

Living the Army Values

Leader Professional Development

United States Army

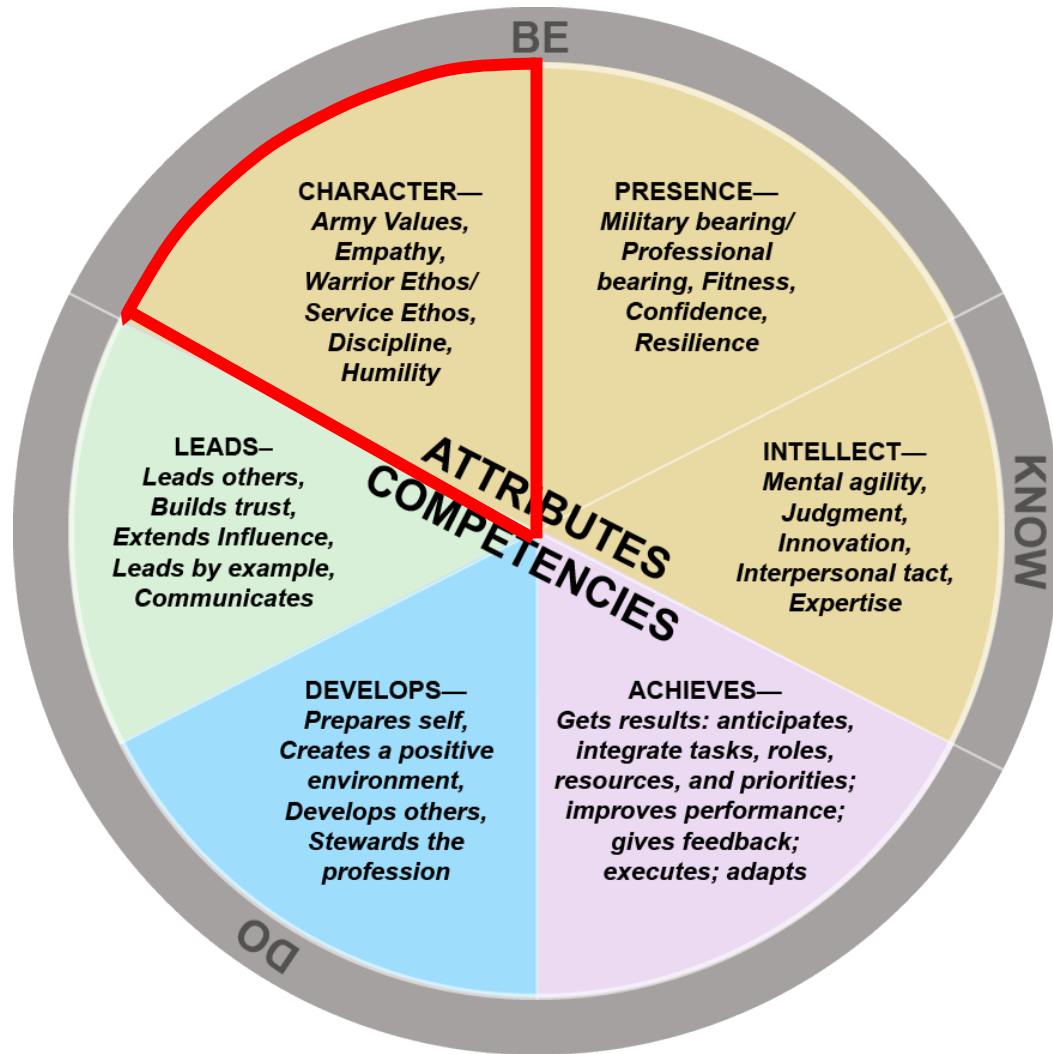
Center for Army Leadership



U.S. ARMY



Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following attribute:
 - Army Values
- Learn more about the LRM by reviewing:
 - ADP 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader

Session Objectives

- Discuss actions and behaviors that demonstrate the seven Army Values.
- Discuss strategies for reinforcing the Army Values.





The Army Values in Action

Discussion



- Why do we have Army Values? Why are they important/necessary?

The Army's Seven Values

Loyalty

Duty

Respect

Selfless Service

Honor

Integrity

Personal Courage



Loyalty

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.



“To create strong organizations, superiors, subordinates, and peers must embrace loyalty. One way that individuals demonstrate loyalty is by upholding all of the Army values. With those values as a foundation, loyalty is a two-way exchange: leaders earn loyalty and subordinates expect loyalty in return. **Leaders earn subordinates’ loyalty by training them well, treating them fairly, and living the Army Values. Subordinates demonstrate loyalty by working hard for their leaders and being as good as they can be at their jobs.** Loyalty and trust enable the successful day-to-day operations of all organizations.”

ADP 6-22

Duty

Fulfill your obligations – always do your best.



“All Soldiers and DA Civilians strive to do their best. Duty extends beyond law, regulation, and orders. Army professionals **exercise initiative** when they fulfill the purpose, not merely the letter, of received orders. Leaders **take responsibility for their actions and those of their subordinates**; it is inherent in their duty to the larger organization, the Army, and the Nation. Conscientious leaders and subordinates **possess a sense of responsibility to apply their best efforts to accomplish the mission.** This guides Soldiers and DA Civilians to **do what is right to the best of their ability.**”

ADP 6-22

Respect

Treat people as they should be treated.



“The Army Values reinforce that all people have dignity and worth and must be treated with respect. The Nation was founded on the ideal that all are created equal. In the Army, each is **judged by the content of their character, not just how well they accomplish the mission.** Army leaders should consistently **foster a climate that treats everyone with dignity and respect**, regardless of ethnicity, gender identity, sexual orientation, creed, or religious belief. Fostering a positive climate begins with a leader’s personal example. Leaders treat others, including adversaries, with respect.”

ADP 6-22

Selfless Service

Put the welfare of the nation, the Army, and your subordinates before your own.



“Selfless service means doing what is right for the Nation, the Army, the organization, and subordinates. While the needs of the Army and the Nation should come first, selfless service does not imply leaders should neglect their families or themselves. **Unselfish, humble leaders** set themselves apart as teammates who are **approachable, trustworthy, and open to follower input and advice**. Selfless leaders aspire to attain organizational goals **for the greater good, beyond their own interests and benefits.**”

ADP 6-22

Honor

Live up to Army Values.



“Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization’s positive climate and morale. **How leaders conduct themselves and meet their obligations to the mission, other people, and the organization** defines them as people and leaders of character.”

ADP 6-22

Integrity

Do what is right, legally and morally.



“Leaders of integrity consistently follow honorable principles. The Army relies on leaders who are honest in word and deed. Leaders of integrity **do the right thing** because their character permits nothing less. To **instill the Army Values in others**, leaders must demonstrate them. As an Army leader and a person of integrity, **personal values should reinforce the Army Values.**”

ADP 6-22

Personal Courage

Face fear, danger, or adversity (physical or moral).

“Personal courage is not the absence of fear; it is the **ability to put fear aside and do what is necessary or right.** Personal courage takes two forms: physical and moral. **Physical courage requires overcoming fears of bodily harm and doing one’s duty.** It triggers bravery that allows a Soldier to take risks in combat in spite of the fear of injury or death. For leaders, mission accomplishment may demand risking their own lives or those of Soldiers and justly taking the lives of enemies.

Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions and actions, even when things go wrong, display moral courage. Moral courage also expresses itself as candor—**being frank, honest, and sincere with others.** Carefully considered professional judgment offered to subordinates, peers, and superiors is an expression of personal courage.”



ADP 6-22

Discussion

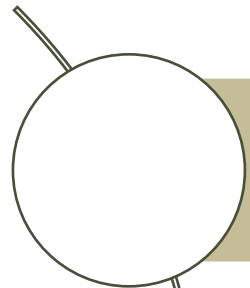


- On a scale of 1-10, how well do we follow these Values in our organization?
- Are certain Values more important than others? Should they be?

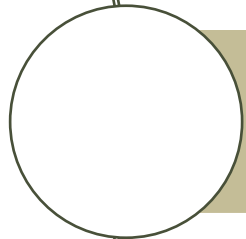
A composite image featuring a soldier in camouflage gear looking out of a circular window. In the foreground, a hand is holding a white cylindrical object. The scene is overlaid with a semi-transparent dark green rectangle containing the text "Reinforcing the Army Values".

Reinforcing the Army Values

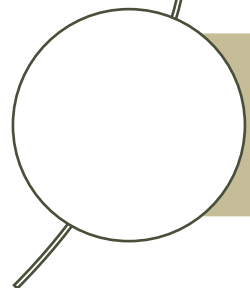
Strategies for Reinforcing the Army Values



Model the behavior.



Make the Army Values a regular part of conversations.



Reward behaviors that align with Army Values.

Summary

- Discussed actions and behaviors that demonstrate the seven Army Values.
- Discussed strategies for reinforcing the Army Values.
- Continue to think about ways you can:
 - Better exemplify the Army Values on a day-to-day basis.
 - Address individuals whose behaviors don't meet Army standards.
 - Weave the Army Values into activities and conversations.



Want to Learn More?

<https://cal.army.mil>



Doctrine

Provides leader expectations

- ADP 6-22
 - Paragraphs 2-4 through 2-13
- FM 6-22
 - Paragraphs 4-10 through 4-14

After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

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