

INFORMATION PAPER

SUBJECT: *America's Army – Our Profession* Education and Training program, 4th Quarter Calendar Year 2013 theme: Trust

1. Purpose. To provide information and resources on Trust to facilitate dialog, educate, train and inspire mutual trust among Army professionals and with the American people.

2. Background.

a. The CSA approved the *America's Army–Our Profession* Education and Training program to inform and inspire the force on doctrine in Army Doctrine Publication (ADP) 1, *The Army*, Chapter 2 and in Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*. These capstone documents will define and describe the five essential characteristics of the Army Profession, membership and certification criteria of Army professionals, and the Army Ethic.

b. Why are we doing this? The *America's Army–Our Profession* Education and Training program is designed to teach and inspire understanding of the Army Profession and to enhance commitment to our professional obligations – to ourselves, others, the Army and the American people.

3. Discussion.

a. The focus of effort for 4th Qtr, CY13 is on "Trust – the Bedrock of Our Army Profession."

b. What is Trust? "Trust is the assured reliance on the character, ability, strength, and truth of someone or something." It is the essence of being an effective Soldier. Trust is the core intangible needed by the Army inside and outside the profession. Our ability to fulfill our strategic roles and discharge our responsibilities to the Nation depends upon trust between Soldiers; between Soldiers and their leaders; among Soldiers, their families, and the Army; Soldiers and Army Civilians; and between the Army and the Nation. Ultimately, the Nation trusts the Army to provide landpower when, where, and how combatant commanders need it. (ADP 1, *The Army*, p. 2-2). Our Army Values are the essence of who we are; and by honoring our values in all our decisions and actions we sustain mutual trust among Soldiers, Civilians, Families, and with the American people whom we serve.

c. In order to maintain and sustain our bond of trust and confidence with the American people, the Army Profession demonstrates five essential characteristics: Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship of the profession.

d. Trust is essential for successful accomplishment of all our missions. In order to earn and develop trust within the Army Profession, we consistently demonstrate competence, character, and commitment; performing our duties effectively, ethically, with discipline and to standard.

e. People are the Army and when someone is inspired to join the Army Profession their Families join the *Army Family*. Therefore, we are committed to a supportive and caring Army culture that strengthens Family bonds and provides a secure, nurturing quality of Family life. Continuing to honor this imperative goal is essential to preserving trust between Soldiers, their Families, and the Army.

f. Army doctrine stresses Mission Command, the reliance on competent leaders of character and commitment to demonstrate their military expertise and to accomplish the mission,

consistent with their commander's intent. The success of Mission Command depends on an Army culture of trust.

h. The American people have entrusted the Army to provide for their defense. As Army professionals, it is our duty to continue to serve them in an effective and ethical manner, preserving the trust that we earned, throughout our history and into the future.

4. What Can You Do?

- a. Include Trust as a topic in professional development sessions.
- b. Leaders emphasize the importance of making transparent, values-based decisions, and maintaining candid communications with those who are affected.
- c. Promote a positive command climate where Soldiers and Civilians at all levels are empowered to use initiative and learn from their mistakes.
- d. Emphasize the importance of Trust between Soldiers and Army Civilians.
- e. Increase awareness that in today's culture of instantaneous information one incident of misconduct can jeopardize Trust with the American People.
- f. Visit <http://cape.army.mil> for resources to assist in the planning and execution of professional development.

5. How CAPE Can Help

- a. A lesson plan is included to assist you in facilitating a professional development session.
- b. A video is available to enhance the understanding of Trust.
- c. A poster to assist you in focusing attention and communicating the theme.
- d. Senior Leader guide and talking points are included to help communicate Army themes.
- e. The enclosed CAPE Research Fact Sheet provides analysis of recent Army-wide survey findings to assist you in identifying potential areas to focus on in your organization.

6. For additional information visit the CAPE Website at: <http://cape.army.mil>.

Encl
Suggested Reading List
CAPE Research Fact Sheet

4th Quarter Suggested Reading List – Trust

In Love and War: The Story of a Family's Ordeal and Sacrifice During the Vietnam Years by VADM (Ret.) Jim and Sybil Stockdale.

(Annapolis, MD: Naval Institute Press; Revised edition, 1994); ASIN: B000EGHY9A

This is a book that focuses on some of the forms of trust. Vice Admiral (Ret.) Stockdale and his wife Sybil describe their personal experiences during his many years of captivity as a POW in North Vietnam. Woven through the book are threads about trust in oneself and others to do the right thing, to persevere, to be a person of character, as well as trust in one's training, and our government. As the senior American POW Admiral Stockdale trusted other POWs to do the right thing, to take care of each other, to trust in themselves, and in their faith. This is a book about many relationships and the trust they engender.

Defeat into Victory by Field Marshall William Viscount Slim.

(New York, NY: Cooper Square Press; 2000); ISBN-13: 978-0815410225.

Field Marshall Slim, Viscount of Burma, emphasizes the idea that it is trust among soldiers in the field that wins battles. This is an excellent account of how Viscount Slim managed to restore morale and discipline in an army that was defeated and humiliated in South-East Asia in 1943. He recounts how the British army was rebuilt by establishing a framework for trust and then provided the needed training and logistics so that the soldiers could get on with their business and defeat the enemy.

Credibility: How Leaders Gain and Lose It, Why People Demand It by James M. Kouzes and Barry Z. Posner.

(San Francisco, CA: Jossey-Bass; Revised edition: 2003); ISBN-13: 978-0787964641

The authors analyze six disciplines and practices that strengthen a leader's capacity for developing and sustaining credibility: discovering yourself; appreciating constituents and their diversity; affirming shared values; developing capacity; serving a purpose; and sustaining hope. The work provides some useful suggestions for harnessing the tremendous power of trust within our organizations. The authors discuss how leaders can reinforce shared values; show appreciation by listening and understanding others' perceptions; and solicit feedback. Demonstrating trust can encourage greater initiative, risk-taking, and productivity, and enhances our ability to accomplish the mission.

George Washington on Leadership by Richard Brookhiser.

(New York, NY: Basic Books; 2008); ISBN-13: 978-0465003020 Brookhiser examines Washington's life to instruct us in leadership. He looks at Washington's three successful executive careers as General, President, and businessman. He explains how Washington maximized his strengths and overcame his flaws, and inspires us to do likewise. At each stage in his career, Washington had to deal with changing circumstances, from running his farm to geopolitics, and he understood how to gain the trust of wildly different classes of men, from frontiersmen to aristocrats. This work shows how one man's struggles and successes 200 years ago is a model for leaders today.

In Search of Ethics: Conversations with Men and Women of Character by Len Marrella. (Sanford, FL: DC Press, 3rd edition, 2009); ISBN-13: 978-1932021318. Through a series of vignettes, illustrating the experiences of a divergent group of men and women of character, this book examines the importance of trust and character in individuals and organizations. The book points out the moral 'quicksand' that we all walk upon daily and illustrates this message with interviews and commentaries. Dr. Marrella's vision is to heighten public commitment to the principle that true success is based on trust that emanates from ethics and character.



RESEARCH FACT SHEET



Army Profession Trust • Research • Sep 2012

Responses from the Force*

“What contributes to or detracts from the establishment of trust in your unit or organization?”

CONTRIBUTES TO TRUST:

Doing the Right Thing, Leading from the Front:

- ✓ “Being the example.”
- ✓ “Just doing the right thing.”

Transparency:

- ✓ “Good communication develops and facilitates trust.”
- ✓ “Trust is built when transparency exists and honest decision making is used.”

Display of Army Values:

- ✓ “Living and following the Army Values.”
- ✓ “Trust is built when Leaders take the ‘hard right.’”

DETRACTS FROM TRUST:

Lack of Values:

- ✓ “Leaders who do not live up to the Army Values.”
- ✓ “Hypocrisy”
- ✓ “Toxic leadership.”
- ✓ “Incompetence.”
- ✓ “‘Do as I say, not as I do.’”

Favoritism EO Issues:

- ✓ “Incompetence and ‘good old boys’ system.”
- ✓ “Office politics, vendettas, and power plays.”

No Accountability, Inconsistency:

- ✓ “‘Passing the buck,’ only for it to be placed right back in the Soldier’s lap. No accountability at the Senior levels.”
- ✓ “Constant change and constant re-setting of priorities detracts from trust.”

*Over 3,200 comments were provided in the survey in these categories. The quotations are illustrative responses.

Army Profession Trust

Trust is the confidence and belief in the “competence, character, and commitment” of an individual, group, unit or organization to accomplish the mission. Trust is the foundation for success in all Army activities. The Army Profession Survey II, sent to over 225,000 Army professionals in all components in November 2011, sought respondents’ perspectives on the state of trust within the Army Profession. This section included the free response question: “What contributes to or detracts from the establishment of trust in your unit or organization?” Over 20,000 responded to the survey, and this Fact Sheet provides a summary of the key findings.

Summary Findings

- Overall, 81% of the Army professionals surveyed expressed positive sentiments regarding the state of trust within the Army Profession.
- 97% of those surveyed confirmed that their professional loyalty is to the United States Constitution.
- 97% of Army professionals understand that doing what is right requires moral courage.
- Respondents (90%) agreed that the Army Values are consistent with their personal values.
- Army professionals believe there is a strong bond of trust between the Army and the Nation (96%).
- Over 90% agree that being a leader of character is the hallmark of an Army professional.
- A majority (60%) of respondents are positive about the state of trust within their units and organizations.
- Over 70% trust their unit and organizational leaders to make right decisions.
- When trust with unit leaders “breaks down,” there is a lack of consensus among Army professionals as to the principal cause (i.e., a lack of competence, character, or commitment).

Discussion Points

- What causes distrust? What can we do to address the problem?
- What can we do to develop trust in our units and organizations?
- Are there experiences you can share where specific decisions and actions fostered or diminished trust within your unit or organization?
- Discuss the comments in the column on the left.