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
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?

Duty, Honor, Country
United States Military Academy

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.

Duty, Honor, Country
West Point’s 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.

“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

Duty, Honor, Country
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”
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!”
United States Military Academy

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

---

*Duty, Honor, Country*
United States Military Academy

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!”

Duty, Honor, Country
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

Duty, Honor, Country
United States Military Academy

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

USMA Experience
Army Experience
Life Experiences

Duty, Honor, Country
Hierarchy of Loyalty in your organization

Personal Values
Professional Experiences
Life Experiences

Duty, Honor, Country
Professional Ethics

Guiding Principles in your organization

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

Duty, Honor, Country
Now...

some thought provoking questions
for YOU to answer

What makes a GREAT Leader?

(Character Traits/Attributes)
What is

(insert your Company Logo here!)

looking for in

new Hires/ Partners /Leaders /Investors / Customers…etc?
United States Military Academy

...and what are “THEY” looking for in

(insert your Company Logo here!) ?

Duty, Honor, Country
…How would “partners, leaders, investors or even competitors” describe your organization?
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!

Duty, Honor, Country
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!

Duty, Honor, Country
Leadership at West Point, in the US Army and Beyond!

Questions?

LTC Dave Jones

Duty, Honor, Country
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
LEADERSHIP
at West Point, in the US Army
and Beyond!

LTC Dave Jones
david.jones@usma.edu
(845)938-7251

“It’s all about LEADERSHIP!”

Duty, Honor, Country