



Organizational Culture and Leadership Practices in the 75th Ranger Regiment

United States Army Command and General Staff College

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This study examines what effect unit culture has on leadership practices in the 75th Ranger Regiment. The study investigates how the unit culture of the 75th Ranger Regiment developed; and through a survey questionnaire administered to selected leaders in the 75th Ranger Regiment, it explores prevailing views on the effect unit culture has on leadership practices. This study reveals that, first, executive leaders are more likely than mid-level leaders to delegate actions to lower levels of the unit. Secondly, mid-level leaders are likely to identify and eliminate soldiers who cannot meet established standards. Finally, mid-level leaders are likely to risk new methods to achieve mission accomplishment. These leadership practices demonstrate characteristics of an adaptive or learning organization. First, leaders are willing to decentralize control in order to increase motivation and initiative. Second, leaders feel a sense of personal mastery that drives them to uphold shared values. Finally, leaders are not risk adverse and believe in being proactive problem solvers.

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