

Exercise: Model of Excellence

FOR YOUR CONSIDERATION: Recognizing potential personal weaknesses and vulnerabilities is an important objective for character development, yet it is equally critical to consider your strengths in the domain of values and ethical leadership, as well as strengths observed in other Army leaders. You may recall a particularly challenging situation that was laden with values-based and ethical leadership decisions. Alternatively, it could be that you personally experienced the positive consequences of leaders adhering to their values and demonstrating ethical leadership in a challenging situation. If your memory or knowledge of the facts is incomplete, consider reconnecting with this leader and asking them about their actions and decisions. Draw insights from their example and appropriately apply it to your situation.

EXAMPLE: Teammates and the media harassed Daniel Murphy, a member of the 2014 Mets baseball team, for his decision to take paternity leave after the birth of his first-born. Despite these pressures, he stuck to his values and spent the time with his wife and child.

INSTRUCTIONS: Create opportunities to reflect on your own or others' strength of character and ways to continue, sustain, or incorporate such strengths into your leadership.

Think of a time when you experienced or heard a story about a leader or someone in a position of influence who demonstrated strong character. Describe the situation and what it was the leader did that demonstrated or reinforced a strong sense of his/her personal values and ethical leadership. Be sure to identify the consequences of the leader's behavior on both people and mission accomplishment.