



# CHARACTER COUNTS



# OVERVIEW

Leadership  
Terminology  
Theory  
Professional Ethics  
Character  
Army Values  
Summary



# LEADERSHIP

**THE PROCESS IN WHICH A SOLDIER APPLIES HIS/HER VALUES AND BELIEFS, CHARACTER, KNOWLEDGE AND SKILLS TO INFLUENCE OTHERS TO ACCOMPLISH THE ASSIGNED MISSION.**

**TC 22-9-2**



# Leadership Foundation





# ETHICAL OBLIGATIONS OF LEADERSHIP

- ✓ **ROLE MODEL**
- ✓ **RESPONSIBLE FOR THE ETHICAL DEVELOPMENT OF SUBORDINATES**
- ✓ **AVOID CREATING ETHICAL DILEMMAS FOR SUBORDINATES**

**FM 6-22**



# ETHICS

**What are we  
really talking  
about?**



# THE 'ONE THING'

**AUTHORITY**

**NATURAL LAW/SCIENCE**

**POPULAR OPINION/CULTURAL NORMS**

**INTUITION/COMMON SENSE**

**LOGICAL DEDUCTION**

**RULE OR PRINCIPLE**

**CONSEQUENCES**

**ORDERING OF VALUES**



# BELIEFS

**Assumptions Or Convictions  
That You Hold As True  
About Some Person, Place,  
Or Concept**



# VALUES

**ATTITUDES ABOUT THE  
WORTH OR IMPORTANCE  
OF PEOPLE, CONCEPTS,  
OR THINGS**





# SPECIFIC VALUES

**Army Values:** Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

**National Values:** Liberty, Justice, Freedom, Equality, Happiness

**Individual:** Country, Family, Security, Health, Education, Divine Protection, Community

**Spiritual:** Belief in God, Truth, Prayer, Worship, Compassion, Peace, Hope, Love



## Army Leaders will:

1. “. be equipped to fulfill their **spiritual**, religious, and moral leadership responsibilities for the Army.”
2. Use the chaplain to: “Address the moral, social, ethical and **spiritual dimensions** of soldiers’ and civilians’ actions in war and during peace through the Commander’s Moral Leadership Training Program.”

AR 600-100, ARMY LEADERSHIP,  
2-23.



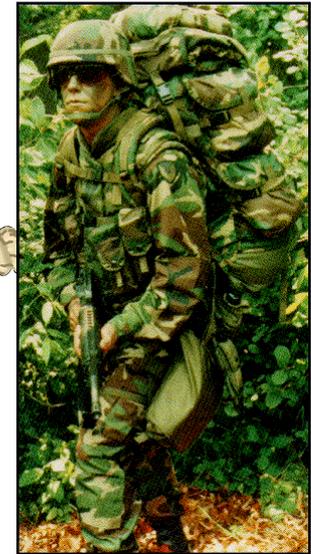
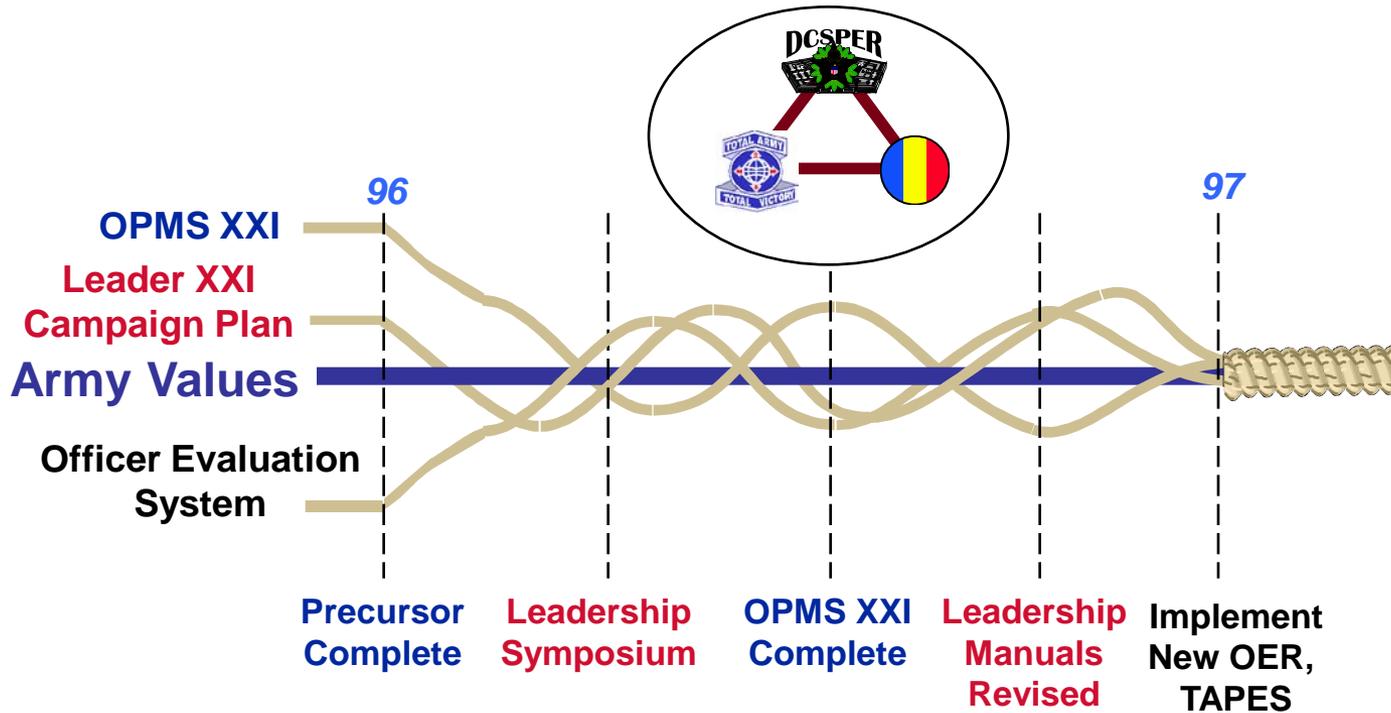
# SPIRITUAL FITNESS

The Commander delegates staff responsibility to the chaplain for programs to enhance **spiritual fitness** since many people draw moral fortitude and inner strength from a **spiritual foundation**.

FM 6-22, 2-102



# Formal Establishment of a Values Baseline in the Leader Development System





**L** OYALTY

**D** UTY

**R** ESPECT

**S** ELFLESS-SERVICE

**H** ONOR

**I** NTEGRITY

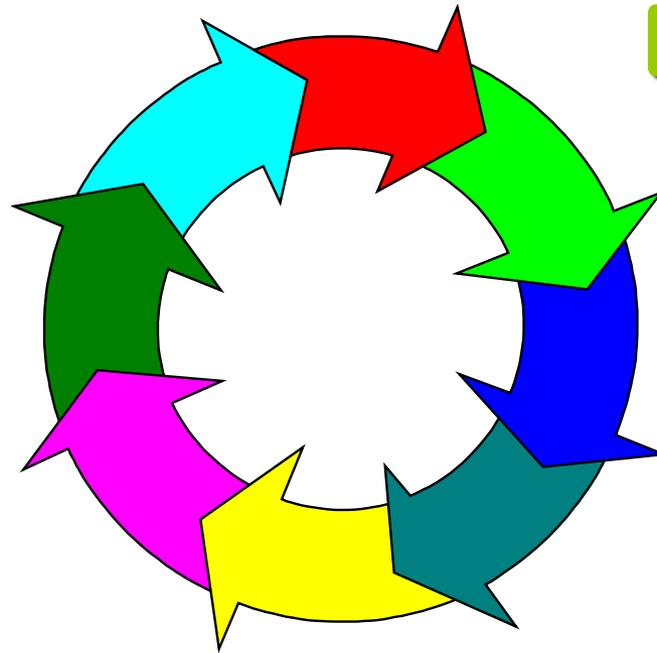
**P** ERSONAL COURAGE

# ARMY VALUES



**LOYALTY**

**LOYALTY**



**LOYALTY**

**LOYALTY**



# DUTY

**DUTY**



**DUTY**



# RESPECT



**SELFLESS SERVICE**

**SELFLESS SERVICE**

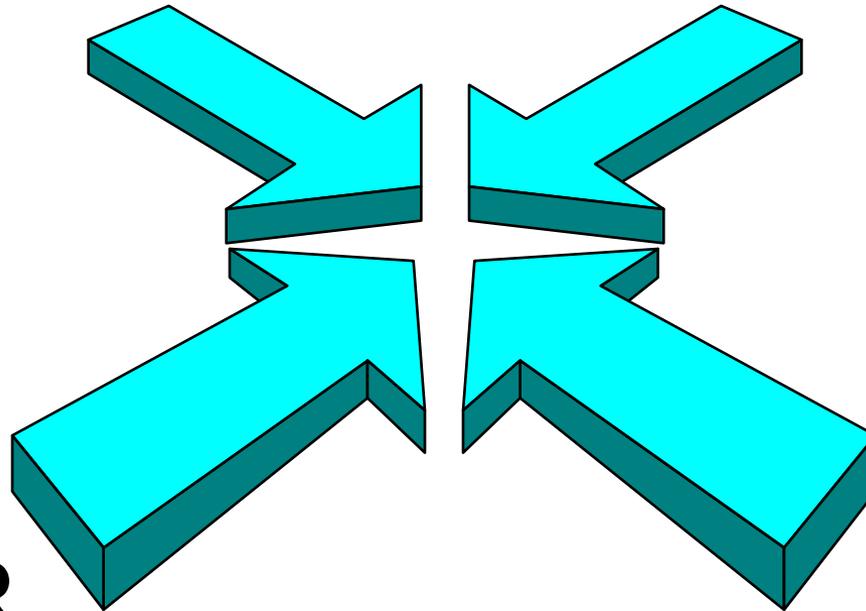


**SELFLESS SERVICE**



**HONOR**

**HONOR**

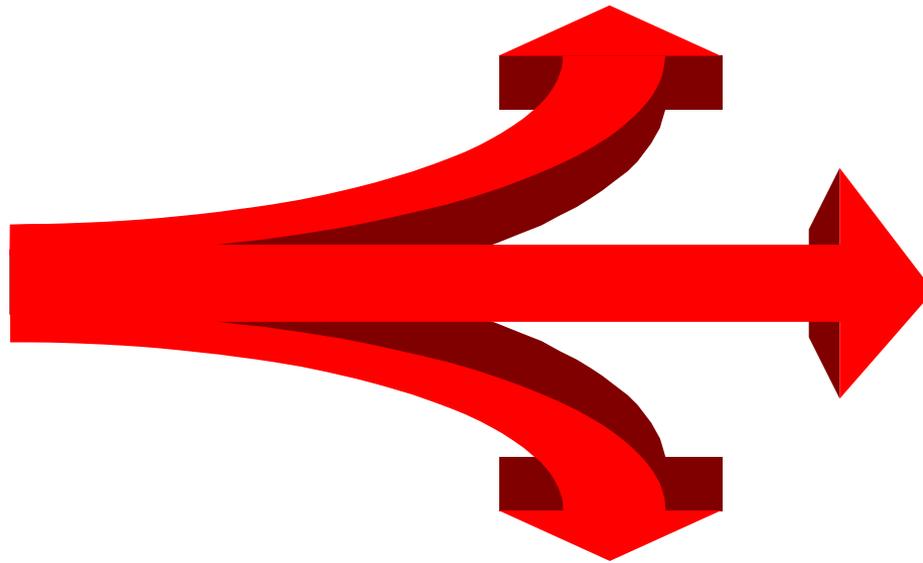


**HONOR**

**HONOR**



# I-N-T-E-G-R-I-T-Y





# PERSONAL COURAGE



# MILITARY ETHICS

**A study of the criteria for distinguishing between right and wrong and for making good choices among competing values in the context of the military profession**



# SOURCES OF ETHICAL GUIDANCE

- **“Duty, Honor, Country”**
- **Oath of Office**
- **Constitution of the United States**
- **Officer’s Commission**
- **Uniform Code of Military Justice**
- **Officer Evaluation Report**
- **FM 100-1, The Army**



# **SOURCES OF ETHICAL GUIDANCE**

## **(Continued)**

- **FM 6-22, Military Leadership**
- **FM 27-10, The Law of Land Warfare**
- **Code of Conduct**
- **Standards of Conduct**
- **Service Customs and Traditions**
- **Traditional American Values**



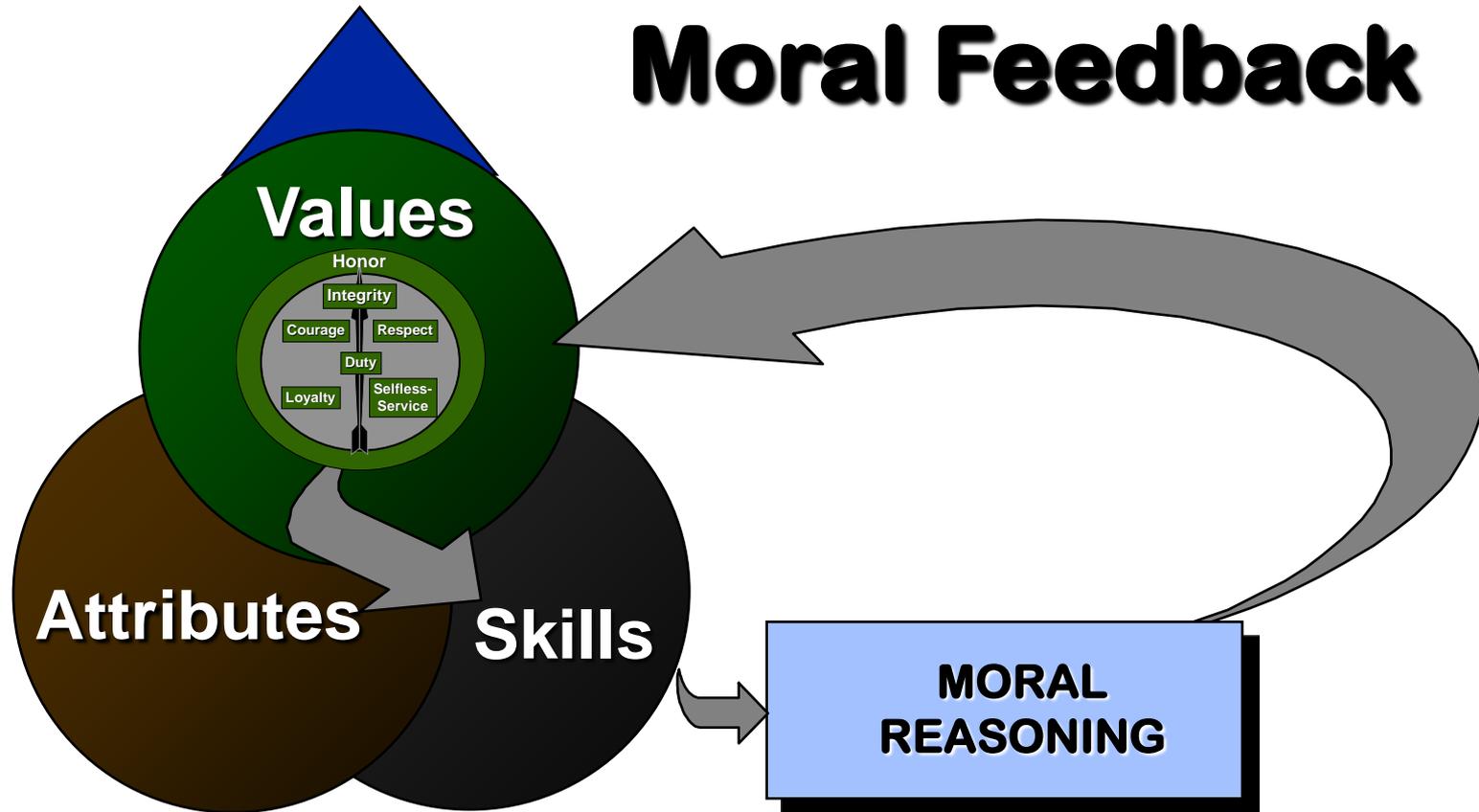
# CHARACTER

**“A man of character in peace is a man of courage in war. Character is a habit, the daily choice of right and wrong. It is a moral quality which grows to maturity in peace and is not suddenly developed in war.”**

**General Sir James Glover**



# Moral Feedback





## Character Development Model

Area	Dispositional		Behavioral	
<b>Elements</b>	<b>Understand</b>	<b>Desire</b>	<b>Adhere</b>	<b>Lead</b>
<b>Method</b>	Education Experience Reflection	Habituation Motivation	Reinforcement and Punishment	Ethical environment Assessment Plan of Action
<b>Features</b>	Awareness Comprehension Judgment	Attitude Internalization Identification	Behavior Example	Role-modeling Teaching/Coaching Ethical Environment- Building



# ETHICAL REASONING PROCESS

- 1. CLEARLY DEFINE THE PROBLEM**
- 2. KNOW THE RULES**
- 3. DEVELOP AND EVALUATE COURSES OF ACTION (COA)**
- 4. CHOOSE THE COA THAT BEST REPRESENTS ARMY VALUES**



# SUMMARY

**Leadership  
Terminology  
Theory  
Professional Ethics  
Character**

**Army Values  
Decision Making  
Dissent  
Case Studies**