

Section 2



ARMY VALUES AND CONSIDERATION OF OTHERS

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The Army is not made of people. The Army is people.

GEN Creighton Abrams

Introduction

As you read in the previous section, Army Values reflect the core beliefs of American society and affect every aspect of military life. These values guide individual decisions and behaviors as well as organizational policies and decision making. One of these key values is **respect** for others.

As an Army officer in training, you pledge to treat others with respect at all times in all areas of your life—within ROTC, at school, at work, with family, among friends, and in public.

To support and promote this regard for the **feelings** and needs of others, the Army developed the Consideration of Others (CO2) program. Understanding CO2 will guide your behavior toward others and help you in the complex task of building unit cohesion. CO2 focuses on the fundamental role of the Soldier as a member of a military team. Consideration of Others can help you avoid situations such as the one confronting a sergeant and a lieutenant in the following vignette.

“They Would Have Issued You One”

SFC Washington is NCOIC [Noncommissioned Officer in Charge] of his section, jumped into Panama with the 82nd [Airborne Division], went to Desert Storm, Somalia, and Haiti; and has just returned from a six-month deployment to the Sinai. He is married, and this situation takes place on his daughter’s seventh birthday. As SFC Washington prepares to leave for the day, 1LT Blumquist walks in. He is SFC Washington’s OIC [Officer in Charge]. He informs SFC Washington that another NCO has come down sick, and that SFC Washington will need to stay tonight and pull sergeant of the guard. (SFC Washington knew that he was up for that duty the next day—in this unit it comes around about every five weeks.)

SFC Washington explained to his OIC that his daughter was having a birthday party, which he promised that he would attend. The OIC, who was single, was less than impressed; and explained to SFC Washington that duty was duty, he was next on the list, and that his daughter would have many more birthdays. SFC Washington replied, rather heatedly, that he had missed three of his daughter’s birthdays in a row because of deployments, and that a last-minute change in a routine duty roster was not a good enough reason to miss another birthday, especially as he had looked his daughter in the eye that morning and promised he would be there.

The OIC told SFC Washington that he understood that SFC Washington had a personal problem, but that battalion policy was that when an NCO could not report for duty, that it moved to the next name on the list, and that if he didn’t pull duty that night someone else would have to. The OIC then reminded SFC Washington that Soldiers work for the Army 24 hours a day, that there was not a lot of time to discuss this matter further, and that he needed to call his wife and report for duty in 45 minutes.

respect

treating people as they should be treated; having regard for others’ well-being, feelings, and needs

feelings

the emotional responses of others that form a key part of their motivation to work with a team toward mission objectives—respect for others’ feelings builds unit cohesion and effectiveness



Individual behavior can significantly impact unit cohesion.

Two months later, the Company Commander asked the company 1SG why SFC Washington, a fine Soldier with an absolutely outstanding record, who would certainly reach the rank of SGM if he stayed in the Army, was not reenlisting.

Critical Thinking

Should the Officer in Charge have taken a different approach? If you were the OIC, what would you have done? If you were SFC Washington, what would you have done?

Values and Army Life

Values play an essential role in Army life. While it's important to know the definition of the key Army Values, you should also be able to define the Army Values in your own words and review what they mean in the context of your specific military duties or personal life. In this way you transform them into your personal standard of conduct.

Living out your code of conduct will provide the day-to-day motivation for members of your command to reflect on Army Values and their own codes of conduct.

The Army has developed tools to help you with this complex job. One of them is the Consideration of Others program.

The Consideration of Others Program (CO2)

The Army developed the Consideration of Others (CO2) program to promote actions that lead to sensitivity to and regard for the feelings and needs of others. This includes being aware of how our behavior affects others, supporting them, and being fair with them. The program consists of regular small-group discussions focused on values and the human dimension of combat readiness.

CO2 is a tool designed to help leaders build unit cohesion and assist in the complex task of leading Soldiers in the diverse modern Army. CO2 focuses on the fundamental relationship between the individual Soldier and his or her role as a member of a military team. As the Army's *Consideration of Others Handbook* puts it: "Consideration of Others is those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them. . . ."

The program goal of CO2 supports the ultimate, broader strategic goal of the Army—to make each individual Soldier aware that his or her attitudes and actions critically affect unit combat effectiveness.

The United States is a diverse country including a mix of races, ethnic groups, religions, and cultures found in few other nations. The US Army reflects the society that its Soldiers come from. While it is possible for civilians to live in neighborhoods where they have little contact with members of other groups, in the military, members of these groups must live, work, and fight side by side. What binds them together is America's values, reflected in the Constitution and laws—and in the Army Values:

- *Loyalty* to the Constitution and to each other as American Soldiers
- *Duty* to defend one another's rights as Americans
- *Respect* for each individual Soldier, regardless of his or her background or personality
- *Selfless service* to the country as a whole and to one's fellow Soldiers
- *Honor* in all one's dealing with fellow Soldiers
- *Integrity* in showing no favoritism toward or bias against any group of Americans over another
- *Personal courage* in defending fellow Soldiers from harassment because of their race, gender, religion, ethnicity, political views, economic status, or regional origins.

Those who are tempted to believe that some groups of Americans are more loyal Soldiers than others can learn an important lesson from the story of Dan Inouye and the 442nd Regimental Combat Team in World War II.

The Army Values

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage.

Mission-Critical Areas That CO2 Affects

Mission accomplishment
Cohesion/teamwork
Discipline
Morale
Retention
Productivity

“Go for Broke”

[In the war hysteria that followed the Japanese attack on Pearl Harbor in December 1941, more than 100,000 American citizens of Japanese ancestry were arrested and interned in detention camps scattered around the West. In Hawaii, all Japanese Americans (Nisei) were discharged from the National Guard, those in ROTC and the Territorial Guard were stripped of their weapons, and those in the Army were transferred to labor battalions. The Nisei believed they were as American as anyone else, and struggled to join the war effort. Finally in January 1943, the War Department announced it would form a combat unit of 1,500 Nisei volunteers. Almost 1,000 volunteered the first day.]

The son of Japanese immigrants, Dan Inouye was born and raised in Honolulu. Exactly three months after he had celebrated his 17th birthday, the Japanese attacked Pearl Harbor on December 7, 1941. Young Dan Inouye, who had medical aid training, rushed into service as the head of a first-aid litter team. He saw a “lot of blood.” He did not go home for a week.

In March 1943, 18-year-old Dan Inouye, then a freshman in pre-medical studies at the University of Hawaii and long eager to join the US war effort, enlisted in the US Army’s 442nd Regimental Combat Team, the famed “Go for Broke” regiment of Soldiers of Japanese ancestry.

Inouye was soon promoted to the rank of Sergeant, and was designated a combat platoon leader during the Italian campaign. He slogged through nearly three bloody months of the Rome Arno campaign with the US Fifth Army.

In the fall of 1944, Inouye’s unit was shifted to the French Vosges Mountains and spent two of the bloodiest weeks of the war rescuing a Texas battalion surrounded by German forces. The rescue of the “Lost Battalion” is listed in US Army annals as one of the most significant military battles of the century. Inouye lost 10 pounds, became a platoon leader, and was awarded the Bronze Star and a battlefield commission as a Second Lieutenant, as he and other Japanese-Americans continued to fight with unmatched courage that would eventually result in the 442nd being the most decorated unit in US military history for its size and length of service.

Back in Italy as the war was drawing to a close, Inouye displayed “extraordinary heroism” on April 21, 1945, near San Terenzo as he led his platoon through “formidable resistance” to capture a key ridge. His Medal of Honor Citation states in part: “With complete disregard for his personal safety, Second Lieutenant Inouye crawled up the treacherous slope to within five yards of the nearest machine gun and hurled two grenades, destroying the emplacement. Before the enemy could retaliate, he stood up and neutralized a second machine gun nest. Although wounded by a sniper’s bullet, he continued to engage other

hostile positions at close range until an exploding grenade shattered his right arm. Despite the intense pain, he refused evacuation and continued to direct his platoon until enemy resistance was broken and his men were again deployed in defensive positions.”

After losing his right arm, Dan Inouye spent 20 months in an Army hospital in Battle Creek, Mich. On May 27, 1947, he was honorably discharged with the rank of Captain, and returned home with a Distinguished Service Cross, the nation’s second highest award for military valor, along with a Bronze Star, Purple Heart with cluster, and 12 other medals and citations.

[When Hawaii became a state in 1959, Daniel Inouye was elected its first congressman. In 1962, he was elected to the United States Senate, where he continues to serve as of this writing.]

His Distinguished Service Cross was upgraded to the Medal of Honor, and that medal was presented to him by the President of the United States on June 21, 2000.

“Please remember that the story of my experiences during World War II is—by itself—not important,” Senator Inouye wrote in 2003 to a girl who had visited him in his Washington office. “Much more significant are the values that the 442nd Regimental Combat Team and other segregated units represented: that patriotism and love of our great country are not limited to any ethnic group, and wartime hysteria must never again lead us to trample on our democratic principles.”

Sen. Daniel K. Inouye

Eight Key CO2 Areas

CO2 is essential to good leadership. It’s about **individual and team needs**, cohesion, teamwork, and disciplined and ethical conduct. When you diligently apply the program at the unit level, you will have a positive influence on morale, productivity, and retention rates.

Consideration of Others, in short, is leadership in action.

Of course, wherever you put people together under stress, conflict is inevitable: People will always have different viewpoints, ideas, and opinions. CO2 is not a cure-all for every unit challenge. But Army Soldiers cannot reach their full potential without learning to assume responsibility for the way their individual actions affect others. It’s your job to teach them.

A clear challenge for you will be how to deal with or relate to the natural differences among the Soldiers in your unit. If properly managed, conflict can be highly constructive and essential to productive interpersonal relations. It’s possible to allow for different viewpoints while still being supportive and fair with others, for example.

Respecting others and having regard for their opinions, ideas, and culture is at the heart of consideration of others. Review the following list of eight areas of Army command policy and Army doctrine that CO2 touches. While these policy and doctrinal issues sometimes overlap, they can also work together to help you achieve your goal of a unified team.

individual/team needs

the essentials a unit leader must carefully assess in applying the CO2 program—not just day-to-day physical needs, such as food, clothing, and shelter, but also emotional, spiritual, family, and long-term personal/professional needs, such as counseling and interpersonal communication

Eight Army Command Policy Issues Affected by Consideration of Others

- The American military heritage
- Ethical development (both individual and organizational)
- Quality individual leadership
- Team building
- Equal opportunity
- Gender issues
- Family concerns
- Health, safety, and drug and alcohol abuse.

CO2 helps Army leaders deal with the complex nature of command policies and doctrinal issues. You can easily see, for example, how the American military heritage can provide a valuable context for CO2 and offer background for the values you will be trying to engender in your Soldiers. How can successful team building take place in today's Army without a full commitment to equal opportunity or quality individual leadership? Certainly in any military organization today, issues surrounding gender and family have become points of sensitivity for Soldiers. A progressive, respect-oriented organization can deal with drug and alcohol abuse candidly, in a way that knows no rank or privilege.

CO2's Role in Army Leadership

Implementing a unit CO2 plan can be a good “low impact” test of your leadership abilities. Every military unit has many opportunities to develop positive values in its Soldiers. As a new leader, you should plan to survey and assess your unit, examining the key Army policy and doctrinal areas in the light of CO2, just as you would identify key terrain features in a tactical situation in the field.

You will need to identify key areas of concern; identify specific training needs; determine priorities among individual needs and the unit as a whole; identify and commit resources; and finally execute an effective unit CO2 plan.

In the Contemporary Operating Environment (COE), consideration of the feelings of people from other cultures and religions is essential to the safety and success of the mission and national policy. Army officers and Soldiers alike find themselves dealing with peoples and cultures as different from Americans as possible, as the junior officers in the following vignette point out.

How Leaders Can Use CO2:

- Survey/assess unit
- Identify key areas of concern
- Identify specific training needs
- Determine individual and unit priorities
- Identify and commit resources
- Execute a CO2 plan.

Cultural Differences in Iraq

Because junior officers are heavily involved in nation-building activities, they are interacting much more with the local populace than in other deployments such as Bosnia, Kosovo, or the MFO [Multinational Force and Observers in the Sinai]. As a result, the nuances of culture become more noticeable. Officers reported having to learn how not to offend Iraqis inadvertently with mannerisms. Others noted that there were Iraqi idiosyncrasies that had to be learned. One officer commented, “People here like to get really close to you when they talk. That bothers the hell out of me. It is a good thing to learn that they are not trying to sneak up on you or grab you or anything. They just want to talk; they are being friendly.”

Of course, junior officers in past deployments and even tourists on vacations have had to deal with the complexities of foreign cultures. OIF [Operation Iraqi Freedom] is unique, however, in that a large number of junior officers are dealing with cultural intricacies that have potential strategic implications. As one captain recounted,

I was never given classes on how to sit down with a sheik that 2 days before I had seen his face on CNN, and now all of a sudden I am talking to this guy face-to-face. He is providing food for myself and Soldiers out in the trucks that are providing security for us while we are having our meeting in this guy's house. . . . He is giving me the traditional dishdasha [robe] and the entire outfit of a sheik because he claims that I am a new sheik in town so I must be dressed as one. I don't know if he is trying to gain favor with me because he wants something . . . or is it something good or something bad. It is just something you are going to have to learn on the job and how to deal with.

Another lieutenant gave an example of how a seemingly simple misunderstanding of cultural hand gestures could have led to strategic consequences. "Well, I did this [held out his hand palm forward] to the Minister of [a governmental branch] to say, "Wait," and he flipped out because you are suppose to cup your hand like this [hold your hand parallel to the ground, palm up, fingers cupped back towards you] and say "Hold on." You do this [hold out your hand, palm forward] to dogs, I think . . . I didn't really understand."

Leonard Wong

Critical Thinking

A unit's effectiveness on the battlefield depends upon Soldiers and leaders forming a bond of trust. How can CO2 help form that bond of trust? How can a breach in CO2 hurt a unit? How do interpersonal trust and respect affect the performance of individuals and teams?

The capability to recognize that your attitudes, actions, and words affect others in the unit and your willingness to take responsibility for those attitudes, actions, and words—to the point of changing them when necessary—is what Consideration of Others is all about.

Adapted from Consideration of Others Handbook



CONCLUSION

Respect for others and regard for their opinions, ideas, background, and culture is the goal of CO2. The program is fundamental to good leadership because it can help foster cohesion, teamwork, and disciplined and ethical conduct. The underlying philosophy improves unit morale, productivity, and mission focus.

As an Army leader, your job is to use CO2 to make each Soldier aware that his or her attitudes and actions critically affect unit combat effectiveness.

Key Words

respect

feelings

individual/team needs

Learning Assessment

1. Think of an example of how your own attitudes or actions have affected people in group situations such as work, athletics, or college classes.
2. What core American values do you see in the features of CO2?
3. Why is the CO2 program such an important part of Army policy?
4. Think of an example of how not demonstrating CO2 can affect a mission.

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