Character Development Project
Mission Analysis

Center for the Army Profession and Ethic
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Problem – Solution – Outcome = Character Development Project Mission

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Character

- **Intrinsically** – One’s true nature, including identity, sense of purpose, values, virtues, morals, and conscience. (ADRP 1, para 5-14; FM 6-22, para 5-2)

- **Operationally** – Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. (ADRP1, para 5-14; FM 6-22, para 5-2)

**Character Development**

The continuous process within the Army as an institution, in Army organizations, and between leaders and subordinates—integrated within sequential and progressive education, training, and experience—that strengthens the resolve of trusted Army professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

We want leaders that are tough, resilient, that can think, and out-fight and out-smart the enemy. We want them to be adaptive and agile and flexible. And we want them not only competent, but we want leaders of character.

GEN Mark A Milley, CSA
Character Development Project

Why: To publish a concept for developing, assessing, and certifying the character of Army Professionals within the existing Leader and Professional Development process of education, training, and experience.

What: Under the authority of HQDA EXORD 086-16 HUMAN DIMENSION (20151222), the Army Character Development Project Team articulates, gains approval for, and publishes The Army’s Framework for Character Development…. => ALDS IAW the Army Ethic.

When: 1st QTR FY16 – 3rd QTR FY17: Mission Analysis; Literature Review; Army White Paper (April 16) defines the “problem” & proposes a conceptual solution; Army Profession Forum socializes with Senior Army Leaders; Army White Paper (Signature Draft, May 17) defines The Army’s Framework for Character Development and recommends initiatives for implementation and assessment.

Where/How: Research, site visits, symposiums, focus groups, bi-monthly Army-wide teleconferences, and quarterly IPRs to APLDF. Army staffing included author’s, initial, and final DRAFTS. Signature DRAFT e-Form 5 staffing for approval by CG, TRADOC.

Who: All Army organizations represented on the APLDF and within the Human Dimension Community of Practice. CAC/CAPE OPR.

Status: Signature DRAFT in e-Form 5 Staffing for approval by CG, TRADOC
Intrinsically, character is “one’s true nature, including identity, sense of purpose, values, virtues, morals and conscience.”

Operationally, doctrine defines character as “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.”

The Army Profession certifies the character, competence, and commitment of Soldiers and Army Civilians. (ADRP 1)

Character is central to developing mutual trust and cohesive teams within Mission Command (ADRP 6-0), which in turn strengthens resilience and personal readiness while contributing to unit readiness. Character Development is a unifying theme within The Army Human Dimension Concept, the Talent Management Concept of Operations for Force 2025 and Beyond, is an essential requirement for Leader Development (ALDS, ADRP 6-22), and integral to the Army meeting Army Warfighting Challenges 4, 8, 9, 10 and 19.

PROBLEM
The Army Profession lacks a concept for Character Development of Soldiers and Army Civilians
CNA GAP #501028 FY16 ALDP Priority List 3P

SOLUTION
Under authority of HQDA EXORD 086-16 HUMAN DIMENSION, the Character Development Project Team articulates, gains approval for, and publishes “The Army’s Framework for Character Development” – applicable within the process of leader and professional development – NLT June 2017, in order to strengthen shared identity and inform the development and certification of trusted Army professionals through education, training, and experience.

OUTCOME
An ethical culture and organizational climate are prerequisites for character development to occur and for right conduct to flourish.

Publish a framework for developing, assessing, and certifying the character of Army professionals within the existing Leader and Professional Development process of education, training, and experience

Character must be developed within the context of Leader Development!
Character Development
Guiding Assumptions

Intrinsically, character is “one’s true nature, including identity, sense of purpose, values, virtues, morals and conscience.”
– ADRP1

Operationally, character is “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.”
– ADRP1

Character must be developed within Leader Development!

Implementation of character development must be tailored to the operating environment based on component, community of practice, etc.

Success of this mission requires insightful, informed contributions from across the force.

An ethical culture and climate are prerequisites for character development to occur and for right conduct to flourish.

Our framework is a multi-disciplinary approach, informed by relevant fields of study.*

*e.g., philosophy, ethics, theology, law, medicine, psychology, sociology, anthropology, education.
The Army Leader Development Strategy addresses “the deliberate, continuous, and progressive process—founded in Army Values—that grows Soldiers and Army Civilians into *competent, committed* professional leaders of **character**” (ALDS, 2013).

“Leader development is achieved through career-long synthesis of training, education, and experience ... in the institutional, operational, and self-development domains, supported by peer and developmental relationships” (ALDS 2013).

The Human Dimension Concept (TP 525-3-7, 2014) recognizes the need for character in Army professionals to be deliberately developed throughout an Army career; this theme is affirmed in the Human Dimension Strategy (HDS, 2015).

Army Profession doctrine states that the Army Ethic guides the decisions and actions of trusted Army professionals (ADRP 1, 2015).
• Mission Command doctrine states that mutual trust and cohesive teamwork are essential to accomplish the mission (ADRP 6-0, 2012); and these are strengthened through consistent demonstration of character, competence, and commitment (ADRP 1, 2015).

• Army leadership doctrine states that character development is a process involving ... education, training, experience, self-development, coaching, counseling, and mentoring (ADP/ADRP 6-22, 2012; FM 6-22, 2015).

• While “individuals are responsible for their own character development,” they are supported by “leaders [who] are responsible for encouraging, supporting and assessing the efforts of their people” (ADRP 6-22, 2012).

• Leaders of character develop through continual study, reflection, experience, and feedback (ADRP 6-22, 2012).
• This project redresses a gap in our ability to develop and assess character, providing an accessible, accepted, comprehensive, and adaptable framework to achieve these ends.

• This framework is implemented in a disciplined, intentional manner within ongoing efforts to develop competence and commitment.

• The Army Profession, institutional and operational Army, and all trusted Army professionals continuously strengthen character, competence, and commitment.
Purpose of the Framework

• For the Army Profession and the Institutional & Operational Army:
  o Describes what must be done regarding policy, programs, and doctrine (e.g., institutional [education & training] and operational domains);
  o Supports assessment of the efficacy of institutional and operational policies, programs, and procedures that contribute to the development of character;
  o Identifies gaps in Army knowledge about character and character development within leader development for future Army research;
  o Assists in synchronization of Army policy and doctrine in describing and assessing attributes of character in recruits, candidates, Soldiers, Army Civilians within the process of leader and professional development.

• For the Army Professional (Soldier and Army Civilian):
  o Identifies activities that strengthen shared identity;
  o Informs the individual regarding self-development; and
  o Assists with reinforcing and assessing character in decisions and actions.
Risks

Failure to accomplish the mission:

• Permits leader and professional development of Soldiers and Army Civilians to proceed without explicit, coordinated focus on character in concert with competence and commitment;

• Accepts unsynchronized, arbitrary descriptors for desired qualities of character in Soldiers and Army Civilians;

• Continues undisciplined ways and means of assessing the success of Army efforts to develop character within education, training, and experience;

• Defers to legalistic, rules-based, and consequentialist reasoning in adjudging the propriety of decisions and actions; and

• Undermines promulgation of the Army Profession and Army Ethic through explicit integration of Character Development in the institutional, operational, and self-development domains; thus increasing the likelihood of misconduct, indiscipline, and unethical decisions and actions.
Key Tasks

1 of 3

• Determine how the relevant literature informs Character Development.

• Identify and include relevant scientific disciplines whose theory and practice address character and character development (e.g., psychology, sociology, pedagogy, philosophy, anthropology, etc).

• Identify and gain consensus for an Army Profession lexicon regarding character and character development.

• Understand relationships among: character, identity, and personality; values, virtues, and morals (conscience), etc.

• Understand the effects of resilience and social-emotional intelligence as they relate to character and character development.
Key Tasks

2 of 3

• Identify and determine the effects of factors external to the Army on character development (e.g., religion, family, socio-economic status, etc.).

• Identify and determine the effects of factors internal to the Army on character development (e.g., esprit de corps, culture of trust, organizational climate).

• Identify both enablers and obstacles affecting character development within the:
  o Institutional Army; and
  o Operational Army.

• Determine what must be done to positively influence character development within the:
  o Institutional Army (e.g., policies, programs, procedures); and
  o Operational Army (e.g., unit training, garrison activities, etc).

• Define the role for senior stewards (leaders) in supporting character development.
Key Tasks

3 of 3

• Determine what activity must take place at the level of the individual within the team (e.g., leadership, coaching, counseling, mentoring, self-development).

• Determine if service learning and community support activities have a beneficial effect on character development.

• Determine how the Army Ethic drives Character Development.

• Identify reliable and valid means of assessing character development at the level of the:
  o Army Profession;
  o Institutional Army;
  o Operational Army; and
  o Individual within the team.

• Identify gaps in Army knowledge for future research.
Character development within the Army Profession must be designed and implemented in a manner compatible with and integrated within unit training and operations. There is neither time nor other resources to support new training requirements.

The literature and empirical evidence support the imperative that character and competence must be developed simultaneously, within the same processes of education, training, and experience.

No additional funding beyond currently projected/approved levels is expected or necessary to accomplish the mission.

Non-governmental SMEs and contributing retirees are volunteers, and no financial support beyond invitational travel or currently funded activity will support their participation and contributions.

Based upon the intent to complete this project NLT June 2017, it is expected that “The Army’s Framework for Character Development” will depend on research and best practices that are currently available or in-process.
Character Development Project Timeline (1 of 2)

- **Sep - Oct 15**: Mission Analysis addressing CNA Gap #501028, Supporting APLDF Initiative I-14-007, APL 3P

- **Nov 15**: Establish Project Team/Initial Project meeting

- **Nov 15**: Develop the Project Plan

- **Oct 15 and continuing**: Literature Review (Living Document)

- **Mar - Sep 16**: Conduct Analysis of Theories and Concepts for Character Development and Assessment of Character (Ongoing)

- **19 Apr 16**: Army White Paper: “Developing the Character of Trusted Army Professionals, Forging the Way Ahead”

- **21 Jan 16**: 2nd Character Development Project Team meeting

- **16 Jun 16**: 3rd Character Development Project Team meeting

- **13-14 Apr 16**: Solicit feedback during JLAPS

- **11-14 Jul 16**: Solicit feedback within CPT Solarium

- **Nov - Dec 15**: APLDF 16-1 Confirms the Mission Analysis; HQDA EXORD 086-16 HUMAN DIMENSION (22 Dec 15)

- **12 Nov 15**: Solicit feedback within CPT Solarium

- **20170823 cape.army.mil 17**
Character Development Project
Timeline (2 of 2)

Sep 17: Publish “The Army’s Framework for Character Development”

22 Aug: Introduce “Character Development Implementation Plan” at APLDF 17-4

15 Aug: Revised Signature Draft to CG TRADOC “The Army’s Framework for Character Development”

17 May: Signature Draft to CG TRADOC “The Army’s Framework for Character Development” - Review CD Tng MCoE

6 Apr: 7th Character Development Project Tm mtg; Final DRAFT, s: 19 Apr 17

21-22 Mar Engagement with USAREC, USACC

28 Feb 17: Initial DRAFT Army Staffing Framework for Character Development; 6th Character Development Project Tm mtg;

16 Feb 17: 6th Character Development Project Tm mtg

20 Jan 17: USAWC Faculty Focus Group

7 Dec 16: Army Profession Forum

25, 28 Oct 16: Engagement with IET, Tufts Univ

18 Oct 16: 5th Character Development Project Tm mtg: Authors’ DRAFT “The Army’s Framework for Character Development”

16 Aug 16: 4th Character Development Project Tm mtg
Key terms included in *The Army’s Framework for Character Development* that are defined in Army doctrine or regulations are noted with an asterisk (*) and followed by the proponent publication.

**Army Ethic**: The evolving set of laws, values, and beliefs, embedded within the Army culture of trust that motivates and guides the conduct of Army professionals bound together in common moral purpose. ADRP 1 [Ethic – A set of moral principles guiding our decisions and actions (Army Ethic, ADRP1)]
[Values – Principles or concepts that are always important and reflected in decisions and actions]
[Virtues – Qualities demonstrated in conduct and behavior that are respected and admirable.]

**assessment**:
1. A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations. See FM 3-07, FM 3-24. 2, ATP 3-01.7, ATP 3-9
2. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. See ADP 3-37, ADP 5-0, ADRP 3-37, ADRP 5-0, FM 3-13, FM 3-24, FM 3-96, FM 6-0, ATP 2-01, ATP 3-01.7, ATP 3-07.6, ATP 4-13, ATP 5-0.1, ATP 6-01.1.
3. Judgment of the motives, qualifications, and characteristics of present or prospective employees or “agents.” JP 3-0, FM 3-07, ATP 3-01.7.
4. A method used to determine, from performance, the proficiency and potential of a leader. Ideally, assessment is characterized by an objective judgment against a criterion-based standard. DA PAM 350-58.

**Attraction–Selection–Attrition (ASA)**: A theory holding that: (1) individuals are attracted to organizations whose members are similar to themselves in terms of personality, values, interests, and other attributes; (2) organizations are more likely to select those who possess knowledge, skills, and abilities similar to the ones their existing members possess; and, (3) over time, those who do not fit in well are more likely to leave. Owing to these three factors, the personal characteristics of those who serve in an organization are likely to become more similar over time, leading to the consolidation of organizational culture. (Oxford Reference/Schneider, B, et al. [1995])
**Glossary (cont.)**

*certification:*
1. The recognition or credential given to individuals who have met predetermined qualifications set by an agency of government, industry, or a profession. DODI 1400.25–V410.
2. A formal written confirmation by a proponent organization or certifying agency that an individual or team can perform assigned critical tasks to a prescribed standard. The team or individual must demonstrate its ability to perform the critical tasks to the prescribed standard before certification is issued. AR 350–1.
3. Verification and validation of an Army professional’s character, competence, and commitment to fulfill responsibilities and successfully perform assigned duty with discipline and to standard. (ADRP 1)

*character: Intrinsically* – One’s true nature, including identity, sense of purpose, values, virtues, morals, and conscience. *Operationally* – An Army professional’s dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions. ADRP 1

*competence: *Demonstrated ability to successfully perform duty with discipline and to standard. ADRP 1

*commitment: *Resolve to contribute honorable service to the Nation and accomplish the mission despite adversity, obstacles, and challenges. ADRP 1

character development: The continuous process within the Army as an institution, in Army organizations, and between leaders and subordinates—integrated within sequential and progressive education, training, and experience—that strengthens the resolve of trusted Army professionals to live by and uphold the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.

culture: The set of long-held values, beliefs, expectations, and practices shared by a group that signifies what is important and influences how an organization operates. AR 350-1; ADRP 1.
ethics: The study of what is right and wrong (philosophy, theology, law).

identity: One’s sense of self; perceptions of one’s roles and purpose in life. [Personality – One’s unique variation on human nature, expressed as a pattern of traits and adaptations, situated in social context and culture.]

*initiative: A leader development proposal approved by CG, TRADOC and the CSA, but without resource requirements documented in the program objective memorandum. DA PAM 350-58.

*leader development: The deliberate, continuous, sequential and progressive process, grounded in Army values, that grows Soldiers and Civilians into competent and confident leaders capable of decisive action. AR 350-1

moral(s): Belief(s) about what is right and wrong (conscience).

*professional development: The deliberate and continuous process of education, training, and experience that prepares Soldiers and Army Civilians of character, competence, and commitment to perform present and future duty in accordance with the Army Ethic. AR 600-100

professional organizational climate: the expectation and the standard is that everyone lives by and upholds the moral principles of the Army Ethic, including Army Values, in the exercise of the philosophy and doctrine of mission command.

Relational Developmental System (RDS): A metatheory addressing human development, emphasizing that character is influenced by the context, including ongoing coactions between individuals and their environment. These environmental interactions include many levels of the ecology (e.g., societal influence, institutional culture, organizational climate, and interpersonal relations). Lerner, R. M., & Schmid Callina, K. (2014), Overton, W. F. (2015), Schmid Callina, K., et al. (2017)
References

AR 600-100 Army Leadership, 2007
AR 5-22 Army Force Modernization Proponent System, 2015

Army Leader Development Strategy, 2013
The Human Dimension Strategy, 2015
   HQDA EXORD 086-16 HUMAN DIMENSION, 2015
   APLDF Initiative –I-14-007, APL 4P FY15 ; APL 3P FY16/17; APL 2P FY18

ADRP 1 The Army Profession, 2015
ADRP 6-0 Mission Command, 2012
ADRP 6-22 Army Leadership, 2012
FM 6-22 Leader Development, 2015

Army White Papers:
   The Army Ethic, 2014
   Developing the Character of Trusted Army Professionals, Forging the Way Ahead, 2016
   The Army’s Framework for Character Development, (TBP)
The Army Profession develops leaders who exercise Mission Command while conducting operations in honorable service to the Nation.
VISION: An Army of competent and committed leaders of character with the skills and attributes necessary to meet the challenges of the 21st Century.

– ALDS 2013
Trust: Essential for Mission Command

Mission Command
- Trusted Army Professionals -

Dedication to the Army Ethic:
Demonstrated in Decisions & Actions

Honorable Service & Mission Accomplishment:
Despite Adversity, Obstacles, & Challenges

Performance of Duty:
With Discipline & To Standard

Live by & Uphold the Army Ethic
Army’s Framework for Character Development

Army Leader Development Strategy
In Accordance With The Army Ethic

Organizational Leader Responsibilities
- Climate
  - Education
  - Training
  - Experience
  - Certification
  - Readiness
  - Mission

Organizational Leader Responsibilities

Direct Leader - Follower Responsibilities
- Identity
  - Uphold the Army Ethic
  - Self-Development
  - Lifelong Learning
  - Coach-Counsel-Mentor
  - Ready & Resilient
  - Soldier for Life

Strategic Leader Responsibilities
- Culture
  - Recruiting
  - Policies-Regulations
  - Concepts-Doctrine
  - Programs-Systems
  - Force Structure
  - Infrastructure
  - Budget

The Army’s Framework for Character Development is the ALDS, implemented in accordance with the Army Ethic and synchronized at all levels of leadership: direct, organizational, and strategic.
The Army’s Framework for Character Development

- Army Leader Development Strategy implemented IAW the Army Ethic:
  - The Army as an institution (Army Culture of Trust)
  - Army organizations (Professional Climates)
  - Trusted Army professionals (Identity)

- Synchronized at all levels of leadership:
  - Strategic
  - Organizational
  - Direct (Leader-Follower)

- Requires:
  - Mutually supporting & interdependent responsibilities
  - Planned implementation (APLDF)
  - Assessment
Army Culture of Trust

**Initiative 1**: Strategic leader influence on the Army culture of trust should be taught beginning at intermediate levels of PME/CES and reinforced at the senior levels of learning. This will develop a strategic mindset, supporting understanding of the effects of strategic decisions at all levels of leadership. *Leadership & Education.*

**Initiative 2**: Review and ensure that directives, policies, regulations, concepts, doctrine, and strategic communications addressing character are in accordance with Army Profession doctrine (ADRP 1). This includes synchronization of Army Profession and Army Leadership doctrine and redressing policy or practices that may undermine trust (e.g., programs or systems that create situational dilemmas wherein we may be “lying to ourselves”). *Doctrine, Leadership & Education, Policy.*

**Initiative 3**: Develop and promulgate strategic messaging for the Army as a trusted military profession and Soldiers and Army Civilians as trusted Army professionals, answering a calling to honorable service. Simultaneously, Army recruiter preparation and certification addresses the responsibility to inspire and motivate individuals to join the Army as a calling to honorable service. *Leadership & Education, Policy.*
Professional Organizational Climate

**Initiative 4:** Leaders should be taught why and how to establish and assess the professional climate within their organizations. Organizational leaders should be provided with resources to assess and redress conditions within the unit or organization that fail to meet professional standards. *Doctrine, Leadership & Education.*

**Initiative 5:** During PME/CES and organizational training, ethical challenges are integrated within experiential activities and exercises to ensure their consideration in decisionmaking, planning, rehearsals, execution, and in after action reviews. *Doctrine, Training, Leadership & Education, Policy.*

**Initiative 6:** Each certification event (e.g., performance evaluation, graduation or completion of training, promotion, reenlistment, assumption of command, change of responsibility, etc.) should confirm that the certifying authority has verified and validated that the individual has demonstrated character, competence, and commitment to performance standards. Certification should be made a permanent entry on personnel records. *Training, Leadership & Education, Policy.*
IDENTITY—DIRECT LEADERS

**Initiative 7:** Army leaders acknowledge and accept their responsibility to develop character in themselves and others. Leaders are taught why and how to inspire and motivate Soldiers and Army Civilians to embrace our shared identity and commit to self-development, lifelong learning, and the concept of *Soldier for Life*. Coaching, counseling, and mentoring include ethical considerations in decisions and actions. *Doctrine, Training, Leadership & Education, Policy.*

**ASSESSMENT**

**Initiative 8:** Develop and implement a character development assessment process to determine the degree to which *The Army’s Framework for Character Development* is having the intended effect. Assessment addresses all levels of leadership: strategic (the Army Institution and culture of trust), organizational (professional climate), and direct (identity). The assessment will evaluate cohesive teamwork and mutual trust within the Army and trust with the American people. *Policy.*
Summary

- The Army's Framework for Character Development is the ALDS implemented IAW the Army Ethic and synchronized at all levels of leadership: direct, organizational, and strategic.

- Applies to the Total Force, affecting all Soldiers and Army Civilians.

- For the Army Profession, the process of developing character begins with recruiting and continues through service as a Soldier for Life.

- In education, training, and experience, the intent is for leaders to simultaneously contribute to development in character, competence, and commitment.

- Requires an Army culture of trust, professional organizational climates, and individual commitment to embrace our shared identity.

- Successful character development contributes to cohesive teamwork and mutual trust – the first principle of mission command.
Army Leader Development Strategy
+ The Army Ethic

Intent
Why

Army Culture of Trust
Professional Organizational Climate
Trusted Army Professionals

Inputs
What (Means)

Policies, Regulations, Doctrine, Procedures
Army Leader Development Strategy
Army Ethic
Certification

Process
How (Ways)

Army Schools PME/CES/Tng
Combat Training Centers
Joint Readiness Exercises
Leaders: Strategic Organizational Direct
Assessment

Outcomes
(Ends)

Mission Command
Duty (c,c,c)
Transformational Leadership (c,c,m)
Right Decisions & Actions (e,e,e)

Vision

Mutual Trust & Cohesive Teamwork
Personal & Unit Mission Readiness
Ethical Application of Landpower
Trust with the American people

e, e, e => ethical, effective, efficient
c, c, c, => character, competence, commitment
c, c, m => coaching, counseling, mentoring
The Army’s Framework for Character Development

Knowledge & Understanding
- Instruction
- Study
- Reflection

Adherence & Discipline
- Practice / Practicum
- Coaching

Confidence & Belief
- Assessment

Leadership & Wisdom
- Experience

Activity
- Instruction-Study-Reflection
- Practice / Practicum & Coaching - Counseling
- Evaluation & Assessment
- Experience

Outcome
- Knowledge & Understanding
- Adherence & Discipline
- Confidence & Belief
- Leadership and Wisdom

This briefing is: Unclassified
Assessment of the Army’s Framework for Character Development

Concept (Theory) for Character Development

- Viable
- Verified & Validated

Program Design

- Design consistent with Concept

Program Implementation

- Ethical, Effective, Efficient

Demonstration of Character in Decisions and Actions

- Observable
- Outcomes

Activity

- Instruction-Study-Reflection
- Practice / Practicum & Coaching – Counseling
- Evaluation & Assessment
- Experience

Outcome

- Knowledge & Understanding
- Adherence & Discipline
- Confidence & Belief
- Leadership and Wisdom

This briefing is: Unclassified

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Know the Army Ethic, including Army Values
  – Education and Training –

Adhere to and Apply the Army Ethic in Decisions and Actions
  – Practice with Coaching and Counseling –

Believe in, Live By and Uphold the Army Ethic
  – Performance of Duty and Daily Life –

Lead and Contribute to Developing Others
  – Leadership (Influence), Mentoring, Stewardship –
**Empirical Army Learning Model**

- **Teamwork:** Instructors & Learners => Mutual Trust and Cohesion in the learning process.
- **Performance:** Practice <-> Coaching & Counseling -> C, C, C
- **Evaluation:** Instructors Verify/Validate Performance to Standards.
- **Progress or Remediation:** Advancement Depends on Demonstrated C, C, C

Instruction, Study, Reflection

Coaching, Counseling, Mentoring

Practice

Evaluation: Standards Met?  
- Y: Progress  
- N: Remediation

This briefing is: *Unclassified*
Figure 2-2. Army design methodology

Continuous assessment and reframing as required
Context for the Army Profession
The Army Ethic informs, motivates, and inspires Army Professionals to—

• Seek to discover the truth, decide what is right (ethical, effective, and efficient), and demonstrate the character, competence, and commitment to act accordingly.
• Contribute honorable service in the conduct of the mission, performance of duty, and all aspects of life.
• Stand Strong as stewards in maintaining the Army Profession by upholding the Army Ethic—prevent misconduct and do what is right to stop unethical practices. (ADRP 1, 2-29)

A decision and action is right if it is ethical (consistent with the moral principles of the Army Ethic), effective (likely to accomplish its purpose, accepts prudent risk), and efficient (makes disciplined use of resources) (ADRP 1, 2-19).

Philosophical Foundations for Decisions and Actions
Deontological (Duty-Principles) - Kant
Utilitarianism (Consequences-Outcomes) – Bentham & Mill
Virtue Ethics (Attributes-Qualities) - Aristotle

Moral Development (Character) - Rest
– Sensitivity
– Judgment (Decisions)
– Motivation
– Implementation (Actions)
Integrate **ethical considerations and reasoning** explicitly within *mission command* and the *military decision making process*—as an essential criterion along with effectiveness and efficiency—as it is within problem solving (FM 6-0, para 4-21)

**Commander’s Intent** (Shared Vision): Goal or Desired State (Outcome)

**Shared Situational Understanding**: Seek to Discover Truth* (ADRP 1, para 2-29)

**Mission Orders**: Intent – Situation = Mission (Problem)

**Reaffirm, Commit to the Army Ethic**: Moral Principles – *Always* Important => **Mutual Trust**

  - Identify Courses of Action (Creative Thinking): Reject if action would violate any moral principle (moral-ethical reasoning)

**Prudent Risk** => Reasonable Chance of Success = Critical & Analytical Thinking / Disciplined Use of Resources – (compare COAs)

Recommend or Decide: Select the best “right”** Course of Action (ethical, effective, efficient)

Plan for Implementation: Assign Responsibility, Delegate Authority, Allocate Resources, Coordinate, Rehearse

Implement: Lead / Manage => **Cohesive Teamwork / Disciplined Initiative** (ethically, effectively, efficiently)

Assess: Monitor, Measure, Evaluate – Seek to Discover the Truth*

Adjust: Re-enter Decision Process

(ADRP 5-0, Fig 2-2-Army design methodology; ADRP 6-0, para 2-3; ADRP 1, para 2-19)
1. How big (complex/significant) is this decision?  
Is it reducible to smaller decisions? If so, are they dependent, sequential, concurrent? A common fallacy is that everything is “all-in.” Often, there’s the potential to break an issue into components and observe incremental effects before taking next steps.

2. How irrevocable is this decision?  
Sometimes there is no turning back from a decision (e.g., launching the “Normandy Invasion” or a “fire and forget” missile). However, actions may be amenable to “course corrections” based on assessment as the plan is implemented.

3. What is the cost of being wrong and what is the value of being right?  
Assess the risks (include ethical hazards). What are the expected costs and the anticipated benefits? What is the worst/best that can happen?

4. How much time is available?  
One common mistake is an artificial deadline. A delay can permit additional information to influence the decision. What are the costs and benefits of waiting?

5. What biases might influence this decision?  
Consult people with other backgrounds and viewpoints. Talk to SMEs.

– Paul Petrone
# Army Profession (Mission-Team) 
## Trusted Army Professional (Duty-Identity)

<table>
<thead>
<tr>
<th>Army Profession (Mission-Team)</th>
<th>Trust (External)</th>
<th>Honorable Service</th>
<th>Military Expertise</th>
<th>Stewardship</th>
<th>Esprit de Corps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military vocation, entrusted to support and defend the Constitution of the United States and its National interests, under Civilian Authority, through the ethical, effective, and efficient application of landpower</td>
<td>The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently. Consistent demonstration of HS, ME, ST, EdC</td>
<td>Support &amp; Defend the Constitution IAW National Values and the Army Ethic</td>
<td>DOTMLPF-P Ethical Design, Generation, Support, and Application of Landpower m-t,p-c,m-e,l-hd</td>
<td>Strengthen the Profession; Establish Policy, Programs, Systems, and Processes; Manage Resources, Facilities, &amp; Installations</td>
<td>Army Culture of Trust; Customs, Courtesies, &amp; Traditions; Army Ethos</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trusted Army Professional (Duty-Identity)</th>
<th>Trust (Internal)</th>
<th>Honorable Servant (Character)</th>
<th>Army Expert (Competence)</th>
<th>Steward (Commitment)</th>
<th>Morale</th>
</tr>
</thead>
<tbody>
<tr>
<td>A member of the Army Profession (Soldier-Army Civilian) who meets the certification criteria in Character, Competence, &amp; Commitment</td>
<td>Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic. Consistent demonstration of C,C,C</td>
<td>Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions</td>
<td>Demonstrated ability to successfully perform Duty with discipline and to standard</td>
<td>Resolve to contribute Honorable Service to the Nation and accomplish the mission despite adversity, obstacles, and challenges Coach, Counsel, Mentor; Uphold Standards &amp; Discipline</td>
<td>Winning Spirit; Warrior Ethos; Army Fit; Ready &amp; Resilient</td>
</tr>
</tbody>
</table>

## Army Professional Development: Education, Training, Experience