

CORE VALUES IN ACTION AT THE OPERATIONAL LEVEL

CORPORATE LEARNING COURSE

“CORPORATE CITIZENSHIP” BLOCK

SEMINAR 2.2

SCOPE

The students involved in this course are at the beginning of their exploration Civil Air Patrol core values. But the concepts explored in this lesson are not new to any citizen of this country. Core democratic values are the fundamental beliefs and constitutional principles of American society, and unite all Americans. These values are expressed in the Declaration of Independence, the United States Constitution and other national documents, speeches and writings.

As future members and leaders of this organization, not only do members need to have a grasp of the concepts which make core values viable, but they need to see how the application of core values pay great dividends for both the individual and ultimately the short, and long term goals of this Air Force Auxiliary. It must be assumed that our adult members have some grasp of the basic idea of core values. But to understand the need for a personal and organizational commitment to these values, they need to zero-in on an acceptable understanding of each aspect of the concept. To understand that this is not just mouthing a batch of words, students will go through the process of matching the Core Values with their individual behavior attitudes and ways of doing business. A guided discussion is viewed as the best approach for exploring the ideas which lead to an understanding of the lesson objectives.

OBJECTIVES

COGNITIVE OBJECTIVE: The objective of this lesson is for each student to foster a corporate environment that reflects our Core Values, both formally and informally.

DLO 1 – Describe the impact of employing Core Values in our decision-making.

DLO 2 – Explain various ways to apply our CAP Core Values to planning, processes and operations.

DLO 3 – Develop strategies to implement Core Values- Integrity, Volunteer Service, Excellence and Respect

Method: Guided discussion
Complete assessment and strategy worksheet

References:

CAPP 50-2 Civil Air Patrol Core Values
http://www.capmembers.com/media/cms/P050_002_C64238751B2E9.pdf

United States Air Force Core Values
<http://www.airforce.com/learn-about/our-values/>

A Basic Guide to the Core Values: "The Little Blue Book"
http://capmembers.com/media/cms/Little_Blue_Book_60E272ED66993.pdf

AF Core Values Guru's Guide
http://capmembers.com/media/cms/Gurus_Guide2_642B47DEF42FD.pdf

DURATION

50 minutes

Introduction: For the next 50 minutes or so we are going to discuss CAP core values, where they come from and how they impact CAP members and units. Afterwards we are going to look at a couple of tools to help us assess the ethical climate of our organization and to help us develop strategies for implementing core values into the organizations we are part of, especially CAP.

MP I. The impact of core values

Discussion opener:

To begin our discussion of core values, let's look at the big picture.

Question: Where would you find some of the core values of our American Constitutional Democracy stated?

Anticipated responses: Declaration of Independence, US Constitution, Supreme Court rulings, State of the Union addresses and other documents all include statements about our core values as a society.

Question: What are some of the fundamental American beliefs and principles (or core values) as stated in these documents?

Anticipated responses: Life, liberty, pursuit of happiness, common good, justice, equality, diversity, truth, popular sovereignty, patriotism, rule of law, separation of powers, representative government, checks and balances, individual rights, freedom of religion and press, civilian control of the military, etc.

State: Superman's motto said it simply: Truth, justice and the American Way.

State: Belief and willingness to die to defend these beliefs and principles have defined us as Americans over the years. Certainly American society has not been perfect in adhering to all these beliefs and principles over the years, but most Americans would agree that these are principles we should continually aspire to as a society.

As these guiding principles for American society define us as Americans, so to are the guiding principles which define us as CAP members.

Question: What are the guiding principles for CAP members?

Answer: Yes these are the CAP core values you all should be familiar with at this point in your CAP career. Hopefully you had a chance to review CAPP 50-2 CAP Core Values if you needed a refresher or review on CAP core values.

Integrity
Excellence
Volunteer Service
Respect

State: Most of you have seen examples in the school, workplace, home and CAP units where members demonstrated or fallen short in adhering to core values.

Question: Let's hear some personal examples (no names please) of the impact of core values, both failures and successes?

Anticipated response: Listen to examples and have individuals identify the core values involved.

Transition: Now that we have identified where our core values come from both as Americans and CAP members and talked about the impact of violating or adhering to core values let's look at how we might emphasize and implement core values in our CAP organizations and yes in the school, home and workplace as well.

MP 2. Identify ways to apply our CAP Core Values to planning, processes and operations

CAPP 50-2 CAP Core Values provides some assumptions as we consider core values and develop a strategy to implement core values in our organizations.

1. Core values training is not religious training or even moral leadership training.
2. Core values are not just the commander's responsibility but,
3. Leaders do set the climate of the organization.
4. Leaders are core values role models one way or the other.
5. Leadership on core values must come from below as well as above.
6. Core values need to be discussed and internalized at all levels.

Question: How can core values leadership come from below?

Anticipated response: How about listening to cadets or new senior members, asking for their viewpoint and perception of the ethical climate of the organization and reinforcing behavior which demonstrates CAP core values.

Transition: Based on these assumptions how do you as the future leaders of CAP apply core values in your units, groups, wings, regions and throughout the organization.

State: One way is the school house environment, like this lesson where we talk about and share our thoughts on core values. Units might add aspects of core values to all types of training sessions.

Another way is by commanders and supervisors emphasizing core values in daily activities and serving as role models demonstrating our adherence to CAP core values on a daily basis. It might be just taking some time to explain a decision or discussing integrity and excellence in connection with a new policy or sharing examples of how cutting corners undermines core values.

A good example of commanders emphasizing core values is the CAP Ethics Policy letter issued by the CAP National Commander in August 2005. See if you can pick out CAP core values. The letter states the following Standards of Ethics:

1. Responsible stewardship of CAP's resources and assets.
2. Avoid conflicts of interest.
3. Working relationships should be based on mutual respect, fairness and openness.
4. Fair dealing in all external business relationships.
5. Confidentiality.

The letter concludes, ***“In order to continue our traditions of excellence, integrity, and service to our country, we have created an ethics policy. Compliance with this policy is mandatory. As representatives of this organization your conduct must follow the highest ethical standards possible.”***

As a leader in your organization you might consider issuing an ethics policy for your work area or unit which makes a statement to subordinates about your own adherence to core values. Challenge the members of your organization to identify and surface situations which do not track with stated core values.

This brings up a third way to apply core values by the members themselves creating a climate of following regulations, doing what needs to be done even if difficult, unpopular, or unnoticed. The climate should include an open door on ethical issues where all members feel they can bring up ethical questions concerning their job and the CAP unit.

Transition: With this background on ways to apply core values, let's take a look at some strategies for implementing core values. Here we can borrow some tools from the USAF core values gurus who provide some excellent resources at:

<http://www.usafa.af.mil/core-value/gurus/>

MP 3. Strategy for implementing core values

State: You might begin with an assessment of the current ethical climate of the unit using Table D of the Guru's Guide titled "The Crystal Ball Application of Core Values Doctrine." Here you are asked to evaluate the unit on such issues as how the unit has performed during inspections, disciplinary issues, and what type of reputation your unit has in the group or wing and in the community you serve. Then taking a closer look at the unit, consider such questions as:

1. Who comes first in your organization?
2. Are people in the unit well trained and knowledgeable?
3. Are members of the unit more likely to use terms like "we" and "you" rather than "me" or "I".
4. Do members regularly blame others for problems in the unit or wing?
5. Do members try to fix blame rather than fix the problem?
6. Are members afraid to bring up problems and admit mistakes or are they afraid to make decisions they should be making?
7. Is there a "filling the squares" attitude in the unit?
8. Do members of the unit treat each other with respect and dignity?

As a commander you might also consider doing a core values climate survey of your unit similar to the Core Values Climate Survey. (Attachment 4, from the Guru's Guide). This may be an eye opener as members are asked to anonymously assess the ethical climate of your unit.

Transition: Once you have made you own assessments, you might ask other leaders in the unit to do the same and then have an open discussion of similarities and differences. If you find your assessments differ significantly from others, this is a good time to find out why. With these assessments in hand, it is now time to think about things you and others in the unit can do to promote core values and things you should avoid so you do not undermine core values. Table C of the Guru's Guide offers help here.

Table C of the Core Values Guru's Guide is called Professional Compass Worksheet which guides the member through the process of matching the AF (and CAP) Core Values with his/her individual behavior, attitudes, and ways of doing business. Table C lists a number of aspects of the AF core values of Integrity, Service and Excellence and asks the individual to evaluate each with these questions:

1. What can I do in the future to promote this core value?
2. What must I avoid in the future so that I don't undermine this core value?

Once you have completed Table C you might ask other leaders to do the same. No doubt there will be ideas you missed and you have also modeled the behavior we have discussed that is that core values are everybody's business.

When finished note that this worksheet provides a strategy for what to do and what to avoid to promote core values in the unit. Don't stop there. Make this a dynamic list by adding new items and issues as they arise and repeating the questions of how do I promote core values concerning this issue and how do I avoid undermining the issue? Use this core values framework when considering issues that may arise in future plans, processes and operations of the unit.

Conclusion:

Summary: Today we have looked at core values at the operational level and considered how to recognize the impact of core values, how core values can be applied to the planning process, and how to develop a strategy to implement core values. To do these things we looked at some practical tools to assess the current ethical climate of our unit and to develop strategies to confront the ethical issues that arise on a regular basis.

Remotivation and close: Former USAF Chief of Staff General Michael E. Ryan said this:

"Our Core Values, Integrity first, Service before self and Excellence in all we do, set the common standard for conduct across the Air Force. These values inspire the trust which provides the unbreakable bond that unifies the force. We must practice them ourselves and expect no less from those with whom we serve."

For CAP members we add the core value of respect, to the values of integrity, service, and excellence, but the message is the same. Core values are the glue that holds units and members together through thick and thin. As CAP leaders we must know the Core Values, articulate them, plan for them, and demonstrate them in every way and as General Ryan says expect no less from those with whom we serve.

TABLE C
PROFESSIONAL COMPASS WORKSHEET

This worksheet guides any member of the Air Force through the process of matching the Core Values with his/her individual behavior, attitudes, and ways of doing business. It asks the person to consider the full context within which professional duties are carried out, and to further consider how he/she might go about promoting a values-based Air Force. For a more detailed discussion, see Chapter Four, Section E1 and Chapter Two, Section D2.

| GIVEN THE FOLLOWING CORE VALUE . . . | → | WHAT CAN I DO IN THE FUTURE TO PROMOTE THIS CORE VALUE? | WHAT MUST I AVOID DOING IN THE FUTURE SO THAT I DON'T UNDERMINE THIS CORE VALUE? |
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| INTEGRITY FIRST | | | |
| Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It is the "moral compass"—the inner voice; the voice of self-control; the basis for the trust imperative in today's military. | | | |
| Integrity is the ability to hold together and properly regulate all of the elements of a personality. A person of integrity, for example, is capable of acting on conviction. A person of integrity can control impulses and appetites. | | | |
| But integrity also covers <i>several other moral traits</i> indispensable to national service. | | | |
| <i>Courage.</i> A person of integrity possesses moral courage and does what is right even if the personal cost is high. | | | |
| <i>Honesty.</i> Honesty is the hallmark of the military professional because in the military, our word must be our bond. We don't pencil-whip training reports, we don't cover up tech data violations, we don't falsify documents, and we don't write misleading operational readiness messages. <i>The bottom line is we don't lie, and we can't justify any deviation.</i> | | | |
| <i>Responsibility.</i> No person of integrity is irresponsible; a person of true integrity acknowledges his or her duties and acts accordingly. | | | |
| <i>Accountability.</i> No person of integrity tries to shift the blame to others or take credit for the work of others; "the buck | | | |

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| stops here" says it best. | | |
| <i>Justice.</i> A person of integrity practices justice. Those who do similar things must get similar rewards or similar punishments. | | |
| <i>Openness.</i> Professionals of integrity encourage a free flow of information within the organization. They seek feedback from all directions to ensure they are fulfilling key responsibilities, and they are never afraid to allow anyone at any time to examine how they do business. | | |
| <i>Self-respect.</i> To have integrity also is to respect oneself as a professional and a human being. A person of integrity does not behave in ways that would bring discredit upon himself or the organization to which he belongs. | | |
| <i>Humility.</i> A person of integrity grasps and is sobered by the awesome task of defending the Constitution of the United States of America. | | |

| GIVEN THE FOLLOWING . . . | → | WHAT CAN I DO IN THE FUTURE TO PROMOTE THIS CORE VALUE? | WHAT MUST I AVOID DOING IN THE FUTURE SO THAT I DON'T UNDERMINE THIS CORE VALUE? |
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| <i>SERVICE BEFORE SELF</i> | | | |
| <p><i>Service before self</i> tells us that professional duties take precedence over personal desires. At the very least it includes the following behaviors:</p> | | | |
| <p>Rule following. To serve is to do one's duty, and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their duties, good professionals understand that rules have a reason for being, and the default position must be to follow those rules unless there is a clear, operational reason for refusing to do so.</p> | | | |
| <p>Respect for others. <i>Service before self</i> tells us also that a good leader places the troops ahead of his/her personal comfort. We must <i>always</i> act in the certain knowledge that all persons possess a fundamental worth as human beings.</p> | | | |
| <p>Discipline and self-control. Professionals cannot indulge themselves in self-pity, discouragement, anger, frustration, or defeatism. They have a fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism. More specifically, they are expected to exercise control in the following areas:</p> | | | |
| <p>Anger. Military professionals—and especially commanders at all echelons—are expected to refrain from displays of anger that would bring discredit upon themselves and/or the Air Force.</p> | | | |
| <p>Appetites. Those who allow their appetites to drive them to make sexual overtures to subordinates are unfit for military service. Likewise, the excessive consumption of alcohol casts doubt on an individual's fitness, and when such persons are found to be drunk and disorderly, all doubts are removed.</p> | | | |
| <p>Religious toleration. Military professionals</p> | | | |

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| <p>must remember that religious choice is a matter of individual conscience. Professionals, and especially commanders, must not take it upon themselves to change or coercively influence the religious views of subordinates.</p> | | | |
| <p>Faith in the system. To lose faith in the system is to adopt the view that you know better than those above you in the chain of command what should or should not be done. In other words, to lose faith in the system is to place self before service. Leaders can be very influential in this regard: if a leader resists the temptation to doubt 'the system', then subordinates may follow suit.</p> | | | |

| THE FOLLOWING . . . | → | WHAT CAN I DO IN THE FUTURE TO PROMOTE THIS CORE VALUE? | WHAT MUST I AVOID DOING IN THE FUTURE SO THAT I DON'T UNDERMINE THIS CORE VALUE? |
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| <i>EXCELLENCE IN ALL WE DO</i> | | | |
| <i>Excellence in all we do</i> directs us to develop a sustained passion for continuous improvement and innovation that will propel the Air Force into a long-term, upward spiral of accomplishment and performance. | | | |
| Product/service excellence. We must focus on providing services and generating products that fully respond to customer wants and anticipate customer needs, and we must do so within the boundaries established by the taxpaying public. | | | |
| Personal excellence. Military professionals must seek out and complete professional military education, stay in physical and mental shape, and continue to refresh their general educational backgrounds. | | | |
| Community excellence. Community excellence is achieved when the members of an organization can work together to successfully reach a common goal in an atmosphere free of fear that preserves individual self-worth. Some of the factors influencing interpersonal excellence are: | | | |
| <i>Mutual respect.</i> Genuine respect involves viewing another person as an <i>individual</i> of fundamental worth. Obviously, this means that a person is never judged on the basis of his/her possession of an attribute that places him or her in some racial, ethnic, economic, or gender-based category. | | | |
| <i>Benefit of the doubt.</i> Working hand in glove with mutual respect is that attitude which says that all coworkers are 'innocent until proven guilty'. Before rushing to judgment about a person or his/her behavior, it is important to have the whole story. | | | |
| Resources excellence. <i>Excellence in all we do</i> also demands that we aggressively implement policies to ensure the best possible cradle-to-grave management of resources. | | | |

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| <p><i>Material resources excellence.</i> Military professionals have an obligation to ensure that all of the equipment and property they ask for is mission essential. This means that residual funds at the end of the year should not be used to purchase 'nice to have' add-ons.</p> | | | |
| <p><i>Human resources excellence.</i> Human resources excellence means that we recruit, train, promote, and retain those who can do the best job for us.</p> | | | |
| <p>Operations excellence. There are two kinds of operations excellence—internal and external.</p> | | | |
| <p><i>Excellence of internal operations.</i> This form of excellence pertains to the way we do business internal to the Air Force—from the unit level to Headquarters Air Force. It involves respect on the unit level and a total commitment to maximizing the Air Force team effort.</p> | | | |
| <p><i>Excellence of external operations.</i> This form of excellence pertains to the way in which we treat the world around us as we conduct our operations. In peacetime, for example, we must be sensitive to the rules governing environmental pollution, and in wartime we are required to obey the laws of war.</p> | | | |

