



LOYALTY Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers. Bearing true faith and allegiance is a matter of believing in and desiring yourself to something or someone. A loyal Soldier is one who supports the leadership and stands up for fellow Soldiers. By wearing the uniform of the U.S. Army you are expressing your loyalty. And by doing your share, you show your loyalty to your unit.

DUTY Fulfill your obligations. Doing your duty means more than carrying out your assigned tasks. Duty means being able to accomplish tasks as part of a team. The work of the U.S. Army is a complex combination of missions, tasks and responsibilities - all in constant motion. Our work entails building one assignment onto another. You fulfill your obligations as a part of your unit every time you resist the temptation to take "shortcuts" that might undermine the

RESPECT Treat people as they should be treated. In the Soldier's Creed, we pledge to "treat others with dignity and respect while expecting others to do the same." Respect is what allows us to appreciate the best in other people. Respect is trusting that all people have done their jobs and fulfilled their duty. And self-respect is a vital ingredient with the Army value of respect, which results from knowing you have put forth your best effort. The Army is one team and each of us has something to contribute.

SELFLESS SERVICE Put the welfare of the nation, the Army and your subordinates before your own. Selfless service is larger than just one person. In serving your country, you are doing your duty loyally without thoughts of recognition or gain. The basic building block of "selfless service" is the commitment of each team member to go a little further, endure a little longer, and look a little closer to see how he or she can add to the effort.

HONOR Live up to Army values. The nation's highest military award is The Medal of Honor. This award goes to Soldiers who make honor a matter of daily living - Soldiers who develop the habit of being honorable and quality their work with every value choice they make. Honor is a matter of carrying out, living and being the values of respect, duty, loyalty, selfless service, integrity and personal courage in everything you do.

INTEGRITY Do what's right, legally and morally. Integrity is a quality you develop by adhering to moral principles. It requires that you do and say nothing that deceives others. As your integrity grows, so does the trust others place in you. The more choices you make based on integrity, the more this highly prized value will affect your relationships with family and friends, and, finally, the fundamental acceptance of yourself.

PERSONAL COURAGE Face fear, danger or adversity (physical or moral). Personal courage has long been associated with our Army. With physical courage, it is a matter of enduring physical duress and at times risking personal safety. Facing moral fear or adversity may be a long, slow process of continuing forward on the right path, especially if taking those actions is not popular with others. You can build your personal courage by daily standing up for and acting upon the things that you know are honorable.

The NCO

Army Leader, Servant Leader

By retired U.S. Army 1st Sgt. Cameron Wesson

Special to the NCO Journal

In the fall of 1989 at Fort Campbell, Kentucky, I was a patrol leader returning from a night reconnaissance patrol when I went to the platoon command post to submit my patrol report. When I arrived, my platoon sergeant, Sgt. 1st Class Larry Johnson, was manning the radios, both the company network and the fires network, and was the only person awake at the position. He motioned me down, placed a finger to his lips (for me to be quiet) and asked for the report. I gave him the report and he said that he would let the platoon leader know what I reported when he woke up later.

"Sgt. Johnson, have you had any rest yet?" I asked. "Nah, I'll wake the platoon leader in a little while and rack out then," he said. "They (the platoon leader, radio operator, fire support specialist and medic) need the

sleep more than I do. Besides, I'm used to this."

He smiled and waved me off to also get some sleep. As I walked back to my position off the perimeter, I thought about how our grizzled platoon sergeant was always taking care of us and hoped, when it was my turn, I would do so as well.

Each and every noncommissioned officer who sustains the Army of this nation takes an oath. With the swearing of that oath, you enter into a sacred agreement to support the nation. They support the nation, your leaders and your subordinates, through your service. This is reconfirmed in the Soldiers' Creed, which says, "I will serve the people of the United States and live the Army Values." Through these acts you have chosen to



Sgt. Maj. of the Army Daniel A. Dailey conducts Leader Professional Development with Warrior Leader Course students at the 7th Army Noncommissioned Officer Academy, Grafenwoehr, Germany, Sept. 9, 2015. (U.S. Army photo by Visual Information Specialist Gertrud Zach)

become first a servant, and through time-in-service and increases in responsibility, an NCO and a servant leader.

Servant leadership is one of many approaches to leader development. The term servant leadership has been in use since Dr. Robert Greenleaf wrote the essay, *The Servant as Leader*, in 1970, which focuses on the areas of ethics and ethical leadership. The idea of the servant leader can be traced back even further—more than 2000 years—to China. This can be documented in early Chinese writings: “The sage has no invariable mind of his own; he makes the mind of the people his mind,” Lao Tzu wrote in *Tao Te Ching*.

In his essay, Greenleaf said that a servant leader is a person who chooses first to be a servant (This sounds a great deal like an NCO, especially when considered with the Oath of Enlistment and the Soldiers’ Creed). By first becoming a servant, a Soldier follows, later choosing a path to become a leader and an NCO. In this way, when Soldiers become leaders, they do not place themselves or their needs first. Rather, the servant leader places the needs of others—subordinate and senior—first and simultaneously maintains a focus on the result, or mission, of the organization and team. By following this path, this leader is seen by all members of the organization and team to be ethically motivated.

Servant leadership places primary importance and focus on the organization’s people as its principal concern. Other areas of concern are minor or peripheral. This doesn’t mean that results are unimportant. Indeed, by focusing on the welfare and needs of the people, the people accomplish the mission and the desired results are obtained.

Servant leaders are modeled and guided by seven characteristics that contribute to their personality. They exhibit and practice the following qualities: agape love, humility, altruism, trust, vision, empowerment and service. These guiding areas are directed toward their followers, who are the servant leader’s primary concern. The foundation of this model is agape love, which can be translated to simply doing the right thing.

We can see similarities when you compare the seven Army Values—*loyalty, duty, respect, selfless service, honor, integrity* and *personal courage*—to the seven characteristic areas that guide a servant leader. Trust is loyalty. Altruism or selflessness is selfless service. Humility calls one to respect people and treat them properly. Agape love, or doing the right thing, is integrity.

In the recently published book, *From One Leader to Another*, from the U.S. Army Combined Arms Center, doing the right thing is a common message. The book is a collection of observations and insights from Army leaders who are themselves servant leaders. With their messages, these servant leaders are growing and inspiring the next generation of NCOs.

Within the Army, servant leaders are observed practicing servant leadership every day. While the mission and job come first, the Soldiers are taken care of always. This includes all Soldiers, both subordinate and senior. Army leaders eat only after their Soldiers eat and are expected to share the hardships of their subordinates. Leading by example ensures that leaders care for their subordinates first, before themselves. Doing so allows them to understand the challenges, hardships and limitations. Their subordinates, in turn, observe and emulate the actions of their servant leaders and they begin leading by example themselves.

Proof of servant leadership principles are exemplified in the words of the NCO Creed. The creed states: “I will not use my grade or position to attain pleasure, profit or personal safety.... Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine.... I know my Soldiers, and I will always place their needs above my own.” In fact, the whole NCO Creed, along with the Soldiers’ Creed, is a testament to servant leadership.

Servant leadership and the servant leader are powerful sources of inspiration in our Army today, and examples can be seen throughout time. Servant leaders, having chosen to be servants first, have in them the



Command Sgt. Maj. Ted L. Copeland, senior enlisted advisor, U.S. Army Reserve Command, speaks with U.S. Army Reserve Troop List Unit Soldiers during his visit to Operation Cold Steel II, hosted by U.S. Army Civil Affairs and Psychological Operations Command (Airborne), Aug. 17, 2018 at Joint Base McGuire-Dix-Lakehurst, N.J. Operation Cold Steel is the U.S. Army Reserve's crew-served weapons qualification and validation exercise to ensure America's Army Reserve units and Soldiers are trained and ready to deploy on short notice as part of Ready Force X and bring combat-ready and lethal firepower in support of the Army and our joint partners anywhere around the world. (U.S. Army Reserve photo by Spc. Brianna Saville/416th Theater Engineer Command)

capacity for caring and providing for others—subordinate or senior. The servant leader feels a responsibility to do this and does not serve seeking reward. The servant leader cares for all and attempts to bring them to a level that inspires them to also become servant leaders.

Observations and experiences from my 30 years of service (27 years as a leader) have shown me that good leaders, are good followers, or servants, first. Along the way, they perfected the skills of the Army profession and learned to

care for Soldiers. Eventually, they embrace the philosophy of servant leadership themselves and became servant leaders.

Soldiers can sense when their leaders genuinely care about them and this builds trust. This trust forges a bond between all and solidifies the team. That bond is all-encompassing. Soldiers know the leader genuinely cares about their needs and the leader trusts that the Soldiers will do what is required to complete the task and get the mission accomplished. ■

Cameron Wesson is a retired first sergeant with more than 21 years of active duty experience with extensive leadership assignments in the infantry and logistics career fields. He has had numerous overseas deployments that include Central America, Korea, Europe, the Balkans and Iraq. He is currently a Department of the Army civilian and serves as the deputy director for the U.S. Army Information Operations Proponent, U.S. Army Combined Arms Center at Fort Leavenworth, Kan.

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