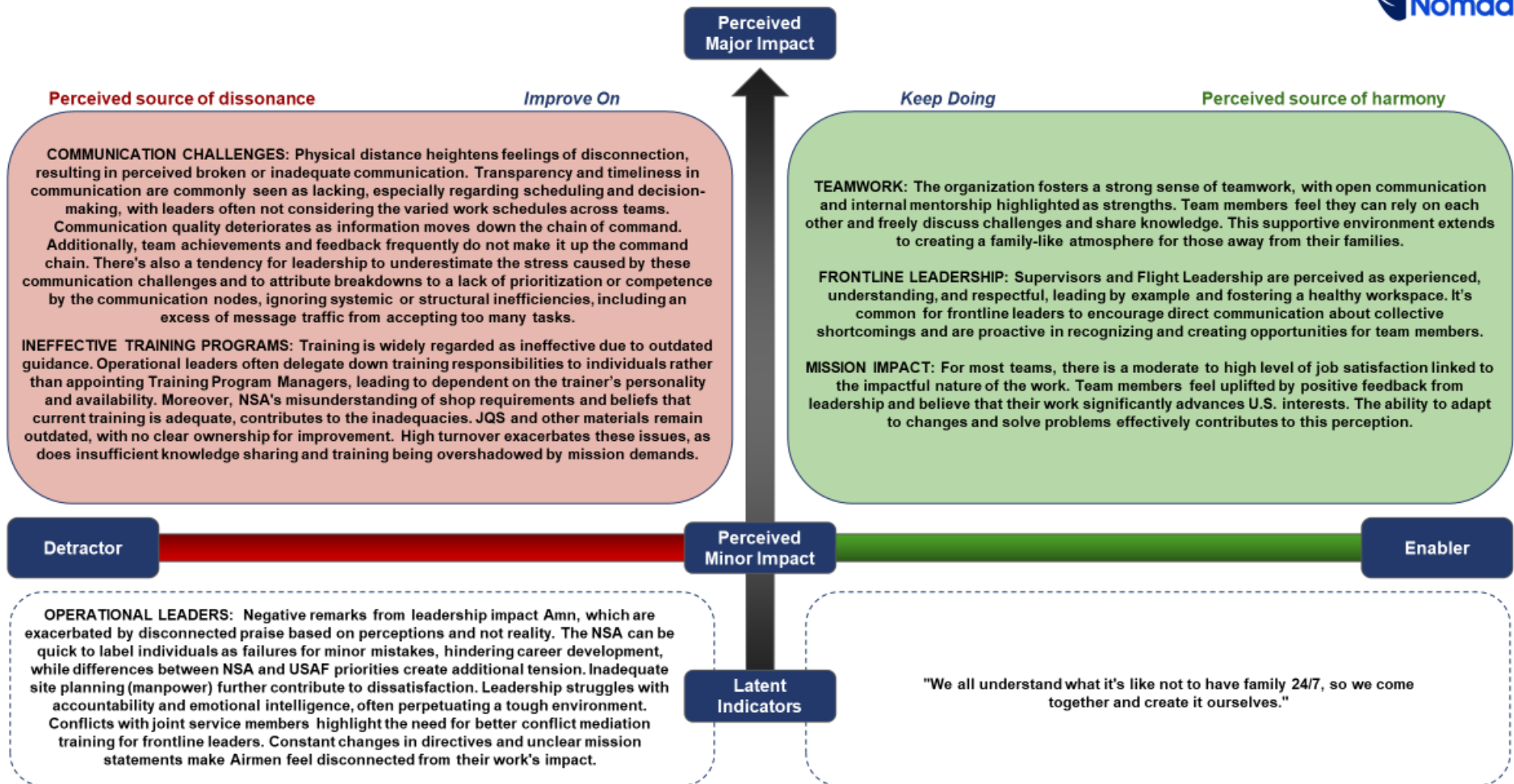
C. ORGANIZATIONAL CULTURE LEVELS

Level 3 Culture: characterized by individuals who are highly competent but primarily focused on their own success, often using the language "I'm great (and you're not)," which can lead to competitive silos within the organization (Fischer-Wright et al., 2008).

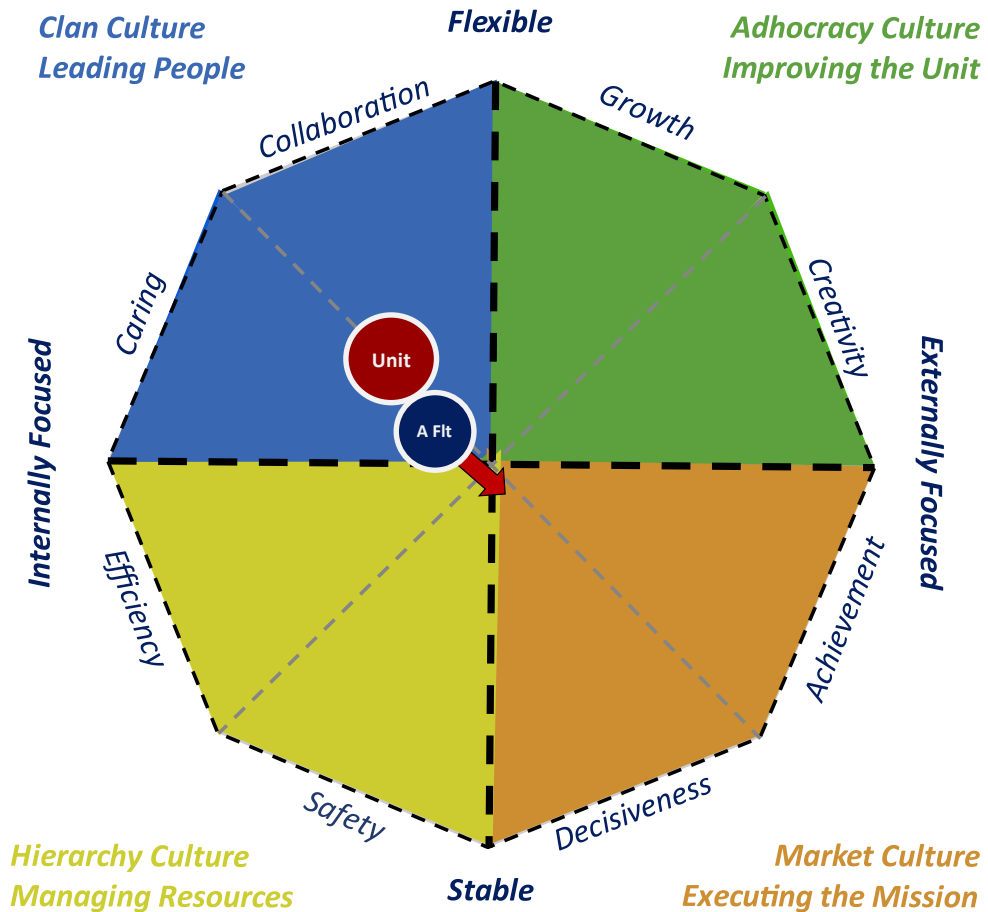


(Fischer-Wright et al., 2008; Laloux, 2014)

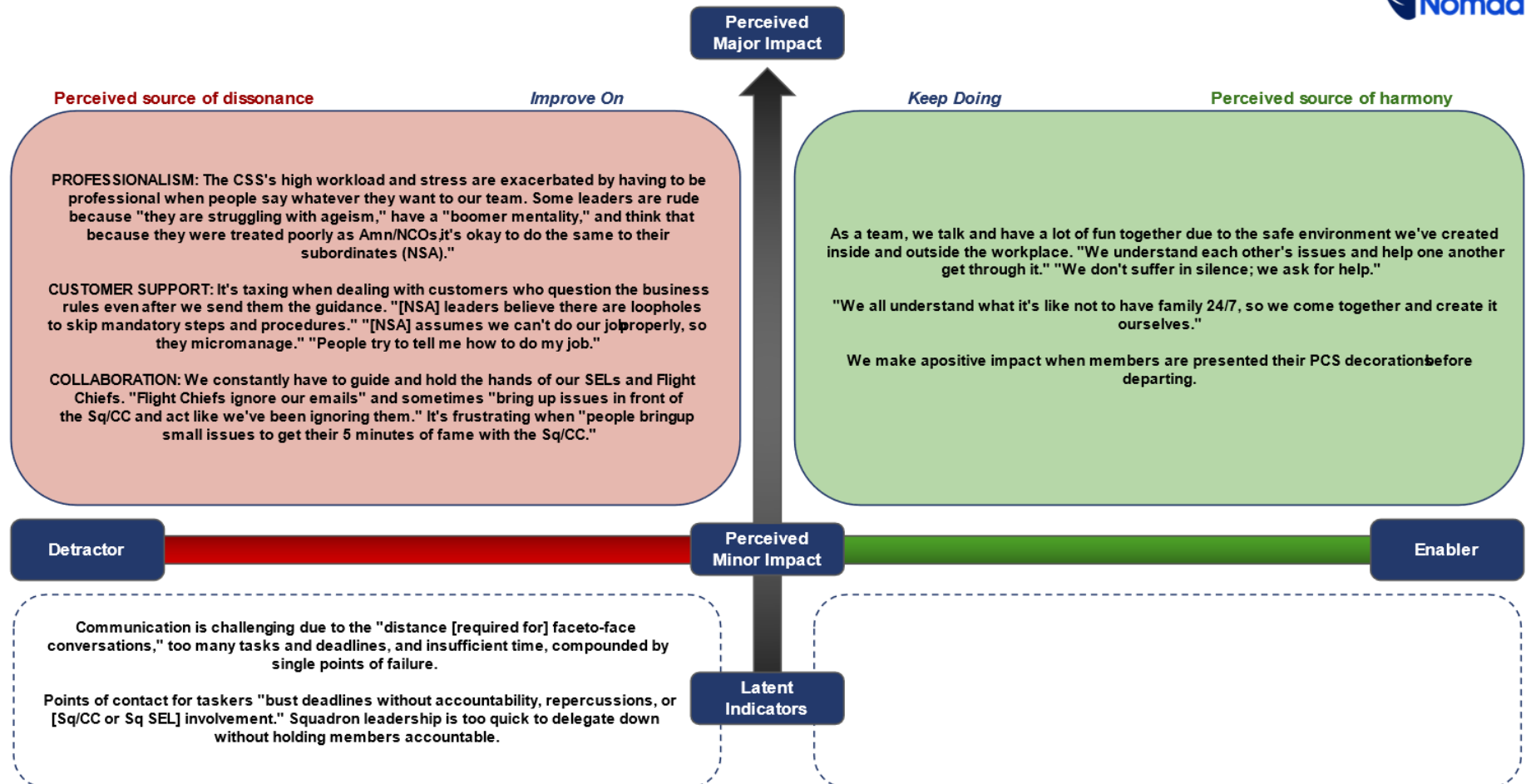
D. AGGREGATED INDICATORS: [REDACTED]



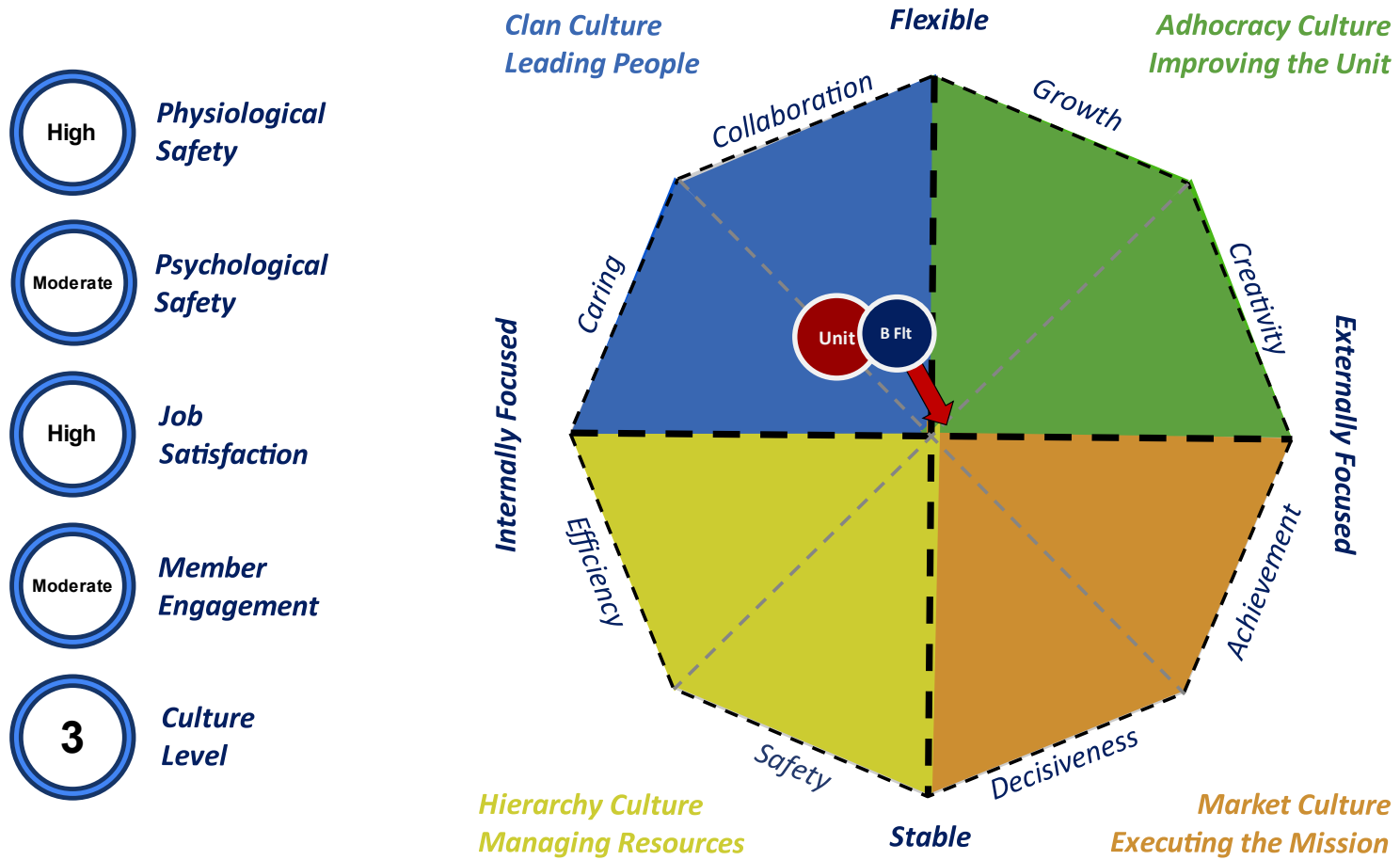
KEY PERFORMANCE INDICATORS: A FLIGHT



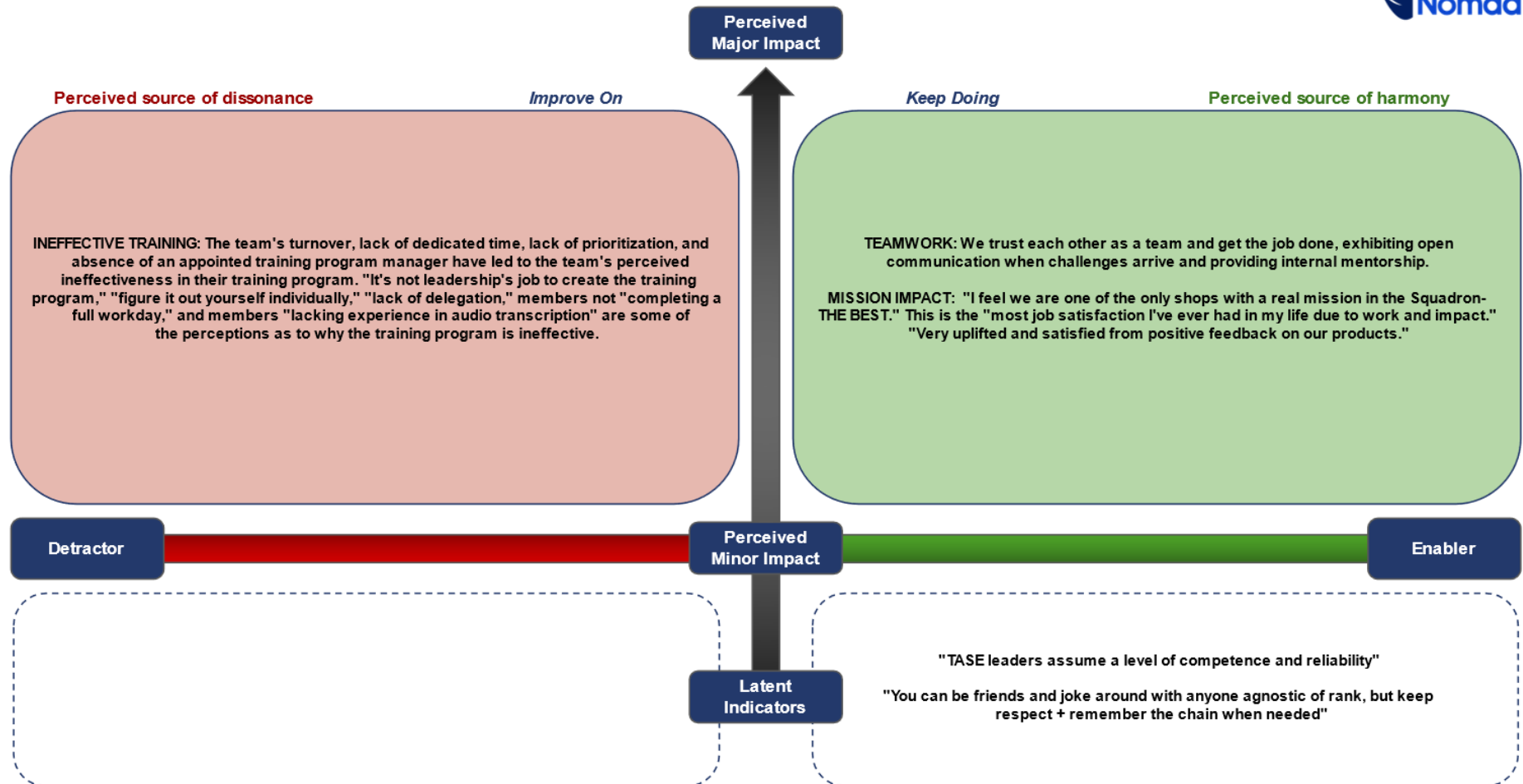
AGGREGATED INDICATORS: A FLIGHT



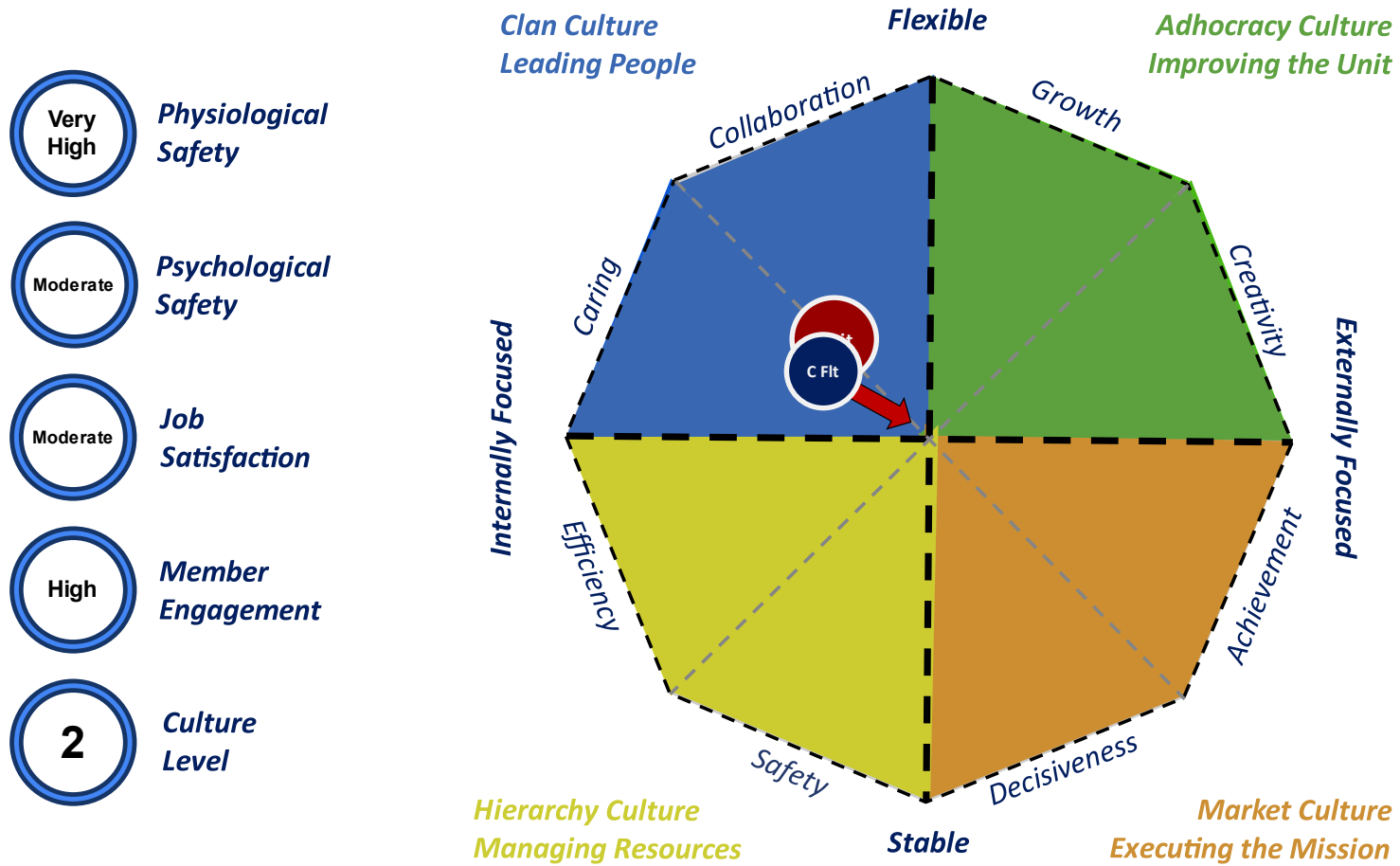
KEY PERFORMANCE INDICATORS: B FLIGHT



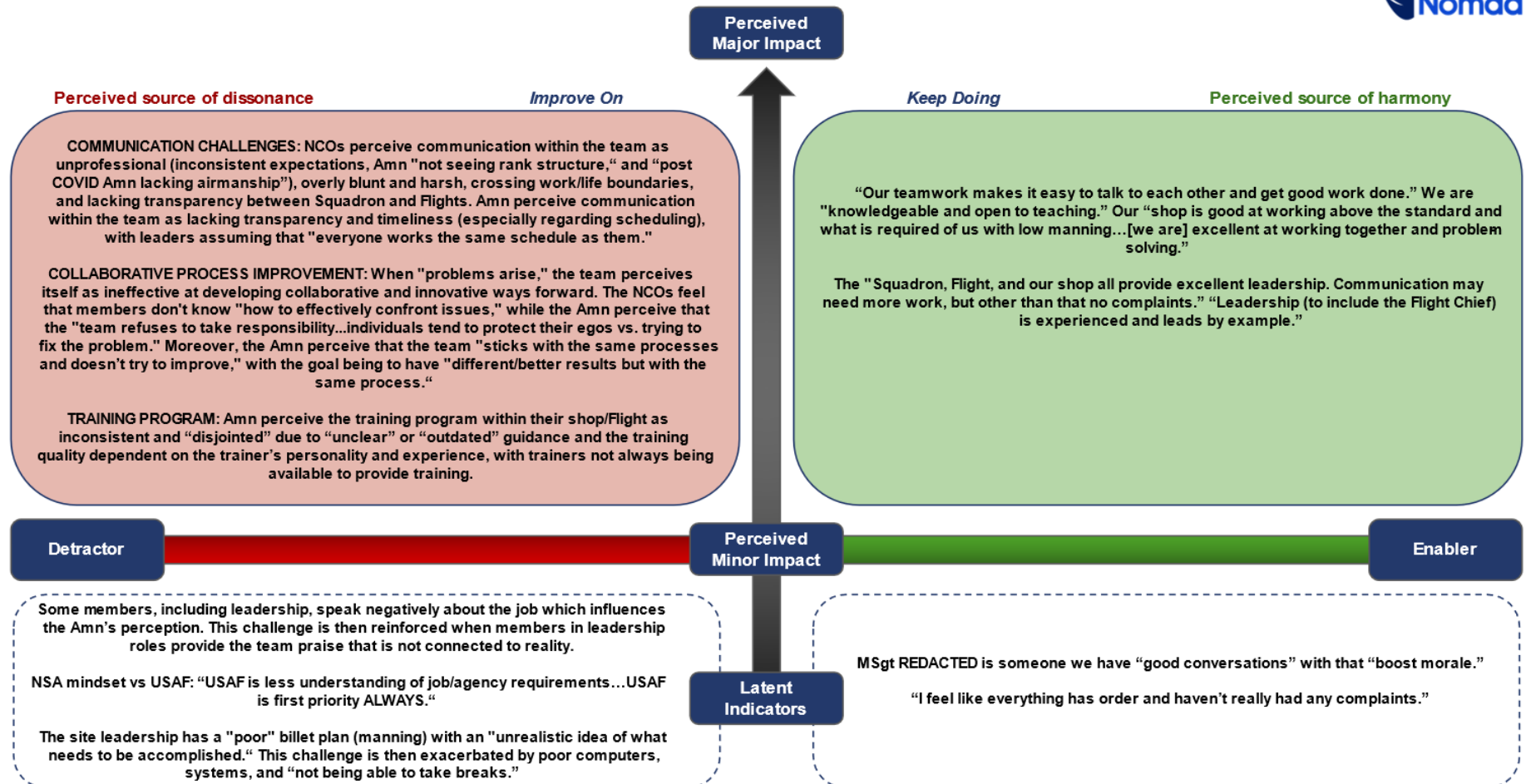
AGGREGATED INDICATORS: B FLIGHT



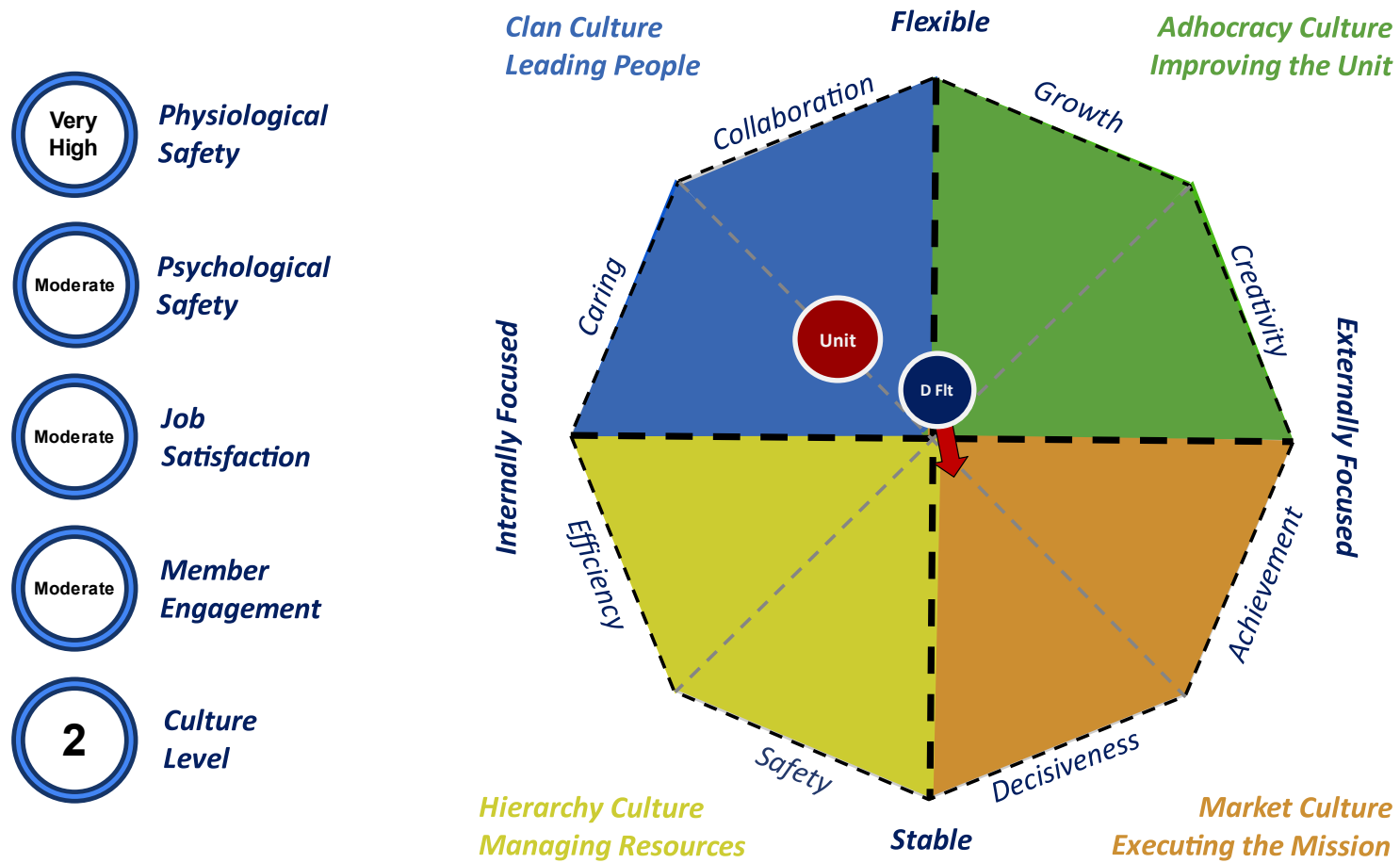
KEY PERFORMANCE INDICATORS: C FLIGHT



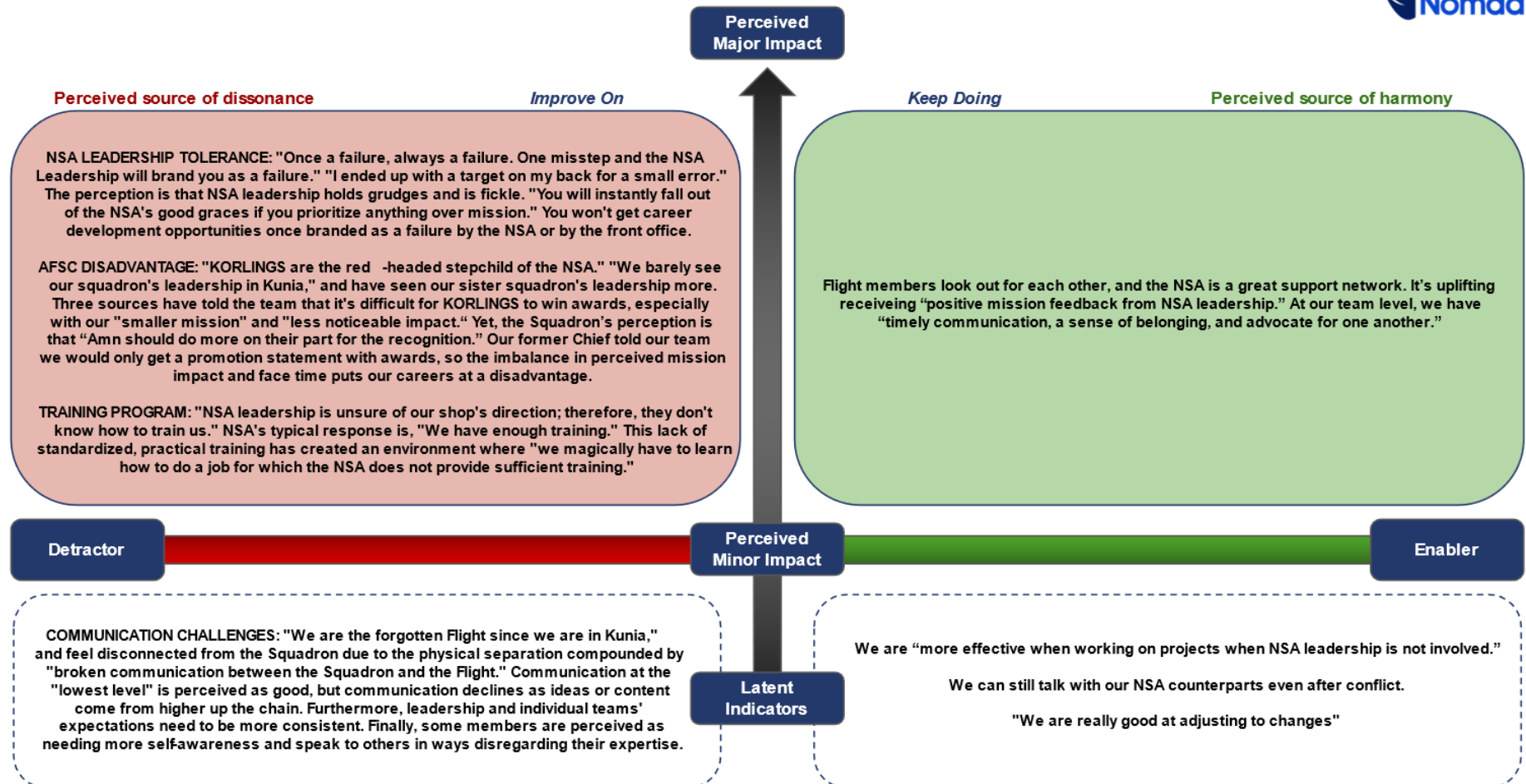
AGGREGATED INDICATORS: C FLIGHT



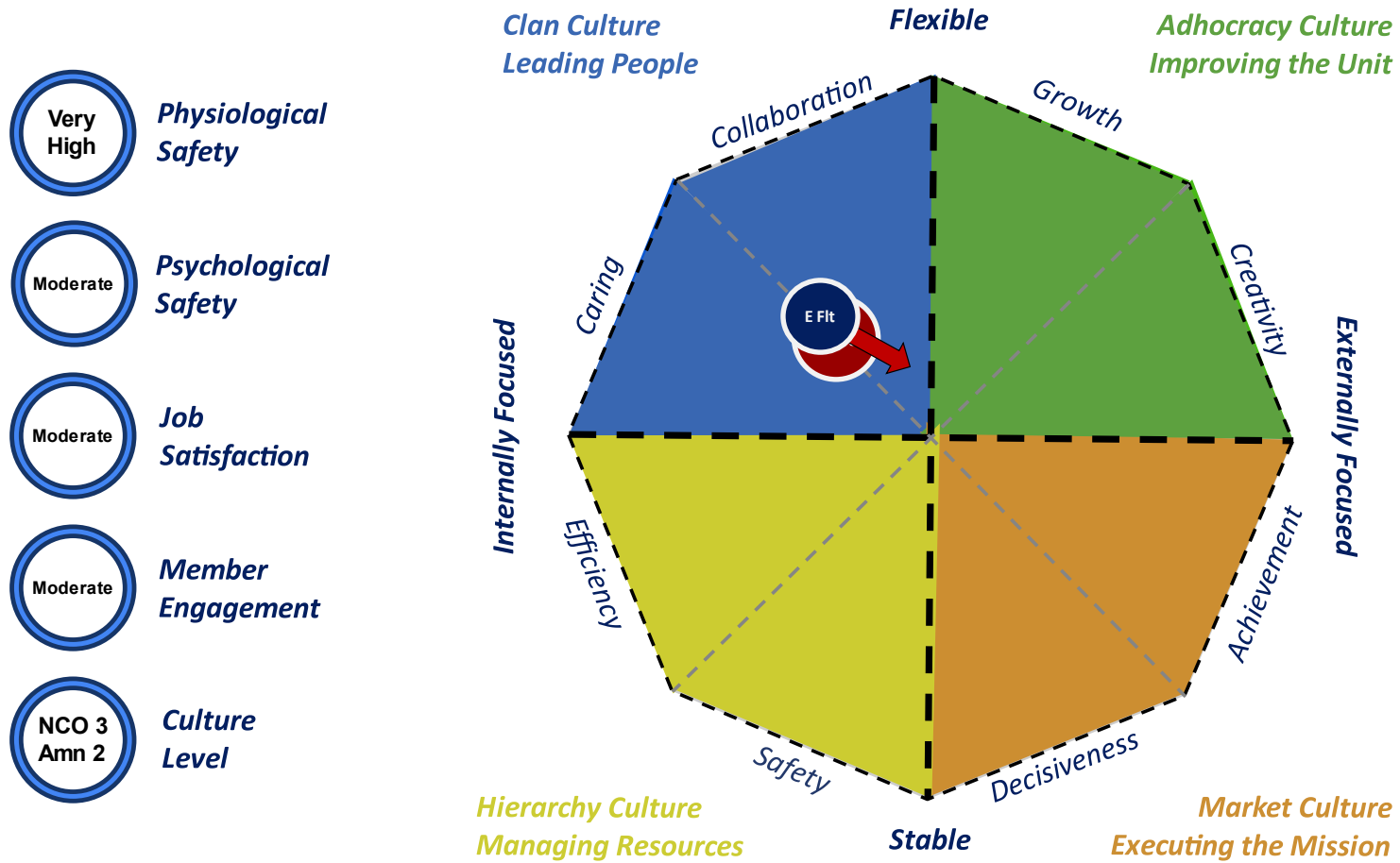
KEY PERFORMANCE INDICATORS: D FLIGHT



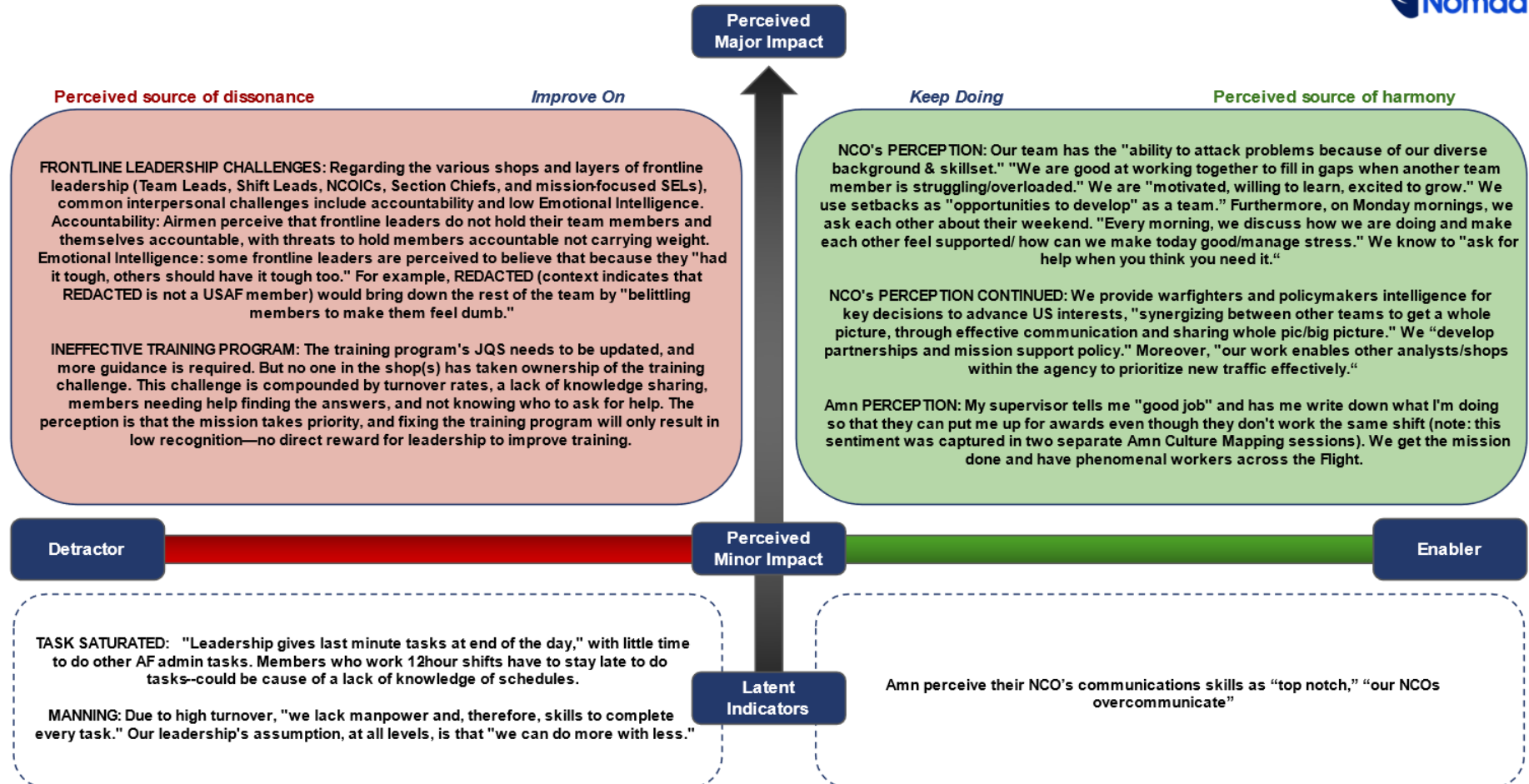
AGGREGATED INDICATORS: D FLIGHT



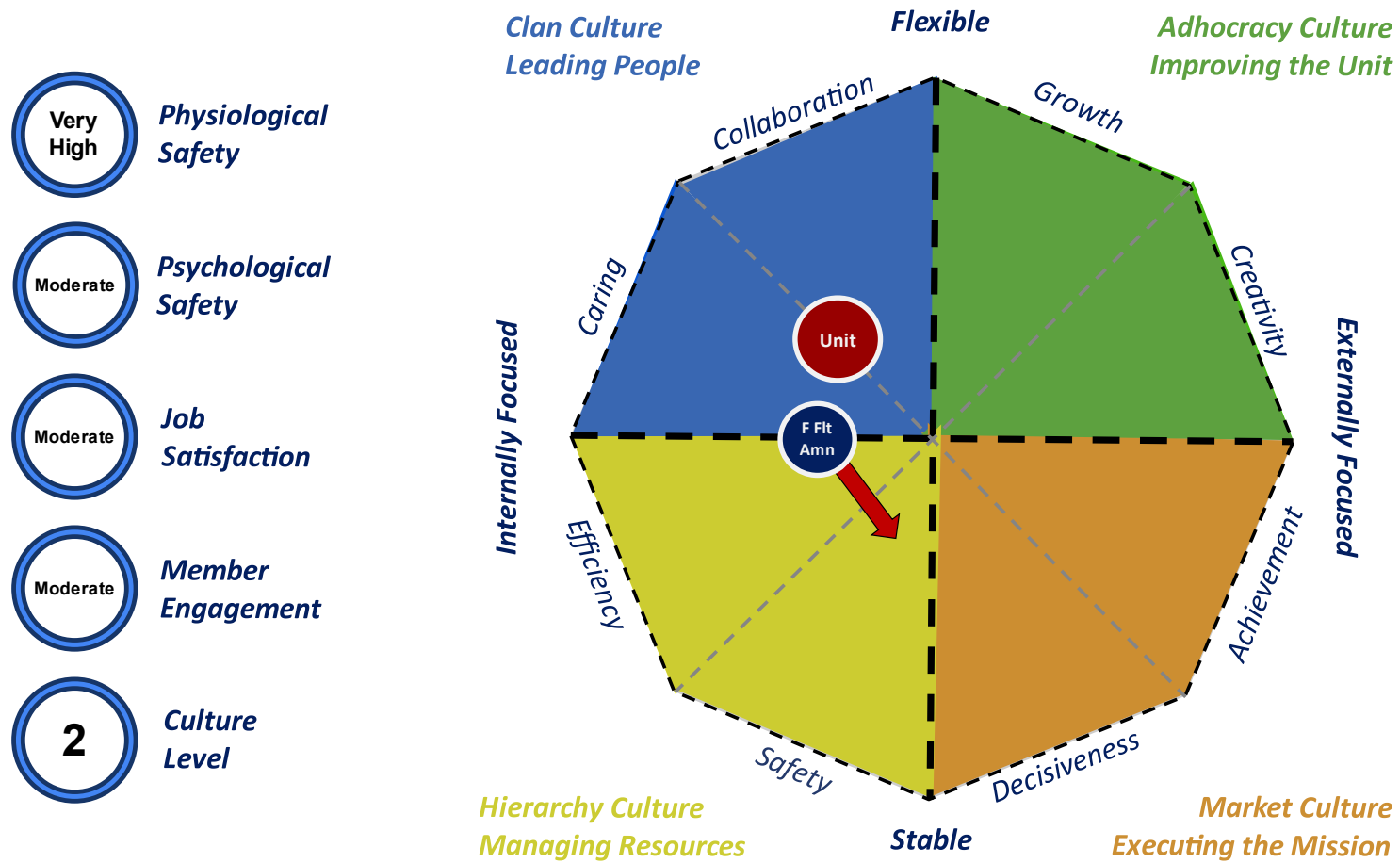
KEY PERFORMANCE INDICATORS: E FLIGHT



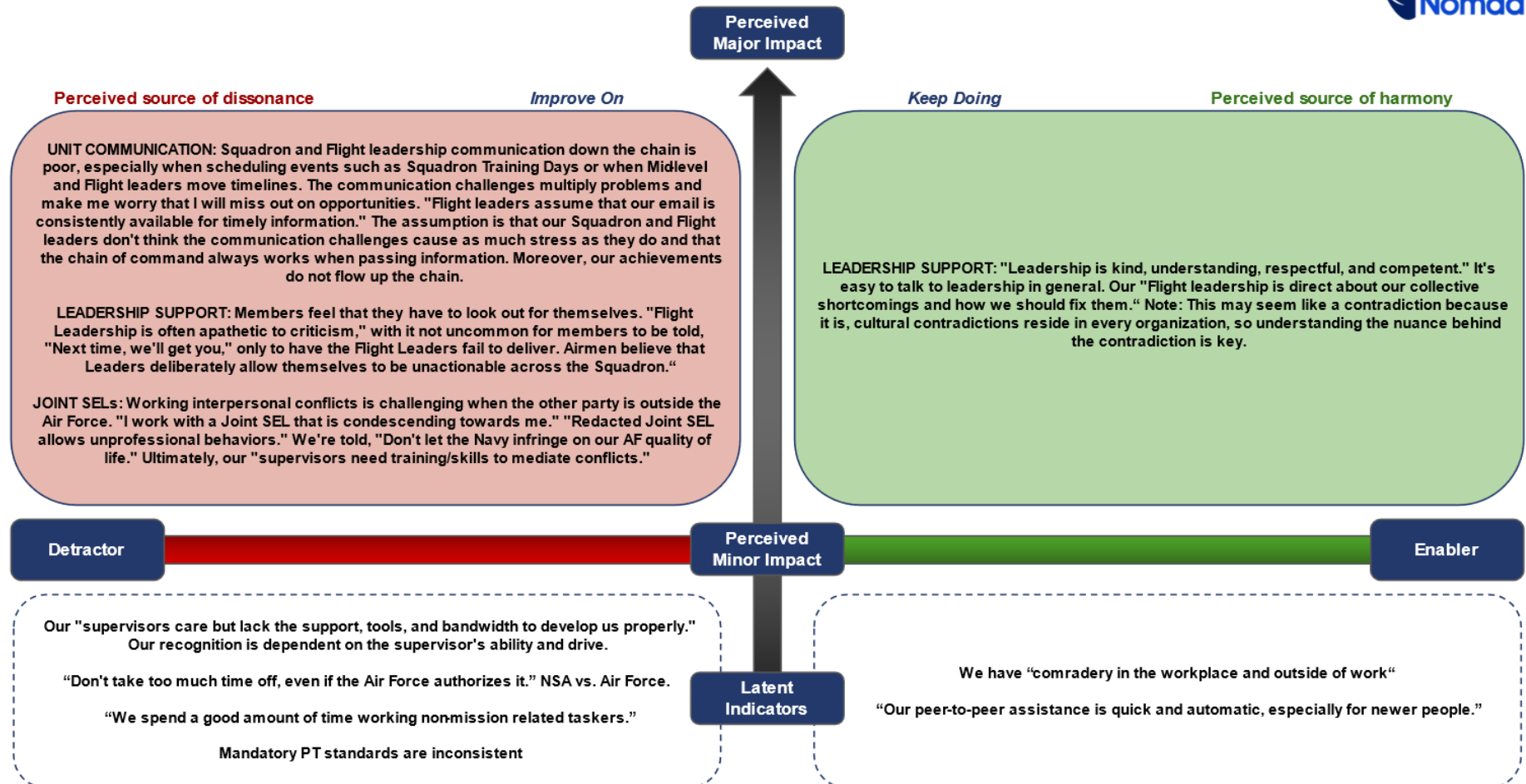
AGGREGATED INDICATORS: E FLIGHT



KEY PERFORMANCE INDICATORS: F FLIGHT

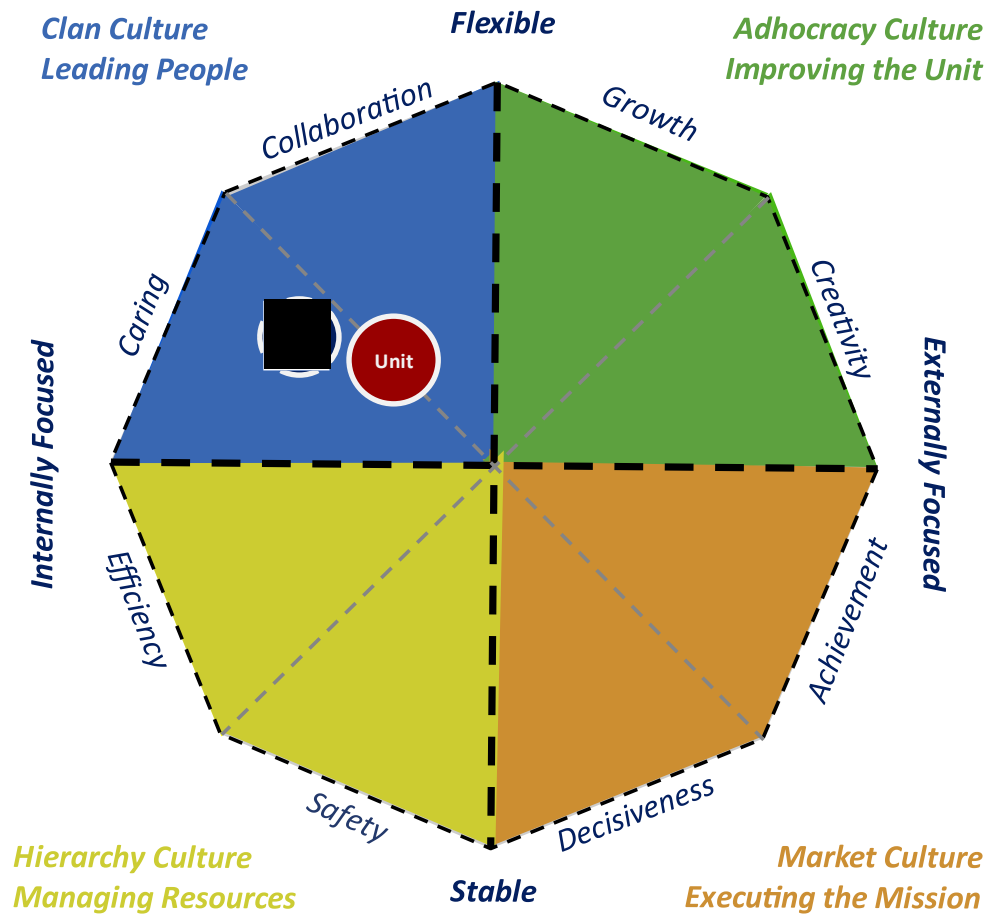


AGGREGATED INDICATORS: F FLIGHT

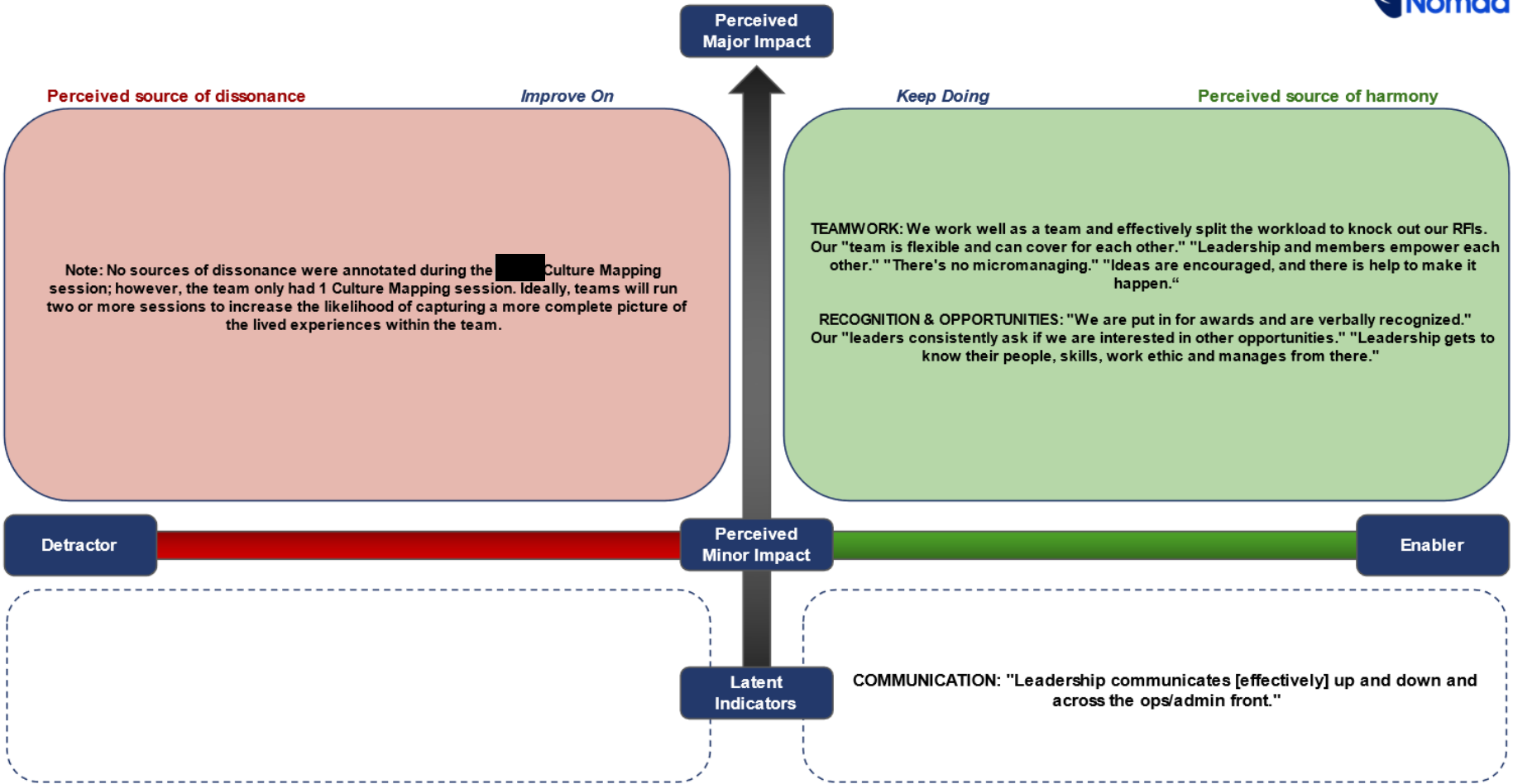


KEY PERFORMANCE INDICATORS: [REDACTED]

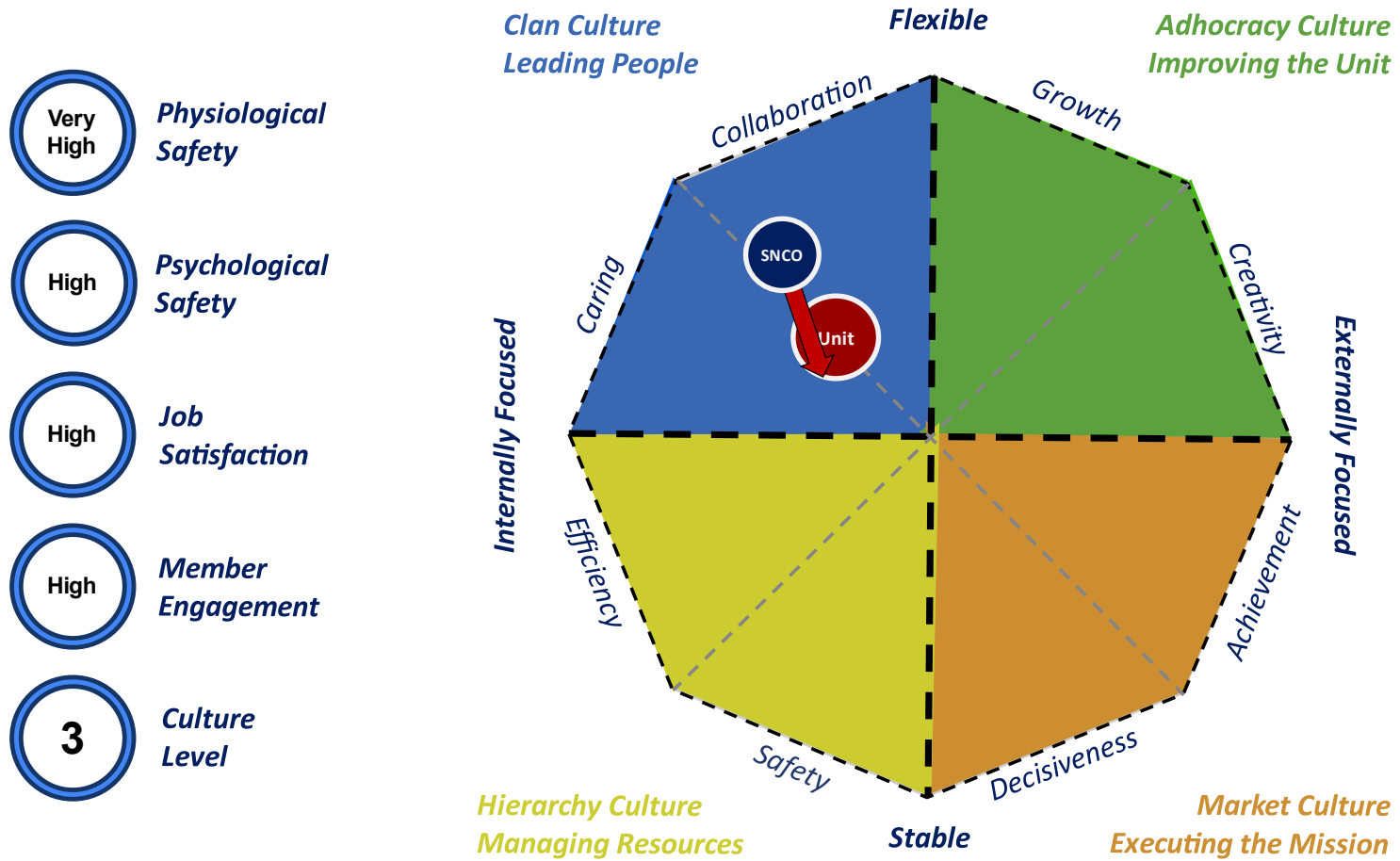
- Very High Physiological Safety
- High Psychological Safety
- High Job Satisfaction
- High Member Engagement
- 3 Culture Level



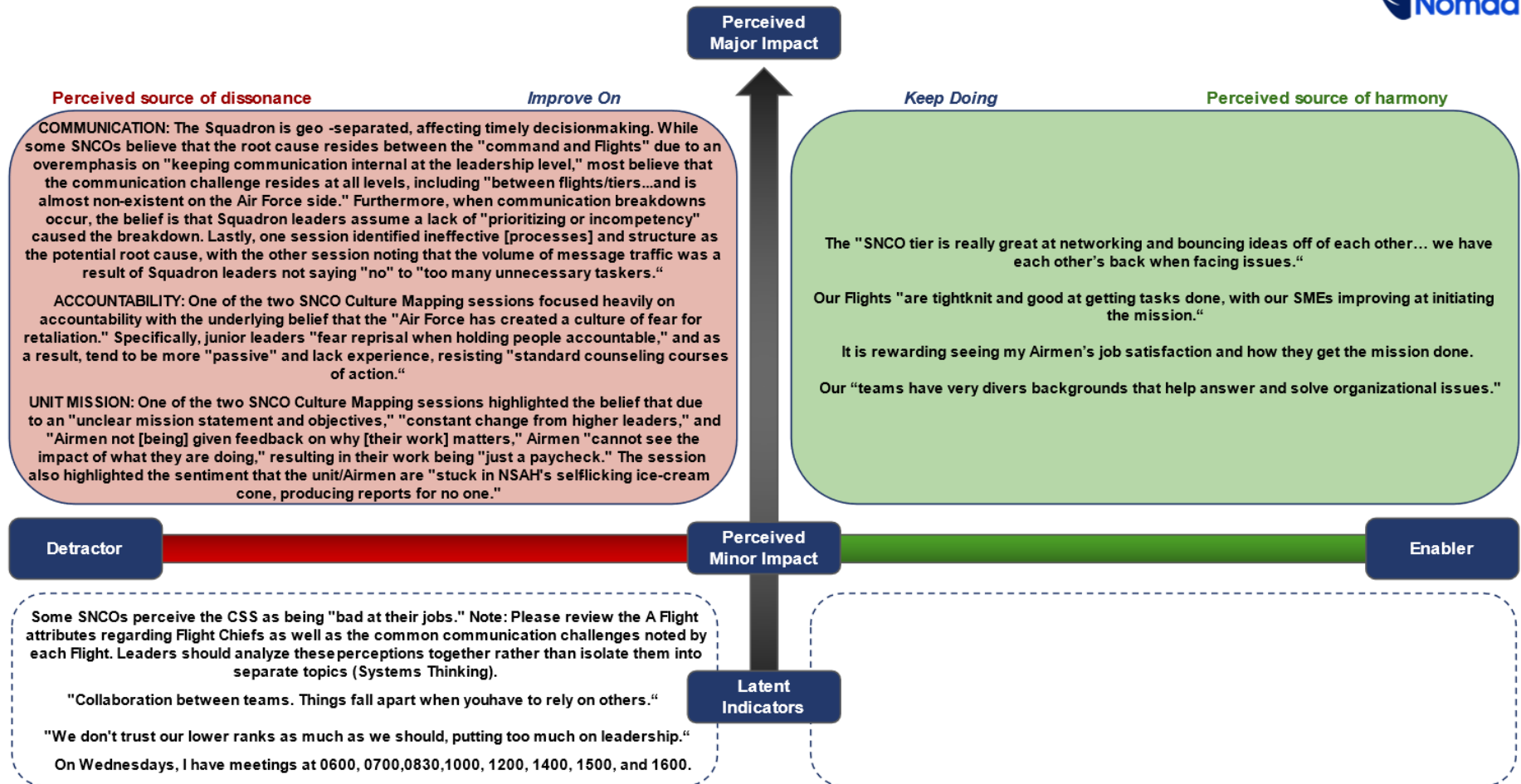
AGGREGATED INDICATORS: [REDACTED]



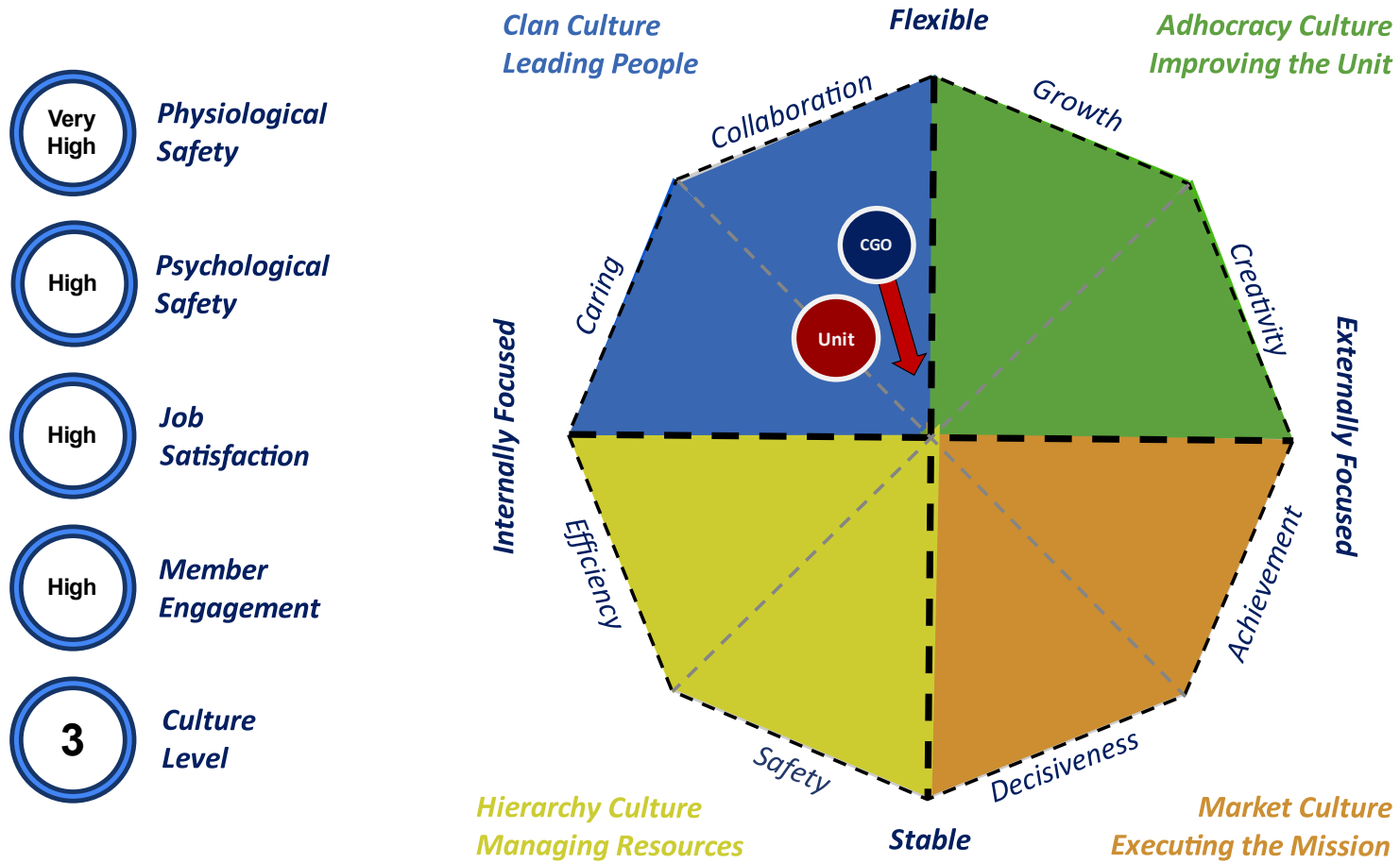
KEY PERFORMANCE INDICATORS: SNCO CROSS-SECTION



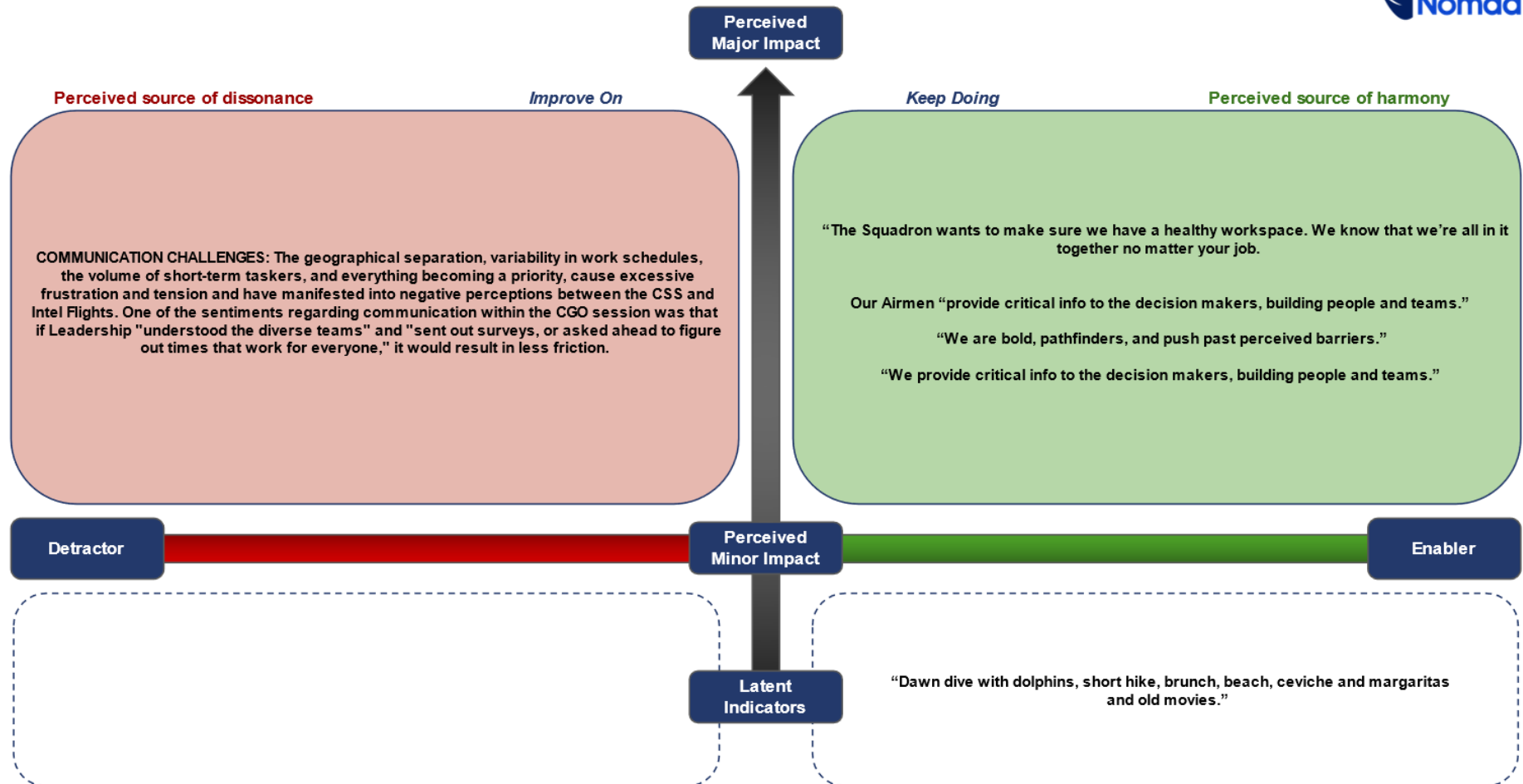
AGGREGATED INDICATORS: SNCO CROSS-SECTION



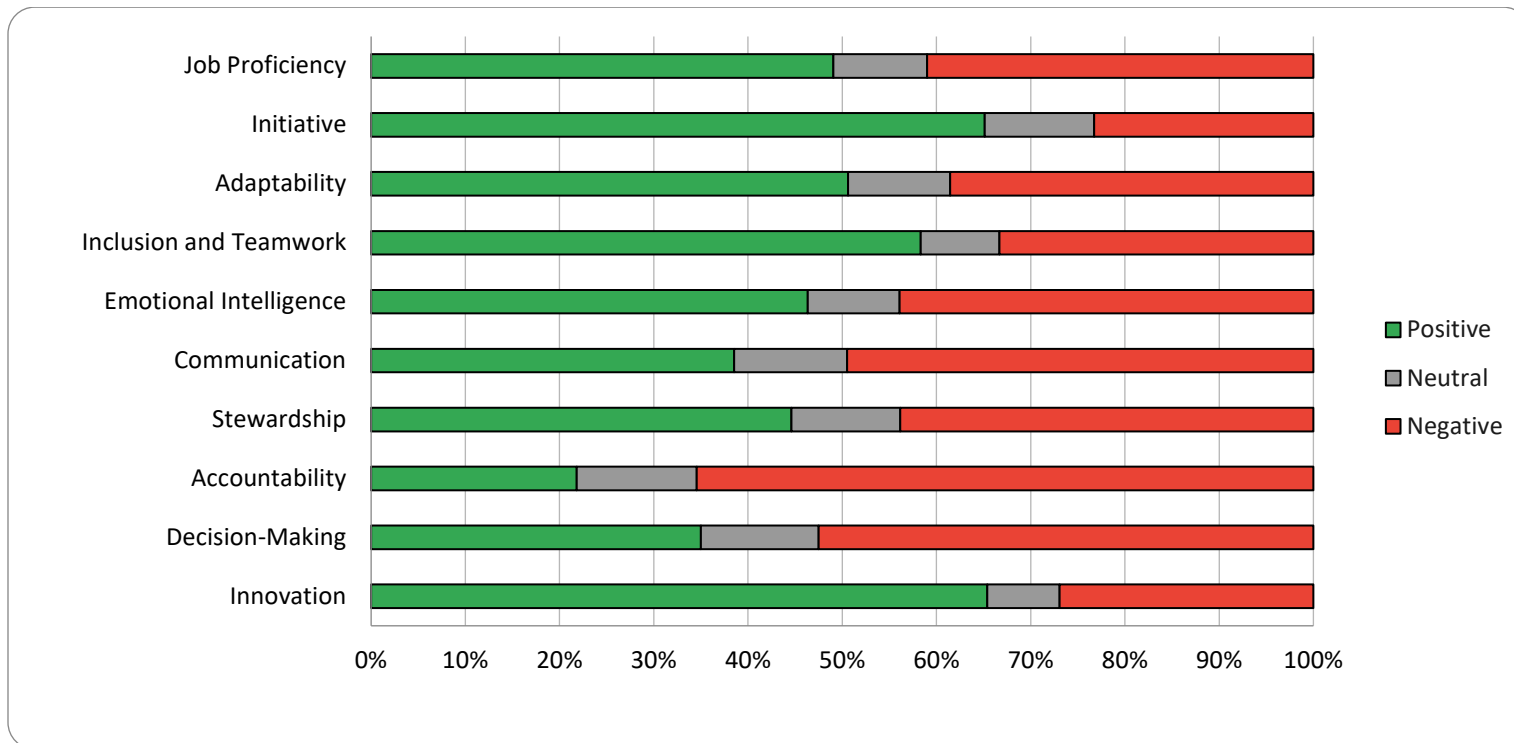
KEY PERFORMANCE INDICATORS: CGO CROSS-SECTION



AGGREGATED INDICATORS: CGO CROSS-SECTION

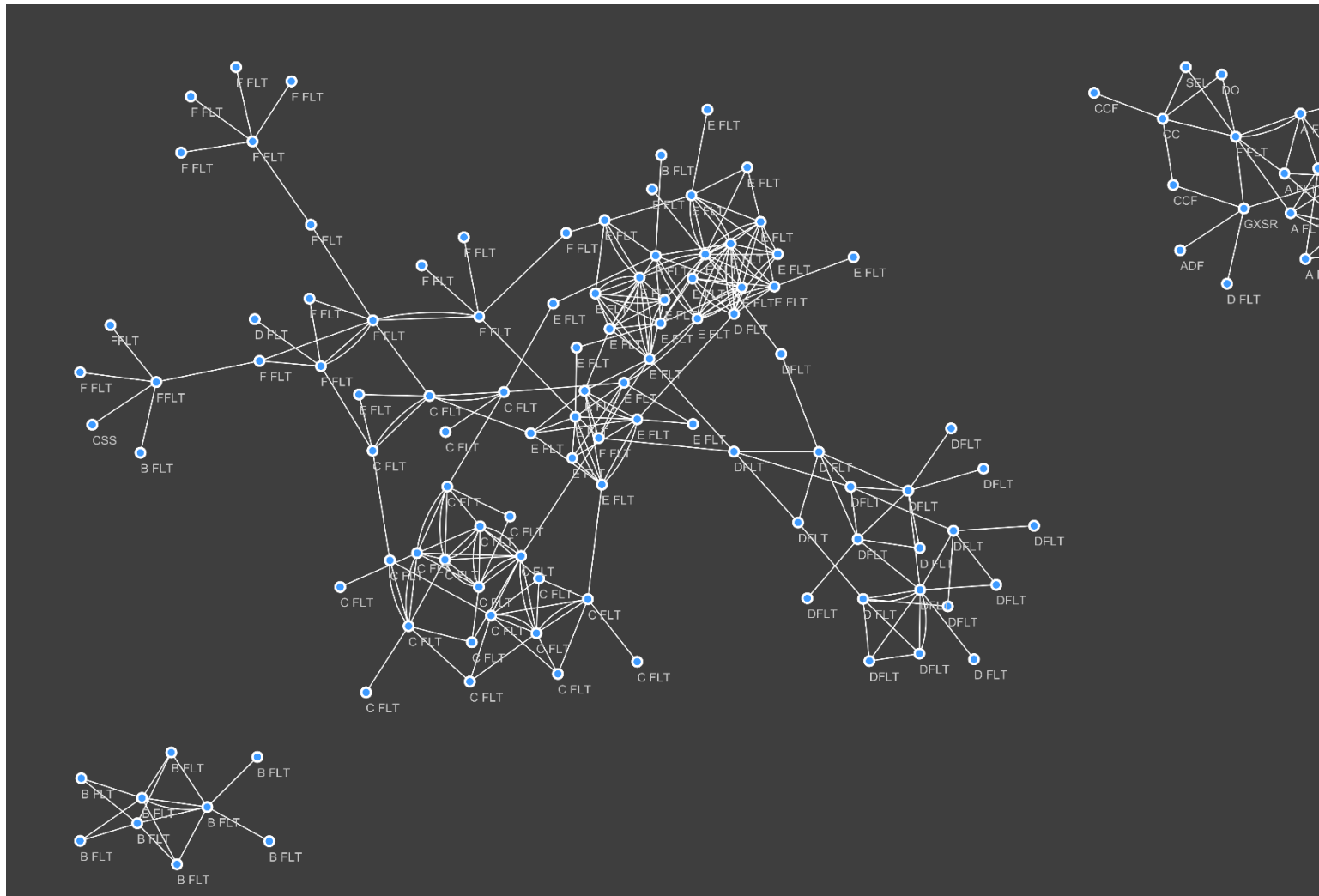


E. MEMBER'S PERCEIVED ORGANIZATIONAL LEADERSHIP QUALITIES



F. SOCIAL NETWORK ANALYSIS (SNA)

Minimum Participation Rate Note Met: Of the 146-member sample size needed (70%), only 62 (30%) participated in the SNA survey, making the graphic below unusable and preventing the SNA analytics from identifying potential informal leaders and isolated or disconnected members. However, the SNA survey link is still active, and the unit has 90 days to reach the 146-member sample size minimum.



G. SNA: INFORMAL LEADERS & ISOLATED/DISCONNECTED MEMBERS

Once the 2-question/3-minute SNA survey reaches the 70% minimum participation rate, Project Nomad can identify informal leaders and isolated or disconnected members.

Organizations should leverage **informal leaders** for change and development initiatives to accelerate and increase the likelihood of buy-in and success.

Organizations should incorporate **isolated or disconnected members** into deliberate, preemptive resiliency and engagement strategies.

On average, how many connections does it take to get from one side of the organization to the other (Average Path Length, lower score correlates with higher levels of connectedness): Unknown.

Informal Unit Leaders

1. Minimum participation rate not met.
2. Minimum participation rate not met.
3. Minimum participation rate not met.

Potentially Isolated or Disconnected Members

1. Minimum participation rate not met.
2. Minimum participation rate not met.
3. Minimum participation rate not met.

H. CONCLUSIONS

METHODOLOGY: The conclusions articulated within this report will highlight contradictions captured across Culture Mapping sessions. Contradictions within an organization's culture are to be expected and are not indicative of participants misleading the facilitation team (Schein, 1990). These contradictions do not imply falsehoods. Project Nomad does not attempt to imply which artifacts, lived values, or underlying beliefs are genuine or false. Instead, the contradictions illuminate organizational nuances and scenarios where multiple worldviews hold varying potential truths. All perceptions are 'true' depending on the viewer's frame or worldview.

Moreover, Culture Mapping analytics does not look for patterns within a single Culture Mapping session. Instead, the analytics identify patterns across multiple sessions. The only exceptions for applying weight to an artifact only identified within a single Culture Mapping session are (1) when only one session was held for the specific team or sub-organization or (2) when the identified artifact crosses a legal or moral red line where even one instance of it occurring is too much.

Conclusion 1 — Communication and Decision-Making: Every organization that Project Nomad has supported has identified communication as a challenge with varying severity. Improving the [REDACTED]'s communication effectiveness is crucial. However, the organization should do it in a way that separates the communication challenges from influencing how unit members perceive organizational decision-making, accountability, and leadership's understanding of the mission (see Section E: Members' Perceived Organizational Leadership Qualities). The unit's prevailing beliefs about communication link these challenges to being perceived as a byproduct of leadership's poor decision-making and lack of accountability for follow-through on decisions, primarily between the flight and squadron leadership levels. For example, when discussing the sticky note stating "training days are planned and scheduled at the last minute" and asking why this behavior occurs, responses indicated the root cause to be "Flight leaders assuming that our email is consistently available for timely information," "Squadron and Flight leaders underestimate the stress caused by communication challenges," and "overestimating the effectiveness of the chain of command in passing information." While training days are just one of the most tangible unclassified examples provided and do not necessarily directly impact mission effectiveness, a pattern exists that there are beliefs that flight and squadron leaders make decisions that affect the mission, though they are detached from operations. Leaders giving operational praises that are "disconnected from reality" and fail to prioritize maintaining mission-essential programs such as training reinforce these beliefs. The unit's ability to communicate effectively up and down the chain of command and to follow through on expressed priorities directly affects how well the members trust their leaders' decision-making abilities.

Conclusion 2 — Operational Training: Four of the six operational flights have identified operational training deficiencies as a significant challenge within their teams or shops. However, because training is ongoing and missions get completed, the prevailing belief is that updating each training program will

not be a priority for the NSA or unit leadership. One team expressed, "We magically have to learn how to do a job for which the NSA does not provide sufficient training." It falls outside Project Nomad's scope to determine if these training deficiencies exist. Nonetheless, each of the following scenarios might reflect varying degrees of reality.

The **first scenario** is that the existing training programs are adequate, but team members perceive them as ineffective due to aspects beyond their immediate operational roles and responsibilities.

The **second scenario** is that the existing training programs are inadequate or have immediate or long-term mission-impacting deficiencies, which operational leaders are aware of but lack the resources (time, money, workforce) to prioritize improvements.

The **third scenario** is that the existing training programs are inadequate or have mission-impacting deficiencies, and operational leaders are either unaware of these issues or do not believe these deficiencies negatively affect the mission in the short or long term.

Additionally, three of the four flights assessed as having Level 2 Cultures cited operational training deficiencies as a significant challenge. Training and development are common challenges identified by teams with Level 2 Cultures due to professional and personal development's substantial impact on cultivating intrinsic motivation within the workplace (Pink, 2009). While improving the training programs within these flights may not immediately elevate their Culture Levels from 2 to 3, providing Airmen with a practical and effective pathway to skill development is essential.

Conclusion 3 – Operational Leadership: The third most negatively perceived challenge within the unit was the friction between the frontline workforce and their operational leadership. It is common for organizations with dominate caring and collaboration culture types to have perceived challenges with holding members accountable given the natural tension between caring and collaboration culture types and decisiveness and achievement culture types. Moreover, four of the six operational flights reported ongoing challenges when interacting with their leadership. For example, one flight mentioned that REDACTED (context indicates that REDACTED is not a USAF member) would undermine the rest of the team by "belittling members to make them feel dumb." Another flight cited, "I work with a Joint SEL who is condescending towards me...REDACTED Joint SEL tolerates unprofessional behaviors." The same team also noted cross-service attitudes, saying, "Don't let the Navy infringe on our Air Force quality of life," implying that Air Force members have an inherent higher quality of life and could benefit from embracing the "challenges" other services face. A third flight shared an example where an airman had "one misstep" that led NSA Leadership to "brand" them as a "failure," resulting in diminished career development opportunities.

This type of behavior creates an ingroup-outgroup environment that, at best, stymies mission effectiveness and, at worst, creates a psychologically unsafe workspace for at least some team members.

Note: Given the complexities associated with separate operational and administrative chains of command that extend across the joint environment, the focus of the recommendations section in this report will primarily target frontline and mid-level operational leaders, E-4s through E-6s and O-1s through O-2s. However, it may also apply to E-7s and O-3s. The recommendations will also assume that senior leaders within the [REDACTED] currently collaborate with their joint counterparts to address interpersonal conflicts and challenges as they arise.

Conclusion 4 – Flight Leadership at Culture Level 3: Members at Culture Level 3 see themselves as high-performing, with few others as committed or competent as themselves (Fischer-Wright et al., 2008). For this reason, organizations at Culture Level 3 typically provide sharp criticism for their leaders and peers, with members preferring to work individually instead of as a team.

The SNCO and CGO Culture Mapping sessions suggest that the Flight Leadership teams could be operating in silos within the unit, even when addressing shared challenges. During one of the two SNCO Culture Mapping sessions, participants highlighted strong collaboration among SNCOs within their own teams and, in some instances, across teams. However, some SNCOs perceived A Flight as being "bad at their jobs," without providing further details. Similarly, both SNCO sessions used language that deliberately separated squadron-level leaders from flight-level leaders. For example, in response to the question, "When at work, what are you most concerned about?" one SNCO replied, "preventing [leadership's] good ideas from hindering my personnel's ability to do their jobs." Additionally, one of the SNCO sessions revealed the perception that the unit has an unclear missions and objectives, leading to Airmen not understanding the unit's 'why.' Regardless of the validity of this sentiment, one of the roles outlined in the Enlisted Force Structure for SNCOs is to translate the Commander's Intent into tangible objectives. This sentiment indicates a potential disconnect in how squadron and flight leaders collaborate to align the unit with the Commander's Intent. Lastly, the CGO session only covered surface-level responses, suggesting a possible reluctance to discuss substantive issues, whether positive or negative, in front of their peers.

I. RECOMMENDATIONS

Recommendation 1 — Communication and Decision-Making: The identified communication challenge is more nuanced than explaining a simple 'why' to the Airmen. To have a good-faith effort to improve organizational communication, leadership discussions for developing a way forward should center on adding, modifying, or removing organizational practices, procedures, processes, policies, and rituals (Daimler, 2022). Hyperfocus on leadership platitudes, philosophies, or behavioral aspirations that do not add, modify, or remove organizational practices, procedures, processes, policies, or rituals prevent conversations from transitioning from the abstract to tangible action, thus making positive change unlikely. Project Nomad believes that one of the most unproductive actions a leader can make is to push an abstract statement such as, "We need a culture of [insert important attribute here]," followed by no tangible deliverables or next steps forward.

Each flight, shop, team, and subculture will and should formulate their standards and expectations on how to interact and communicate; however, the overall unit should have a baseline standard for communication that is as minimal as possible while still ensuring communication occurs up, down, and laterally within the organization. Not all standards and expectations necessitate written guidance—rituals and rites, for example, are often unwritten team or organizational norms that can effectively shape individual and group behaviors.

Project Nomad recommends that the squadron and flight leaders map how communication flows within the organization by asking the following questions:

Question 1: Specific to each flight, team, or shop, **how does information flow down the Chain of Command to individual Airmen?** (1) Who are all the players, and what are the steps involved? (2) How long does it typically take? (3) Is it effective and reliable? (4) Where are bottlenecks likely to occur? (5) Are the existing practices, procedures, processes, policies, rituals, or lack thereof effective? (6) If not, what could be tested to explore more effective practices, procedures, processes, policies, or rituals? (7) Could steps be removed to assess if it improves information flow down the chain? (8) If unforeseeable or unpreventable deviations within the existing or new standards occur, what are the expectations for each player involved up and down the chain of command?

Question 2: Specific to each flight, team, or shop, **how does operational/mission information flow up the Chain of Command from Airmen?** (1) Who are all the players, and what are the steps involved? (2) How long does it typically take? (3) Is it effective and reliable? (4) Where are bottlenecks likely to occur? (5) Are the existing practices, procedures, processes, policies, rituals, or lack thereof effective? (6) If not, what could be tested to explore more effective practices, procedures, processes, policies, or rituals? (7) Could steps be removed to test if it improves information flow up the chain? (8) If unforeseeable or unpreventable deviations within the existing or new standards occur, what are the expectations for each player involved up and down the chain of command?

Question 3: Specific to each flight, team, or shop, **how do flight leaders (operational or administrative) and squadron leaders stay current and updated on operational challenges and dynamics?** (1) Who are all the players, and what are the steps involved? (2) How long does it typically take? (3) How often does it occur? (4) Is it effective and reliable? (5) Where are bottlenecks likely to occur? (6) Are the existing practices, procedures, processes, policies, rituals, or lack thereof effective? (7) If not, what could be tested to explore more effective practices, procedures, processes, policies, or rituals? (8) Could steps be removed to test for improvements? (9) If unforeseeable or unpreventable deviations within the existing or new standards occur, what are the expectations for each player involved up and down the chain of command?

Question 4: When scheduling unit events, such as training days: (1) How far in advance does the planning begin? (2) For recurring events, such as training days, are there checklists or guides establishing planning requirements and milestones? (3) Regarding event details and participant expectations, how much notice in advance between the member's initial notification and the event start does the unit strive for? (4) Where are bottlenecks likely to occur? (5) Are the existing practices, procedures, processes, policies, rituals, or lack thereof effective? (6) If not, what could be evaluated to explore more effective practices, procedures, processes, policies, or rituals? (7) Which steps are superfluous and require removal to improve event planning? (8) If unforeseeable or unpreventable deviations within the existing or new standards occur, what are the expectations for each player involved up and down the chain of command?

Recommendation 2 – Operational Training: Project Nomad recommends that operational leaders audit the training programs for their teams and shops to determine if the existing Job Qualification Standards (JQS), guidance, materials, and instructor training are current and can consistently produce analysts ready to execute their assigned missions. If the audit reveals an individual training program is current, effective, and reliable—specifically for B Flight, C Flight, D Flight, or E Flight—then operational leaders should make time to meet with the team, hear their concerns, explain the audit process, and discuss the findings. If the audit reveals an individual training program contains inefficiencies or is deemed ineffective, the operational leader should escalate the issue to senior leaders so that NSA and USAF leaders can develop a mutually agreed upon way forward. Additionally, a straightforward method to ensure that training programs remain current and effective moving forward would be to appoint Training Program Managers for each team or shop. The Training Program Manager role provides another opportunity for individuals to step into leadership positions while advocating for training and development.

Recommendation 3 – Operational Leadership: Project Nomad recommends a focused effort on developing interpersonal, conflict resolution, and mediation skills for frontline and mid-level leaders and supervisors when addressing cross-service challenges. Project Nomad assumes that current processes exist for senior leaders to address severe cross-service issues. Therefore, we recommend concentrating on programs and rituals that develop soft skills within frontline and mid-level leaders and supervisors.

Emotional Intelligence: No single 1-hour or 1-day course alone can drive measurable improvements in an individual's emotional intelligence (HBR, 2017). We believe consistent efforts over time are the most effective way to develop soft skills. Therefore, we recommend incorporating short, routine exercises into unit training days or individual workplaces, allowing Airmen time to work through challenging scenarios, such as what-would-you-do situations. The scenarios would allow the Airmen to gain proficiency in handling specific situations, ranging from simple to complex, and present groups of Airmen with opportunities to observe different interpretations and decision-making processes. The facilitator could then share the actual outcome of the scenario or explain how they would navigate through it. This lightweight development format requires little preparation and is significantly more effective than a 1-day Emotional Intelligence course when accomplished consistently.

Conflict Resolution and Mediation: Emotional Intelligence comprises the soft skills needed to connect with and understand other human beings. Conflict Resolution and Mediation techniques are the other half of the equation. While practice is important for skill mastery, learning the techniques is the first step. Potential methods for providing conflict resolution and mediation training include but are not limited to:

Method 1: Request hands-on and experience-based Conflict Resolution and Mediation training from the [REDACTED] Group's Airmen Resiliency Team. For this training to be effective, we recommend that the format requires participants to physically practice the techniques in pairs or as a class. Death-by-PowerPoint and purely lecture-based formats will be ineffective.

Method 2: USAF Digital University: Mastering Conflict Management and Resolution at Work (66 minutes) - <https://digitalu.af.mil/app>. The same recommendation of incorporating hands-on and experience-based learning applies. Participants need a space where they can practice what they learned in a safe training environment.

Considering the perception that operational leaders struggle with holding members accountable, the unit could offer additional training. This would include tier-based professional development discussions focused on accountability and progressive discipline within the work environment. These sessions could be scheduled during the unit's monthly training days, like the tiered professional development discussions led by SMSgt Geoggrey Vandyck from the [REDACTED] Squadron.

Recommendation 4 — Culture Level 2 → 3: The primary development strategy for teams at Culture Level 2 is one-on-one coaching (Fischer-Wright et al., 2008). However, when the entire flight is at a Culture Level 2, there are strong indications that supervisors and managers need more development in coaching skills. Therefore, sub-cultures at Culture Level 2 benefit from additional training in core leadership skills, such as communication and emotional intelligence.

One of the attributes of Culture Level 2 is a lack of confidence in one's ability to shape their environment (Fischer-Wright et al., 2008). Coaching someone through a challenging situation allows them to choose how to navigate the challenge, illustrating that members can shape their environment. Therefore, we recommend increased delegation of low-risk projects from managers and supervisors to members. Ensuring these low-risk projects focus on the challenges within work centers while pairing the members assigned with coaches expedites ownership, competency, and confidence growth.

NOTE: Project Nomad distinguishes mentors from coaches. Mentors, while valuable, provide an unstructured and non-deliberate example to follow by presenting knowledge and experience. In contrast, coaches deliberately and iteratively facilitate members' professional and personal growth, with skillfully curated open-ended questions as their primary tool.

Lastly, Project Nomad can help connect the unit with the Air Force Coaching Office (HAF/A1D) to solicit Professional Air Force Coaches to be paired with informal leaders within the squadron. Project Nomad recommends selecting supervisors and managers whose development will create the broadest positive impact across the organization. After identifying members for this growth opportunity, please contact your Project Nomad POC so they can link the members with HAF/A1D.

Recommendation 5 — Culture Level 3 → 4: The primary developmental strategy for moving organizations from Culture Level 3 to Culture Level 4 is helping the team understand how much more effective they will be if they collaborate with their teammates and peers (Fischer-Wright et al., 2008). Whenever possible, organizations at Culture Level 3 are encouraged to address challenges collaboratively while respecting what the team values. However, this does not mean leaders should overcomplicate solutions to challenges to force artificial collaboration. Moving an organization from Culture Level 3 to Culture Level 4 requires an authentic partnership that demonstrates the effectiveness of working together.

J. GLOSSARY OF TERMS

Organizational Culture – A complex system of systems that interweaves humans in an organization with shared purpose and HABITS. It shares an inextricable linkage to strategy and consists of six Cultural Leverage Points:

Clarity – The foundational need for an organization to have a well-defined purpose that all its members know and understand.

Expectation – The composite of desired HABITS stemming from an organization's values and strategic tenets.

Competency – An organization's abilities, efforts, and effectiveness in training, educating, developing, and certifying its members to achieve its purpose.

Knowledge – The understanding of information associated with a particular topic.

Skills – The practical application of knowledge to processes.

Ability – The capacity to which a person can apply skills and knowledge.

Experience – The achieving or improving of knowledge and skills through practical application.

Training – The process of teaching the application of practical knowledge, providing an awareness of rules and TTP, and programming expected behavior to prepare members for a current or intended job.

Education – The process of understanding the intervention of knowledge in determining the value and validity of information, developing logic and reason to determine relationships and patterns in that information, and growing analytic skills.

Development – Improving job performance by growing organizational and individual qualities and abilities to help members realize their potential.

Certification – Documented proof of a person's training, education, or development.

Empowerment – An organization's conveyed rules to achieve desired HABITS, including codified, uncoded, written, unwritten, spoken, and unspoken rules.

Fortification – The recognition and consequences an organization uses to enforce its desired HABITS.

Assessment – An organization's methods and commitment to measure success and failure through quantification, qualification, and stratification.

Cultural Leverage Points – The six points within an organizational culture that leaders can use to maneuver it to the organization's Desired Cultural State.

HABITS – The habitude, attitudes, behaviors, ideations, tendencies, and situations present within an organization.

Universal Compassionate Engagement (UCE) – Human-to-human interaction that continuously incorporates an understanding that every person is doing the same thing – trying to live life the best they can.

Leadership – Leveraging strategy and culture to reach an organization's desired end state.

Strategy – A plan or series of plans designed to accomplish an organization's desired end state that also provides a purpose for its members. The five characteristics of strategy are:

Purpose – A reason for organizational existence that exudes a felt need for members from professions and vocations to align their passions.

Vision - A destination that, if reached, will eliminate the need for an organization to exist. In other words, vision is an organization's desired end state.

Values – Ethical restraints and constraints applied to an organization and its members, keeping them true to its desired HABITS.

Goals – Milestones of various shapes and sizes an organization must meet along its vector to its vision.

Strategic Tenets – Organizational behaviors and approaches to accomplishing its goals to present an optimal chance at achieving competitive advantage.

K. RECOMMENDED LITERATURE

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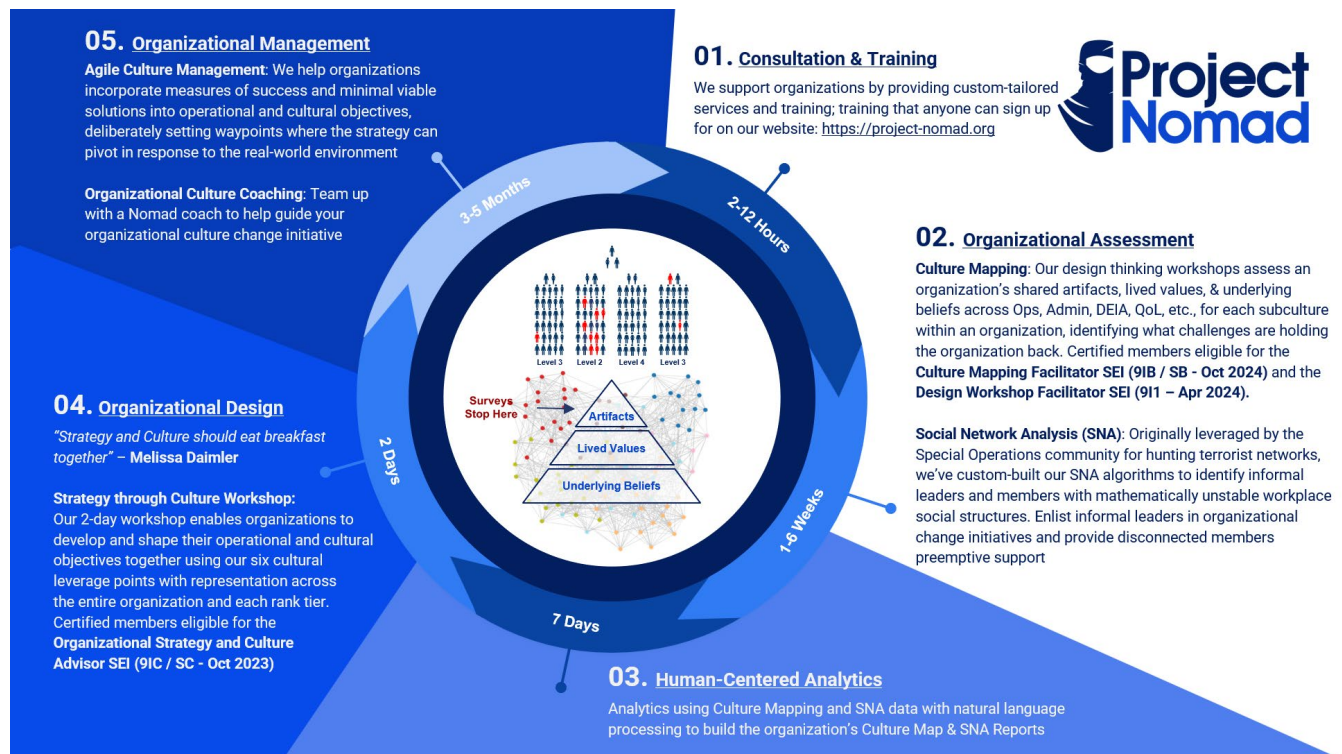
L. WHERE TO GO FROM HERE

Organizations must take a proactive approach to manage culture effectively. Whatever the organization's size, Project Nomad can assist in designing and managing organizational culture in a way that allows members to thrive so the mission can, too.

A Project Nomad **6-Hour Organizational Culture Blueprinting Workshop** instructs up to ten members on designing, planning, and facilitating a workshop to build a culture management strategy.

A Project Nomad **2-Day Organizational Strategy Through Culture Workshop** consists of intense facilitation by two Project Nomad Core Team members that guide up to twenty organizational leaders in designing a culture management strategy specific to their organization's needs.

For more information on how Project Nomad can continue serving your organization, don't hesitate to contact your Project Nomad Representatives or visit www.project-nomad.org.



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