



Prevailing in Large-Scale Combat Operations:

CHARACTER, TRUST, and MISSION COMMAND

SENIOR LEADER GUIDE



AMERICA'S ARMY OUR PROFESSION



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AMERICA'S ARMY – OUR PROFESSION

“PREVAILING IN LARGE-SCALE COMBAT OPERATIONS: CHARACTER, TRUST, AND MISSION COMMAND”

Quick Facts:

- Each year since 2013, the Secretary of the Army and Chief of Staff of the Army have announced an annual or biennial America's Army – Our Profession (AAOP) education and training theme.
- AAOP themes are designed to teach and inspire an understanding of the Army Profession and enhance commitment to our professional obligations – to ourselves, each other, the Army, and the American people.
- The FY 19-20 AAOP theme, “Prevailing in Large-Scale Combat Operations: Character, Trust, and Mission Command,” highlights the importance of the Army prevailing in large-scale combat operations by exercising mission command, which requires mutual trust and depends on character.
- The intent of the FY 19-20 AAOP program is to educate the Total Force on *The Army's Framework for Character Development* and the interdependent relationship between character, trust, and mission command.
- The Center for the Army Profession and Ethic (CAPE) provides learning materials to assist in executing this theme. Videos, doctrine, pamphlets, brochures, and lesson plans are available online at <http://cape.army.mil> for your use and reproduction.

Focus Areas:

Units, organizations, and professionals are expected to integrate AAOP theme materials and concepts into their professional development programs during FY 19-20.

Learning Objectives:

- Define character – intrinsically and operationally – in the context of mission command and large-scale combat operations.
- Explain why character is essential in conduct of the mission, performance of duty, and all aspects of life.
- Explain the interdependent relationships between character, trust, and mission command.
- Explain *The Army's Framework for Character Development* and the mutually supporting nature of culture, climate, and identity.
- Illustrate through vignettes the responsibilities of strategic, organizational, and direct leaders and followers in character development within the Army Leader Development Strategy.

Vision:

In order to prevail in large-scale combat operations, Soldiers and Army Civilians must understand the interdependent relationships between character, trust, and mission command. Consistent demonstration of character, competence, and commitment develops mutual trust and cohesive teamwork – the first principle of mission command. The outcome is readiness to prevail in the complex operational environment described in our doctrine (ADP, ADRP, and FM 3-0).

Mission:

The Army professionally develops Soldiers and Army Civilians from FY19 through FY20 using the America's Army – Our Profession theme and materials in order to educate the Total Force on *The Army's Framework for Character Development* and the interdependent relationship between character, trust, and mission command.

Outcome:

A cohesive Total Force, ready for large-scale combat operations, that intentionally develops character, competence, and commitment and exercises mission command.



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SUPPORTING MESSAGES AND TALKING POINTS

Top-Line Messages:

- The Army will prevail in large-scale combat operations by exercising mission command, which requires mutual trust and depends on character.
- Large-scale combat operations will be lethal and unpredictable. We require leaders who can be trusted to exercise disciplined initiative and accept prudent risk.
- Emphasis on character, trust, and mission command enhances our readiness to meet uncertain challenges from adversaries whose military capability is formidable and growing. We must anticipate these challenges and be ready to prevail. Character, trust, and mission command enable us to fight and win in large-scale combat operations now and for the future.

“That’s the very essence of mission command and it’s all built upon that single word that’s in the doctrine, the bedrock of the Army Ethic, which is trust. I trust that you will achieve the purpose and you will do it ethically and legally and morally ... and that takes an immense off-the-charts level of character. ”

– 39th Chief of Staff of the Army General Mark A. Milley

Talking Points:

- Trust is earned through consistent demonstration of character, competence, and commitment. If one is lacking, trust is compromised.
- Character is demonstrated through decisions and actions consistent with the Army Ethic.
- Competence is demonstrated in performance of duty with discipline and to standard.
- Commitment is demonstrated in our resolve to contribute honorable service and accomplish the mission despite adversity, obstacles, and challenges.
- Consistent demonstration of character, competence, and commitment develops mutual trust and cohesive teamwork – the first principle of mission command.
- Mutual trust includes leaders, peers, and subordinates. Mutual trust means we rely on each other to live by and uphold the Army Ethic as demonstrated in our decisions and actions. Mutual trust is what enables cohesive teamwork and the exercise of mission command.
- Character development is a continuous process integrated within sequential and progressive education, training, and experience that strengthens the resolve of trusted Army professionals to live by and uphold the Army Ethic.
- *The Army's Framework for Character Development* is integrated within the Army Leader Development Strategy implemented in accordance with the Army Ethic and synchronized at all levels of leadership: direct, organizational, and strategic.
- Direct leaders inspire their followers to embrace our shared identity as trusted Army professionals and set the example by developing character in themselves and others. Leaders must be worthy of trust and demonstrate character, competence, and commitment.
- Individual motivation to live our shared identity is essential but insufficient. Professional organizational climates and an Army culture of trust must support our intent to accomplish the mission in the right way: ethically, effectively, and efficiently.
- Organizational leaders establish professional climates that motivate Soldiers and Army Civilians to live by and uphold the Army Ethic in the exercise of mission command. Living by the Army Ethic is the expectation and standard in my organization.
- Strategic leaders strengthen the Army culture of trust and set the conditions that support professional organizational climates and living our shared identity. The programs and systems that I direct must be implemented in the right way – in accordance with the Army Ethic and the philosophy of mission command.

FREQUENTLY ASKED QUESTIONS

What is the aim of America's Army – Our Profession “Prevailing In Large-Scale Combat Operations: Character, Trust, and Mission Command” theme?

The FY 19-20 AAOP theme highlights the importance of the Army prevailing in large-scale combat operations by exercising mission command, which requires mutual trust and depends on character.

Will there be an opportunity for subject-matter experts to train our unit/organization personnel?

CAPE leadership is available to conduct Army Profession Seminars (APS) for division-level and higher organizations (and equivalents) in all components. The two-hour activity is designed to generate discussion focusing on the Army Profession, Army Ethic, and Character Development. The goal is to strengthen our shared identity as trusted Army professionals and to promote our shared responsibility to develop character in ourselves and others. CAPE can demonstrate facilitation techniques and provide training materials to support the chain of command in conducting facilitated professional development sessions. To learn more about and schedule an APS, visit the CAPE website, <http://cape.army.mil/apseminars.php>.

Are Army Civilians included in the America's Army – Our Profession theme?

Yes. The Army Civilian Corps is a vital community of practice within the Army Profession and is integrated within the theme and learning materials.

How can leaders help with this effort?

Leaders can integrate Character Development concepts and messages into education, training, and operations and use the learning materials in their professional development programs. This adds practical experience for Soldiers and Army Civilians in order to build mutual trust and cohesion for future operations. Leaders can also encourage Army professionals to write articles and discuss the theme's key concepts.

Are there additional training materials available to facilitate training?

Yes. CAPE will develop AAOP learning materials available for viewing and download on the CAPE website at <http://cape.army.mil/aaop/>. Hard copies of AAOP theme support packages will be available in limited quantities beginning in FY19. Use the product request form at <http://cape.army.mil/product-request.php> or contact CAPE to request hard copy materials. The theme support package is designed to support professional development sessions and includes a lesson plan, slides, videos, and facilitator cards. Facilitators can use the lesson plan as is or create their own lesson plan using portions of the learning materials.

WHAT YOU CAN DO

Be involved.

As stewards of our Army Profession, each of us has a responsibility to understand the Army Profession doctrine and materials. You can also participate in surveys, studies, forums, professional development sessions, and professional writing; dialog with subordinates, peers, and leaders; and send us your feedback. Focus on inculcating the concepts of the Army Profession in your unit or organization. Visit the CAPE website at <http://cape.army.mil> for more information.

Communicate Army doctrine to your subordinates.

- ADRP 1 defines and doctrinally describes the Army Profession and the Army Ethic.
- ADP 6-0 presents the Army's guidance on command, control, and the mission command warfighting function. This publication concisely describes how commanders, supported by their staffs, combine the

art of command and the science of control to understand situations, make decisions, direct action, and accomplish missions.

- Implementation of *The Army's Framework for Character Development* includes the Army as an institution, Army organizations across the Total Force, and leaders at all levels who recognize and accept their inherent responsibility to develop character within themselves and others.

Use the training support products that are available.

The America's Army – Our Profession theme content will be managed by the Center for the Army Profession and Ethic (CAPE) at <http://cape.army.mil>. Army professionals can download professional development curriculum, videos, posters, doctrine, suggested readings, pamphlets, and brochures. Print products are downloadable in print-ready format for local print shop reproduction.