

Ohio National Guard Warfighter Culture Fundamentals

MISSION The Adjutant General's Department provides world-class services, specialized support, and innovative solutions to protect our national interests and the people of Ohio.

COLLABORATE
with Others

BE a Champion ~
Win the Day

COMMUNICATE
Effectively

HONOR our
Military Heritage
and Traditions

BE Trustworthy

PRACTICE
Blameless Problem Solving

MAKE Quality Your
Priority

TAKE Ownership

CULTIVATE Innovation

STRIVE to Meet Your
Full Potential

COMMIT to the Team

CELEBRATE Wins

MAKE Fact-Based
Decisions

GIVE Candid Feedback

Ruthlessly **ENFORCE**
Standards

BE Relentlessly
Efficient

BE/GET Clear on
Expectations

BE Curious

BE Resilient



IMPERATIVES

1. Mobilizing Units for
State and Federal missions
2. Recruiting and Retention
3. Preparing for Great
Power Competition

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1. **BE** a champion - Win the day

- Winning matters!
- Ours is a “no fail” profession.
- Work to the full limits of your authority to ensure the mission is completed.
- Never quit, accept failure or a substandard result.
- There is always a path to mission accomplishment – find it, and execute.

2. **BE** trustworthy

- Follow through on your commitments.
- Demonstrate an unwavering commitment to doing the right thing in every action you take and decision you make.
- Serve with honor and integrity.
- Act with courage.

3. **TAKE** ownership

- Train/work with purpose.
- Be completely accountable for your actions and decisions without blaming or crediting external factors.
- Assume the buck stops with you.
- Own your area – and be the absolute best at it!

4. **COMMIT** to the team

- Cohesive, high-performing teams are the building block of every aspect of our organization.
- Build and strengthen teams through common purpose and shared challenges.
- Willingly endure necessary hardship or discomfort for the benefit of the team without complaint.

5. **GIVE** candid feedback

- Tactfully and courageously provide feedback to those in authority.

6. **BE/GET** clear on expectations

- Understand your role in achieving the desired endstate.
- Be deliberate.
- Ensure the team understands what must be done for successful mission accomplishment.

7. **COMMUNICATE** effectively

- Take responsibility for ensuring the receiver understands your message and intent.
- Document it when appropriate.
- Listen to understand and ask questions for clarity.

8. **PRACTICE** blameless problem solving

- Focus on solutions and help others grow.
- Approach problems as validation that you are empowered and capable of solving them.

9. **CULTIVATE** innovation

- Continuously find ways to improve yourself and your team.
- Learn from and recover quickly from setbacks.
- Be creative in using all tools available to you to develop solutions.
- Encourage “outside the box” thinking.

10. **CELEBRATE** wins

- Winning matters.
- Recognize and reward the winning spirit within individuals and team success.
- Look for success – large or small – and reward it.

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11. Ruthlessly **ENFORCE** standards

- Standards are the foundation of good order and discipline in military organizations.
- Examples include proper uniform wear and adherence to dress codes, personal grooming, the maintenance and cleanliness of our facilities, compliance with height/weight regulations and military courtesy.
- If you see something wrong, fix it.
- Every member/employee is empowered to tactfully make on-the-spot corrections.

12. **BE** curious

- Ask “why” until you identify the root cause of problems.
- Dig as deeply as necessary to get the answers you need to do your job and continuously improve the organization.

13. **COLLABORATE** with others

- Ask, “Who else needs to know and can help solve this problem?”
- Reach beyond traditional boundaries to increase perspective.

14. **HONOR** our military heritage and traditions

- Understand and embody the legacy of the institution to which you belong.
- Military traditions are important to our culture and separate our noble profession from all others.
- Protect and promote the National Guard brand.

15. **MAKE** fact-based decisions

- Drive decision making with a fact-based approach, combining rigorous analysis and objective evaluation.
- Balance instinct with objective evidence to develop well-reasoned choices.

16. **STRIVE** to meet your full personal potential

- Be a lifelong learner.
- Participate and grow in work and non-duty activities that improve your well-being and make you a well-rounded individual.
- Push yourself and others outside your comfort zone to tackle new challenges that lead to individual and team growth.

17. **MAKE** quality your priority

- Be deliberate in planning to ensure a quality outcome.
- Take pride in your work – don't rush to “check a block,” but understand and focus effort toward objectives that accomplish the overall mission.
- Don't pass a problem to an individual/team downstream to get an issue off your desk.

18. **BE** relentlessly efficient

- We are trusted stewards of taxpayer resources; always look for ways to conserve them.
- Optimize the use of time – it is scarce and unrecoverable.
- Eliminate waste, fraud and abuse.

19. **BE** Resilient

- A characteristic of our profession is occasional adversity. We exist to respond on Ohio or America's worst day.
- Preparing for tough times is essential. Build financial, physical, mental, and relationship reserves prior to adversity.
- Learn and grow as a result of adversity.
- Be mentally and physically tough.
- The ability to individually and collectively “bounce back” is essential to our success as an organization