

ABSTRACT:

In an environment marked by budgetary constraints, a civilian population comprised of fewer veterans, a military population that has less interaction with the general population, and senior military leaders coming under national scrutiny for their acts of misconduct, the relationship of trust between the military and civilian population is at risk of deteriorating. To address this issue, the military, specifically the Army, should employ a program of mentorship, interaction, and accountability.

The Army should implement mentorship at various levels, from JROTC level through the active force. Organizations should mentor one level down, with active duty, National Guard, and reserve forces taking an active role in the mentorship of ROTC Cadets in their immediate area. Similarly ROTC units and personnel, cadre and cadets, should take an active role in mentoring JROTC units in their respective areas. Through programs like this, the Army maintains a greater level of interaction and presence in local communities across the country, so that we, as an Army, can tell our story through our actions as a group rather than allowing what makes the national news cycle to define us. Communities that do not have active forces stationed locally on a large scale are served by local Reserve and National Guard units to maintain interaction, while minimizing incurred cost of transporting active duty service members throughout the nation. Furthermore, local community members who also belong to the National Guard or Reserves are more likely to be trusted by their communities during these interactions.

Army leaders from the Reserves, National Guard, and Active forces need to take a more active role in their local communities. Again the Reserve, National Guard, and ROTC units and personnel are better positioned to undertake this task because they are

currently out amongst the local population. To this end, leaders should take the time to talk with local leadership organizations, such as the Lion's Club, Military Officer's Association of America Chapters, Rotary Clubs, Boy Scout Troops, Girl Scouts, Fire – Police Departments, and Chambers of Commerce on the subjects of leadership and teamwork. Again, this outreach provides the Army greater access to local communities, shaping the narrative for the Army amongst the civilian population.

Finally, senior members of the Army who break the law should be dealt with in a manner that is transparent, public, and in accordance with the level of crime committed. The punishment should fit the crime. When leaders are prosecuted for a crime and allowed to retire with what appears to be a lenient sentence, it sends the wrong message to the military and public at large. Addressing situations like these properly illustrates that the Army does not tolerate members who commit such infractions and deals with them swiftly.

The Army must strive to interact with the local populations as much as possible in the future to include mentorship of the next generation of leaders. Doing so allows the Army to shape the discussion and perception of the Army at the local level. This, in conjunction with publically holding deficient leaders accountable in a swift manner commensurate with the infraction, should maintain the relationship of trust that currently exists between the Army and civilian population

PAPER SUBMISSION:

In an environment marked by budgetary constraints, a population composed of fewer veterans, a military that interacts less with the civil population, and senior military leaders coming under national scrutiny for their actions of misconduct in a constant and near instantaneous news cycle, the relationship of trust between the military and the civilian population they serve is at risk of deteriorating. To address this situation, the military, specifically the Army, should employ a program of local interaction through good citizenship, coaching, and mentorship of future Army leaders from the earliest opportunity. The Army must also hold leaders who fail to meet our ethical standards fully accountable for their actions, regardless of rank or position. Implementing such a program fosters a sense of mutual understanding and trust between the Army and the American public.

Fewer Americans have personally served, or have had family members or close acquaintances who served in the military than in previous periods following prolonged warfare.¹ This is the byproduct of a smaller all – volunteer force that the Army maintains. The dwindling number of veterans in American society results in less interaction between the Army and the public, which has a detrimental effect on the relationship of trust between the Army and American public. Society understands the Army less, relying on hearsay or reporting to inform their opinion. The Army is also at risk of losing touch with (and representing it less) the society that forms the basis for everything the Army does.² Admiral Michael Mullen outlined this concern in his address to the National Defense University in January 2011, asserting, “our audience, our underpinning, our authorities –

everything we are, everything we do, comes from the American people, and we cannot afford to be out of touch with them...”³

The continued decline of veteran representation in society, and associated loss of interaction as outlined, are exacerbated by the operational requirements placed on the Army, resulting in fewer opportunities to interact with the American public. This interaction is essential in forming the connections necessary to provide a personal understanding between the Army and society we support.⁴ The Honorable Mr. Skelton argued that the way ahead in interaction is to rely on senior leaders to provide public addresses and personal interaction with community leaders regularly while employing the Active Component in their local communities surrounding their installations.⁵ While public addresses and interactions with senior leaders create an opportunity to message a wider population through media coverage, it does not facilitate the personal daily interaction required to form long – lasting personal relationships that foster mutual trust between the Army and the American public. Active component forces should continue to cultivate a positive relationship with the communities they live in. This should include already established relationships with the local populace. Soldiers and their families should be encouraged to be active participants in their communities and not retreat into the confines of their post and its military family. However, these communities are already composed of veterans and families sympathetic to the Army, those sharing similar values and beliefs. Focusing primarily on these communities won’t provide the inroads necessary to reach the greater American public and limits the ability to build a shared understanding and mutual trust between the Army and the American public.

This interaction is codified in the Secretary of the Army's, the Honorable John M. McHugh, priorities for fiscal year 2015 in three separate points: champion Soldiers, civilians, and families; tell the Army story; and implement the Army Total Force Concept (Army Directive 2012 – 08 dated September 4th 2012).⁶ When implemented, these priorities provide a framework through which the Army can better interact with a greater portion of American society. This thought process relies on utilizing the Reserve Component and National Guard in concert with recruiting command to access communities that do not reside immediately adjacent to permanent Active Component posts. Employing the Reserve Component and National Guard to interact with their local communities facilitates personal involvement with a great portion of the American public in this endeavor.

The Army Total Force Concept outlines the process of utilizing the Reserve Component and National Guard to meet Active Component objectives. If taken past training for Direct Action and contingency missions to charging the Reserve Component and National Guard with the responsibility of telling the Army story and championing Soldiers, civilians, and families in their local communities, the Army can directly reach communities that are not readily accessible by Active Component representatives. These areas of focus for the Reserve Component and National Guard should include schools as a whole, JROTC programs, ROTC programs, and centers of leadership in the community, such as the Lions Club, local Military Officers Association of America (MOAA) chapters, and public safety forces like the fire and police departments. Focusing on these groups and organizations provides the Army initial inroads into communities with

citizens who share similar values of public service and leadership with the Army. This process facilitates sharing the Army story and providing a shared understanding.

General Dempsey asserts that the trust from the people we serve, external trust, is continuously earned through the manner in which we conduct ourselves while working amongst the population. This personal interaction is one of the quickest and most effective ways to exhibit our beliefs through our actions while strengthening the support of the American people.⁷ The Army ROTC battalion at Embry Riddle Aeronautical University in Daytona Beach illustrated this belief through their interactions with the local community in Volusia County and the universities that comprise the battalion. This interaction included discussions about leadership and what it means to serve with local leadership centers like the Lions Club and the MOAA chapter. The battalion worked closely with the Volusia County Fire Department, beginning a program where the cadre provided leadership classes to local departmental leadership. This agreement fulfilled departmental requirements, fostered a mutual understanding, and provided training opportunities and resources to the Cadets. Battalion leadership was also adamant about reaching local JROTC programs, in accordance with Cadet Command policy, thus providing regular interaction with students. The result was a strong relationship among members of the ROTC battalion, the universities that comprised the battalion, and the Daytona Beach and greater Volusia County communities. This interaction created an environment where the Army was looked to as leaders within the community and considered valuable active participants. This interaction facilitated the mutual understanding and environment of trust that both the Congressman Skelton and General Dempsey mention while telling the Army story.

This level of interaction is the responsibility of individual leaders and commanders. As an Army, we cannot rely on anyone else to tell our story and shape our relationship with the American public. Currently, these relationships and programs rely heavily on the initiative of individual leaders. While mandating personal interaction is not necessarily the correct answer as such interactions could prove to be disingenuous, there needs to be an open and frank dialogue where Soldiers and leaders are asked what they did to reach out into the community to make it better. If we don't instill this thought process as second nature, the prospect of engaging in the genuine interactions with the American public necessary to build and strengthen trust in the Army deteriorates.⁸ This interaction with the public also provides the Army a fresh outside look into our own organization, provided by the population we serve.⁹ Our Soldiers are capable of telling the Army story and casting our institution in an extremely positive light through their actions, if we encourage and empower them to actively interact with the community. Through their interactions and professionalism, Embry Riddle Cadets provided the impetus for the National Association for Stock Car Auto Racing (NASCAR) to export the safety and security plan that employed Cadets during the Daytona 500 to other race venues across the sport when possible. In the opinion of NASCAR representatives this was due to the exemplary service provided by the Cadets observed through their interactions with the general public.

While working with the local communities to build a shared understanding and foster a mutual trust, the Army must actively develop the next generation of leadership for our all-volunteer force. The all-volunteer force is now composed of less than 1% of the population and is currently stationed in fewer locations across the nation.¹⁰ Other

organizations and groups clamor for the attention and loyalty of the American people.¹¹ Fewer members of the military are willing to do the required reading and work necessary to cultivate the intellectual qualities necessary to be considered a professional.¹² Finally, the Army has a tendency to address issues when they have already become major issues rather than taking a proactive approach to stem potential problems before they occur.¹³ By proactively coaching, counseling, and mentoring future leaders at the earliest opportunity, we can address these issues before they are engrained in Army leaders.

The need to engage with and guide future leaders is articulated by multiple senior leaders within the Army. General Dempsey calls for investing in our leaders through coaching, teaching, and mentoring in order to maintain the finest officers and non-commissioned officers in the world.¹⁴ General Odierno, Chief of Staff of the Army, outlines two Army Strategic Priorities: 1. Soldiers committed to our Army profession and 2. The premier all-volunteer Army. General Milley, the Forces Command Commanding General, outlines his priority of developing leaders.¹⁵ General Milley outlines the importance for talent management and developing leaders of character.¹⁶ These priorities and objectives require a high level of sunk cost and the ability to acknowledge that the benefits may require years to realize. This development should begin at the earliest possible opportunity rather than waiting until leaders join the Army. If we do not take the opportunity to begin an early dialogue, we lose an opportunity to shape and mold leaders during their formative years.

Employing the Reserve Component, National Guard, Recruiting Command, and Cadet Command in concert the Army allows us to interact with future leaders at the earliest possible opportunity, beginning when they enroll with JROTC at the high school

level. This process enables the Army to interact with future leaders across the widest possible cross section of society, providing leaders who better reflect the nation as a whole. This early interaction can also combat organizations competing for the loyalty and attention of the American people while instilling a genuine desire from an early age to do the work required of a professional later on. The final product of this process is identifying those individuals as early as possible who demonstrate the traits associated with leaders of character committed to service within Army.

Given the current reality of our operational environment, a strong ethical foundation is paramount. This ethical foundation requires continuous growth and education throughout an Army officer's career.¹⁷ Education is necessary so that leaders are better equipped to make sound ethical decisions.¹⁸ The Army requires a solid bench of leaders to serve our nation; this is achieved through an education program rooted in ethics.¹⁹ However, to build a sound foundation for future leaders, this education should begin prior to officially joining the Army.

Engagement with JROTC and ROTC organizations would encompass coaching, and in the case of ROTC counseling, as defined by ADRP 6 – 22 dated August 1st 2012.²⁰ Through time and engagement, these relationships could transition to ones of mentorship once the students join the Army – whether as a commissioned officer, non-commissioned officer, or enlisted Soldier. These relationships serve to strengthen the overall population of leaders within the Army from an early age while providing a positive impression of the Army for those students who do not ultimately enter military service. Every interaction with students should be treated as if it were the only personal interaction the student might ever have with the Army. Regardless of the outcome, whether the individual joins

the military or not, every measure should be taken to ensure that the individual's interaction with the Army is a positive one.

As outlined earlier with Embry Riddle Army ROTC, the battalion actively sought to interact not only with our own Cadets but also with those of other JROTC and ROTC programs within Volusia County. This interaction began initially as coaching and counseling within the official duties of the battalion and its leadership. Over time, these relationships transitioned to mentorship, as students graduated and entered the National Guard, Active, or Reserve Components. This level of interaction also generated a greater number of local Volusia County high school students seeking scholarships and furthering their education with the Embry Riddle Army ROTC battalion. This interaction provided an opportunity to share the Army story and our values with future leaders at the earliest opportunity regardless of whether they decided to continue with the Army following their initial interaction in either JROTC or ROTC. Each interaction was treated as though it might be the only one an individual directly had with the Army and its ambassadors in the battalion Cadre.

Through early interaction and sustained effort, it is possible to guide future leaders to be ethically sound and capable of making ethical decisions. By interacting early on through coaching and counseling, it is possible to foster mentorship relationships that may provide the support necessary to continue to guide and shape leaders as they progress through their careers. Employing the Reserve Component and National Guard in their local communities provides a larger and more diversified population of possible mentors for mentees to select from as they develop. Through this interaction, the Army can also begin to address potential problems of unethical leadership or leaders unwilling

to employ the effort required of a professional. This program of early interaction in local communities also allows the Army to draw leaders from a greater cross section of society. However, when leaders fall short and displays behavior that is unethical, they must be disciplined in a manner commensurate with their actions. Otherwise, the perceived acceptance of this behavior could undermine the efforts to gain a mutual understanding and strengthen trust in local communities.

The civil population expects the military, especially its senior leadership, to exhibit the highest ethical standards.²¹ The members of our Army are not judged against societal norms, but rather against the special trust and confidence placed in us as leaders; thus our actions reflect the Army and our profession as a whole.²² In today's information environment, the ethical failures of our leaders are thrust into the national spotlight through the 24-hour news cycle. This news coverage has the potential of defining the American public's understanding of the Army. This understanding is further enabled by the lack of personal interaction outlined earlier. How the Army deals with leaders who fail to meet our ethical standards is a powerful message that shapes the national narrative as it relates to the ethical state of the Army. Failing to address these situations appropriately can erode trust in the Army and its leadership.

Given the essential need for ethical leaders within the Army, every effort should be made to develop a leader's ethical foundation early in his or her development. This effort can begin as early as when students join a JROTC program in high school and carried through their commissioning program, whether it is ROTC, OCS, or USMA. Through early and regular education in ethics, we can instill the professional introspection where leaders constantly ask whether they are holding their subordinates,

peers, and themselves to the highest ethical standards.²³ Ensuring that our leaders have a strong ethical foundation sets the conditions required to inculcate ethical behavior in our formations through morally sound leaders.²⁴

As an Army, we cannot merely teach ethics and hope that the lessons take hold amongst our leaders.²⁵ The Secretary of the Army specifically addresses the necessity of holding leaders accountable for their actions both on and off the battlefield.²⁶ We must hold our leaders responsible and discipline them accordingly when they violate our professional ethics. Military leaders by their nature exert a tremendous level of influence over the ethical climate of their organizations.²⁷ This situation is especially true of junior leaders who are extremely impressionable and at risk of emulating the unethical actions of senior leaders, and especially when said actions are perceived to lead to professional advancement or are tacitly condoned by the Army as an institution through a lack of appropriate disciplinary action.

In “The Bathsheba Syndrome: The Ethical Failure of Successful Leaders” the authors argue that the ethical failures of our senior leaders result from their privileged access to resources and their belief in their own ability to manipulate the outcome of their actions.²⁸ The authors assert that unethical decisions by leaders are a result of personal conscious decisions to act in such a manner, the involvement of others within the organization, and the fact that not getting caught emboldens individuals to engage in further unethical behavior.²⁹ As an Army, we must broach the subject that unethical actions taken by our senior leaders may not be isolated incidents, but rather symptoms of a far-reaching situation – the process through which we identify and groom future senior leaders may perpetuate situations of privileged access that foster a belief that they can

control the outcomes of their actions as outlined. In the current system, leaders with high potential are identified early and set on a track that is meant to prepare them for senior leadership eventually. However, this can serve to create an environment of self-importance and inevitability among leaders at an early age. Where possible ethical transgressions are overlooked because the officer in question gets results or is a member of the inner circle of individuals tapped to serve as future senior leaders within the Army.

To rectify this, the Army can address the manner in which leaders who show promise are handled throughout their career, so as to not create an air of inevitability and self-importance. Leaders found to be lacking ethically should be identified and removed from service before they can influence others within the Army.³⁰ The Army also needs to ensure that unethical acts are disciplined appropriately, regardless of the offender's rank or position. As General Dempsey argued "Trust is earned not given through deeds not words."³¹ This encompasses not only the actions of individual leaders but also the manner in which we address those who violate our professional ethics. The Army can put policies and programs in place stating that we do not condone unethical behavior; however, little progress is possible until we actively set out to eradicate such behavior.³² By making a concerted effort to engage future leaders as early as possible, beginning a dialogue about ethical behavior, and holding our leaders accountable for their actions regardless of rank ensuring that senior leaders do not merely receive fines and early retirement for their criminal actions and unethical behavior, we can illustrate our ethical beliefs to the American people through our actions and deeds as outlined by General Dempsey in how we address these situations when they arise. This also provides the added benefit of illustrating in high-visibility cases that make the national news cycle that we as an Army

and profession do not condone the behavior of individuals who made the conscious decision to violate our professional ethics.

In the current environment, the Army is at risk of losing the support, understanding, and trust of the American people. This is the result of fewer veterans comprising the American population, a lack of personal interaction that prevents mutual understanding, and a scenario in which the average American form an opinion of the Army based on information from national news outlets. To address this situation, the military, specifically the Army, should employ a program of local interaction through good citizenship, coaching, and mentorship of future leaders at the earliest opportunity, and ensure accountability of leaders who fail to meet our ethical standards, regardless of rank or position. If we employ the Reserve Component, National Guard, and empower our leaders and Soldiers to proactively engage their local communities, we can share our Army story through our actions, fostering a mutual understanding and bolstering our relationship of trust with the American people. When leaders fail ethically, the Army must take swift and appropriate disciplinary action to illustrate both to the public and to members of the Army that such actions are unacceptable regardless of the individual's rank or position. The Army cannot rely on any other organization or individual to take action in this manner as we strive to reaffirm with the American public that we are worthy of their trust and the honor of leading their sons and daughters now and in the future.

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- ¹ Ike Skelton, "The Civil-Military Gap Need Not Become a Chasm." *Joint Forces Quarterly* 64 (First, 2012): 61.
- ² Ibid.
- ³ Ibid.
- ⁴ Ibid., 62.
- ⁵ Ibid., 64.
- ⁶ Mark A. Milley. *FY15 FORSCOM Command Training Guidance (CTG) – Fiscal Year 2015 (FY15)* (Fort Bragg, NC. November 2014), 1.
- ⁷ Martin E. Dempsey *America's Military – A Profession at Arms* (A White Paper, Washington, DC. February 2012). 4.
- ⁸ Gregory A. Thiele, "Professionalism." *Marine Corps Gazette* 98, no. 7 (July 2014): 16.
- ⁹ Ibid., 15.
- ¹⁰ "Military Professionalism and Ethics." *US Fed News Service, Including US State News*, January 21 2011, accessed March 30 2015, <http://search.proquest.com/docview/847068491?accountid=28992>.
- ¹¹ Thiele, *Professionalism*, 16.
- ¹² Ibid., 15.
- ¹³ "Military Professionalism and Ethics."
- ¹⁴ Dempsey, *America's Military – A Profession at Arms*, 4.
- ¹⁵ Milley, *FY 15 FORSCOM Command Training Guidance (CTG) – Fiscal Year 2015 (FY15)*, 1.
- ¹⁶ Ibid.
- ¹⁷ A, Edward Major. "Ethics Education of Military Leaders." *Military Review* 94, no. 2 (March 2014): 55.
- ¹⁸ Ibid., 56.
- ¹⁹ A. Edward Major, Lee DeRemer, and David G. Bolgiano. "Ethics Can Be Taught." *United States Naval Institute Proceedings* 138, no. 12 (December 2012): 58.
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- ²³ "Military Professionalism and Ethics."
- ²⁴ Major, *Ethics Education of Military Leaders*, 56.
- ²⁵ Ibid., 59.
- ²⁶ Milley, *FY 15 FORSCOM Command Training Guidance (CTG) – Fiscal Year 2015 (FY15)*, 1.
- ²⁷ Major, *Ethics Education of Military Leaders*, 56.
- ²⁸ Dean C. Ludwig and Clinton O. Longenecker. "The Bathsheba Syndrome: The Ethical Failure of Successful Leaders." *Journal of Business Ethics* 12, no. 4 (April 1993): 268.
- ²⁹ Ludwig and Longenecker, *The Bathsheba Syndrome: The Ethical Failure of Successful Leaders*, 271-2.
- ³⁰ Major, DeRemer, and Bolgiano, *Ethics Can Be Taught*, 59.

³¹ Dempsey, *America's Military – A Profession at Arms*, 4.

³² “Ethics Advisor Equates Professionalism with Leadership.”

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MAJ Alexander Corby Biography

Major Alexander Corby is a native of Brooklyn New York City. He attended the United States Military Academy at West Point where he commissioned in 2004 branching Air Defense Artillery. Upon completion of ADA OBC his first assignment was with 1-7 ADA PATRIOT at Fort Bliss Texas where he served as a Platoon Leader and Assistant S3. Following ADA CCC Major Corby served as the AD plans officer with 1 HBCT, 2ID and as Battery Commander for Echo BTRY, 6-52 ADA (Avenger) Camp Casey Korea. Following Command Major Corby served as the BDE AD officer and Assistant Plans Officer with 1 BCT, 82D Airborne Division Fort Bragg NC. From Fort Bragg, NC Major Corby served as the BN Operations Officer and APMS for Embry Riddle Aeronautical University Daytona Beach, FL. Major Corby is currently a student with CGSC resident class 15-01. Following CGSC Major Corby will PCS to 2ID Camp Red Cloud Korea to serve as the Deputy Division AMD Chief. Major Corby was married to Katie Corby from Plant City, FL in 2008. They have one son, Brent, who is two years old.