



*“Intellectual Center of the Army”*

# **U.S. Army Combined Arms Center and Fort Leavenworth**

## *The Importance of an Army Ethic*

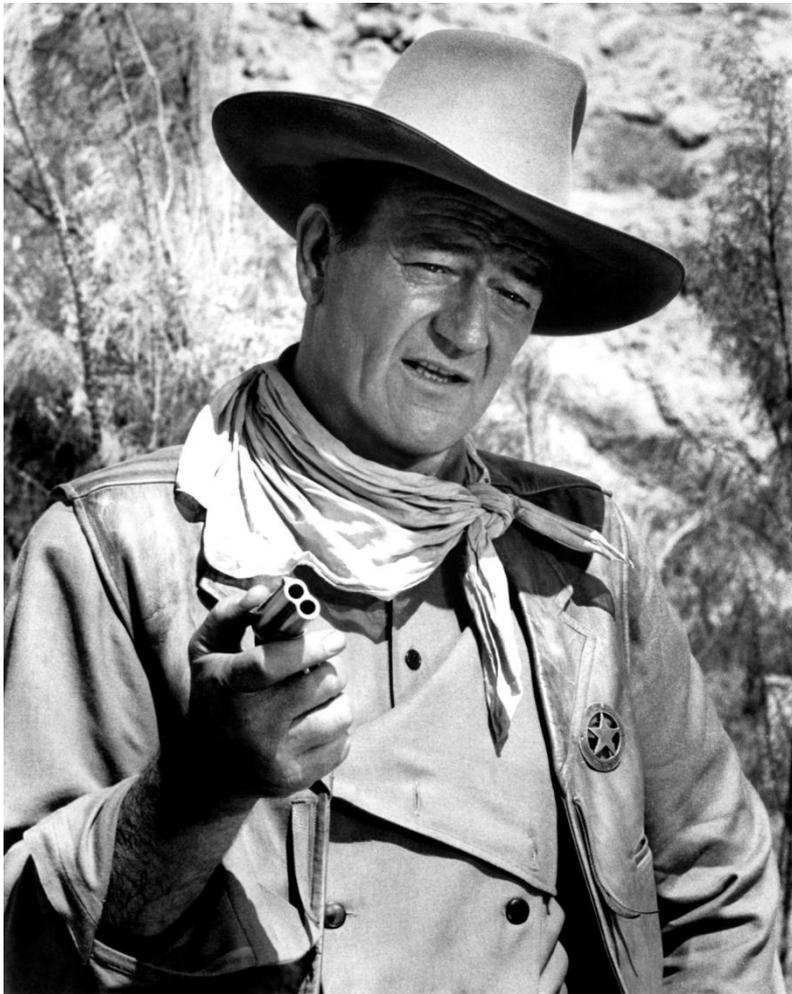
**30 July 2014**



**AMERICA'S ARMY:**

**OUR PROFESSION – STAND STRONG**

# *Cowboy Ethic*

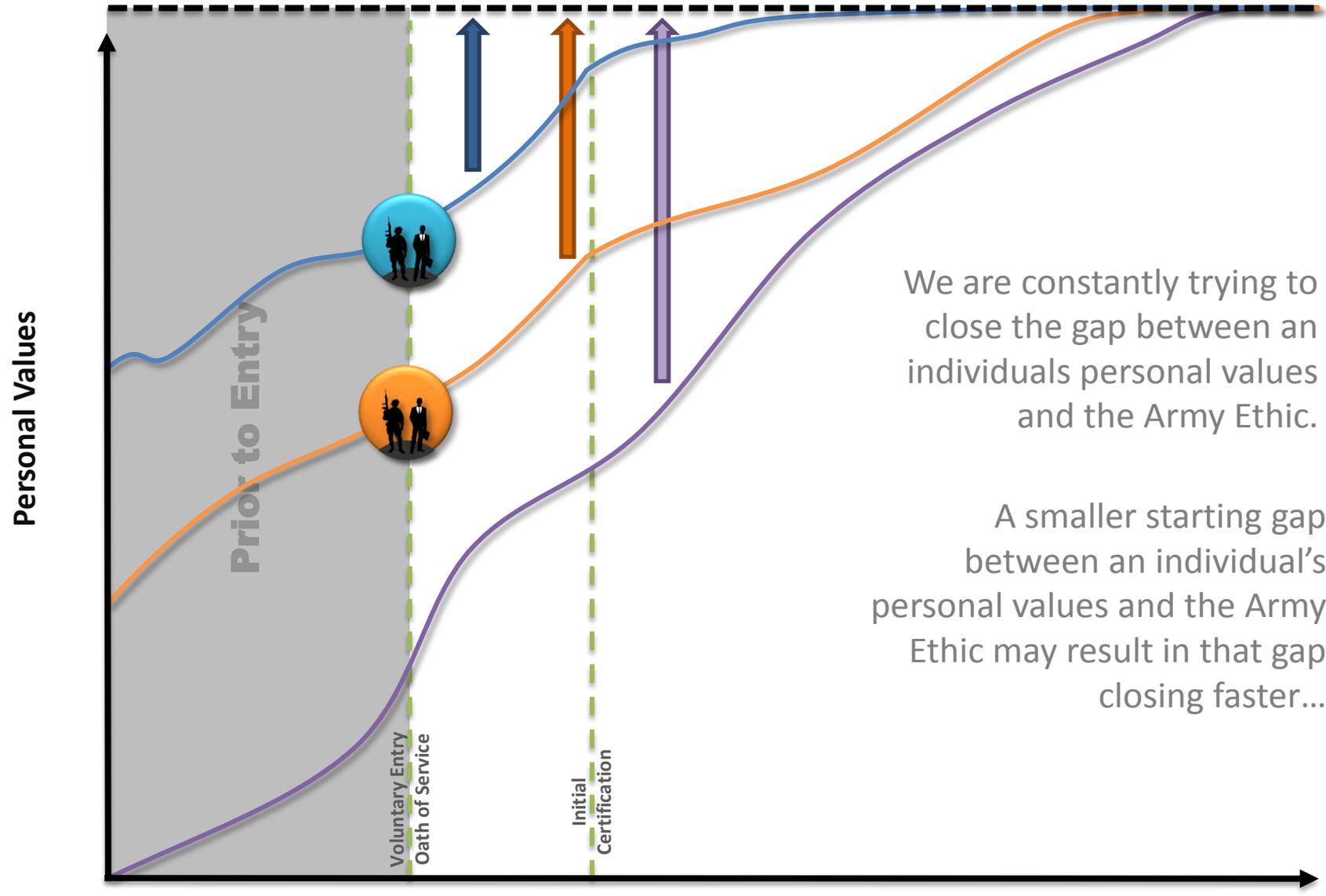


- **Help people in distress**
- **Be a good worker**
- **Respect women, parents, and the nation's laws**
- **Be gentle with children, the elderly, and animals**
- **You must always tell the truth**
- **The cowboy must never shoot first, hit a smaller man, or take unfair advantage**
- **He must keep himself clean in thought, speech, action, and personal habits**
- **The cowboy is a patriot**



**CAC**

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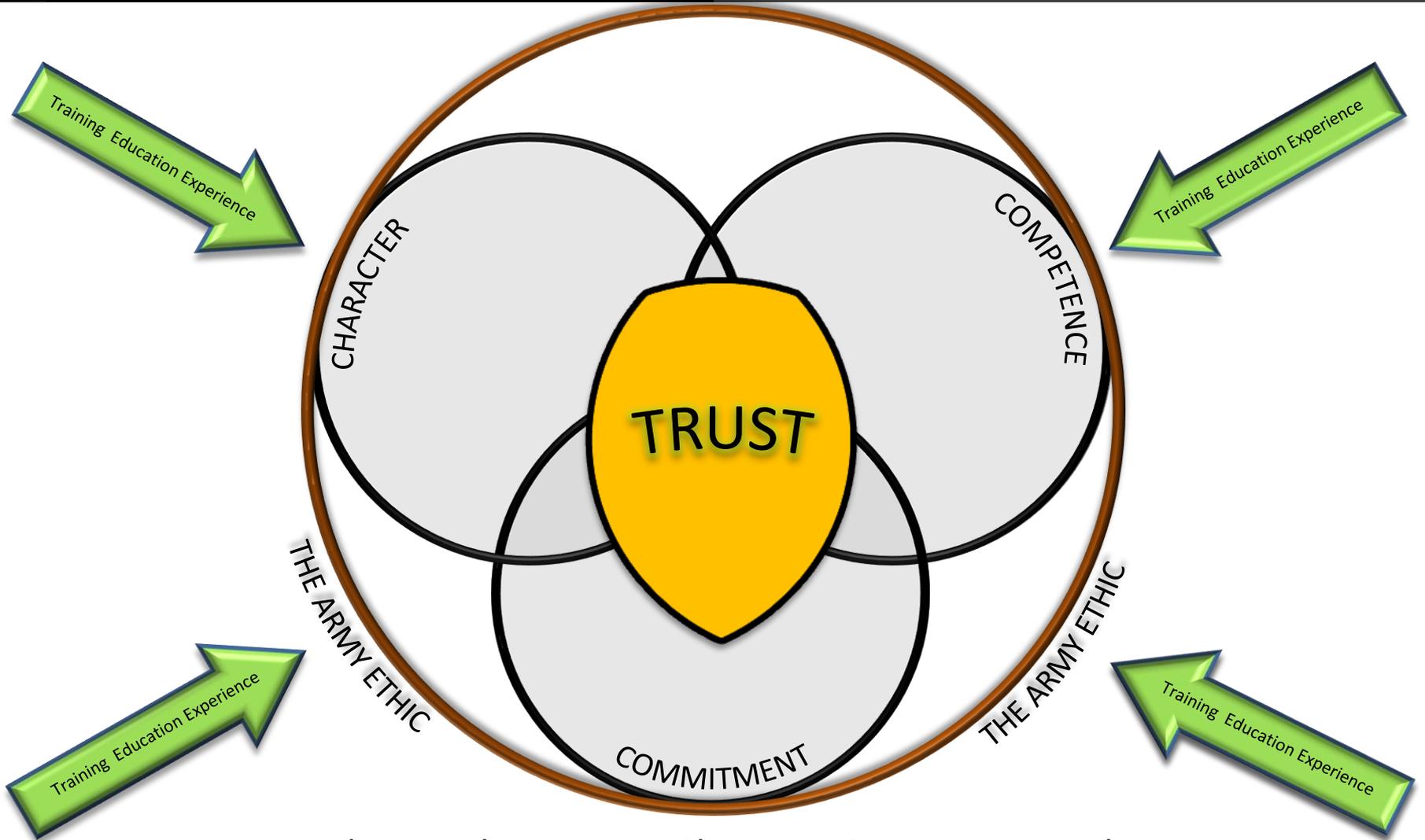


We are constantly trying to close the gap between an individuals personal values and the Army Ethic.

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

Training, Education, and Experiences over Time





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



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.

## Five Essential Characteristics of the Army Profession

**Military Expertise**  
Our Ethical Application of Landpower

**Honorable Service**  
Our Noble Calling to Service and Sacrifice

**Trust**  
The Bedrock of our Profession

**Esprit de Corps**  
Our Winning Spirit

**Stewardship of the Profession**  
Our Long Term Responsibility

Trust between Soldiers  
Trust between Soldiers and Leaders  
Trust between Soldiers, their Families and the Army  
Trust between the Army and the American People

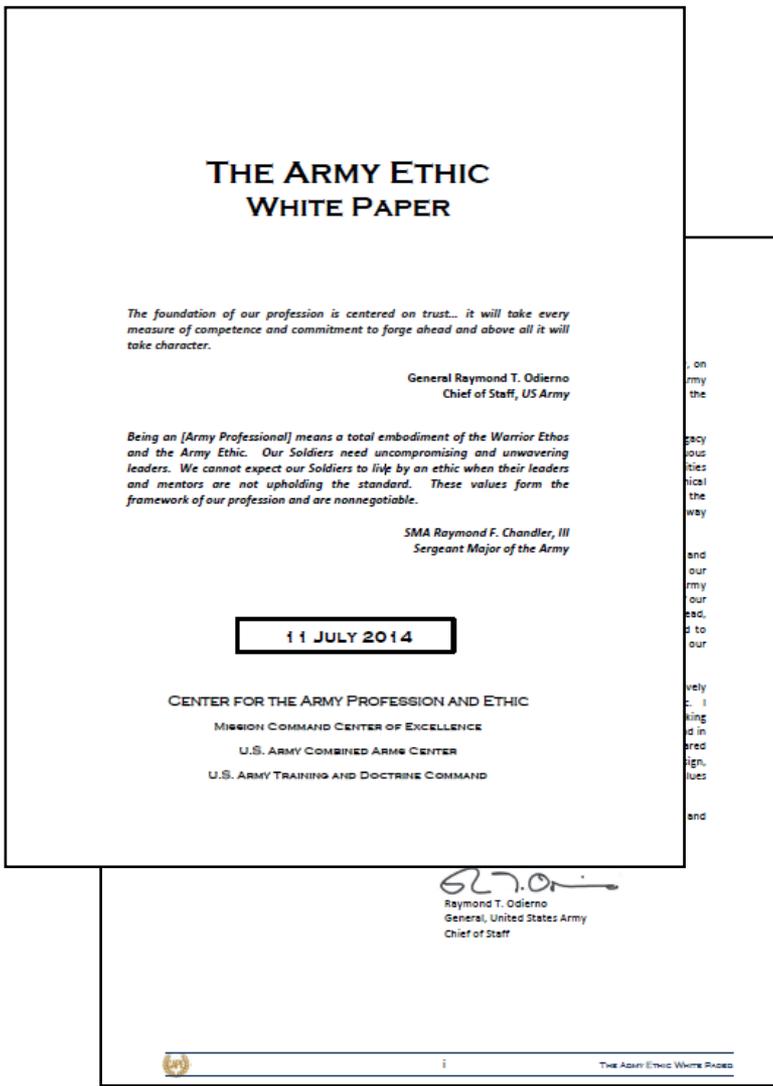
Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

**Ethical Foundation: Legal and Moral**

The Framework of the Army Ethic		
	Legal Foundations <i>(codified)</i>	Moral Foundations
<b>Army as Profession</b> <i>(Laws/values/norms for performance of collective institution)</i>	<b>Legal-Institutional</b> The U.S. Constitution Title 5, 10, 32, U.S. Code Treaties of which U.S. is party Status of Forces Agreements Law of Armed Conflict	<b>Moral-Institutional</b> The U.S. Declaration of Independence Just War Tradition Trust Relationships of the Profession
<b>Individual as Professional</b> <i>(Laws/values/norms for performance of individual professionals)</i>	<b>Legal-Individual</b> Oath of: Enlistment Commission Office U.S. Code – Standards of Exemplary Conduct UCMJ Rules of Engagement Soldier's Rules	<b>Moral-Individual</b> Universal Norms: Basic Rights Golden Rule Values, Creed & Mottos: "Duty, Honor, Country" NCO Creed, Civilian Creed 7 Army Values Soldier's Creed, Warrior Ethos

**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 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



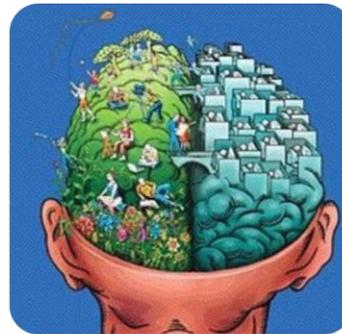


**Contradictions Revealed in Earlier Studies:  
Army Ethic Ideals versus Operational Practices**

**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

**Without an  
Articulated  
Army Ethic**



**If Not Embraced**

- 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



**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***





The Army Ethic  
The Heart of the Army

Introduction

The Army Ethic defines the moral principles that guide us in the conduct of our missions, performance of duty, and all aspects of life. Our ethic is reflected in law, Army Values, creeds, oaths, ethos, and shared beliefs embedded within Army culture. It inspires and motivates all of us to make right decisions and to take right actions at all times.

The Army Ethic is the heart of our shared professional identity, our sense of who we are, our purpose in life, and *why* and *how* we serve the American people. To violate the Army Ethic is to break our sacred bond of trust with each other and with those whom we serve. Failure to live by and uphold the Army Ethic brings dishonor on us all and may have strategic implications for the mission.

Army Professionals fulfill distinctive roles as honorable servants, military experts, and stewards of our profession. By our solemn oath, we voluntarily incur an extraordinary moral obligation inherent in the identity to which we aspire:  
Trustworthy Army Professionals.

Honorable Servants of the Nation – Professionals of Character:

By oath, we support and defend the Constitution, subordinate to civilian authority, and obey the laws of the Nation and the orders of those appointed over us; we reject and report illegal or immoral orders or actions.

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

We recognize the intrinsic dignity and worth of all people, treating them with respect and compassion.

We demonstrate courage by setting the example for right conduct despite risk, uncertainty, and fear; and we candidly express our professional judgment to subordinates, peers, and superiors.

Military Experts – Competent Professionals:

We commit ourselves to do our duty, with discipline and to standard, putting the needs of others above our own, and accomplish the mission as a team.

We understand the mission may justly require taking the lives of others while courageously placing our own lives at risk.

We continuously advance our expertise in the knowledge, skills, and abilities of our chosen profession, seeking the truth, and striving for excellence through life-long learning and professional development.

Stewards of the Army Profession – Committed Professionals:

We uphold the standards of the profession and adhere to its values; we lead by example and hold ourselves and others accountable for decisions and actions.

We apply discipline in our use of the resources entrusted to us by the American people; we ensure our Army is well-equipped, well-trained, and well-led; and we care for and develop Soldiers, Army Civilians, and Families.

We develop and sustain *Esprit de Corps* and persevere, adapt, and overcome adversity, challenges, and setbacks.

## Articulating and Living by the Army Ethic:

- Inspires / strengthens shared *identity* as Trustworthy Army Professionals
- Expresses *Honorable Service* as *ethical, effective, and efficient* conduct:
  - of the *mission*
  - performance of *Duty*
  - way of life
- Motivates *Duty* to develop *Military Expertise* throughout Army Profession
- Emphasizes *Stewardship* of people & resources / enhances *Esprit de Corps*
- Drives *Character Development*
- Reinforces *Trust* within the profession and with the American people
- Essential to Mission Command

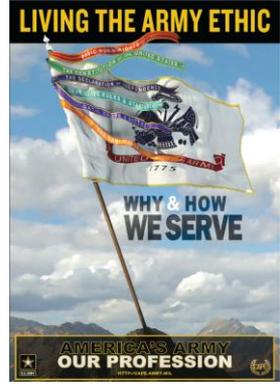




**Doctrine Updates:**  
 ADP 1, The Army: Chapter 2  
 ADRP 1, The Army Profession  
 ADPs / ADRPs (When Updated)



CAPE Resources



Complex Training  
(Numerous Reports,  
Moral Dilemmas)

**MORAL DILEMMA**

All Intelligence Sources

**The Army Profession develops leaders who exercise Mission Command while conducting unified land operations in service of the nation.**



**AMERICA'S ARMY:**

**OUR PROFESSION – STAND STRONG**

# *The Army Profession*

**Character, Competence, Commitment**



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**VIDEO: Gettysburg (1:33)**



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