ALDS, the Army Ethic, & Character Development

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.”

General Mark A. Milley, Chief of Staff of the Army
Remarks to the National Guard Association of the United States (NGAUS, 11 Sep 2015)

21 March 2017
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**90 mins**
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 Concept 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
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

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

Character must be developed within the context of Leader Development.
Mission Command & Leader Development depend on the *Character, Competence, Commitment* of Army Professionals in the performance of *Duty* and all aspects of life.
Army Profession
Developmental Framework*

Army Leader Development Strategy
In Accordance With
The Army Ethic

Army Organizations
- Climate
  - Education
  - Training
  - Experience
  - Certification
  - Readiness
  - Mission

Organizational Leader Responsibilities
- Identity
  - Duty
  - Self-Development
  - Lifelong Learning
  - Coach-Counsel-Mentor
  - Ready & Resilient
  - Soldier for Life

Individual

Direct Leader - Follower Responsibilities

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

Army as an Institution

*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.
Purpose

Character Development Begins With Recruiting

Character Development

The continuous process - within the institutional, operational, and self-development domains - 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.
Discussion

• Does character development for the Army begin with recruiting by attracting and selecting future Soldiers who are motivated to join the Army Profession as a calling to *honorable service*?

• Is it essential that the Army attracts and recruits individuals from society who demonstrate the aptitude and qualifications to honorably fulfill their oaths of service – or should this consideration wait until IMT?

• Do you think that the message the Army conveys to the American people in official publications and all media should include the nature of the Army as a trusted military profession, dedicated to providing honorable service in support and defense of the Constitution? Why or why not?

• Since Army recruiters represent the Army to the youth of America and their families, should their preparation and certification include the responsibility and ability to inspire and motivate individuals to join the Army as a “calling to honorable service”? Why or why not?
Final thoughts?
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 work for an organization are likely to become more similar over time, leading to the consolidation of organizational culture.

http://faculty.haas.berkeley.edu/chatman/papers/09_whenpeoplemakeplace.pdf
**Attraction-Selection-Attrition (ASA) Cycle**

- Different people are *attracted* to different careers and organizations as a function of their own:
  - abilities
  - interests
  - personalities