

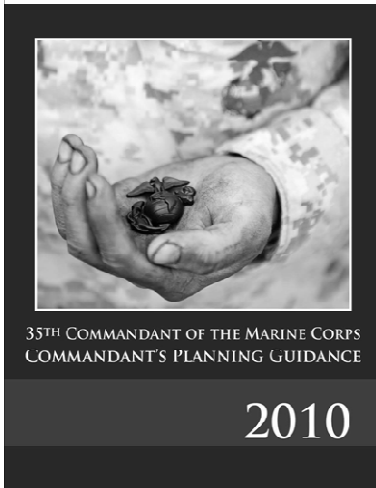
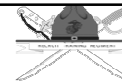


# 'Values Based Training'

*"Leadership Lessons from the Marine Corps: How Values Based Training Transforms American Citizens into Ethical Warriors"*



## CMC Guidance



### Institutionalize Values-Based Training

"... Implement values-based training that focuses on honor, courage, commitment, selflessness, and taking care of our fellow Marines. This training will be added to programs of instruction at all formal schools, as well as integrated within a wide range of training evolutions... We will emphasize to Marines the expectation of honorable service to our Nation and reinforce our core values so that Marines treat others with respect, dignity and compassion. The objective is to markedly reduce incidents of illegal/immoral/indecent acts among Marines, both within and outside of our Corps."

- Gen Amos, 35<sup>th</sup> CMC

"The values of Honor, Courage, and Commitment — Imprinted on their Souls during Recruit Training and Strengthened Thereafter — Mark a Marine's Character for a Lifetime"

- Gen Conway, 34<sup>th</sup> CMC

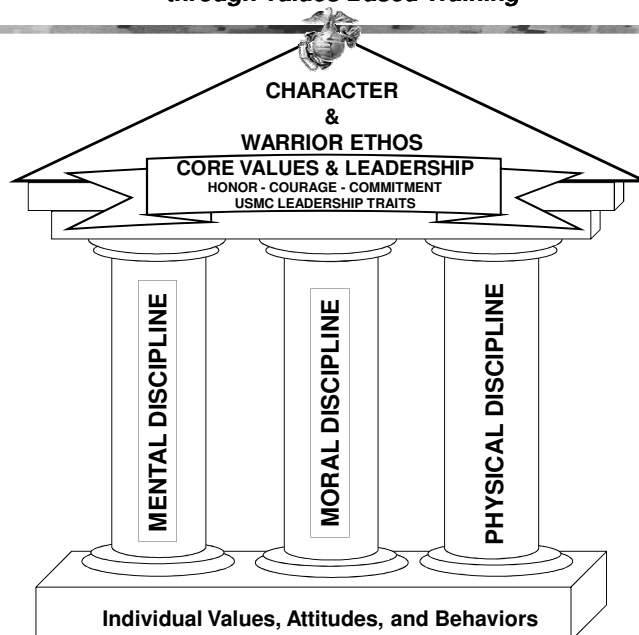
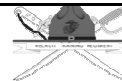
## Values Based Training



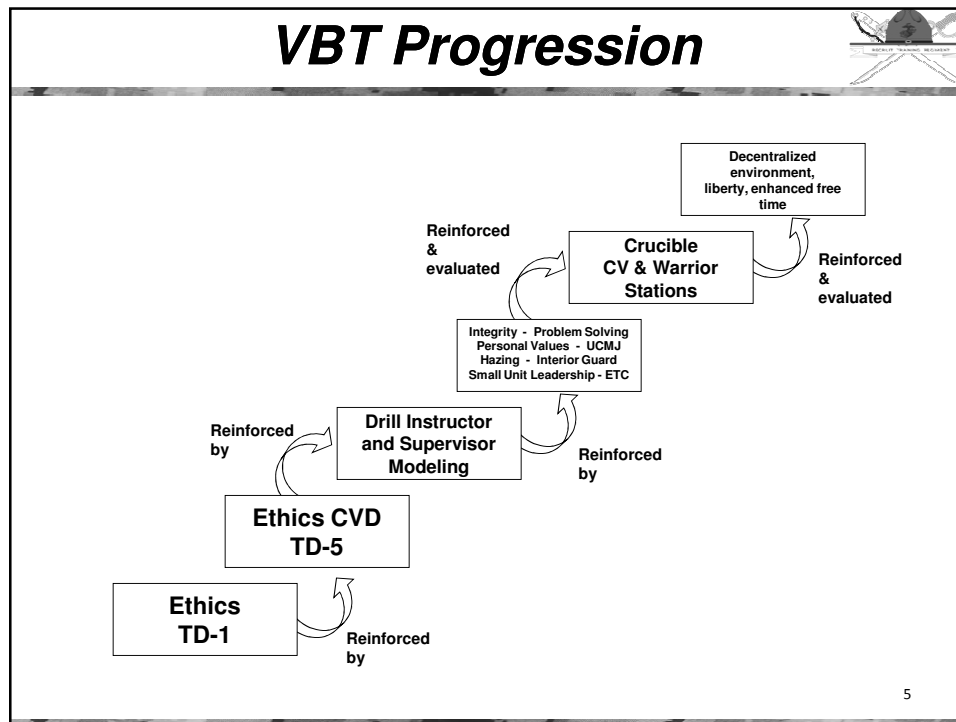
- Values Based Training (VBT)
  - VBT is the method by which we thread our Marine Corps Core Values throughout Recruit Training
  - Prepares Marines to make ethical and moral decisions throughout their careers and during their lifetimes
  - VBT also serves as the adhesive that bonds our Core Values to our organizational values
    - Every Marine a Rifleman
    - First to Fight
    - Tradition, fitness, teamwork
    - Taking care of our own
  - The end state, from a Recruit Training perspective, is a *Basic Marine with the fundamental character and warrior ethos, who is committed to our Core Values in service to the country*

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### Transforming Character and Developing a Warrior Ethos through Values Based Training



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## Recruit Training Process

<u>WEEK</u>	<u>DESCRIPTION</u>
Processing	Receiving (3 days)
Forming	Form Training Units (3-5 days)
Weeks 1-3	General Military Subjects & Core Values Training
Week 4	Swim Week
Week 5	Initial Evaluations
Week 6-7	Rifle Range (Table 1)
Week 8	Team Week
Week 9	Basic Warrior Training & Table 2
Week 10-11	Final Physical Fitness Test, Academic Testing & Drill
Week 11	The Crucible
Week 12	Marine Week & Graduation

END RESULT = **BASIC MARINE**

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# Crucible Mission

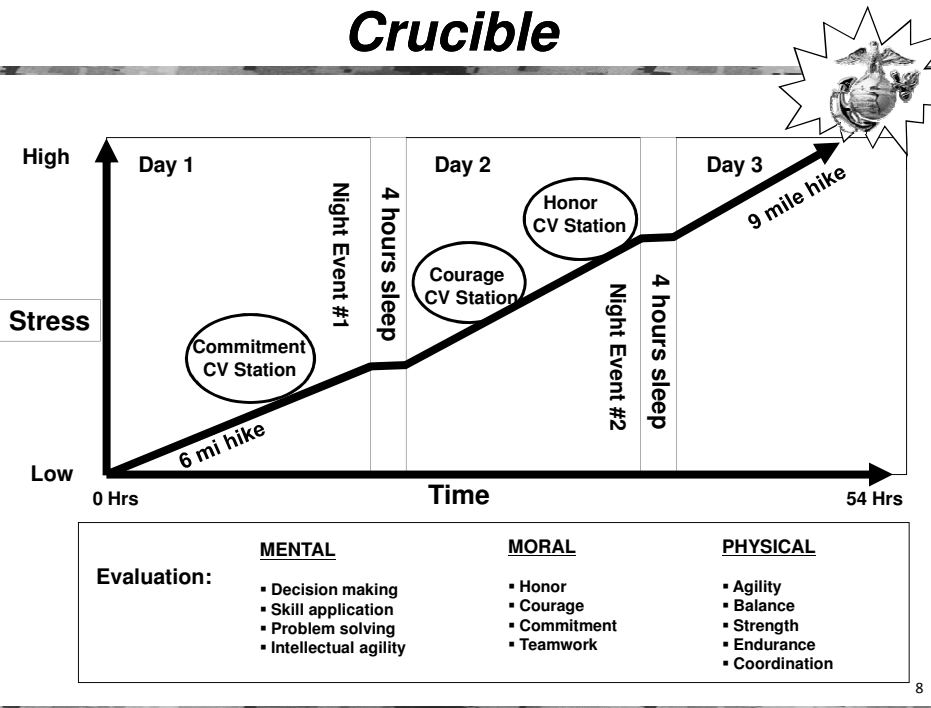


Conduct a field training event, executed at the end of recruit training, that evaluates a recruit's mental, moral and physical development in order to validate the transformation into a United States Marine.



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# Crucible



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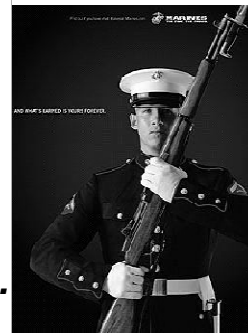
## The End Result:



**A basic Marine is one who has embraced our core values and is transformed by our Corps' shared legacy.**



**A basic Marine represents the epitome of personal character, selflessness, and military virtue.**



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## Ethics Training for Officers

### Similarities:

- Ultimate message = “do the right thing”
- Most of the vernacular is the same

### Differences:

- Audience:
  - Older (average age ~ 25) w/ higher education
  - Expected to lead immediately, “is” the institutional standard
- Method of instruction:
  - Concepts are introduced w/ “rules based approach” but quickly move into “character based approach” which require critical thought and scenario-based application
  - Exposes students to the various forces which push against our conscious when making ethics decisions (upbringing, institutional mores, religious mores, leadership/institutional pressure {both good and bad}, law of war, rules of engagement, group think, etc)

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## Officer Candidates School:

**Officer Candidates School Mission:** ...to train, evaluate, and screen officer candidates to ensure they possess the moral, intellectual, and physical qualities for commissioning, and the leadership potential to serve successfully as company grade officers in the Fleet Marine Force



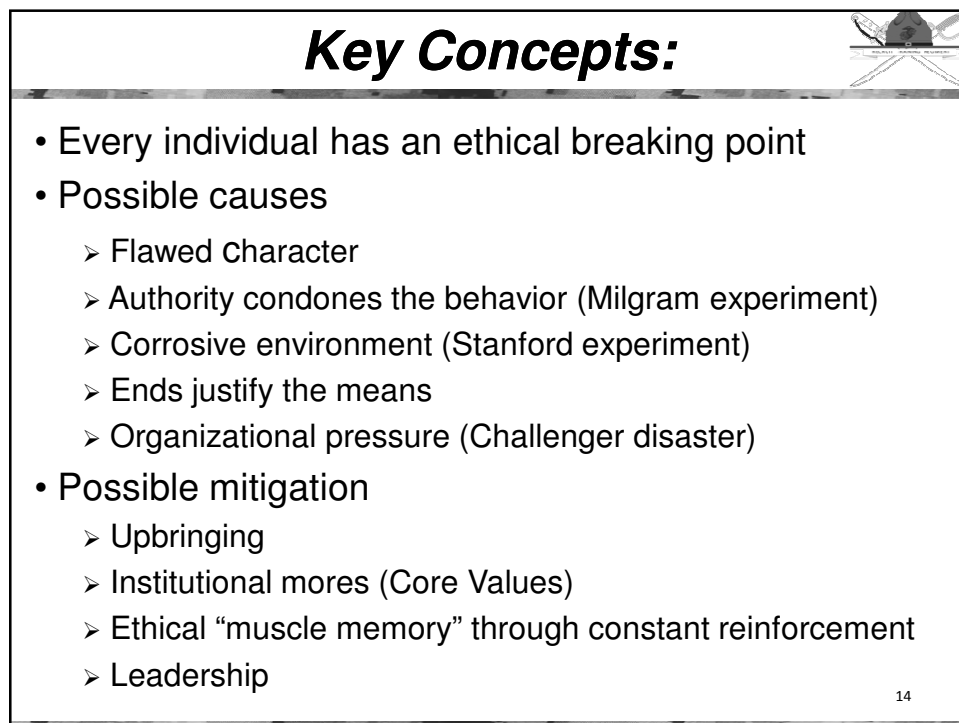
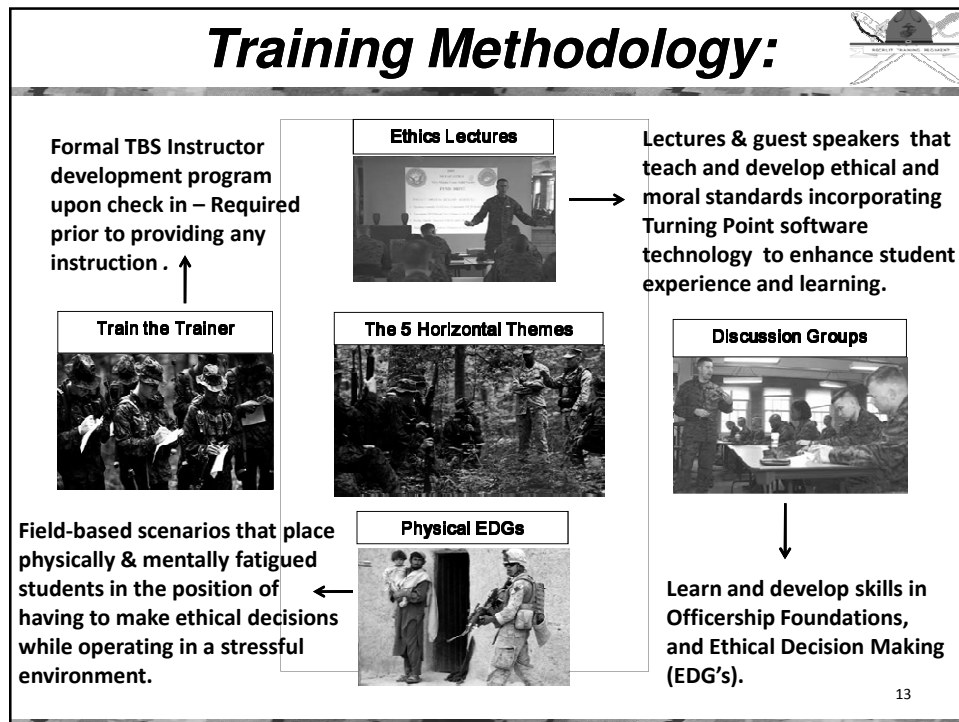
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## The Basic School:

**The Basic School Mission:** Train and educate newly commissioned or appointed officers in the high standards of professional *knowledge*, *esprit-de-corps*, and *leadership* in order to prepare them for duty as company grade officers in the operating forces...



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## ***Proposed Takeaways:***

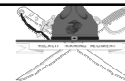


- Must define what “do the right thing” means within your organization – takes nuanced language to do this
- Must be threaded into the institutional culture – literature, what the boss says, actions



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## ***In Summary...***



- The USMC invests the best NCOs, SNCOs and Officers to be Instructors/Mentors (modeling).
- Marine Corps training is tough, demanding, and instills our Core Values thematically & repetitively.
- We recognize the achievements, contributions, and sacrifices of Marines of yesterday, today, and tomorrow (a 235-year legacy of valor).
- We are fully committed to what we do and understand the importance to our nation.

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***QUESTIONS?***