

## Breakout Session 3: Exemplary Leadership

Becoming an exemplary leader is a continuous effort. Many believe moral courage is the foundation of exemplary leadership. We've added some content below for you to consider in your discussion of ethical leadership. To remind, one of the base documents on Army Exemplary leadership is ADP 6-22)

(Army Doctrine Publication (ADP) 6-22) [https://usacac.army.mil/sites/default/files/misc/doctrine/CDG/cdg\\_resources/manuals/adp/ADP%206-22.pdf](https://usacac.army.mil/sites/default/files/misc/doctrine/CDG/cdg_resources/manuals/adp/ADP%206-22.pdf)

### What is a Leader of Character?

(USCC Cir 351-2)

A leader of character seeks to discover the truth, decide what is right, and demonstrate the courage and commitment to act accordingly.

### Non-Toleration Definition

(USCC Cir 351-2)

Any cadet who witnesses, commits, or knows of an action that is inconsistent with the ethical standards of the Academy (thus not necessarily only Honor Code violations) will take action to amend the situation.

### Army Culture

Culture consists of the foundational values, beliefs, and behaviors that drive an organization's social environment, and it plays a vital role in mission accomplishment. Culture changes constantly to remain in alignment with an organization's strategy and mission - no organization has the same culture it did a generation ago. In the 21st century, the question for leaders is not whether culture should change, but **how** it should change. In the modern era, culture is a rapid innovation area.

[\(https://people.army.mil/overview-2/strategic-approach-2/army-culture/\)](https://people.army.mil/overview-2/strategic-approach-2/army-culture/)

Army culture is grounded in Army values of **Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage**. These values are time-tested and provide our culture with a rock-solid foundation. As an American institution, however, we face many of the same culture challenges as the rest of our Nation: sexual assault, sexual harassment, discrimination, extremism, and suicide. If permitted to persist, these behaviors can break trust within Army teams – from squads to major commands. They affect team cohesion as well.

[\(https://people.army.mil/overview-2/strategic-approach-2/army-culture/\)](https://people.army.mil/overview-2/strategic-approach-2/army-culture/)

### Army Professional's Respect

(ADP 6-22c1, p.1-10, para 1-61)

Army professionals recognize the intrinsic dignity and worth of all people and treat them with respect.

### Army Professional's Courage

(ADP 6-22c1, p.1-10, para 1-62)

Army professionals lead by example and demonstrate courage by doing what is ethical despite risk, uncertainty, and fear; they candidly express their professional judgment to subordinates, peers, and superiors.

### Values and Beliefs

(ADP 6-22c1, p.2-6, para 2-14-16)

Values and beliefs affect how people think and act. People join the Army from a society with diverse personal values and beliefs respected within the standards of legal and ethical behavior. Variation in upbringing, culture, religious belief, and tradition is reflected among those who choose to serve in the Army. Such diversity provides many benefits for a force globally engaged around the world. Good leaders value this diversity of outlook and experience and must treat all individuals with the inherent dignity and respect due every person. All leaders have the critical responsibility to ensure that subordinates adhere to the Army Values as well as standards consistent with the United States Constitution, the Uniform Code of Military Justice, and Army rules and regulations.

The United States Constitution, which all Soldiers and DA Civilians swear to uphold and defend, reflects the Nation's values and is the legal foundation for both our government and the rights of individuals. At times, tensions can arise between individual beliefs protected by the Bill of Rights and the provisions of the Uniform Code of Military Justice or other Army rules and regulations. If this tension arises, it often centers on issues of religious belief, which while protected by the Constitution in general, could conflict with a specific military rule or regulation. If such tension arises, commanders will lead their organizations consistent with the Army Values while making decisions pursuant to DOD and Army policies.

Values and beliefs create a foundation for ethical conduct. Adhering to the Army Values is essential to upholding high ethical standards of behavior. Unethical behavior quickly destroys organizational morale and cohesion—it undermines the trust and confidence essential to teamwork and mission accomplishment. Consistently doing the right thing for the right reasons forges strong character in individuals and expands to create a culture of trust throughout the organization.

## **Counterproductive Leadership**

(ADP 6-22, p. 8-7, Para 8-46)

8-46. Counterproductive leadership is the demonstration of leader behaviors that violate one or more of the Army's core leader competencies or Army Values, preventing a climate conducive to mission accomplishment.