The Importance of an Army Ethic

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Cowboy Ethic

- Help people in distress
- Be a good worker
- Respect women, parents, and the nation’s laws
- Be gentle with children, the elderly, and animals
- You must always tell the truth
- The cowboy must never shoot first, hit a smaller man, or take unfair advantage
- He must keep himself clean in thought, speech, action, and personal habits
- The cowboy is a patriot
AMERICA’S ARMY:
OUR PROFESSION – LIVING THE ARMY ETHIC

Individuals

ARMY PROFESSIONALS

An Army Professional is expected to **live and uphold the Army Ethic** from the moment they take their oath.

But we also expect that over time, with **training, education, and experience** which promote the Army Ethic...

... an Army Professional’s **personal values** will further align with the Army Ethic.
Training, Education, and Experiences over Time

Personal Values

This occurs differently based on each individual’s training, education, and experiences...

...as well as how closely an individual’s values aligned with the Army Ethic before they joined the Army.
We are constantly trying to close the gap between an individual’s personal values and the Army Ethic.

That gap is smaller when the Army recruits individuals with personal values which are in closer alignment with The Army Ethic before they join the Army.

A smaller starting gap between an individual’s personal values and the Army Ethic may result in that gap closing faster...

...and with less training, education, and experience.
Developing Trust

We certify Army Professionals in Character, Competence, and Commitment.

When we demonstrate Character, Competence, and Commitment, and adhere to the Army Ethic, we earn and maintain Trust.

To remain a Trustworthy Army Professional, it is not enough to only demonstrate one of these areas.
Developing Trust Cont’d

Through training, education, and experience...

... we develop an Army Professional’s Character, Competence, and Commitment.

When we develop Army Professionals in all three, their Trustworthiness grows.
The evolving set of laws, values, and beliefs, deeply embedded within the core of the Army culture and practiced by all members of the Army Profession to motivate and guide the appropriate conduct of individual members bound together in common moral purpose.

**Problem**

The Army Profession does not have an articulated, accessible, and commonly understood Army Ethic, motivating *Honorable Service*, guiding and inspiring right decisions and actions.
Army Ethic Requirements

Army Ethic Doctrine Requirements

- Explicit moral and ethical reasoning to inform Army Values-based decisions and actions
- Shared identity as Trustworthy Army Professionals, Duty to uphold ethical standards
- Ability to develop and certify the Character of Army Professionals, essential to Trust
- Understanding of vital roles in the ethical conduct of Mission Command
- Counter legalistic, rules-based, and consequential reasoning in decisions and actions
- Eliminate friction between professed ethic and nonconforming institutional policies and practices
Friction

Contradictions Revealed in Earlier Studies:
Army Ethic Ideals versus Operational Practices

We Profess

- Army Values
- Uphold the Army Ethic
- Transformational Leadership
- Character, Competence, Commitment
- Needs of the Army
- Professional Development
- Innovation, Candor, Diversity
- Honest Mistakes
- Mission
- Priorities
- Assessment (Honest Reflection)
- We are Citizen-Soldiers
- Army Profession => Soldier (RA, NG, AR) + Army Civilian

If Not Embraced

Without an Articulated Army Ethic

- Law, Regs, Policy, SOP
- Bystander: look the other way
- Transactional Leadership
- Pragmatism
- Careerism
- "Ticket Punching and Check the Box"
- Standardization, Tact, Conformity
- Zero-Defects
- Appearances
- Expediency
- Cursory AAR (Avoid Conflict)
- We are different from Society
- Focus => Active Duty
Expectations

Army Ethic Informs, Motivates, and Inspires Army Professionals

Seek to discover the truth, decide what is right
Demonstrate Character, Competence, and Commitment
Contribute Honorable Service
Stand Strong as Stewards of the Army Profession to uphold the Army Ethic
Army Professionals fulfill distinctive roles as Honorable Servants, Military Experts, and Stewards of our profession. By our solemn oath of service we voluntarily incur the extraordinary moral obligation to be:

**Trusted Army Professionals**

**Honorable Servants of the Nation – Professionals of Character:**
We support and defend the Constitution, serve under civilian authority, obey the laws of the Nation and legal orders; and we reject and report illegal or immoral orders or actions.

We take pride in honorably serving the Nation with integrity, demonstrating character in all aspects of our lives.

In war and peace, we recognize the intrinsic dignity and worth of all people, treating them with empathy and respect.

We lead by example and demonstrate courage by doing what is right despite risk, uncertainty, and fear; we candidly express our professional judgment to subordinates, peers, and superiors.

**Military Experts – Competent Professionals:**
We do our duty, leading and following with discipline, striving for excellence, putting the needs of others above our own, and accomplishing the mission as a team.

We commit to the mission and understand it may demand courageously risking our lives and justly killing others.

We advance the expertise of our chosen profession by seeking the truth through life-long learning, professional development, and certification.

**Stewards of the Army Profession – Committed Professionals:**
We embrace and uphold the Army Values and standards of the profession, always accountable to each other and the American people for our decisions and actions.

We wisely use the resources entrusted to us, ensuring our Army is well led and well prepared, while caring for Soldiers, Army Civilians, and Families.

We continuously strengthen the essential characteristics of the profession, reinforcing our bond of trust with the American people.
The Army Profession develops leaders who exercise Mission Command while conducting unified land operations in service of the nation.
Justin Watt served in the 101st Airborne Division’s 502nd Infantry Regiment in Yusifiah, Iraq.

On 12 March 2006, members of his platoon raped a 14-year old Iraqi girl and executed her and her family. Justin was not a witness of this act, but once told about it by a fellow Soldier, he reported the incident.
U.S. Army Combined Arms Center and Fort Leavenworth