



United States Military Academy



LEADERSHIP

at West Point, in the U.S. Army and Beyond!

“It’s all about LEADERSHIP!”

LTC Dave Jones
US Army

** Note: The views presented in this Leadership discussion are that of my own, and do not necessarily reflect that of West Point or the US Army.*



Duty, Honor, Country



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Some “not so good” examples in the News

(Topics that involve issues in Leadership, Character and/or Ethics)

- *Banks and Investment Firms: Loans, Housing and CEO's Pay*
- *Vehicle Safety Recalls*
- *Gulf Oil Spill*
- *Charlie Sheen, Tiger Woods...*
- *Professional/College Athletes actions and Steroid use*
- *Abu Ghraib, Haditha, Fort Hood incident*
- *9-11-01 and Terrorism*
- *Issues in Schools: Cheating, Bullying, Discipline issues*
- *Movies, TV, Internet, Music... ???*
- *Other Examples?*

What about some good examples?

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West Point's Mission Statement



MISSION:

To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned **leader of character** committed to the values of **Duty, Honor, Country** and prepared for a career of professional excellence and service to the Nation as an officer in the United States Army.

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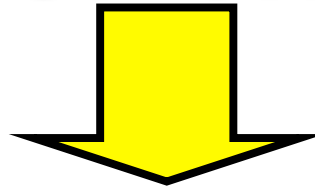
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“LEADER OF CHARACTER”



West Point's Motto: “Duty, Honor, Country”

West Point's Honor and Respect Programs

The “Officership” Concept and the

West Point Leader Development System

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It's all about Leadership!



Leadership:

**Providing purpose, direction, and motivation
in order to accomplish the mission and/or
Improve the organization.**

FM 6-22 Army Leadership

“...purpose, direction, and motivation”

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LEADERSHIP at the United States Military Academy

- 1. “Duty, Honor, Country”**
- 2. Intellectual, Military, Physical, Moral-Ethical Development**
- 3. West Point’s emphasis on building “Leaders of Character”**
- 4. Honor Code and System in concert with Respect Principles**
- 5. “Spirit of the Code”**
- 6. 24/7 Living our Values – it’s in our Culture!**
- 7. Accountability, Ownership and Responsibility**
- 8. Values Education**
- 9. The Professional Military Ethic and “Officership”**
- 10. “No Excuse, Sir/Ma’am!”**

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The ARMY Core Values

“LEADERSHIP”

Loyalty- *Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers*

Duty- *Fulfill your obligations*

Respect- *Treat people as they should be treated*

Selfless Service- *Put the welfare of the Nation, the Army, and your subordinates before your own*

Honor- *Live up to all the Army Values*

Integrity- *Do what's right, legally and morally*

Personal Courage- *Face fear, danger, or adversity*

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LEADERSHIP



in the United States Army

1. Army Core Values: **LDRSHIP**
2. Duty: MISSION first/PEOPLE always!
3. Effective Communication: Up, Down, and Laterally
4. Responsibility, Accountability and Ownership
5. Member of a TEAM: x 3!
6. KISS Principle - Focus on the Basics... do them well!
12. Attitude and Enthusiasm are KEY!
13. Solution Oriented... rather than problem oriented!
- Remember "25/25/50"*
14. Cool/Calm/Confident in crisis!
15. Command Respect... rather than DEMAND respect
16. Rewards/Punishments!

"Hang in there...there are only 10 more!"

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LEADERSHIP



in the United States Army (cont.)

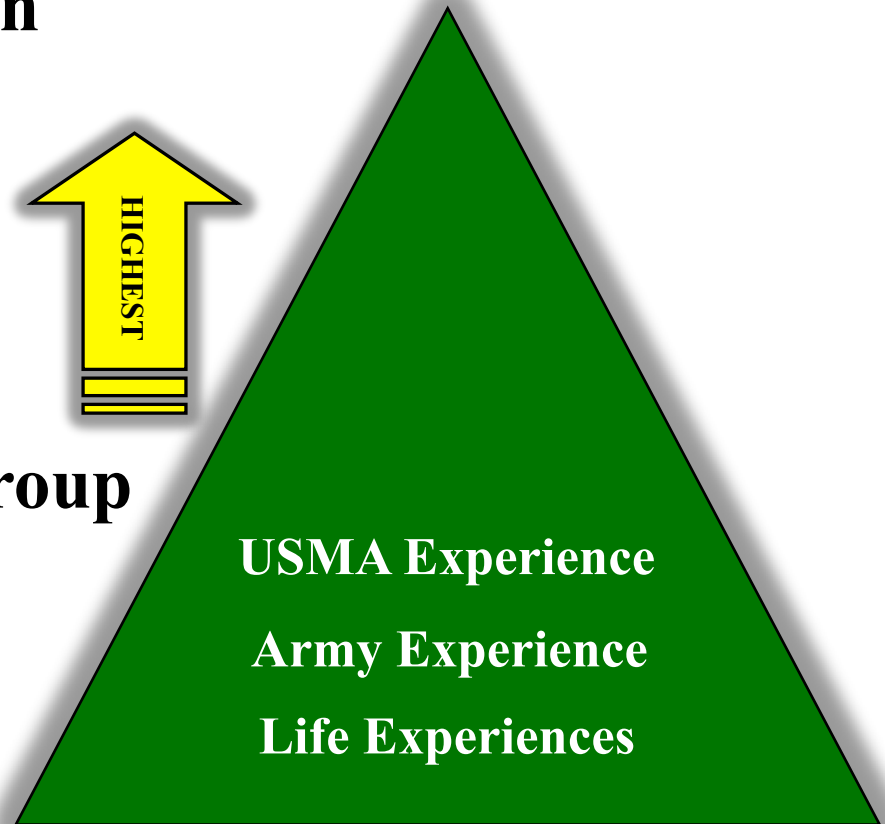
- 11. Technical and Tactical Expert**
- 12. Lead by Example... always!**
- 13. Mentor/Develop Subordinates: Counseling Program**
- 14. Solid, honest feedback... AAR Everything**
- 15. Mission Orders: Focused and Specific**
 - **Mission Statement: Who/What/Where/When**
 - **Commander's Intent: Why**
 - **Execution Phase: How**
- 16. Loyalty: Up, Down, and Laterally**
- 17. Attention to Detail**
- 18. Teambuilding/ Unit Cohesion**
- 19. Safety- Risk Management**
- 20. Learning Organization**

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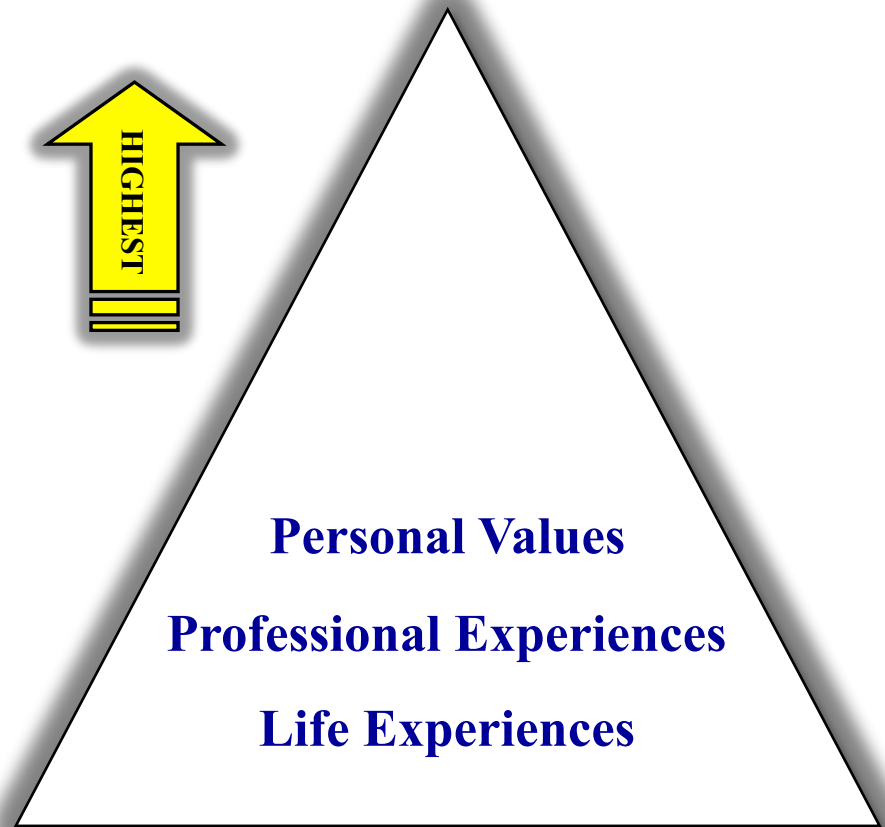
Hierarchy of Loyalty

- Loyalty to the Constitution
- Loyalty to the Army
- Loyalty to the Mission
- Loyalty to Unit /Team /Group
- Loyalty to Friends
- Loyalty to Self





Hierarchy of Loyalty in your organization





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Professional Ethics

Guiding Principles in your organization

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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Now...
some thought provoking questions
for YOU to answer

What makes a GREAT Leader?
(Character Traits/Attributes)

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What is

(insert your Company Logo here!)

looking for in

*new Hires/ Partners /Leaders /Investors /
Customers...etc?*



...and what are “THEY” looking for in

(insert your Company Logo here!) ?



*...How would “partners, leaders, investors
or even competitors” describe
your organization ?*



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Establishing and Maintaining a “positive ethical climate”



The Bottom-line!

- Clearly ID, Define, establish and communicate Ethical Standards for your organization!
- Words, (yes!)... reinforced by ACTIONS!
- Accountability/responsibility/ownership at all levels!
- Must be part of the ORGANIZATION... important to the leadership, subordinates, and the TEAM as a whole!
- Education! Active, participative, innovative, interesting, progressive-current, relevant, and applicable!

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Building and Maintaining A HIGH QUALITY and EFFECTIVE TEAM!



The Bottom-line!

- Shared VISION, ENDSTATE... and the way to get there! (Understood and internalized)
- Guiding Principles understood and lived by all!
- Organizational Values are dead center in all that we do!
- Team over Self mentality! (At all levels)
- All pulling in the same direction!
- Establish and maintain a POSITIVE organizational climate!
- Learning, growing organization! Invest in Education and Leader Development!

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Questions?

LTC Dave Jones

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A Quotable Quote...

**Watch your thoughts, they become your words;
watch your words, they become your actions;
watch your actions, they become your habits;
watch your habits, they become your character;
watch your character, it becomes your destiny.**

Dr. Len Marrella – In Search of Ethics

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