

Section 2



ARMY LEADERSHIP— CHARACTER

Key Points

- 1 Seven Core Army Values
- 2 Empathy
- 3 Warrior Ethos
- 4 Character Development



God grant that men of principle shall be our principal men.

Thomas Jefferson

Introduction

The old wisdom is that an army runs on its stomach. But the physical well-being and ultimate success of an army in the field depends far more on the character of its leaders. Quality leadership grows out of sound values and attributes. Such leadership instills trust, confidence, and loyalty in your subordinates—and produces results. The essential **values** and attributes of **character** discussed here will be the moral compass on your journey to becoming a respected, effective leader.

Our values are never tested more strenuously than during times of crisis. Those who can keep a level head and act with character, particularly in the face of grave danger, testify to the importance of the Army Values and leader attributes. Consider how one Army leader in Vietnam reacted with integrity and heroism in a combat situation.

values

the central ideas that form the foundation of your character and guide your decision making and behavior

character

who you are, defined by your values, beliefs, and behavior

Incident at My Lai

On March 16, 1968, Warrant Officer (WO1) Hugh C. Thompson, Jr., and his two-man crew were on a reconnaissance mission over the village of My Lai, Republic of Vietnam. WO1 Thompson watched in horror as he saw an American Soldier shoot an injured Vietnamese child. Minutes later, when he observed American Soldiers advancing on a number of civilians in a ditch, WO1 Thompson landed his helicopter and questioned a young officer about what was happening on the ground. Told that the ground action was none of his business, WO1 Thompson took off and continued to circle the area. When it became apparent that the American Soldiers were now firing on civilians, WO1 Thompson landed his helicopter between the Soldiers and a group of 10 villagers who were headed for a homemade bomb shelter. He ordered his gunner to train his weapon on the approaching American Soldiers and to fire if necessary. Then he personally coaxed the civilians out of the shelter and airlifted them to safety. WO1 Thompson's radio reports of what was happening were instrumental in bringing about the cease-fire order that saved the lives of more civilians. His willingness to place himself in physical danger in order to do the morally right thing is a sterling example of personal courage.

Critical Thinking

How did WO1 Thompson exhibit character at My Lai? What was at stake for Thompson? Can you infer anything about the difference between the character of Thompson and that of the young officer he questioned?

Seven Core Army Values

You enter the Army with your personal values developed in childhood and nurtured over many years of personal experience. By taking an oath to serve the nation and the institution, you also agree to live and act by a new set of values—Army Values. Army Values consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping you make the right decision in any situation.

Army Values firmly bind all Army members into a fellowship dedicated to serving the nation and the Army. They apply to everyone, in every situation, anywhere in the Army. The trust Soldiers have for each other, and the trust the American people have in you, all depend on how well you embody the Army Values.

The Army recognizes seven values that must be developed in all Army individuals. The first letters form the acronym “LDRSHIP”:

- Loyalty
- Duty
- Respect
- Selfless service
- Honor
- Integrity
- Personal courage.

Loyalty

Bear true faith and allegiance to the US Constitution, the Army, your unit, and other Soldiers.

All Soldiers and government civilians swear a sacred oath to support and defend the Constitution of the United States. The Constitution established the legal basis for the existence of our Army. As a logical consequence, you have an obligation to be faithful to the Army and its people.

Loyalty is the big thing, the greatest battle asset of all. But no man ever wins the loyalty of troops by preaching loyalty. It is given him by them as he proves his possession of the other virtues.

BG S. L. A. Marshall

Men Against Fire (1947)

There is a great deal of talk about loyalty from the bottom to the top. Loyalty from the top down is even more necessary and much less prevalent.

GEN George S. Patton

War As I Knew It (1947)

Loyalty is a two-way commitment between leaders and subordinates. The loyalty of subordinates is a gift given when a leader deserves it. Leaders earn subordinates' loyalty by training them well, treating them fairly, and living the Army Values. Leaders who are loyal to their subordinates never let Soldiers be misused or abused. Subordinates who believe in their leaders will stand with them no matter how difficult the situation.

Few examples better illustrate loyalty to country, the Army, its people, and self better than that of World War II GEN Jonathan Wainwright.

Loyal in War and in Captivity

The Japanese invaded the Philippines in December 1941. In March 1942, GEN Douglas MacArthur left his Philippine command and evacuated to Australia. Although GEN MacArthur intended to stay in command from Australia, GEN Jonathan Wainwright, a tall, thin and loyal general officer assumed full command from the Malinta Tunnel on Corregidor, while MG Edward King replaced Wainwright as commander of the American Forces and Filipino Scouts defending Bataan. Soon, the Japanese grip on the islands tightened and the Philippine defenders at Bataan were surrounded and without any support other than artillery fire from Corregidor. Disease, exhaustion, and malnutrition ultimately accomplished what thousands of Japanese soldiers had not done for 90 days—Bataan was lost. When Bataan fell to the Japanese, more than 12,000 Filipino Scouts and 17,000 Americans became prisoners. On the initial march to Camp O'Donnell, the Japanese beheaded many who became too weak to continue the trip. Other prisoners were used for bayonet practice or pushed to their deaths from cliffs.

The situation at Corregidor was no better. Soldiers were weary, wounded, malnourished, and diseased. GEN Wainwright directed the defenses with the limited resources available. Wainwright made frequent visits to the front to check on his men and to inspire them personally. He never feared coming under direct fire from enemy soldiers. A tenacious warrior, he was used to seeing men next to him die and had often personally returned fire on the enemy.

GEN Wainwright was a unique kind of frontline commander—a fighting general who earned the loyalty of his troops by sharing their hardships. GEN Wainwright and his steadfast troops at Corregidor were the last organized resistance on Luzon. After holding the Japanese against impossible odds for a full six months, Wainwright had exhausted all possibilities—no outside help could be expected.

On 6 May 1942, GEN Wainwright notified his command of his intent to surrender and sent a message to the President of the United States to explain the painful decision. He was proud of his country and his men and he had been forthright and loyal to both. His Soldiers had come to love, admire, and willingly obey the fighting general. President Roosevelt reassured GEN Wainwright of the Nation's loyalty and in one of his last messages to him wrote: "You and your

devoted followers have become the living symbol of our war aims and the guarantee of victory.”

Following the surrender, the Japanese shipped the defenders of Corregidor across the bay to Manila where they were paraded in disgrace. To humiliate him personally, the Japanese forced GEN Wainwright to march through his defeated Soldiers. Despite their wounds, their illness, their broken spirit, and shattered bodies, Wainwright’s Soldiers once again demonstrated their loyalty and respect for their leader. As he passed among their ranks, the men struggled to their feet and saluted.

During his more than three years of captivity as the highest-ranking and oldest American prisoner of war in World War II, GEN Wainwright kept faith and loyalty with his fellow prisoners and suffered many deprivations, humiliation, abuse, and torture. Despite his steadfast posture in captivity, GEN Wainwright feared the moment of his return to America, expecting to be considered a coward and a traitor for his surrender at Corregidor. Americans at home had not forgotten and remained loyal to the fighting general and his courageous troops. To honor him and his men, GEN Wainwright was placed behind GEN of the Army MacArthur, together with British GEN Percival, during the signing of Japan’s official surrender on board the battleship USS Missouri, on 2 September 1945.

GEN Jonathan Wainwright subsequently returned home not to shame but to a hero’s welcome. During a surprise ceremony on 10 September 1945, President Truman awarded Jonathan Wainwright the Medal of Honor.

Duty

Fulfill your obligations.

You must always work not just to meet the minimum standard, but to do your very best. Your duty is to commit to excellence in all aspects of your professional responsibility.

Part of fulfilling duty is to exercise initiative—anticipating what needs to be done before someone tells you what to do. You must exercise initiative when you fulfill the purpose, not merely the letter, of the tasks assigned you and the orders you have received. The task is not complete until you achieve your intended outcome.



I go anywhere in the world they tell me to go, any time they tell me to, to fight anybody they want me to fight. I move my family anywhere they tell me to move, on a day’s notice, and live in whatever quarters they assign me. I work whenever they tell me to work.... And I like it.

James H. Webb

Former US Marine and Secretary of the Navy (1987-1988), United States Senator (2007-)

Conscientiousness is the internalization of duty. Conscientiousness means having a high sense of responsibility for your personal contributions to the Army, demonstrated through dedicated effort, organization, thoroughness, reliability, and practicality. Your own conscientiousness consistently alerts you to do what is right—even when you are tired or demoralized.

In rare cases, your sense of duty also has to detect and prevent an illegal order. Duty requires refusal to obey it. Leaders have no choice but to do what is ethically and legally right.

Respect

Treat people as they should be treated.

Respect for the individual is the basis for the rule of law—the very essence of what the nation stands for. Respect means you must treat others as they should be treated—with dignity and respect.

Over the course of history, America has become more culturally diverse, requiring Army leaders to deal with people from a wider range of ethnic, racial, and religious backgrounds. You must prevent misunderstandings arising from cultural differences. Actively seek to learn about people whose culture is different. Be sensitive to other cultures. This will help you in mentoring, coaching, and counseling subordinates. See things from their perspective, and appreciate what is important to them.

Army leaders should consistently foster a climate in which everyone is treated with dignity and respect, regardless of race, gender, creed, or religious belief. Fostering a balanced and dignified work climate begins with your personal example. How you live the Army Values shows subordinates how they should behave. Teaching values is one of your most important responsibilities. It helps create a common understanding of the Army Values and standards.



The discipline which makes the Soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such manner and such a tone of voice to inspire in the Soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.

MG John M. Schofield

Address to the United States Corps of Cadets, 11 August 1879



... [A]sk not what your country can do for you; ask what you can do for your country.

John F. Kennedy

Inaugural speech as 35th President of the United States (1961)

Selfless Service

Put the welfare of the nation, the Army, and subordinates before your own.

The military is often referred to as “the Service.” As an Army leader you serve the United States of America. Selfless service means doing what is right for the nation, the Army, the organization, and subordinates. While the needs of the Army and the nation should come first, selfless service does not imply neglect of your family or yourself. To the contrary, such neglect of these important elements weakens you and can cause the Army more harm than good.

A strong but harnessed ego, high self-esteem, and a healthy ambition can be compatible with selfless service, as long as you treat your people fairly and give them the credit they deserve. You know that the Army cannot function except as a team. For a team to excel, everyone, including you, must give up self-interest for the good of the whole.

On 11 September 2001, after the attack on the Pentagon, the selfless team effort between military personnel and civilian workers did not come as a surprise. Civilians and Soldiers struggled side-by-side to save each other’s lives, while together they ensured that critical operations around the world continued without loss of command and control.


Honor

Live up to all the Army Values.

Honor provides a moral compass for character and personal conduct in the Army. It means that you live by words and actions consistent with high ideals.

Honor is the glue that holds the Army Values together. Honor requires that you always demonstrate an understanding of what is right. Military ceremonies recognizing your achievements and that of your unit demonstrate and reinforce the importance the Army places on honor.

You must demonstrate an understanding of what is right and take pride in that reputation by living up to the Army Values. Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to the organization’s positive climate and morale.



War must be carried on systematically, and to do it you must have men of character activated by principles of honor.

George Washington

Commander, Continental Army (1775-81), and President of the United States (1789-97)

How you conduct yourself and meet obligations defines you as a person and leader. In turn, how the Army meets the nation's commitments defines the Army as an institution. Honor demands putting the Army Values above self-interest and above career and personal comfort. It requires putting the Army Values above self-preservation. Honor gives the strength of will to live according to the Army Values, especially in the face of personal danger. It is not coincidence that our military's highest award is the Medal of Honor. Its recipients clearly went beyond what is expected and beyond the call of duty.

Honor, Courage, and Selfless Service in Korea

On 14 June 1952 SGT David B. Bleak, a medical aidman in Medical Company, 223rd Infantry Regiment, 40th Infantry Division volunteered to accompany a combat patrol tasked to capture enemy forces for interrogation. While moving up the rugged slope of Hill 499, near Minari-gol, Korea, the patrol came under intense automatic weapons and small arms fire several times, suffering several casualties. An enemy group fired at SGT Bleak from a nearby trench while he tended the wounded.

Determined to protect the wounded, the brave aidman faced the enemy. He entered the trench and killed two enemy soldiers with his bare hands and a third with his trench knife. While exiting, SGT Bleak detected a concussion grenade as it fell in front of a comrade. Bleak quickly shifted to shield the man from the blast.

Disregarding his own injury, he carried the most severely wounded comrade down a hillside. Attacked by two enemy soldiers with bayonets, Bleak lowered the wounded man and put both adversaries out of action by slamming their heads together. He then carried the wounded American Soldier to safety.

SGT Bleak's courageous actions saved fellow Soldiers' lives and preserved the patrol's combat effectiveness. For his actions, President Dwight D. Eisenhower awarded him the Medal of Honor on 27 October 1953.

Integrity

Do what's right—legally and morally.

As a leader of integrity you must act consistently according to clear principles, not just what works now. The Army relies on leaders of integrity who possess high moral standards



No nation can safely trust its martial honor to leaders who do not maintain the universal code which distinguishes between those things that are right and those things that are wrong.

GEN Douglas MacArthur

Patriot Hearts (2000)

and who are honest in word and deed. You must be honest to others by not presenting yourself or your actions as anything other than what they are, remaining committed to the truth.

Here is how you stand for the truth: If a mission cannot be accomplished, your integrity requires you to inform the chain of command. If your unit's operational readiness rate is truly 70 percent, despite the senior commander's required standard of 90 percent, you will not instruct subordinates to adjust numbers. It is your duty to report the truth and develop solutions to meet the standard with honor and integrity. Identifying the underlying maintenance issues and raising the quality bar could ultimately save Soldiers' lives.

If you inadvertently pass on bad information, you should correct it as soon as you discover the error. Do the right thing not because it is convenient or because you have no other choice. Choose the path of truth because your character permits nothing less.

You should always be able to separate right from wrong in every situation. Just as important, you should do what is right, even at personal cost. As an Army leader, you cannot hide what you do, so you must carefully decide how to act. Army leaders are always on display. To instill the Army Values in others, you must demonstrate them personally.

You must resolve conflicts between personal and Army Values, so you can become a morally complete Army leader. If you have doubts, consult a mentor whose values and judgment you respect.

Personal Courage

Face fear, danger, or adversity (physical and moral).

As Army Air Corps World War I fighter ace CPT Eddie Rickenbacker put it, personal courage is not the absence of fear. It is the ability to put fear aside and do what is necessary. Personal courage takes two forms: physical and moral. You must be able to demonstrate both.

Physical courage requires overcoming fears of bodily harm and doing your duty. It triggers bravery that allows you to take risks in combat in spite of the fear of wounds or even death. One lieutenant serving during World War II displayed such courage despite serving in a time when he and his fellow African-American Soldiers were not fully recognized for their actions.

Courage and Inspiration for Soldiers Then and Now

Of all the Medals of Honor awarded during World War II, none went to an African-American. In 1993, the Army contracted Shaw University in Raleigh, North Carolina, to research racial disparities in the selection of Medal of Honor recipients. As a result, the Army ultimately decided to recommend seven Soldiers for the award.

Fifty-two years after they earned them, the men were awarded the medals along with the nation's silent apology for ignoring the Soldiers in the once-



Courage is doing what you're afraid to do. There can be no courage unless you're scared.

CPT Eddie Rickenbacker
US Army Air Corps, World War I

segregated Army. The only Soldier still alive to receive his award was Vernon J. Baker, an exceptionally courageous and inspirational leader.

On 5 and 6 April 1945, 2LT Baker of the 370th Infantry Regiment demonstrated leadership by example near Viareggio, Italy, during his company's attack against strongly entrenched German positions in mountainous terrain.

When his company was stopped by fire from several machine gun emplacements, 2LT Baker crawled to one position and destroyed it, killing three German soldiers. He then attacked an enemy observation post and killed two occupants. With the aid of one of his men, 2LT Baker continued the advance and destroyed two more machine gun nests, killing or wounding the soldiers occupying these positions. After consolidating his position, 2LT Baker finally covered the evacuation of the wounded personnel of his unit by occupying an exposed position and drawing the enemy's fire.

On the night following his heroic combat performance, 2LT Baker again volunteered to lead a battalion advance toward his division's objective through enemy mine fields and heavy fire. Two-thirds of his company was wounded or dead and there were no reinforcements in sight. His commander ordered a withdrawal. Baker, in tears protested, "Captain, we can't withdraw. We must stay here and fight it out."

2LT Baker stands as an inspiration to the many African-American Soldiers who served with him and since that time. He stood courageously against the enemy and stood proudly to represent his fallen comrades when he received his Medal of Honor.

Long after he saw combat in Italy, Vernon J. Baker still thought of his black comrades who died around him as they awaited reinforcements that never came. In a CNN interview, he summed up his feelings with the following modest words: "This day will vindicate those men and make things right."

Moral courage is the willingness to stand firm on values, principles, and convictions. It enables you to stand up for what you believe is right, regardless of the consequences.



The concept of professional courage does not always mean being as tough as nails, either. It also suggests a willingness to listen to the Soldiers' problems, to go to bat for them in a tough situation and it means knowing just how far they can go. It also means being willing to tell the boss when he is wrong.

William Connelly

Sergeant Major of the Army (1979-1983)

Critical Thinking

Discuss whether character may be especially essential in the face of an enemy who exhibits none. What examples from history or current events can you cite to illustrate this concept?

When you take full responsibility for your decisions and actions, even when things go wrong, you display moral courage.

GEN Dwight D. Eisenhower was a leader of great moral courage during his service as the Supreme Commander of Allied Forces Europe during World War II. He displayed this moral courage in a handwritten note he prepared for public release, in case the Normandy landings failed.

Our landings in the Cherbourg-Havre area have failed to gain a satisfactory foothold and I have withdrawn the troops. My decision to attack at this time and place was based upon the best information available. The troops, the air, and the Navy did all that bravery and devotion to duty could do. If any blame or fault attaches to the attempt it is mine alone—June 5 [1944].

Moral courage also expresses itself as candor. Candor means being frank, honest, and sincere with others. It requires steering clear of bias, prejudice, or malice, even when it is uncomfortable or may seem better to keep quiet.

Trust relationships between you and your subordinates rely on candor. Without it, subordinates will not know if they have met the standard and you will not know what is going on in their organization.

empathy

the ability to see something from another person's point of view

Empathy

When planning and deciding an operation, try to envision the impact on Soldiers and other subordinates. The ability to see something from another person's point of view, to identify with and enter into another person's feelings and emotions, enables you to better care for everyone under your command.

As a competent and empathetic leader, you take care of Soldiers by giving them the training, equipment, and all the support they need to keep them alive in combat and accomplish the mission. During wartime and difficult operations, you share the hardships with your people to gauge if their plans and decisions are realistic. As a competent and empathetic leader, you also recognize the need to provide Soldiers with reasonable comforts and rest periods to maintain good morale and mission effectiveness. When a unit or organization suffers injuries or death, you can help ease the trauma and suffering in the organization to restore full readiness as quickly as possible.

Empathy also includes nourishing a close relationship between the Army and Army families. To build a strong and ready force, you must promote self-sufficient and healthy families. Empathy for families includes allowing Soldiers recovery time from difficult missions, protecting leave periods, permitting critical appointments, as well as supporting events that allow information exchange and family team-building.

The requirement for leader empathy extends beyond Soldiers and their families. Within the larger operational environment, leader empathy may be helpful when dealing with local populations and prisoners of war. Providing the local population within an area of

operations with the necessities of life often turns an initially hostile disposition into one of cooperation.

The Warrior Ethos

GEN Eric Shinseki, former Army Chief of Staff, described the need for a common Warrior Ethos with emphasis on the uniformed members of the Army team:

Every organization has an internal culture and ethos. A true warrior ethos must underpin the Army's enduring traditions and values.... Soldiers imbued with an ethically grounded warrior ethos clearly symbolize the Army's unwavering commitment to the nation we serve. The Army has always embraced this ethos, but the demands of Transformation will require a renewed effort to ensure that all Soldiers truly understand and embody this warrior ethos.

The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It echoes through the precepts of the Code of Conduct and reflects your selfless commitment to the nation, mission, unit, and fellow Soldiers. Discipline, commitment to the Army Values, and pride in the Army's heritage develop and sustain the Warrior Ethos. Lived by Soldiers and supported by dedicated Army civilians, a strong Warrior Ethos is the foundation for the winning spirit that permeates the institution.

U.S Army Soldiers embrace the Warrior Ethos as defined in the Soldier's Creed (Figure 2.1).

The Warrior Ethos is more than persevering in war. It fuels the fire to fight through any demanding conditions—no matter the time or effort required. It is one thing to make a snap decision to risk your life for a brief period. It is quite another to sustain the will to win when the situation looks hopeless and shows no indication of getting better, when being away from home and family is already a profound hardship. The Soldier who jumps on a grenade to save comrades is courageous without question—that action requires great mental and physical courage. Pursuing victory over extended periods with multiple deployments requires deep moral courage, one that focuses on the mission. This is the Warrior Ethos.

The Warrior Ethos

the professional attitudes and beliefs that characterize the American Soldier

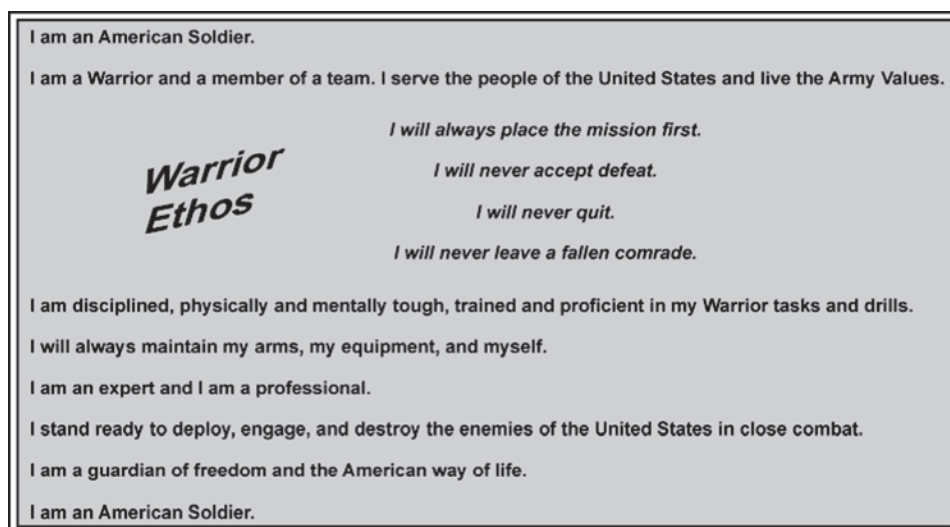


Figure 2.1 The Soldier's Creed



Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory.

GEN George S. Patton

Cavalry Journal (1933)

The actions of all who have fought courageously in wars past exemplify the essence of the Army's Warrior Ethos. Developed through discipline, commitment to the Army Values, and knowledge of the Army's proud heritage, the Warrior Ethos makes clear that military service is much more than just another job. It is about your total commitment. It is your absolute faith in yourself and your comrades that makes the Army invariably persuasive in peace and invincible in war. The Warrior Ethos forges victory from the chaos of battle. It fortifies you and your people to overcome fear, hunger, deprivation, and fatigue.

The Warrior Ethos is a component of character. It shapes and guides what you do. It is linked tightly to the Army Values such as personal courage, loyalty to comrades, and dedication to duty. During the Korean War, one leader displayed these traits and surpassed traditional bounds of rank to lead his Soldiers.

Task Force Kingston

1LT Joseph Kingston, a boyish-looking platoon leader in K Company, 3d Battalion, 32d Infantry, was commanding the lead element for his battalion's move northward. The terrain was mountainous in that part of Korea, the weather bitterly cold—the temperature often below zero—and the cornered enemy still dangerous.

1LT Kingston inched his way forward, the battalion gradually adding elements to his force. Soon, he had antiaircraft jeeps mounted with quad .50 caliber machine guns, a tank, a squad (later a platoon) of engineers, and an artillery forward observer under his control. Some of the new attachments were commanded by lieutenants who outranked him, as did the tactical air controller—a captain. 1LT Kingston remained in command, and battalion headquarters began referring to his growing force as, "Task Force Kingston."

Bogged down in Yongsong-ni with casualties mounting, Task Force Kingston received reinforcements that brought its strength to nearly 300. 1LT Kingston's battalion commander wanted him to remain in command, even though he pushed forward several more officers who outranked 1LT Kingston. One of the attached units was a rifle company, commanded by a captain. Nonetheless, the cooperative command arrangement worked—because 1LT Kingston was a very competent leader.

Despite tough fighting, the force advanced. Hit while leading an assault on one enemy stronghold, Kingston managed to toss a grenade just as a North Korean soldier fired a shot that glanced off his helmet. The lieutenant's resilience and personal courage inspired every Soldier from the wide array of units under his control.

Task Force Kingston succeeded in battle because of a competent young leader who inspired his people by demonstrating many attributes common to the Warrior Ethos and the Army Values that the Army currently espouses.

The Warrior Ethos requires your unrelenting and consistent determination to do what is right and to do it with pride. Understanding what is right requires that you respect both comrades and all people involved in complex missions, such as stability and reconstruction operations.

You must continually affirm, develop, and sustain the Warrior Ethos. It connects American warriors of today with those whose sacrifices have sustained the country's very existence since America's founding. The Army's continuing drive to be the best, to triumph over all adversity, and to remain focused on mission accomplishment, does more than preserve the Army's institutional culture—it sustains the nation.

Character Development

You join the Army with your character preshaped by your background, beliefs, education, and experience. Your job would be simpler if you merely checked your team members' personal values against the Army Values and developed a simple plan to align them. Reality is much different. Becoming a person of character and a leader of character is a career-long process. It involves day-to-day experience, education, self-development, developmental counseling, coaching, and mentoring. While individuals are responsible for their own **character development**, you can develop as a leader of character only through continual study, reflection, experience, and feedback. You will hold yourself and your subordinates to the highest standards. The standards and values then spread throughout the team, unit, or organization and ultimately throughout the Army.

Doing the right thing is good. Doing the right thing for the right reason and with the right goal is better. You must possess the desire to act ethically in all situations. One of your primary responsibilities is to maintain an ethical climate that supports development of such character. When your unit's ethical climate nurtures ethical behavior, your people will, over time, think, feel, and act ethically. They will internalize the aspects of sound character.

character development

the development of character through continual study, reflection, experience, and feedback



CONCLUSION

True leaders are made, not born. And true authority derives first from self-control. Soldiers will take direction from officers who themselves appear self-directed. In learning and applying the seven core Army Values, learning empathy, practicing the Warrior Ethos, and working to develop your character, you will discover that success and respect are natural outcomes of your pursuit of excellence as an Army leader.

Learning Assessment

1. Name the seven core Army Values and give an example of how each forms part of the foundation of an effective leader's character. How would the lack of that particular value negatively affect a leader's performance?
2. What is empathy? Why is it so important to making good decisions?
3. Define the Warrior Ethos. How does it give courage to yourself and the people under you?
4. Why is character development important for an Army leader?

Key Words

values

character

empathy

The Warrior Ethos

character development

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