

# Instructor Guide

UNIT/ORGANIZATION NAME  
OR EVENT

## PACE EHC Principles "Snipit":

*Institutional Health*

Date

Put Unit Emblem here

Presenters Name

Presenter's Job title



Misc.



## Teaching Points

### Teaching Points:

- Welcome and introductions
- Overview
  - This is a snipit of a principle from the Profession of Arms Center of Excellence (PACE) Enhancing Human Capital Course
  - Intent is 5-10 minute discussion of an EHC principle. Seek to apply to current work, home situation
- How this will flow:
  - An overview
  - Encourage participation
  - Ask questions whenever you like
  - Have fun



## Your Notes

### Teaching Notes:

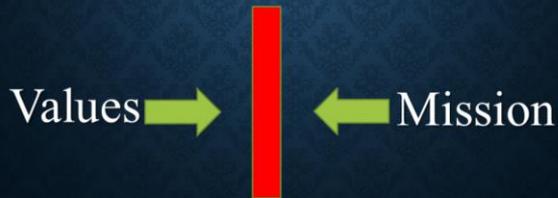
- Limit intro to 1
- Emphasize this is not EHC. Rather an opportunity to discuss as a group the principles.
- Encourage attendees to get familiar w/ resources on the PACE website:  
[www.airman.af.mil](http://www.airman.af.mil)
- If they really enjoy, invite to schedule an EHC course

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## INSTITUTIONAL HEALTH

Determined by how well an organization connects what it values with what it does...

IOW, it is not just what we do, but HOW we do it!



### Misc.

- Use Heritage Today video, "Commitment" to reinforce... It's how committed we are that will determine how well we align what we value w/ what we do.
- <http://www.airman.af.mil/Products/AllProducts/Videos/HeritageTodayVideoSeries/Commitment.aspx>



### Teaching Points

#### Teaching Points:

- One of the first things people determine when they look at an organization is whether or not they feel the organization is healthy or not.
- How to determine if an organization is healthy:
  - How effectively an organization does what it says it wants to do.
  - How an organization infuses its values into how they do what they do.
- There is constantly a dynamic or relationship between what we value and what we do. When the relationship is positive, then the institution runs wonderfully and is extremely productive.
- Unfortunately all institutions (civilian, government, private, etc) can experience a conflict between what we value and what a company does.



### Your Notes

#### Teaching Notes:

- (offer own examples when possible) We see this in companies like Toyota or Google – they have institutional values that they expect all their people to adhere to.
- (offer own examples when possible)
- Too frequent are articles where companies have not truthfully reported in hopes of ensuring better results, accomplishing their mission, or making a "back-door deal". In these cases, the companies become characterized as one that does not live by their values.
  - Companies/leaders become so focused on accomplishing the mission (making money) they lose sight of the importance of keeping their values. A wall comes up between their values and accomplishing the mission.

# Instructor Guide



Misc.



## Teaching Points

### Teaching Points:

- Dynamic between values and mission is inherent anywhere humans come together and decide to do something together. For optimum success, the decision to do something together has to be based upon an agreed upon value systems.
- Within the profession of arms, we have the same and legitimate concern.
  - In the AF, in particular, we value Integrity, Service and Excellence (those are our core values).
  - Our Mission is to Fly, Fight and Win. And we have the same struggles as every other institution – minimizing the conflict between keeping our values and accomplishing the mission. Unfortunately we have not consistently infused the two together but we can improve. The way we infuse those two is through PROFESSIONALISM.
- We are using professionalism as an action verb. It becomes a bridging element to link together our values and our mission.
- If we do this consistently - deliberately engineer, throughout our entire institution, we will minimize



## Your Notes

### Teaching Notes:

- Value systems & missions can change but the need to have balance between having values and a mission remains. This is not abnormal, it is a normal human trait.
- What is professionalism look like?
- What are we doing on a daily basis to infuse what we value into what we do?

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Misc.

the conflict and instead begin to define our character. A character that will define us by not only WHAT we do, but HOW we do it.



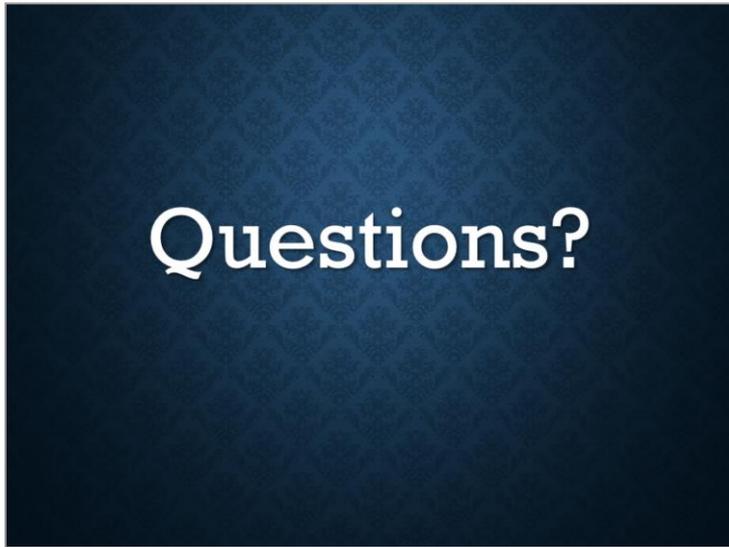
Teaching Points

**Teaching Points:**



Your Notes

**Teaching Notes:**



Misc.



Teaching Points

**Teaching Points:**



Your Notes

**Teaching Notes:**