



The ABCs of Building an Inspiring Culture®



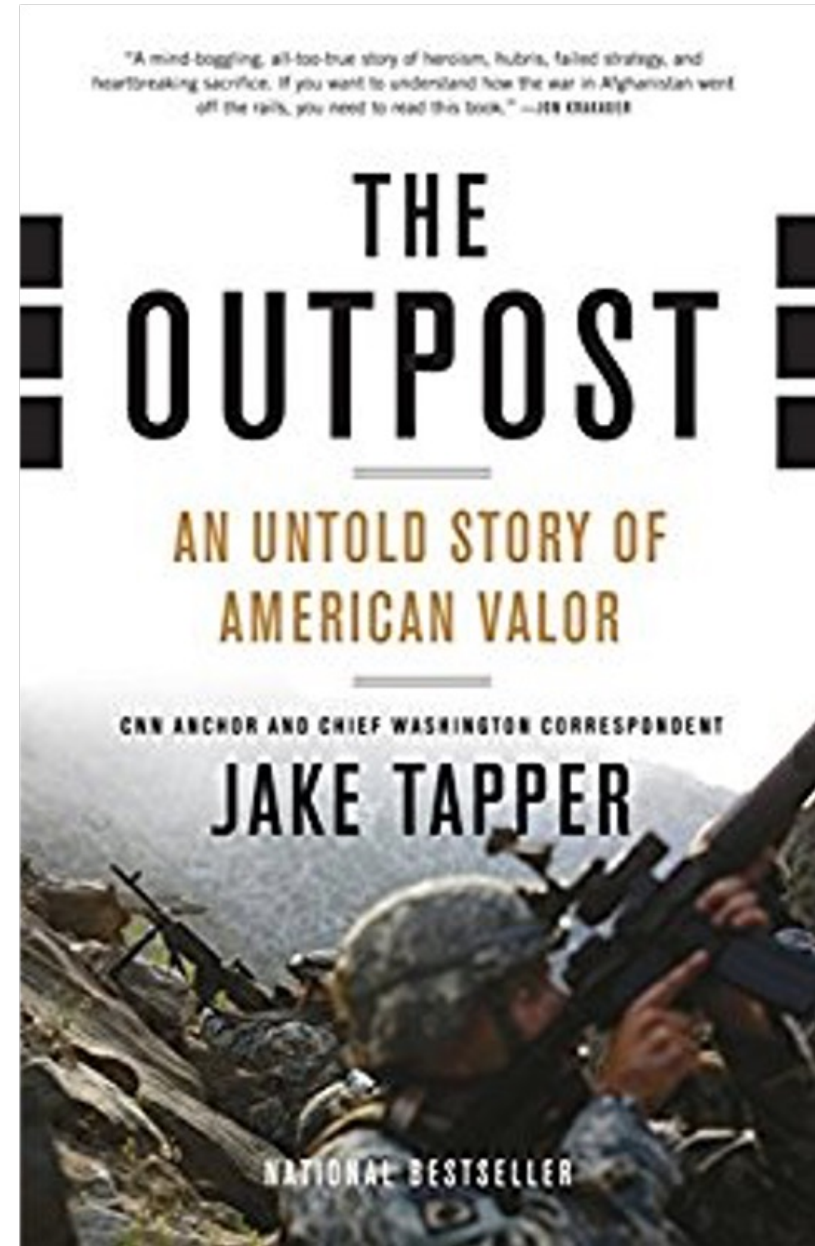
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Weekend Journal: A Club-Scene Maverick Bets on Vegas

THE WALL STREET JOURNAL.

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In Afghanistan, Getting to Know the Neighbors Is Half the Battle

After Gaining Villagers' Trust, U.S. Troops Face Delicate Task: Handing Over Post to New Unit

BY MICHAEL M. PHILLIPS

NARAY, Afghanistan—After 15 months in the mountains of eastern Afghanistan, Lt. Col. Chris Kolenda figures he knows hundreds of village elders and leaders. He knows their names, their faces, their tribes, tribes and clans. In many cases, he knows who stole whose water, who killed whose father, and who hates whom.

A lengthy combat tour has left Lt. Col. Kolenda as much sociologist as soldier. That will make him a tough act to follow when he and his men, the First Squadron of the 91st Cavalry Regiment, pack their duffels

glass darkly trying to understand the people here," says the colonel, a 45-year-old from Omaha who taught history at West Point and uses flashcards to quiz himself on local personalities. "It takes an extraordinarily long time to get the people to open up to you."

This was a competitive war—if Lt. Col. Kolenda's armored cavalry were rolling across the Kuzmari desert, for instance—a handover would be much smoother. The outgoing commander would give the incoming commander an intelligence report, a map and a plan, and be on his way.

But the other guerrilla com-

Continued from Page One

cally commanders—need skills that go well beyond good tactics and good aim; they must also blend the street smarts of a beat cop with the sensitivity of a social worker, the cultural awareness of an anthropologist and the dead-making abilities of a big-city mayor.

As a result, one of the most dangerous moments in this conflict is when Afghanistan veterans go home and Afghanistan novices arrive.

"There's an e-e-e way around it," says Maj. Erik Berdy, the squadron's operations officer. "It's going to s---. Balls will be dropped. Mistakes will be made."

The Afghan war began as an effort to oust the Taliban regime and destroy its al Qaeda allies, has become a lengthy insurgency that senior coalition commanders say has taken a turn for the worse in many parts of the country. In recent months, more U.S. forces have been killed in Afghanistan than in Iraq, where the overall level of violence has slowed. On Sunday, insurgents killed nine U.S. soldiers and injured 15 more in a U.S. base in Kunar, one of the provinces where Lt. Col. Kolenda's men are fighting. A few days

over from one unit to another, say U.S. officers here is for the outgoing commanders to pass on an anthropologist's guide to the local power structure, economy, rivalries, kinship, ambitions and fears.

Well ahead of the transition from Lt. Col. Kolenda's squadron to the Sixth Squadron, Fourth Cavalry Regiment, out of Fort Hood, Texas, the outgoing team emailed all of their records and papers to the new unit. Lt. Col. Kolenda and his men plan to squire the new commanders about the battlefield, introducing them to the people who will help them and to those who will get in their way.

Online Source

The Army also offers the troops an online reference source, Wiki-Afghan. It looks just like Wikipedia, except it's all about Afghanistan and much of it is classified. There are upwards of 10,000 articles, and any authorized soldier can click on an entry and add new information.

The site has photos and write-ups of provincial and district officials. Muhammad Tamin Norzani, who was removed this month from his post as governor of Nuristan Province, is believed

the new squadron to arrive at the main base in Naray was Capt. Kevin Sopuch, the intelligence officer. Capt. Sopuch, 35, from Cape May, N.J., says he has been reading up on the country since he learned in April that he'd be spending 12 to 15 months here. He predicts that coming to Naray will be "like moving to a new city.... I've moved enough times in America that I just know. After three months you know what restaurants not to eat at."

Lt. Col. Kolenda, however, was wounded, since May 2007. The wound includes building a new workshop of the inner workings of Afghan mountain societies. In Kandush, for example, one of the most violent districts in the squadron's turf, Lt. Col. Kolenda and his men noticed that whenever a certain businessman bid on a construction contract, a senior member of the Qajar tribe would object. The Americans discovered that the businessman's father, a mujahideen fighter against the Soviets two decades ago, had killed a

tribes, the Kom and the Kara, practice different variations of Islam and don't get along. During the Soviet war, they backed different mujahideen factions. The Kom have four primary clans, and Lt. Col. Kolenda says they bicker among themselves as well.

The Kom and the Kushatow, another Nuristan subtribe, have been fighting over water rights for a century, says Lt. Col. Kolenda. The Kushatow say the Kom use their springs; the Kom say the Kushatow stole their land and cattle. A decade ago the Kom pushed the Kushatow out of Kandush District. The Kushatow want to move back, but their rivals seeded the land with mines.


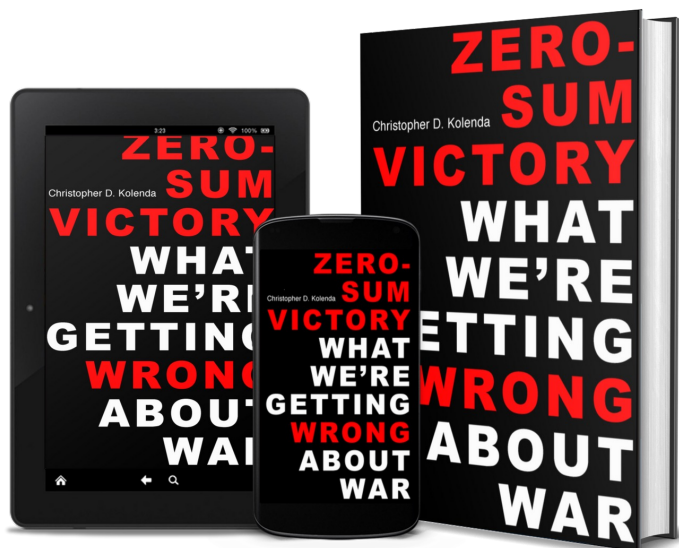
The colonel says it's critical the U.S. not take sides, intentionally or accidentally. Doing so could push the aggrieved party into the embrace of the Taliban, al Qaeda or some other insurgent group.

Winning Over Locals

The insurgents are not monolithic either. There are hard-line Taliban, al Qaeda and Hizb-Islami. Gulsuddin fighters, a pro-al Qaeda insurgent group loyal to a particular warlord, but there are also poor

from the land schooling as ders. He says Mirzish vil joined the it couple of y troops kicke and searched The colon village elders revenge than small hydro and other p and Afghan g the area.

Altogether tion is spendi for econo First Squadro U.S. intelli gant that f Chechen, Pa have come to for locals w from the insa the fighters d troops say the get tipped off In late Apr pared coordin eral U.S. outg Kush mounta U.S. soldiers e festive. Amer


LEADERSHIP THE WARRIOR'S ART

SECOND EDITION

CHRISTOPHER KOLENDA

FOREWORDS BY
Barry R. McCaffrey, General USA (Ret) and
Jeh Johnson, former US Secretary of Homeland Security

With the Army War College Foundation







The Road Best Traveled: Lifelong Leadership Lessons from a 1700-Mile Quest

- The right fit puts people in position to succeed
- You cannot control the wind, so adjust your sails
- Make the right 1mm adjustments to vital matters
- Find the right crowd: Sappers, Trappers, Nappers, and Zappers.



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2-minute Drill

- What's your top takeaway so far?
- What do you like best about your work?



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My Promise

Game Plan

- The Road Best Traveled
- **Questionnaire Results**
- The ABCs of Building an Inspiring Culture®
- Speed Round Q&A



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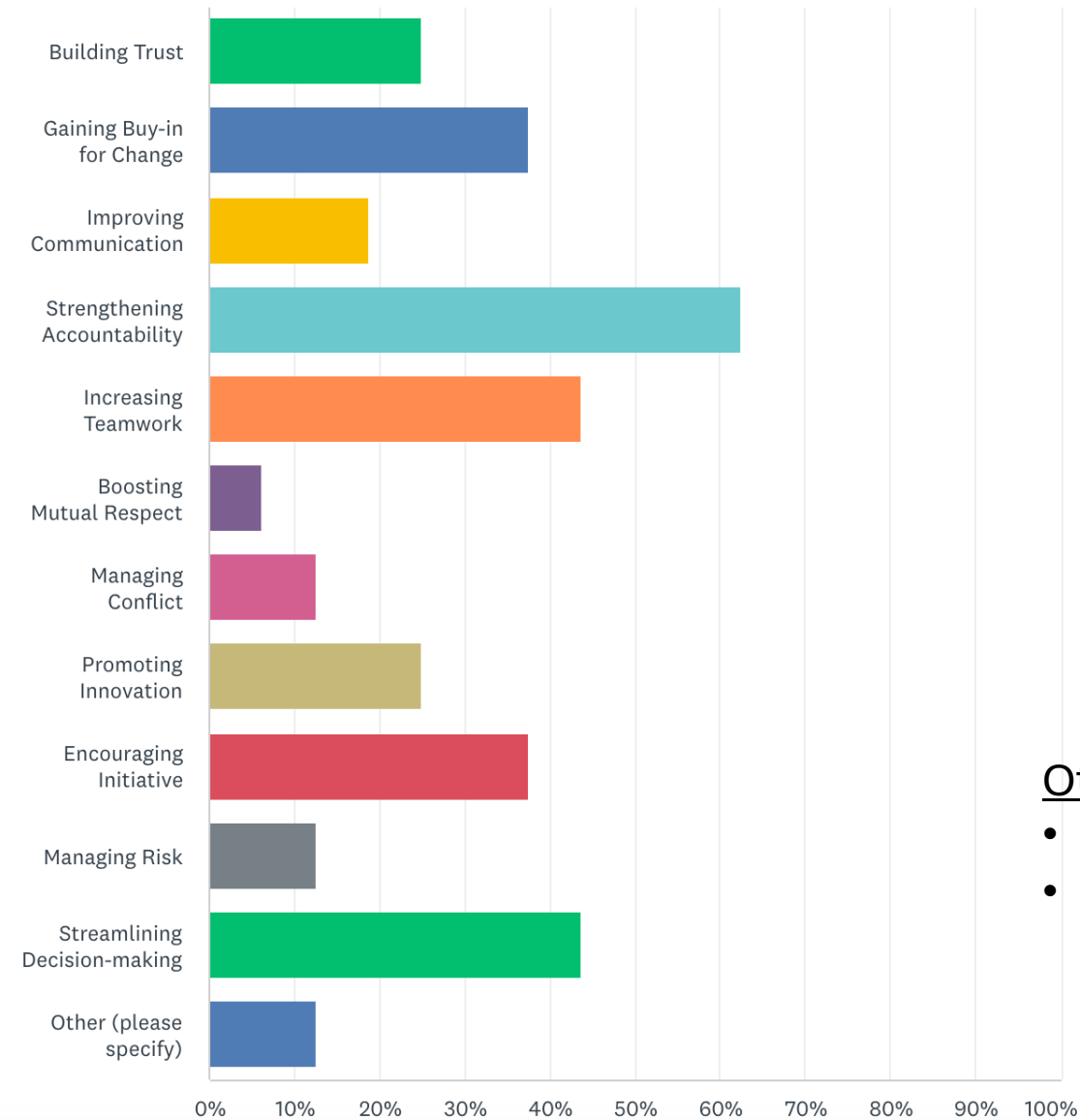
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What are the top issues on your mind right now? (Check all that apply)

Answered: 16 Skipped: 0



Others:

- Attracting and Retaining Talent
- Strategic Clarity

What leadership practice are you implementing today that gets you most excited?



- Teamwork, Delegating, & Accountability (4)
- Boosting marketing (3)
- Automation, Tech, and AI (3)
- EOS, processes, and time management (3)
- Strengthening Sales teams (2)

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As you look to the future as a leader in this organization, where do you see the most opportunity?



- Developing leaders and teams (7)
- New markets (6)
- Automation and tech (3)

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If this event could solve one professional challenge you are experiencing, making it the best event you've ever attended, what would that be?

- Building trust and buy-in (5)
- Inspiring people's best (4)
- Strengthening communication (3)
- Improving time management (2)
- Growing sales (2)



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Key themes

- Strengthen **accountability**
- Foster trust and **buy-in**
- Boost **communication**
- Improve leadership and teamwork
- Strengthen time management
- Improve processes
- Use AI, tech wisely



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2-minute Drill

- What's your top takeaway on Clarity and Buy-in?
- What is a favorite hobby?



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2-minute Drill

- What's your top Accountability takeaway?
- What's a recent challenge you've overcome?



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Building an Inspiring Culture®: Outcomes

Benefit	Impact	Source
Employee Engagement	+21% higher profitability	Gallup
Talent Attraction & Retention	72% of job seekers consider culture	LinkedIn
Enhanced Performance	73% more likely to outperform peers	Deloitte
Innovation & Creativity	+1.5 times higher market share	Adobe
Employee Well-being & Reduced Turnover	59% reduction in turnover	American Psychological Association
Brand & Customer Satisfaction	Higher customer satisfaction rates	i4cp & Babson College
Financial Performance	682% increase in revenue over 10 years	Kotter and Heskett

Building an inspiring culture not only enhances the well-being of employees but also contributes significantly to the organization's success and competitive advantage.



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My Promise

• GRATEFUL •

A person is holding a white rectangular sign with the word 'GRATEFUL' in black capital letters. The sign has small circular holes on either side. The person is wearing a dark jacket over a plaid shirt and has their hands raised to hold the sign. The background is a blurred indoor setting with warm lighting and bokeh effects on the right side.



Give feedback to Chris



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and enter this code when prompted

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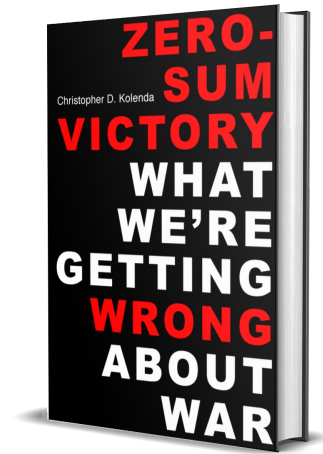


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Top Takeaways

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