

Commander's Guidance for Senior Leader Ethics Education

FINAL OUTCOME: YOUR STEWARDSHIP - PRESERVING THE ARMY PROFESSION

The intent for this final outcome module, *Your Stewardship - Preserving the Army Profession*, is to provide a platform of study and engagement with peers that will enhance understanding of concepts of Stewardship of the Army Profession and developing an actionable plan that integrates Army Profession and Character development concepts within an organization's structure and processes. Stewardship reflects the Army professional's responsibilities to the Army and Nation. As professionals, we remain responsible for today's missions, even as we build a better Army for tomorrow. We ensure that our profession is capable of succeeding in whatever missions our Nation gives us in the future. Through stewardship, Army professionals commit to the long-term effectiveness of the profession. *Leader development* is a deliberate, continuous, sequential, and progressive process grounded in the Army Values. It grows Soldiers and Army Civilians into competent, confident leaders capable of directing teams and organizations. Army leaders, as stewards of the Army profession, must place the needs of the Army as a whole above organizational or personal needs. This is particularly true in developing subordinates. Leader development occurs through the lifelong synthesis of education, training, and experience. Successful leaders balance the long-term needs of the Army, the near-term and career needs of their subordinates, and the immediate needs of their unit missions. The Army requires all its leaders to develop subordinates into leaders for the next level.

In order to provide insight into stewardship of the Army Profession and Senior Leader responsibilities for subordinate development, the module recommends the "creation of a strategy to Steward the Army Profession and develop Army Professionals."

The first area for investigation is to analyze the responsibilities of Senior Leaders as Stewards of the Army Profession. What does Stewardship mean? What effects do Senior Leaders have on Army Culture? On the Army Ethic?

The second area for investigation is to examine leading, developing, coaching, counseling and mentoring Army Professionals. What are leader attributes and competencies involved in promulgating Army Profession and Ethic in order to develop Character in self and subordinates?

The third area for investigation produces a plan to develop and execute programs to preserve the Army Profession.

The fourth area for investigation develops a Character Development Plan content and process.

Together with the foundational modules, *The Army Profession as Our Unifying Purpose and Context* and *Investing in Character Development*, this module promotes learning in the higher categories of the cognitive and affective domains. Learning new material, applying the learning, and engaging in topic discussion is the suggested method.

