

Section 1



ARMY VALUES

Key Points

- 1 The Seven Army Values (LDRSHIP)
- 2 Army Values and American Values
- 3 Relating Personal Values to Army Values

There is a great deal of talk about loyalty from the bottom to the top. Loyalty from the top down is even more necessary and much less prevalent.

GEN George S. Patton

Cited in FM 6-22, *Army Leadership: Competent, Confident, and Agile*

Introduction

As you have discovered in previous lessons, **Army Values** are American values. As you have also learned, Soldiers must live these values more intensively and professionally than most others live them in civilian life, because Soldiers serve to protect this nation and the values upon which it was founded. It follows, then, that Army Values are the foundation for actions in accord with the **Warrior Ethos**. As a future leader, you must ensure that your Soldiers understand and apply those values.

The Army Values define your character and guide your actions as you develop your leadership style. You must embody these values every day in your decision making and problem solving, and especially in setting the example for your Soldiers. “Walking the talk” is key to applying these fundamental values, whatever the setting, whatever the mission.

All Army leaders—from the most junior to the highest level—must put the seven Army Values into practice in their own daily lives. Knowing and living Army Values so that you act them out in all decision making, whether personal or professional, requires you to focus on three areas:

1. The Army Values themselves
2. The Army Values in the context of the nation’s values—the Constitution and American history
3. The Army Values as they relate to your becoming a leader who lives them.

As you read more about the seven Army Values in this section, reflect on how you, as a Cadet and as a future officer, can *put those values into action to have the most positive impact possible on those you lead*.

The following vignette illustrates how one junior officer lived the Army Values he had learned.

1st Infantry Division Soldier Receives Three Awards for Heroism

May 26, 2005—A 3rd Brigade Combat Team Soldier [BCT] from the 1st Infantry Division was awarded the Silver Star, the Soldier’s Medal, and the Bronze Star with Valor this month for his actions on three separate occasions during Operation Iraqi Freedom at ceremonies held in Germany.

First Lt. Karl Gregory, of the Germany-based 1st Infantry Division, was awarded the Bronze Star with Valor at a ceremony in Vilseck, Germany, for exceptional courage and conspicuous gallantry while serving as a Bradley Fighting Vehicle Platoon Leader during combat action in Fallujah, Iraq, during Operation Phantom Fury in November 2004.

On May 16, First Infantry Division commander Maj. Gen. John Batiste presented Gregory with the Soldier’s Medal. The award cited Gregory’s dedication to his fellow Soldiers and complete disregard for his own safety when he swam across a canal to rescue four Soldiers trapped in a submerged vehicle.

The same day, Gregory was presented [his] final award in front of the entire division. During the 1st Infantry Division’s Welcome Home Ceremony, Lt. Gen.

Army Values

the universal values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage that enable you to see what is right or wrong in any situation and make decisions based on those values

Warrior Ethos

the professional attitudes and beliefs that characterize the American Soldier and form the foundation for his or her total commitment to victory in peace and in war

Ricardo Sanchez, Commanding General, V Corps, presented Gregory the Silver Star Medal for gallantry in the face of superior enemy presence during an insurgent uprising in Baqubah, Iraq, on 24 June 2004.

While attached to the 3 BCT Recon Troop during heavy fighting to regain control of key terrain in the city, 1LT Gregory's heroic actions destroyed or dispersed the enemy's presence in the western portion of the city.

In the fight to regain control of a stadium occupied by more than 30 insurgents, several of his Soldiers were wounded. Gregory stood his ground until his wounded were evacuated and both of his Bradley's turrets were disabled. Even after having been wounded in the face by a rocket-propelled grenade and knocked unconscious by an improvised explosive device, he returned to make sure that no one was left behind.

The Silver Star is an award designated solely for heroism in combat. Gregory is one of five Soldiers from the 2nd Battalion, 2nd Infantry to receive the medal for their actions during Operation Iraqi Freedom.

Critical Thinking

How did 1LT Gregory's actions in the vignette above express each of the seven Army Values? How did 1LT Gregory's display of the Army Values affect his unit's effectiveness?

As they do with all Army leaders, the Army Values guide officers in their daily actions. These values manifest themselves as principles of action. Another essential part of officership is a shared professional identity. This self-concept, consisting of four interrelated identities, inspires and shapes the officer's behavior. These identities are warrior, servant of the Nation, member of a profession, and leader of character. As a warrior and leader of warriors, the officer adheres to the Soldier's Creed and the Warrior Ethos. An officer's responsibility as a public servant is first to the Nation, then to the Army, and then to his unit and his Soldiers. As a professional, the officer is obligated to be competent and stay abreast of changing requirements. As a leader of character, officers are expected to live up to institutional and National ethical values.

FM 6-22, Army Leadership: Competent, Confident, and Agile



Figure 1.1 The Army Values

The Seven Army Values (LDRSHIP)

Army Values originate in the central beliefs of our American culture: love of freedom, respect for the individual, sacrifice for others, and deference to the law of the land. They describe the depth and substance of the American character—our history, our sacrifices, and our common heritage. So when you embrace and choose to live Army Values, you are truly endorsing the essence of your primary mission: to protect the United States and its way of life. That is your mission, your purpose, and your oath.

You read and hear in the media every day reports that American values have eroded and that honor is dead. But the seven Army Values project a proud and fervent American tradition of idealism that will support you in your pursuit of excellence as an Army officer.

Loyalty

Loyalty is bearing witness to your allegiance to the US Constitution and its ideals, to the Army, to your unit, to your fellow Soldiers and subordinates, and to yourself as an Army professional. Loyalty means placing your professional obligations and commitments before your personal ones. It means dedication to carrying out all of your unit's missions and to serving faithfully the values of the country, the Army, and your unit.

Duty

Duty involves fulfilling all of your professional, legal, and moral obligations and accomplishing all tasks to the fullest of your ability. Duty means accepting responsibility for your actions and those of your subordinates. Doing your duty prohibits engaging in illegal and immoral actions. Duty also requires your disobedience of unlawful orders—those that run counter to the Army's doctrine, standard practices, and values.

If I do my full duty, the rest will take care of itself.

GEN George S. Patton

SPC Casey Carroll saw where his duty lay when he returned to Iraq in 2005 despite being wounded in combat.

Injured Soldier Recovers, Returns to Combat Zone

CAMP TIGERLAND, Iraq (Aug. 15, 2005)—An injured infantryman [returned] to his unit in Iraq one month after being sent home.

Doctors sent Spc. Casey Carroll home in March after he lost a finger from a vehicle-borne improvised-explosive device. However, his intentions were not to stay there.

“They sent me home for good, but I went home to build myself back up so I could get back to my unit,” said the 22-year-old father of two.

While Carroll’s unit was investigating suspicious activity along Route Irish a vehicle exploded, killing one Soldier and wounding four, including Carroll, who lost his right pinky finger and took shrapnel in his hip and foot.

One month later, Carroll was on his way back to Baghdad. Carroll said he has a duty to his country, responsibility to this unit, and owes it to his children.

“If we don’t fix these problems now, my kids, and your kids, will have to come back here and do it for us,” said Carroll.

Army News Service

Consideration of Others (CO2)

an Army program developed to foster cohesion, teamwork, and disciplined and ethical conduct—CO2 refers to respecting others and having regard for their opinions, ideas, and culture; an underlying philosophy intended to improve unit morale, productivity, and mission focus

Respect

As an Army officer, you are charged with promoting dignity, fairness, and equal opportunity for others. Respect means treating people as they should be treated and as you expect to be treated. It requires having regard for others’ well-being, feelings, and needs. The Army calls this “**Consideration of Others (CO2)**”—you will learn more about the CO2 philosophy and program later on in your ROTC studies.

Selfless Service

Selfless service means placing Army priorities before your own. You consider the welfare of the nation, your mission, and your fellow Soldiers and subordinates before your personal safety. Selfless service means a willingness to sacrifice for the country, the Army, and your unit. This does not mean that you forget about the needs of your family or yourself. Selfless service prevents a narrow, ambitious focus on careerism for gain or glory. This value guides you in giving credit where credit is due and sharing your successes.

Honor

Your honor is your most valuable possession; if you lose it, everything else is worthless. In military service, honor is probably the prime motivation for your actions and underlies the other six Army Values. Honor compels you to adhere to the Army Values and gives you the ability to make moral decisions based on your deep personal values and your conscience. Honor requires you to exceed standards whenever possible and uphold the Soldier’s Creed and your oath as an officer. Strive to uphold your honor in all you do.

SGT Robert Rosa and SPC Casey Olivieri from Fort Hood, Texas, did the right thing when they witnessed an auto accident in July 2005.

Soldiers Save Lives After Car Accident

FORT HOOD, Texas (Aug. 17, 2005)—On July 20, two Soldiers from 6th Squadron, 9th Cavalry Regiment, assisted three teenage girls from a wrecked vehicle, saving their lives.

Sgt. Robert Rosa and Spc. Casey Olivieri witnessed the terrible car accident, and without thinking, crossed the median of the highway and started to render assistance.

“It was a quick decision,” Olivieri said. “The vehicle was flipped upside down. All you could see was smoke coming up and a foot sticking out.”

Once on the scene, they removed two of the three teenage girls from the vehicle and began administering first aid while waiting for emergency personnel to arrive. The two Soldiers used napkins and water to stop the bleeding and, although mechanics by trade, they said that their Army first aid training helped them stabilize the girls.

When the emergency technicians arrived, the two helped carry the girls to the ambulance. Fire Chief Woody Williamson of the Nolanville Fire and Rescue was so impressed with the Soldiers that he called their chain of command to let their leaders know what the Soldiers had done.

Rosa and Olivieri said they did not tell anyone about helping out with the accident and were surprised when they were called out in a formation the next day. Two days later they were awarded the Army Achievement Medal.

Lt. Col. Keith Gogas, commander of 6-9 Cavalry, said the actions of Rosa and Olivieri are an example for other Soldiers to follow. He said it would have been easy for these Soldiers to look the other way, but they chose to assist and their actions helped stabilize [the girls’] injuries and expedite their transportation to the hospital.

The Soldiers said they think any other Soldier would have done the same thing.

“It was the right thing to do,” Rosa said. “We’re Soldiers 24–7 and that’s what Soldiers do.”

Army News Service

Integrity

Integrity means “completeness” and “wholeness.” Integrity leads you to unity and consistency in your principles, values, and behavior. It requires you to be candid and sincere with your peers, subordinates, and superiors. Integrity calls upon you to be honest and honorable in word and deed at all times.

Personal Courage

A wise leader once said that courageous people are afraid, too—they just hold on for a minute longer. You can exhibit two types of courage. Physical courage enables you to face fear, danger, and adversity in any situation. Moral courage means acting with honor, respecting others, and taking responsibility for your actions and decisions. In the Army, you get a medal for acting bravely. But decorations are merely cloth and metal symbols of your inner strength of character that leads to courageous acts.

SPC Taylor Burk, an Army medic, demonstrated his courage when he saved the life of another Soldier under fire in Iraq.

Heroic Medic Returns to Iraq, Gets Bronze Star

November 5, 2004—After several months recuperating from injuries, Spc. Taylor Burk returned Oct. 27 to Forward Operating Base Falcon and was presented the Bronze Star he had earned back in April.

Burk demonstrated his personal courage in the April firefight and his loyalty to fellow Soldiers from Company C, 1st Battalion, 8th Cavalry Regiment.

The same day his unit took control of the Al Dora sector of Abu Dashir, [it] came under fire from anti-Iraqi forces. The contact grew into a large five-hour firefight against more than 150 insurgents.

During the battle, the vehicle Burk was in came under attack from several different directions. The gunner was hit in the leg and the face. Burk immediately began to render aid to his fallen comrade. He applied a tourniquet to the Soldier's leg, which officials said saved his life. It wasn't until later on at the hospital that anybody realized Burk also had been hit.

Burk had taken a bullet in his heel, which damaged his bone. Burk received a Purple Heart Medal and the Combat Medical Badge while he was in the hospital. He was the first medic in his battalion to earn the CMB.

When questioned about his actions that day, Burk humbly replied, "I just did my job."

Army News Service

Army Values and American Values

In the documents Americans hold as sacred to the foundation of this nation—the Declaration of Independence, the Constitution, and the Bill of Rights—citizens have put into words their national values for the world to read and ponder. Americans believe that a free society grants each individual citizen the freedom to make his or her own moral and lifestyle choices. Indeed, many countries have modeled themselves after the United States by writing constitutions that very much resemble the US Constitution.

Critical Thinking

Unless American values were statements of some deep, universal human truths and a moral striving toward good, why would other countries model their constitutions on that of the United States?

Belief in the American values system lies at the heart of your desire to pursue a career as an Army officer. At the core of every Soldier is the willingness and desire to serve the nation—both its people and its enduring values. Army Values, therefore, reflect American values. The Warrior Ethos embodies the professional attitudes and beliefs that characterize the American Soldier. This ethos is a reflection of our nation's ideals and values by the profession charged with protecting those very values.

Soldiers who live the Warrior Ethos put the welfare of their unit first, refuse to accept defeat or distraction, and never give up until they accomplish their mission. They have absolute faith in themselves and their team because they hold common beliefs and values. Army Values and the Warrior Ethos are integral parts of a unified system of beliefs—the American values system. They guide who you are and what you will become as an American Soldier.

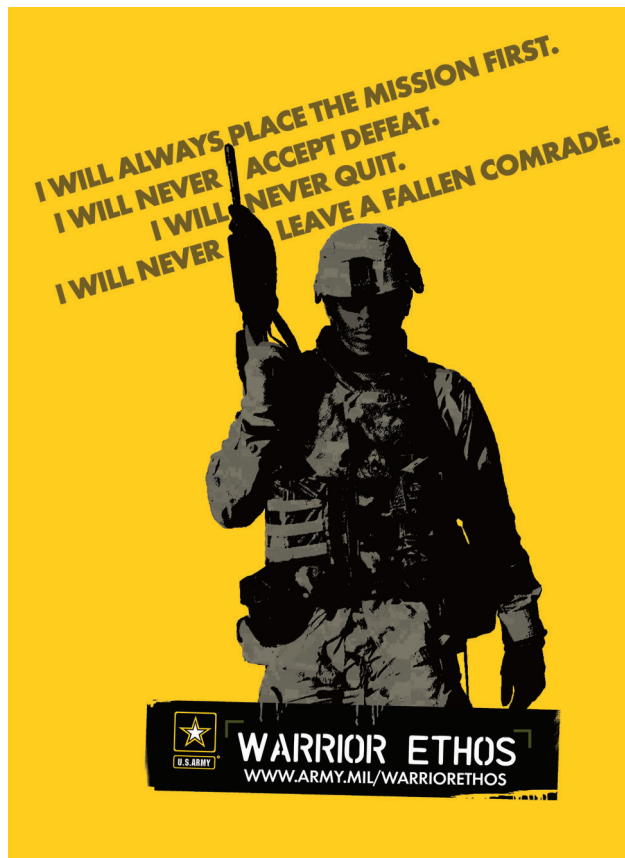


Figure 1.2 The Warrior Ethos

Relating Personal Values to Army Values

Your personal values as a Soldier and as an Army leader should reflect and amplify Army Values and the American values system. As a small-unit leader, you are particularly visible as an example, and your decisions and actions speak volumes for your character. You should strive for consistency in your actions. That is not to say every decision will be easy or correct. You should expect—and plan for—moral complexity and even error, especially in combat situations. Use the seven Army Values as your test for decision making. Be on your guard. If it feels wrong, the issue is probably unfolding counter to your training and your values.

The Moral Compass

It's often said that human beings have a “moral compass” inside—an invisible mechanism that automatically points people toward the right thing to do. You can certainly ignore your moral compass; sometimes circumstances shake it so badly that, for a time, it no longer points true. But when you reflect on your values, the compass needle always seems to return to the right course. That's where Army Values help. They give each individual, team, platoon, company, division, and the Army an orientation for moral decisions in everyday life, especially during stressful situations.

Critical Thinking

What is a source of your own personal values?

Personal Values

In a free society, each person is able to choose values that align with his or her own personal agenda. The Army Values are intended to focus your personal and professional agenda on protecting the country and winning wars. But the Army believes in multiple sources for shaping values. It takes values very seriously and promotes the seven Army Values as essential guides. As you consider your future with the Army, consider how the Army Values align with your own personal beliefs and professional agenda.

Parents

From the moment you were born, your parents provided you with role models that helped you formulate the values you will use throughout your life. Their influence may have been strong and overt, or it may have been a quieter, more subtle kind, but your parents gave you the basic “values programming” you consulted into your late teens. After that, you started making your own moral decisions and choices. If their influence was positive, you've probably found it relatively easy to make good decisions.

Critical Thinking

Think for a moment about how your parents have influenced your choices. What recent decision did their influence help you make? Was their influence positive?

Critical Thinking

How can your college studies, which increase your understanding of our nation's history and values, strengthen your understanding and application of Army Values?

Peers

While the concept of “peer pressure” may seem a cliché, peer pressure is a powerful force in forming an individual's values system—for good or ill. The trick to getting positive peer pressure is easy—pick your peers carefully! The old expression “If you lie down with dogs, you will get up with fleas” sums up why you should seek positive peer pressure and avoid negative influences on your decisions and actions.

Education

To educate means “to lead out of” in Latin. But lead whom out of what? The Greek philosopher Plato told a story more than 2,400 years ago about a cave where everyone was chained in darkness. All anyone could see was shadows by firelight. One person broke free, left the cave, and saw the outside world in the sunlight as it really was. When he went back into the cave and told about his journey, the other prisoners thought he was insane and that he had ruined his eyesight!

Education is like that: It changes you profoundly, forever. Many of the values you will use in your Army (and perhaps later civilian) career are being formed right now—in this course, in your other classes, and in your total college experience. One very important influence education has on values formation is that it promotes a wider vision of the world and broader consideration of other points of view. A person is said to be “liberally educated” when he or she can see beneath the surface, analyze, and appreciate differences in ideas, things, and people, and then apply that understanding to life.

Religion

Your religious beliefs, next to your parents' values, are among the most influential sources of your own values formation. As they grow up, some people may move closer to the religious beliefs of their families and parents. Other people may move away from their religious heritage or embrace another.

Whether you are a religious person or not, remember that spiritual beliefs and moral values are closely allied and can influence each other. Be open to your core religious affiliation and those of others. Respect all religions as an essential expression of other people's need to discover meaning in their lives. Army Values profoundly reflect this call to respect the needs of others.

Technology

Pablo Picasso (1881–1973) once remarked that computers are useless because they only give us answers. What he meant was that technology is not an end in itself, but a tool you can use to explore the world. The hard part of values formation is seeking out the tough philosophical questions that should underlie your beliefs. Remember that technology exists to make our jobs and lives easier, but working well with technology shouldn't replace working well with people.



CONCLUSION

You have learned that seven core Army Values guide leaders' and Soldiers' actions. In analyzing each of these values, you understand that they also reflect the nation's values. Charged with the defense of the nation, when faced with applying the Army Values as a leader, you recognize that you have a greater responsibility and face more challenges than the ordinary citizen faces.

The way to assume your responsibility and meet those challenges successfully is to start applying these values today in the most ordinary situations on campus and elsewhere. In that way, you will build the experience and strength of character to make the right choices when the situation is difficult and you must make the call.

Key Words

Army Values

Warrior Ethos

Consideration of Others (C02)

Learning Assessment

1. Name the seven Army Values. Which one is central to the other six? Why?
2. Tell how Army Values grow out of core American values.
3. Name the origins of personal values. Which has been your greatest source of moral guidance?

References

DA PAM 600-65, *Leadership Statements and Quotes*. 1 November 1985.

FM 6-22, *Army Leadership: Competent, Confident, and Agile*. 12 October 2006.

Morgan, J. (5 November 2004). Heroic medic returns to Iraq, gets Bronze Star. *Army News Service*. Retrieved 24 August 2005 from http://www4.army.mil/ocpa/read.php?story_id_key=6527

Robicheaux, E. (12 August 2005). Injured Soldier recovers, returns to combat zone. *Army News Service*. Retrieved 24 August 2005 from http://www4.army.mil/ocpa/print.php?story_id_key=7729

Rockhill, C. (17 August 2005). Soldiers save lives after car accident. *Army News Service*. Retrieved 24 August 2005 from http://www4.army.mil/ocpa/print.php?story_id_key=7758

US Army. (26 May 2005). 1st Infantry Division Soldier receives three awards for heroism. *Soldier Stories*. Retrieved 3 August 2005 from http://www4.army.mil/ocpa/print.php?story_id_key=7384