



CURRICULUM ON LEADERSHIP

Strand L1: Character Development

Level 11

This Strand is composed of the following components:

- A. Character in Leadership**
- B. Moral Leadership
- C. Ethical Leadership



It's What's Inside That Counts

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A. CHARACTER IN LEADERSHIP

OBJECTIVES

DESIRED OUTCOME (Self-Mastery)

90% of Unit Cadets are able to:

- A1. Define character as it relates to leadership
- A2. Name the CA Cadet Corps Core Values and why they're important
- A3. Recite the CA Cadet Corps Honor Code

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A1. Character Defined

Webster's Dictionary defines character as an **attribute** or feature that makes up and distinguishes an individual. More specifically, a person's 'character' refers to their moral and ethical qualities. Your character helps determine how you behave – whether you're honest or tell lies, whether you cheat on tests or do your own work, whether you steal or respect other peoples' property. Character is the link between your VALUES and your BEHAVIOR.

What is right? Generally, a person will do what they believe to be the right thing. If you think it's okay to cheat, you'll probably cheat. If you think it's wrong, you probably won't. You determine the 'right thing' by using your value system.

Character

char·ac·ter ['kerəktər]

noun

the mental and moral qualities
distinctive to an individual

Character is a core element in leadership. A leader's character is his/her license to lead. People don't follow leaders who they think are bad people (unless the followers want to be bad people too). A good leader **leads by example**, and actions are more important than words. By showing that the unit's needs come before his/her own needs, a leader gains the trust of his/her followers.

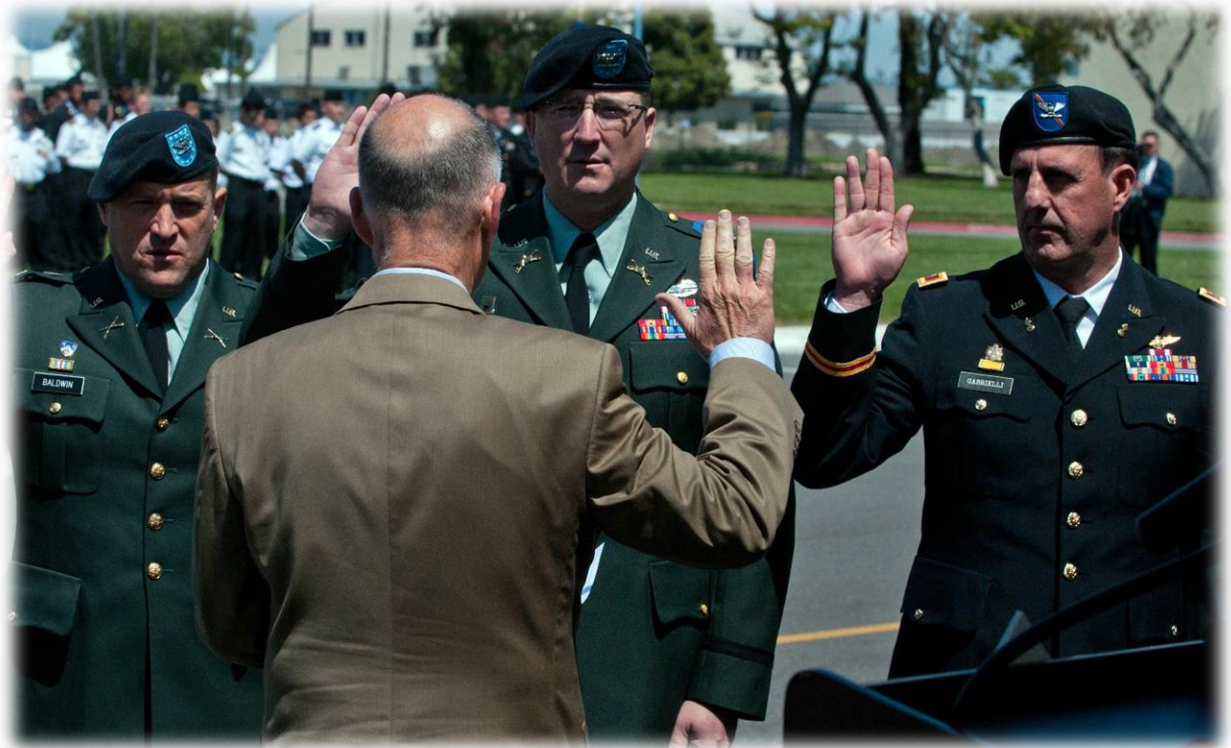


Figure 1 Governor Jerry Brown Swears in the New Leaders of the California National Guard (MG Baldwin, MG Beevers, and BG Gabrielli) 2012.

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So, what are some of the character **traits** we look for in leaders?

- **Selfless** service
- Integrity – doing what’s right even when no one is looking
- Respect for other people, property, ideas, and differences
- Honor - Not lying, cheating, or stealing
- Courage - Facing fear, danger, adversity, and criticism with a willingness to proceed
- Loyalty to country, the CACC, your unit and cadets
- **Perseverance** - Commitment to fulfill responsibilities
- **Empathy** – acknowledging the needs and feelings of others
- Taking care of subordinates
- Self-discipline
- Expertise and professionalism; valuing education and schooling
- Commitment to the team
- Promptness and good attendance
- Not being a quitter an **Resilience**
- Patriotic spirit; defending the US Constitution
- Bearing – how you carry yourself
- **Decisiveness** – make timely decisions
- Dependability – people count on you
- Judgement – clear headed, critical thinker
- Justice – treating others fairly
- Tact – show respect and be polite

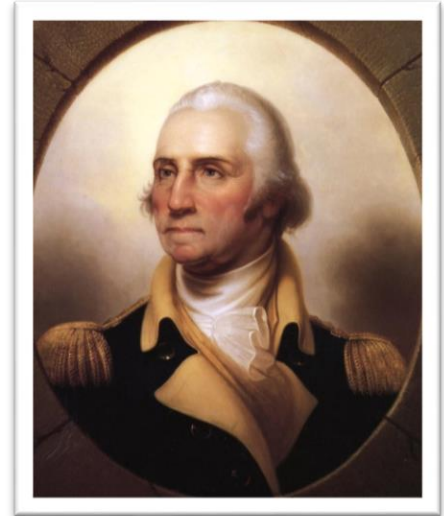


Figure 2 George Washington

So, if you have all these traits, you’ll be a good leader, right? It’s not as easy as that! But most good leaders do have these traits, so it’s a place to start. But traits are about what you ARE. Leadership is more about what you DO.

Leaders:

- Choose the hard right over the easy wrong
- Resist the temptation to act unethically
- Make choices rooted in a set of core values
- Are willing to stand up against those who want to “go with the flow” of the “popular society”
- Set high goals, plan to achieve them, and work toward them
- Problem-solve and make decisions

How would you react to these scenarios? What’s the ‘right thing to do’?

- Your friend copies off your paper on a Biology test
- You need money to go to the next cadet event, your mom says no, and you see \$10 sitting on her dresser
- You forgot to put up the flag this morning and your commandant asks you why
- A superior tells a racial joke
- Your parents ask you to go right home after school to do chores, but you have been asked to be on the drill team
- You are offered a cigarette

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Describe a situation when you had to be a person of character. What did you do? What values did you use? What was difficult about the situation? What could/should you have done differently?

A2. Core Values

What are Core Values? Core Values are the most important ideas we embrace as an organization. All CACC members are expected to display the Core Values. We prioritize our Core Values over other values. Core Values help define who we are as an organization and as individuals.

The Core Values of the California Cadet Corps are:

- Selfless Service
- Integrity
- Respect



We made them spell out “Sir” so you can remember them better and to emphasize the respect that comes with the word “Sir”.

Selfless Service:

- As a leader, others come first.
- The needs of the team take priority over your own desires. The team is your unit, your school, your family.
- Service to school, community, and nation is an important value in the CA Cadet Corps

Integrity:

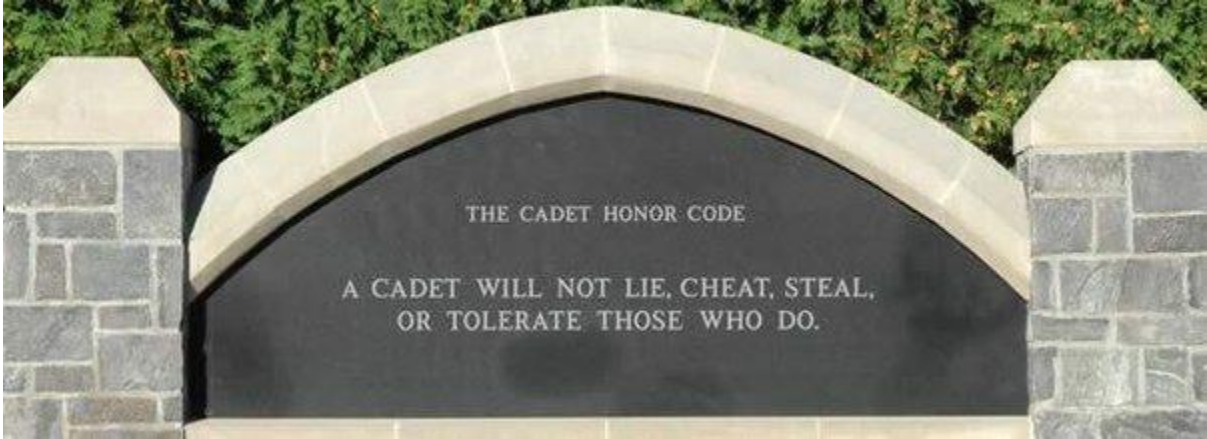
- Doing what’s right even when no one is watching
- Cadets do what is right, both legally and **morally**. They set an example for others to follow. They do not lie, cheat, or steal, nor do they tolerate those who do these things. Cadets place a high value on honesty.

Respect:

- Cadets live the “Golden Rule” to treat others the way they would like to be treated. They are good sports on the athletic field, appreciative of the diversity and contributions of the many people in our society. They are friendly, tactful, and courteous.
- Be polite and kind to others
- Showing high regard for self, others, and property

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A3. Honor Code

The California Cadet Corps Honor Code states:

A cadet will not lie, cheat, steal, or tolerate those who do.

What is an honor code? A cadet honor code is a minimum standard of ethics expected of cadets. It is a system of peer-enforced honorable conduct. That means that cadets enforce the honor code. The Corps of Cadets embraces the Honor Code, teaches it to new cadets, and enforces it among their peers. Commandants and higher level officials do get involved in serious honor violations, but for the most part the cadets themselves enforce the code. That doesn't mean that cadets have secret honor boards or come up with punishment for violations. The Honor Code becomes an important way for students to enter the culture of being a Cadet.

An honor code allows every cadet to perform on an even playing field, knowing that their fellow cadets aren't going to cheat in competitions, have fairly earned the rank they wear, won't steal from fellow cadets (or anyone else!), and are honest. Cadets know the clause about not tolerating dishonorable behavior holds everyone **accountable** for enforcing the Honor Code, and this gives cadets the moral authority to do that. An honor code encourages trust among the team.

Lying:

Cadets violate the Honor Code by lying if they deliberately deceive another by stating an untruth or by any direct form of communication to include the telling of a partial truth and the vague or **ambiguous** use of information or language with the intent to deceive or mislead.

Cheating:

A violation of cheating would occur if a Cadet fraudulently acted out of self-interest or assisted another to do so with the intent to gain or to give an unfair advantage. Cheating includes such acts as plagiarism (presenting someone else's ideas, words, data, or work as one's own without documentation), misrepresentation (failing to document the assistance of another in the preparation, revision, or proofreading of an assignment), and using unauthorized notes.

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Stealing:

The wrongful taking, obtaining, or withholding by any means from the possession of the owner or any other person any money, personal property, article, or service of value of any kind, with intent to permanently deprive or defraud another person of the use and benefit of the property, or to appropriate it to either their own use or the use of any person other than the owner.

Tolerating:

Cadets violate the Honor Code by tolerating if they fail to report an unresolved incident with honor implications to proper authority within a reasonable length of time. "Proper authority" includes the Commandant, the Principal, the CACC Executive Officer, a tactical officer, teacher or coach. A "reasonable length of time" is the time it takes to confront the Cadet suspected of the honor violation and decide whether the incident was a misunderstanding or a possible violation of the Honor Code. A reasonable length of time is usually considered not to exceed 24 hours.

Violations:

To have violated the honor code, a Cadet must have lied, cheated, stolen, or attempted to do so, or tolerated such action on the part of another Cadet. The procedural element of the Honor System examines the two elements that must be present for a Cadet to have committed an honor violation: the act and the intent to commit that act. The latter does not mean intent to violate the Honor Code, but rather the intent to commit the act itself.

Three Questions to Ask:

- Does this action attempt to deceive anyone or allow anyone to be deceived?
- Does this action gain or allow the gain of privilege or advantage to which I or someone else would not otherwise be entitled?
- Would I be dissatisfied by the outcome if I were on the receiving end of this action?

Consequences:

At West Point, cadets accused of violating the Honor Code face a standardized investigative and hearing process. First, they are tried by a jury of their peers. If they are found guilty, the case will go up to the Commandant of the Academy who will give his recommendation, then to the Superintendent of the Academy, who has the discretion to either impose sanctions or recommend that the Secretary of the Army expel the cadet from the Academy.

In the CA Cadet Corps, cadets enforce the Honor Code. Commandants help cadet leaders work through situations when other cadets have violated the code. For minor issues, the cadet chain of command or the Commandant determine the response. For more major violations, the Principal has the final say on outcome. Cadets can be subject to **demotion** or even **expulsion** from the Cadet Corps. Usually, we help cadets learn from their mistakes and move on.