

Consideration of Others

Consideration of Others has been developed for you, the commander. It is a tool designed to help you build unit cohesion and assist you in the complex task of leading soldiers. This vital task must be done well if we are to fulfill our primary mission: to fight and win the Nation's wars.

A military unit must excel as an organization in order to successfully accomplish its mission. As the difficulty of the mission increases, so does the need for excellence in a unit's organizational character. In the Army, we use the term "unit cohesion" to describe organizational character. This term has a great deal of value, not the least of which is its acceptance by a wide range of Army authorities as a common term of reference to use when discussing issues relating to how soldiers operate and fight as a team.

The exact term we use is not critically important. What is critically important is that our soldiers live and work in the type of organization which allows them to excel and give their total commitment to the unit's mission; to exhibit in practice the "selfless service" we value as American soldiers.

Developing, maintaining, and leading an excellent organization is hard work. Doing so, however, is the vital "pre-mission" task that precedes the successful commitment of your troops to combat. If you, the commander, commit yourself to developing both the tactical/technical competence of your soldiers and their ability and willingness to work together as a military team, then there is little or nothing any enemy can do to stand in the way of our soldiers.

Consideration of Others is a tool, which focuses on the vital linkage between the individual soldier and his or her role as a member of a military team. That linkage lies in the definition of Consideration of Others, which reads:

"Consideration of Others is those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them..."

This definition emphasizes that ultimately Consideration of Others involves *the awareness, the actions, and the responsibility of the individual soldier*. The capability of each of your soldiers to recognize that their attitudes, actions, and words affect others in the unit; and their willingness to take responsibility for those attitudes, actions, and words—to the point of changing them when necessary—is what Consideration of Others is all about.

METHODOLOGY

The design of Consideration of Others intentionally parallels the operational or mission planning design that commanders use daily. A key principle is that Consideration of Others must be easily and readily adaptable to each commander's priorities and each individual unit's needs. What does that mean for you? Put simply, it means that this Consideration of Others publication has been designed to provide you with concepts and assets which can be shifted or altered to enhance your own priorities based on your command assessment. The primary key to Consideration of Others execution is small-group instruction.

Consideration of Others planning parallels mission planning. If you, as a commander, were given a mission, your analysis would include many of the following steps outlined in FM 101-5.

- Conduct intelligence preparation of the battlefield.
- Determine specified, implied, and essential tasks.
- Review available assets.
- Determine constraints.
- Approve the (restated) mission.

The purpose of the Consideration of Others program is to develop or enhance positive unit cohesion. Consideration of Others planning analysis works in a parallel manner to operational mission analysis.

- Survey/assess your command.
- Identify primary or key areas of concern.
- Identify specific training needs.
- Determine priorities, first among those Consideration of Others needs, and then between Consideration of Others needs and other needs/priorities of your command.
- Identify and commit resources.
- Execute.

In every military unit there are major areas which are key to developing positive organizational character. As you survey and assess your organization, you will examine these key areas—just as you would identify key terrain features in a tactical situation. Under Consideration of Others, there are eight key areas.

- **Ethical Development - Individual & Organizational**
- **American Military Heritage**
- **Quality Individual Leadership**
- **Team Building**
- **Equal Opportunity**
- **Gender Issues**
- **Family Concerns**
- **Health, Safety, and Drug & Alcohol Abuse**

These areas definitely border on each other, and even overlap to some extent. For example, it is easily apparent that American Military Heritage should provide the context or background for everything we train or teach soldiers. Likewise, it is difficult to imagine that successful team building could take place in today's Army without a full commitment to Equal Opportunity or in the absence of Quality Individual Leadership.

The resources which commanders can potentially bring to the Consideration of Others program are extensive. At brigade or above, Equal Opportunity Advisors (EOAs) will have received training in the Consideration of Others program and may serve as overall coordinators or as instructors. Commanders at all levels have access to key NCO leaders (CSMs, First Sergeants), Chaplains, medical personnel, IG and JAG officers, or even civilian academic or professional sources. All of these could play important roles as training resources as you develop your command's unique Consideration of Others emphasis.

The primary key to Consideration of Others execution is small-group instruction. You will find that most of the suggested lesson plans call for discussion, rather than one-over-the-world lecture. You must identify facilitators or instructors to lead the small

group instruction. The importance of selecting the right person is as critical as the process you use to select instructors

for other subjects in your command that contribute to mission accomplishment. You may or may not have the luxury of having trained or certified small-group facilitators available for your Consideration of Others program. *Selected leaders must be the most capable personnel available, clearly able to handle themselves appropriately in a small group setting.*

THIS PUBLICATION

In addition to this introduction, this publication contains two sections. The first section covers the eight key areas. Each key area is defined and set in a military context. Finally, *suggested lesson plans* pertaining to that key area are referenced.

The final section contains the *suggested lesson plans* themselves. *They are NOT intended to become the sole or mandatory text for classes in the areas they cover.* They may be used exactly as written; or as a starting point for local trainers to use when developing materials tailored to your specific command. *They may be replaced by other lesson plans, which apply more directly to your specific command.* Local reproduction of all materials in this publication is authorized.

The *suggested lesson plans* included here are only a small number of those, which have been developed throughout the Army, other Services, and the civilian community to address these topics. Printing, publication, and distribution constraints limit what is available here. However, modern electronic technology will allow the Army to create and maintain a centralized source for additional lesson plans or materials which you have developed locally or found helpful in your own training.

If you have such materials, please E-MAIL them to the Directorate of Human Resources, Office of the Deputy Chief of Staff for Personnel at DAPE-HR@HQDA.ARMY.MIL. They will be catalogued and incorporated into the Consideration of Others entry on the DCSPER home page, which can be accessed through the Army home page (<http://www.army.mil>). Please include your unit name and limit submissions to E-MAIL only (no facsimiles or other hard copy materials will be accepted).

CONCLUSION

Consideration of Others is not a "cure-all" for every organizational challenge. Your job as a commander has been, and always will be, extremely challenging. Consideration of Others is a tool to focus your assessment, orchestrate your efforts, and allow you access to the resources other commanders have used when faced with similar challenges. Additionally, many of your other required training requirements could be rolled under and captured within the parameters of Consideration of Others.

Your assessment, small group instruction, and your personal commitment and involvement in the program are the three elements which will make or break Consideration of Others in your command.

Making time for Consideration of Others in the midst of your day-by-day training and operational tempo will not be easy. Achieving excellence never is. You have, however, been given responsibility for soldiers—American's youth—who have willingly volunteered to serve this Nation.

Your soldiers have a potential for excellence unmatched by any other group of soldiers in America's history. They will not reach that potential without learning to assume responsibility for how their individual actions affect others. Consideration of Others is your means to teach them this vital professional and personal truth—that responsibility is the key to both personal and organizational excellence. This truth will develop your soldiers into leaders of character—not only during their time in uniform but throughout their lives.