

## Commander's Guidance for Senior Leader Ethics Education

### **FOUNDATIONAL MODULE: INVESTING IN CHARACTER DEVELOPMENT**

The intent for this module, *Investing in Character Development*, is to provide a platform of study and engagement with peers that will enhance understanding of Character Development as an essential activity for Army Professionals. **Character is an Army professional's dedication and adherence to the Army Values and the profession's ethic as consistently and faithfully demonstrated in decisions and actions.** Moral character is requisite to being an Army professional. As Army professionals make continuous discretionary judgments, possessing high moral character is critically important. The personal character of each Army professional is a crucial aspect for certification—to verify that the individual or leader willingly lives and advances the Army Ethic in all actions so that the Army Profession remains a self-policing, meritocratic institution. Character is also the basis for an Army Professional's commitment. **Commitment is the resolve of Army professionals to contribute honorable service to the Nation, to perform their duties successfully with discipline and to standard, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenges.** To be an Army professional means to be called to more than just a job. It means to be primarily motivated by the intrinsic factors of sacrifice and service to others and to the nation, rather than being simply motivated by the extrinsic factors related to a job—such as pay, vacations, and work hours. At higher levels of leader development, certification of commitment includes the leader's effective stewardship of the Army Profession.

The first area of this investigation is an examination of the basic theory and content of Character development. How does Character develop? What is the relationship between Character and identity? What are the optimal conditions for Character Development? How does Character inform commitment? What are the similarities and differences among training, education and development?

The second area of investigation is an examination of individual resources for Character development. How do individuals develop their own Characters? What methods are best for self-development of Character? How is self-development of Character accomplished over the course of an Army career?

The third area examines the methods for development of character in Army professionals. How does command climate affect Character Development? Should character development be a separate module in a Training Schedule or integrated into all Training activities? How does Character Development interface with Professional Development (OPD, NCOPD, etc.)? How does Character Development interface with Professional Military Education? How are leaders trained/developed in order to develop their subordinates?

The fourth area examines the need for continuing character development within the Army Profession. Why is Character Development necessary? What does research say about the benefits on Character Development?

This foundational module, *Investing in Character Development*, promotes learning in the higher categories of the cognitive and affective domains (where development is promoted). Learning new material, applying the learning, and engaging in topic discussion is the suggested method.