

VALUES THAT DEFINE THE MILITARY
VOCATION OF ARMY OFFICERS

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General Studies

by

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ABSTRACT

VALUES THAT DEFINE THE MILITARY VOCATION OF ARMY OFFICERS, by Major Agustin Savio, 93 pages.

The expression “values” is a central theme and highly considered since the beginning of the process of training officers in the Argentine Army. In each regiment and unit, internalization in values are promoted. However, its regulations are scattered. Given their importance for any army member in peace and war, it is essential to precisely determine what values best define the Officers of the Argentine Army. The main objective of the investigation is to determine the values that best describe the officers that allow them to face the complexity and challenges of the twenty-first-century. It was considered essential to analyze the current values that the institution supports and identify which values define the officers in the twenty-first-century. The research methodology uses a documentation review and qualitative analysis. For the study, a series of countries with a similar culture and language were analyzed, all of them being in the Latin American region. The findings and recommendations in this study will determine the core values on which a future leadership model should be built.

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ACRONYMS

DoD	Department of Defense
JER	Joint Ethics Regulation
UN	United Nations
UNDP	Program for United Nations Development

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CHAPTER 1

INTRODUCTION

The most important thing I learned is that soldiers watch what their leaders do. You can give them classes and lecture them forever, but it is your personal example they will follow.

—General Colin Powell, *The Military Leader* 2019

Latin America is one of the largest of the world's cultural regions, covering an area of nearly eight million square miles. From the United States border with Mexico to the tip of Tierra del Fuego in the south, it covers a length of seven thousand miles, and from the 3,200 miles across at its widest point (Munck 2003, 73). It is twice as large as the European Union and nearly as large as the United States and Canada combined. The backbone of the Latin American landmass is formed along the four thousand miles of the Andes Mountains and Sierra Madre Mountains in Mexico. Three major river systems—the Amazon and Orinoco Rivers, and the River Plate—run throughout almost the entire continent east of the Andes (Munck 2003, 123)

At the turn of the twenty-first-century, the overall population of Latin America and the Caribbean was 516 million. The illiteracy rate in Latin America is high. It is reasonable to assume that fewer than 20 percent of Latin Americans engage in any form of cultural activity, such as reading books, going to movies, or attending stage plays. In some countries, half or slightly less of the children attend school. In seventy-six universities, there are approximately 26,000 faculty members, of which fewer than one-tenth are full time. Few of the 260,000 students are children of poor families, although national universities in Panama and Mexico are exceptions (Harris and Alba 1974, 63).

Latin America has long been renowned for its painters and writers; the list is long and includes Nobel prize winners. Publishing is important in Argentina, Brazil, Mexico, Chile, and Cuba. A motion picture industry exists in Argentina, and two minor ones produce films in Chile and Mexico. Movie theaters, however, are popular in cities. Although there is an abundance of lawyers, there are few engineers, and there an insufficient number of medical personnel and scientists (Harris and Alba 1974, 78).

In most Latin American countries, when students graduate from universities as a professional, they are required to work for one or two years in the provinces. But after this obligation has been fulfilled, they tend to gravitate to the cities. Professionally, the countryside has been abandoned. The cultural divide between cities and countryside, rich and poor, are greater than in industrialized countries. This, too, has political consequences since illiterates or nonreaders have little understanding of politics apart from periods of collective anxiety. Radio, television, and internet access reach many people who never see a newspaper. This, however, contributes little to political education, since generally neither radio nor television offer political programming, and the news broadcasts are generally prejudiced in favor of the administration in power.

Corruption exists with various nuances throughout different governments and public administrations of Latin America. The Program for United Nations Development (UNDP) report, *Informe Sobre Desarrollo Humano 2002: Profundizar la democracia en un mundo fragmentado* [Human Development Report 2002: Deepening Democracy in a Fragmented World], affirms that Latin American countries present some of the highest corruption rates of the world. It also points out that corruption It is one of the main impediments to regional development in recent years. This article presents some of the

most common problems in the fight against corruption as well as the incorporation of public ethics as a priority proposal for the future of Latin America (United Nations Development Program 2002). Corruption increases injustice and economic inequality, generating more significant discomfort in citizenship and more ungovernability. The strategy in the fight against corruption must demand Latin America to incorporate internal control instruments and self-control in all institutions who participate in public life. The problem of corruption can only be tackled systemically through various disciplines; one of them is ethics. Another efficient method is through education; from an early time in school, young students must learn about ethical principles and exercise them thoroughly.

Populism and dictatorships for decades have undermined the prosperity of Latin American countries that do not have become developed democracy. As an example, in Venezuela, populism has contributed to the destruction of a country that could be one of the richest in the world. Hugo Chávez began his government by being democratically elected. However, his rise was the beginning of the end of Venezuelan democracy because there were no more elections, and Venezuelans are now trapped in a situation that has wildly impoverished in their country. The inhabitants have no food, no medicine, no electricity, no currency. At least four people have fled the country on foot in search of survival in neighboring countries. Beyond the advances in economic matters, Latin American countries remain underdeveloped with great injustices in the economic, social, legal, and cultural fields (Eldiario 2019).

The Argentine society is currently going through a deep crisis of values. Lack of motivation and commitment, and growing individualism are the main causes of this

crisis. Argentina has existed for years in a deep socio-economic crisis that has resulted in a profound crisis of values. In Argentina, a large part of the citizenry, and particularly politicians, live outside the law. As a resource, the index of international transparency in which Argentina is ranked 66th out of 180 countries (Transparency International 2020). There is a high level of legal and social impunity because offenders are not condemned; on the contrary, they sometimes occupy important political positions. Crises of values occur around the world, but this crisis has also been accentuated for some time in Argentina (Miller 2015, 122). The culture is currently fractured with defenders of the popular system on the one hand and a society on the other that wants a profound change in the political system.

Argentine officers are recruited from large, vastly different regional socio-cultures who must integrate with the armed force's code of ethics. The Argentinean Military Academy has many programs and subjects about this critical topic of discussion; cadets learn from early times in they are training how they must behave and the military regulations they should follow. Furthermore, the participation of professional soldiers in international military peace operations and increasingly common community support operations are some of the factors that require the incorporation of a standardized set of values and ethics to perform those missions.

In their *Encyclopedia of Ethics*, Lawrence Becker and Charlotte Becker theorized the effects of future revolutions, guerilla warfare, the ongoing War on Terrorism, and similar conflicts throughout the world will transform the relationship of ethics in military affairs (Becker and Becker 1992, 102). Future theory related to morality must focus on these problems. This includes the problem of determining the legitimacy of governments

and the challenge of distinguishing between combatants and non-combatants.

Additionally, multinational peacekeeping or maintenance forces have proliferated in recent times. These activities have led to a set of moral issues, including the problem of determining when and under what conditions nations can violently interfere in the internal affairs of others, when a nation can justify giving up control of part of its military forces to an international body or another nation, and when an individual soldier can transfer his obedience and subordination to a multinational force.

These changes challenge the Argentine Army to create a cohesive ethical environment based on the permanent values of the nation and the institution. National defense organizations must strive to establish this ethical climate in the military profession and culture. Not only in the declarative, but with concrete tools for compliance and instrumentation. This change rests on the principle of establishing a culture that fosters internalization of the highest military values and of service to society consistent with the mission of the Army and the defense of the Constitution (Argentine Republic 1994).

The most suitable tool for the internalization of ethical values is education based on the set of values and virtues supported by the force. In this sense, the ethical-spiritual aspect of the education of the Argentine Army constitutes a dominant concern within the process of integral formation of its men. The military educational system constitutes the basis and foundation of the military personality.

Today in the Argentine Armed Forces, there is currently a regulatory and doctrinal vacuum, which allows the military chief to have specific instruments, not only instruct in matters of values, but also their correct corrective action. Although there is a

great deal of doctrine as regards ethics, the preparation of a code of ethical conduct that regulates the behavior of military personnel is still pending. Only with this tool can a series of derived doctrine be carried out that allows instrumentation by the military subordinate ranks.

Thesis Question

Globalization and vertiginous changes force the Argentinean Army to face the challenge of creating a cohesive ethical environment. This environment should be founded on the permanent values of the nation and the institution. The Army, as an institution, must strive to establish this ethical climate in culture and the military profession (Ministry of Defense 2020). A culture that fosters internalization, military values, and service to society consistent with the mission of the Army and the defense of the Constitution must be established. The primary thesis question is, what should be the values that best define the officers of the Argentine Army facing the twenty-first-century?

There are subordinate questions to this thesis. How does the Argentinean Army to create ethical behavior in the officer corps compared to other professional armies through its doctrine and institutions? What actions should the Argentine Army take to develop and increase the ethical values of their officers?

Problem Statement

Since the beginning of the twenty-first-century, classical and traditional values present a certain homogeneity in the general thinking of society. The current changes together with globalization produce an evident pluralism, heterogeneity, and ambiguity in the way of perceiving and implementing classical values, aspects that appear as

characteristic of social evolution in recent years (Gideon 2014, 66). The Argentine Army must find a way to develop a means to practice classical and traditional social values within the context of all military operations. For this, it will be essential that personnel not only have extensive tactical and technical knowledge, but also have a pool of values that are adequately internalized to cope with the complexity of the war.

The military man and woman must implement these values, not only in the declarative, but in practice. The ability with which a military leader and support staff elements implement and exercise a code of ethics is one of the main causes of success or failure in joint military actions. This work intends to determine a proposal of what should be the values that best define the members of the Argentine Army facing the twenty-first-century for a future code of military ethics to establish the framework of values, principles, and attitudinal competencies characteristic of the military vocation.

Significance of the Research

This research is significant because it is a central aspect of the credibility and legitimacy of the army before society to allow a better understanding of the military profession by explaining and justifying its specificities to its members, authorities, and community. It must promote ethics from a preventive viewpoint (by educating the content of the Code of Ethics) and from a regulatory perspective (with sanctioning power). Not only to define values but translate them into behavior patterns. It should be an axiological guide to professional behavior. This research will seek to contribute to the ethical health of the force as a situation resulting from individual ethical behavior. Taking as a starting point, the current doctrine in this regard and the needs of cognitive tools to solve cases where moral values conflict (ethical dilemma).

This thesis seeks to analyze the current values, principles, and competencies that sustain the Argentine Army to formulate an update version to incorporate those in a future Code of Military Ethics. To address the problem posed by this thesis, it is first necessary to identify and value the particularities presented by the codes of ethics of other Western armed forces and particularly, in Latin America. Also, the current military doctrine of those countries that have a culture similar to that of the Argentine Republic will be analyzed.

Limitations

This research is limited by the time available for the investigation, as well as by the author's geographical location to develop an investigation of the values and culture of the Argentine Army in conjunction with the School of Command and General Staff of the United States Army in Leavenworth, Kansas, while facing a demanding curriculum.

Delimitations of the Research

The thesis is limited exclusively to analyzing the values, principles, and virtues of the current doctrine of the Argentine Army, Kingdom of Spain, some Latin American Countries, and the United States of America as case studies to conclude possible applicability to the Argentine Army.

Definitions

Permanent Values of the Argentine Army:

Faith in God is the one that indicates the supremacy of the spiritual; Love for the Homeland is the one that drives the greatest sacrifices and the Passion for freedom makes the Army one of the firm defenders of an authentic representative democracy, as a political system compatible with the dignity of citizens. The

consubstantiation with our society comes from the very origins of the Institution and the Homeland (El Ejército Argentino [The Argentine Army] 1997, 7).

The Argentine Army was the imperious response to the need to defend the native soil against attempts of foreign domination (El Ejército Argentino [The Argentine Army] 1997).

Morality: Norms of individual's conduct (Donagan 1979). "The effort to guide one's conduct by reason—that is, to do what there are the best reasons for doing—while giving equal weight to the interest of each individual affected by one's decision" (Rachels 2012).

Ethical Values: Values are core beliefs such as duty, honor, and integrity that motivate attitudes and actions. Not all values are ethical values (integrity is; happiness is not). Ethical values relate to what is right and wrong and thus take precedence over non-ethical values when making ethical decisions (Joint Chiefs of Staff 1993, 54).

Ethos: Way of being of the military organization that manifests itself through its behavior (habit) in the role it plays as an armed force of the Nation (Delbón 2008).

Army Ethic: The Army Ethic is the collection of values, beliefs, ideals, and principles held by the Army Profession and embedded in its culture that are taught to, internalized by, and practiced by its members to guide the ethical conduct of the Army in defense of and service to the Nation (Center for the Army Profession and Ethic 2011).

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 devoting 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 (Headquarters, Department of the Army 2019b, 3-2).

Discipline:

Discipline at the individual level is primarily self-discipline, the ability to control one's own behavior. Discipline expresses what the Army Values require—willingly doing what is right. Discipline is a mindset for a unit or an organization to practice sustained, systematic actions to reach and sustain a capability to perform its military function. Often this involves attending to the details of organization and administration, which are less urgent than an organization's key tasks, but necessary for efficiency and long-term effectiveness (Headquarters, Department of the Army 2019, 3-5).

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 integrity of the final product (Headquarters, Department of the Army 2019b, 3-2).

Respect:

Treat people as they should be treated. In the Soldier's Code, 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 (Headquarters, Department of the Army 2019b, 3-2).

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 thought 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 (Headquarters, Department of the Army 2019b, 3-2).

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 solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and

living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do (Headquarters, Department of the Army 2019b, 3-2).

Integrity:

Do what is 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 (Headquarters, Department of the Army 2019b, 3-3).

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 (Headquarters, Department of the Army 2019b, 3-3).

The Army's Standards:

Low standards, both professional and personal, damage the team. This might cause failure on operations with soldiers becoming seriously injured and killed. Therefore, the Army depends on high standards, and has a more demanding approach towards certain types of behavior and relationships than the rest of society (British Army 2014).

Appropriate Behavior:

Do not offend others. Trust underpins all our behavior. The Army needs a more demanding standard of social behavior from you because our job depends upon putting others' needs before our own honesty. Supporting your teammates. Social misbehavior, particularly the wrong sort of relationships, can undermine trust. Unwelcome sexual attention, taking sexual advantage of someone more junior than you or an affair with a partner of a teammate may damage the integrity and honesty of those involved, and damage the team (British Army 2014).

Value:

Values must rule the actions of all military personnel during the exercise of their profession. However, they can be developed by any citizen, and the military is demanded by the society to which he belongs, the institutions that he integrates,

and the comrades that accompany him. Without these values, he would not be able to fulfill his duty (Estado Mayor conjunto de las Fuerzas Armadas [Joint General Staff of the Armed Forces] 2019).

Summary

After having made a synthesis of the situation in the Latin American region and Argentina in particular, there are central aspects to highlight. It is important to learn about culture and education to understand individual and social values, it is necessary to understand the culture of a people. The source of local societal or cultural values of the young people who make up the armed forces cannot be ignored when analyzing military values. There are traditional values that need to be adopted to have an anchor to make social coexistence viable. In this regard, religion and fear of God, respect for parents and authority, exercising freedom, and the search for equal opportunities are values that should not lose their validity.

The challenge lies in that each person's values and points of view about reality are different. Values are not only a personal matter, but also have an impact on all areas of society. It is important and necessary to enhance each officer's values individually to evolve throughout their career and professional development that will have an impact on the whole army.

CHAPTER 2

LITERATURE REVIEW

Army values build strong, cohesive organizations that, in turn, become the source of strength and solidarity for their members in difficult and turbulent times.

—General Dennis Reimer, *Military Review*

The history of ethics is as old as the history of man. The most primitive of homo sapiens had an idea of good, fair, duty, virtue, and looked for ways to determine and justify their actions. In the Ancient World, 4,500 years BC, primitive cultures established what is right or wrong, applying sets of values, principles, and specific rules, and punished those who violated them.

The literature review will help determine values that best define the members of the Argentine Army facing the twenty-first-century. The literature review was divided into four areas. The first part of this chapter described military doctrine from Western Hemisphere countries with similar cultures to Argentina, using case studies from Chile and the Kingdom of Spain. The current Argentine Army doctrine was presented in the third part. *The Ethical Behavior Duties and Guidelines*, established in Public Ethics Law 25188, was presented in the fourth and last part of the literature review. This section, together with the presentation of other relevant authors in the field, allowed a holistic and complete vision grouped around the major themes and topics.

The second part explained the army profession. this section contained a review of the United States Army Doctrine with regards to values and ethics along with the fundamentals of the Army Profession of Arms. The U.S. Army is made up of skilled and reliable practitioners, soldiers, noncommissioned officers, warrant officers, civilians, and

commissioned officers, all collaborating in the application of the art and science of operations on land to accomplish missions in ways consistent with its citizens and faithful to the Constitution (Franks 2011).

Kingdom of Spain

The Royal Ordinances for the Armed Forces in Article 1 defines the military code of conduct of the Spanish Armed Forces as ethical principles and rules of behavior. The Constitution and the legal system, in general, declares they serve as a guide for all the military to encourage and demand the exact fulfillment of duty, inspired by the love of Spain, and in honor, discipline and courage. Based on these regulations, the Spanish Army conducted a study to identify those values that best integrate and represent the group of those who guide the behavior of its components. They combined tradition and modernity because values must respond to the demands and needs of each era and society, maintaining the identity of each army.

This study selected the following eleven values: love of country, companionship, discipline, exemplarity, the spirit of sacrifice, the spirit of service, professional excellence, honor, loyalty, sense of duty, and courage.

The love of the country is the deep feeling of loving Spain and the pride of being part of it, of its people, territory, history, culture, and collective project. It is an expression of respect and acceptance of the inheritance received. It expresses the recognition of those who preceded in the construction of our nation (Kingdom of Spain Ministry of Defense 2019).

Companionship is the commitment that drives to give each other, with generosity and disinterest, for the benefit of the partner (Kingdom of Spain Ministry of Defense 2019).

The discipline Assume and practice rationally, by the sense of duty, the rules of the Army, to ensure the fulfillment of the mission (Kingdom of Spain Ministry of Defense 2019).

Exemplarity It is the result of complete conduct, which involves acting following the rules, norms, and principles that govern the military institution, as well as the laws of civic coexistence. Each member of the Army must aspire to be considered a model of soldier and citizen (Kingdom of Spain Ministry of Defense 2019).

The Spirit of Sacrifice is the provision that drives without reservation and with exemplarity the penalties and deprivations. It implies the fulfillment of duty and, if necessary, the delivery of one's life, for the love of the country (Kingdom of Spain Ministry of Defense 2019).

The spirit of service Permanent disposition to always put the common good before our own, giving our life a sense of selfless commitment for the benefit of others (Kingdom of Spain Ministry of Defense 2019).

Professional excellence Know how to exercise the profession of weapons and fulfill the assigned mission effectively and eagerness to overcome. It implies having updated knowledge, and using them conveniently promptly, taking advantage of all available resources (Kingdom of Spain Ministry of Defense 2019).

The Honor means feeling inspired by the loyalty that leads us to demonstrate behavior consistent with the Army's principles and guides us to the most exact fulfillment of duty and professional excellence (Kingdom of Spain Ministry of Defense 2019).

The Loyalty to the bosses, colleagues, and subordinates. Also, the fulfillment of the honor commitment made with the Homeland and with the Military Institution (Kingdom of Spain Ministry of Defense 2019).

The Sense of Duty quality that drives the military to work well and to the most exact fulfillment of his obligations, moved by his honor and his vocation (Kingdom of Spain Ministry of Defense 2019).

The Courage is the act of will that leads to rationally face the risks and dangers derived from the fulfillment of duty, overcoming the survival instinct (Kingdom of Spain Ministry of Defense 2019).

This document is relevant to this thesis because it summarizes the ethical principles and regulations of the behavior of the Spanish military. The rules have a long tradition in the army. Its validity dates back from the Spanish Empire in 1503 up to the last reform and update in 2009, from the reign of Juan Carlos I to President José Luis Rodríguez Zapatero. These rights and duties of the Spanish military constitute a code of

ethics. The main responsibility of the Spanish Armed Forces is to ensure the pillars of the state: “Freedom, Security and Justice” and the Constitutional Law. The benchmark of the armed forces is “cohesion, hierarchy, discipline and effectiveness” among front line military units. “Homeland, duty and honor” are the essential values of the military. Such a principles and values shape the ethical code of the Armed Forces. The *National Defence Act*, the *Military Career Act* and the *Royal Military Rules* are the framework of the Armed Forces Governance. Such a governance along with the ethical code are essential for the armed forces to accomplish their missions and tasks (Feliu Bernárdez 2016).

Chile

The Chilean Army guides its planning, preparation, and resources to develop the capacity for an efficient, sufficient, and sustainable ground force in addition to contributing to the progress and national development in harmony with Chilean society. With this objective, it is deployed throughout the national territory (including the Antarctic Territory), performing multiple activities in various management areas. The Chilean Army is an institution that is part of the armed forces in accordance with the provisions of the Political Constitution of the Republic of Chile Chapter XI, *Armed Forces, of Public Order and Security,*” Articles 101 to 105. Article 101 states that “The Forces Armed, dependent on the ministry in charge of National Defense, is constituted solely and exclusively by the Army, the Navy and the Air Force. They exist for the defense of the homeland and are essential for national security.” Likewise, the Fundamental Charter establishes its character of obedient and non-deliberative, professional, hierarchical, and disciplined (Republic of Chile 2019).

The mission and the raison of the Army are to contribute fundamentally to preserve peace, and its purpose paramount is to guarantee national sovereignty. Also, to maintain territorial integrity and protect the population, institutions, and vital resources of the country, against any threat or external aggression, as well as constituting an essential tool of the foreign policy of Chile. Vision an Army for combat; effective and efficient in deterrence, international security and cooperation, and conflict; versatile, interoperative, updated, and sustainable; with adequate management capacity, with a functional act and valued by the society it serves (Gobierno de Chile [Government of Chile] 2010).

Military Values and Virtues in the Chilean Army

Military values and virtues constitute orientations that must govern the conduct of the military, both in peace and in the war. The values that support the Chilean Army are:

Discipline: It is the domain of self that moves the person to the fulfillment of duty, subjecting their own will to the collective good. Training is essential for an army since it is a valuable good that strengthens and preserves it (Chilean Army 2014).

Loyalty: Fidelity to the legitimate formative order, to the republican authorities, to the Army, to the organization to which one belongs, to superiors, comrades, subordinates, and subordinates (Chilean Army 2014).

Honor: Synthesizing virtue of all civic and military values that move a person to always act with truth, dignity, sincerity, righteousness, honesty, and coherence with the principles that support their actions. In short, honor is synthesized in being a trustworthy person (Chilean Army 2014).

Courage: Moral and physical strength that leads to undertake great challenges resolutely, consciously facing danger, and adversity (Chilean Army 2014).

Body spirit: Common affection. He who, without falling into corporatism, must feel all the soldiers for the Unit to which they belong and their members, which leads to work harmoniously and in the community of purposes and ends (Chilean Army 2014).

Abnegation: Willingness to subordinate their interests to the fulfillment of duty.

Fulfillment of military duty: Voluntary action and positive predisposition to fulfill the obligations inherent in the service, putting the love of homeland first. It can lead to the sacrifice of one's life, if necessary (Chilean Army 2014).

Integrity: Probity, honesty, honesty, and rectitude that lead to acting permanently with honor, according to the truth, and inspired by ethical values (Chilean Army 2014).

Respect: Carrying out one's actions, valuing the rights, condition, and circumstances of the others, without discrimination or marginalization of any kind.

Spirit of service: Willingness to voluntarily and actively offer your work for the benefit of unity and social cohesion (Chilean Army 2014).

Subordination to the right: Subjection of those who have the legal power to use the weapons, to the normative order that society has legitimately given and that has its maximum expression in the Political Constitution of the republic (Chilean Army 2014).

This set of virtues can be practiced and developed by every citizen, but the military is accountable to society, its authorities, and the military hierarchy because if He lacks them, He is not in a position to do his duty.

The Chilean Army's public administrative regulation, RDE 01, *General Ordinance of the Army*, is based on the document of the same name, since 2006 throughout 2014 (Chilean Army 2014). It was promulgated with the signature of the President of the Republic to explain the basis and conceptual principles that grant support to the military work in the State of Chile, establishing ethical parameters that guide the functions of its personnel.

The ordinance considers the following value aspects: high level of competence, fundamental commitment to the military profession, service to the homeland, military vocation, the rule of law, obedience, discipline, and hierarchy.

It also identifies the following military virtues: discipline, loyalty, honor, courage, body spirit, self-denial, the fulfillment of duty, integrity, respect, sense of service, and subordination to law. These qualities are relevant for this research because they specify the essential principles on which the Chilean army is based and the different dimensions that its professional work acquires. It guides the personal behavior of the Army members and allows the capability of being updated according to the dynamism of the society it serves.

Argentine Doctrine

The military profession is an activity based on human relationships and interactions; these relationships, must have stable values. Here, values are important in organizations in general, but above all, but especially so in the military. It must consider the limitations that may be required to demand of soldiers, which is the delivery of one's life, if necessary.

Throughout its history, the Argentine Army has developed an institutional culture that includes a professional ethic that is not adequately explained in a public regulatory document. One example of this is to swear before the flag as a national symbol and the disposition of its defense, even at the expense of one's life. The Pledge of Allegiance to the Argentine Constitution as the Founding Law of the State; placing authorities in a position of where "obedience and respect" is demanded. There are activities of implicit symbolic meaning, such as the magazine of personnel trained by the authority, establishing a link through the reciprocal view that expresses belonging to the same community, among others.

The doctrine of the Army concerning values is broad. In some cases, some are historically old documents, while others are very recent. It seeks to synthetically present the most relevant documents that serve as support for the subsequent chapters.

Argentine Constitution Article 19

The private actions of men who in no way offend public order and morals, or harm a third party, are only reserved for God, and exempt from the authority of magistrates. No inhabitant of the Nation will be obliged to do what the law does not mandate nor deprived of what it does not prohibit (Argentine Republic 1994).

This same principle applies to the code of ethics in force in the Argentine armed forces. Only those personal actions that interfere with or undermine professional duty will be considered for the law.

Article 21

Every Argentine citizen is obliged to arm himself in defense of the homeland and of this Constitution, under the laws dictated by Congress and the decrees of the National Executive. Citizens by naturalization are free to provide this service or not for ten years from the day they obtain their citizenship letter (Argentine Republic 1994).

Considering this article, the Argentine government, through the Defense Law, provides that the armed forces are the main element of organizing the National Defense.

Law 25188: Ethics in the Exercise of Public Function

Among the valid and concrete information on the subject is Argentinian Law 25188, *Ethics in the Exercise of Public Function* (Argentine Ministry of Justice and Human Rights 1999). It establishes the specific duties, prohibitions, and

incompatibilities, without exception, to all persons who work in public service at all levels and hierarchies. It defines the responsibilities and guidelines of ethical behavior in nine sections, and promotes honesty, integrity, rectitude, good faith, and republican austerity among officials.

Law 26394/2008: Discipline Code of the Armed Forces

Establishes that every military must adjust his conduct to strict compliance with the National Constitution and the other laws of the Republic, as well as the full observance of military rules and regulations, respect for command orders, subordination to the hierarchical regime, and compliance with all obligations arising from the military state (Honorable Congreso de la Nación Argentina [Honorable Argentine National Law Congress] 2008).

Code of Military Ethics of the Argentine Armed Forces

The purpose of this code is to define and develop ethical values. These values must be performed by every person who has decided to serve in the Armed Forces (Joint Staff of the Argentine Armed Forces 2019). It establishes an anti-ethical regulatory criterion according to its degree of severity. The Code of Ethics is a joint regulation to combine criteria in its instrumentation.

The Argentine Military Profession

The primary function of the military profession is to contribute to the national defense to guarantee peace. The professional is willing to surrender his own life and lethally make use of force in custody of the vital interests of the Argentine Nation. From this, it follows that his central aptitude is the improved management of the power, that is,

the use of weapons in situations where the mission so requires. This regulation is implemented through training, a unique lifestyle, subject to a disciplinary regime, specific rules of conduct, and fundamentally professional ethics.

Military Ethics in Argentina

Ethics provides moral conviction while serving as a guide for behavior. They distinguish between right and wrong actions. The reference points of this guide are professional values, which act as parameters for proper exercise and indicate the way to fulfill the duty appropriately. The profession requires beliefs to be shared and exercised by all its members without distinctions, transmitted by personal example.

Beyond the specific characteristics of each Force regarding the field in which they specialize (land, naval, and air), all its members are military professionals who fulfill a mission in an integrated manner, governed by the same ethical line (Joint Staff of the Argentine Armed Forces 2019).

Values of the Argentinean Armed Forces

Values must rule the actions of all military personnel during the exercise of their profession. However, they can be developed by any citizen, and the military is demanded by the society to which he belongs, the institutions that he integrates, and the comrades that accompany him. Without these values, he would not be able to fulfill his duty (Joint Staff of the Argentine Armed Forces 2019).

The Values Adopted by the Armed Forces

For the Argentine military, it must be a permanent obligation to act following the values of patriotism, honor, discipline, abnegation, value, integrity, loyalty, esprit de corps and teamwork, and professionalism (Joint Staff of the Argentine Armed Forces 2019).

Patriotism: It is love for the Homeland, which encourages the military to act in pursuit of its right, sacrificing their interest for the common good (Joint Staff of the Argentine Armed Forces 2019).

Honor: Moral quality that encourages military personnel to fulfill their duties to the Homeland, their comrades and himself, respecting the military investiture, acting with nobility and fairness, according to military rules and regulations (Joint Staff of the Argentine Armed Forces 2019).

Discipline: It is the state of order and obedience existing in the military organization that is manifested by subordination and respect in the fulfillment of orders, in proper conduct, and strict observance of military laws and regulations. It is essential for achieving efficiency in all actions (Joint Staff of the Argentine Armed Forces 2019).

Abnegation: Personal sacrifice whereby one's interests are deliberately renounced in pursuit of a higher goal (Joint Staff of the Argentine Armed Forces 2019).

Personal Courage: Quality that enables us to face the obstacles, difficulties, challenges, and dangers that the daily life of military life and service presents to us, helping us to overcome fear, overcoming with courage and gallantry, strengthening character and forging personality (Joint Staff of the Argentine Armed Forces 2019).

Integrity: Quality that leads to acting with rectitude and honesty. The honesty that this value engenders makes the person who embodies it trustworthy since it leaves no doubt in its conduct (Joint Staff of the Argentine Armed Forces 2019).

Loyalty: Quality that drives to be faithful to the cause that is guarded and supports (Joint Staff of the Argentine Armed Forces 2019).

Esprit de corps: It manifests itself when all or most of the individuals that make up the organization are identified with its values, interests, and objectives, and adopt them as if they were their own (Joint Staff of the Argentine Armed Forces 2019).

Professionalism: Permanent attitude of wanting to achieve and maintain the highest level of knowledge, training, and professional readiness to exercise their functions with the maximum capacity and commitment (Joint Staff of the Argentine Armed Forces 2019).

The Army Profession

What does it mean to be a professional? Professions produce uniquely expert work, not routine or repetitive work. Medicine, theology, law, and the military are social trusted forms of professions. Effectiveness, rather than pure efficiency, is the key to the work of professionals—the sick want a cure, the sinner wants absolution, the accused want exoneration, and the defenseless seek security (Headquarters, Department of the Army 2010). Each profession has its area of specialization, which is determined by the assets that its practitioners want to respect and protect. In that sense, the profession of arms that seeks peace cannot be excluded, although it uses tools of violence to achieve it. Military education is mainly oriented to technical thinking and neglects ethical thinking. Ethical training is not only useful, but essential for competent professional performance.

Professions earn the trust of their customers through their Ethic—which is their means of motivation and self-control. The servant ethic of professions is characterized as *cedat emptor*, a doctrinal omission this campaign will help change. Because of this trust, the American people grant significant autonomy to us to create our own expert knowledge and to police the application of that knowledge by individual professionals. Non-professional occupations do not enjoy similar autonomy. A self-policing Ethic is an absolute necessity, especially for the Profession of Arms, given the lethality inherent in what we do (Headquarters, Department of the Army 2010).

Lastly, other organizations inspire their workers through extrinsic factors such as salary, benefits, and promotions. Professions use inspirational, intrinsic factors like the

life-long pursuit of expert knowledge, the privilege and honor of service, camaraderie, and the status of membership in an ancient, honorable, and revered occupation. This is what motivates true professionals; it is why the military profession like is considered a calling—not a job (Headquarters, Department of the Army 2010).

U.S. Army Doctrine

Army Doctrine Publication 1, *The Army*, determines that the U.S Army must be ready to fight, prepared for the future, and determined to win. The future Army will be ready, and able to fight and win in the nation’s most lethal wars. Intelligence, speed, power, and endurance will define an expeditionary, twenty-first-century force that arrives to fight, stays to win, integrates, and supports joint and unified action partners, and helps build a better future. Tough, professional, highly trained Soldiers, guided by the army values and warrior ethos, remain the army’s core advantage and ensure it can adapt to any mission. The U.S. Army’s ability to anticipate change, learn, and innovate in the face of uncertainty will sustain the Army as America’s land force for decisive action (Headquarters, Department of the Army 2019).

This fact clearly involves ethical procedures. ADP 1 is relevant for this research because it is the capstone doctrinal manual that serves as the foundation of the body of knowledge for the Profession of Arms. It explains the army’s historical significance in the formation and preservation of U.S. and its role, today and the future, as a member of the joint force to guarantee America’s strength and independence. At the heart of this doctrine is the professional Soldier as the true asymmetric advantage and most valued asset of the U.S Army.

Army Doctrine Publication (ADP) 6-22, *Army Leadership*, establishes that Soldiers and Army civilians enter the Army with personal values developed in childhood and nurtured over years of personal experience. By taking an oath to serve the nation and the institution, one agrees to live and act by a new set of values—Army values. The Army values consist of the principles, standards, and qualities considered essential for successful Army leaders. They are fundamental to helping Soldiers and Army civilians make the right decision in any situation. Teaching values is an important leader responsibility by creating a common understanding of the army values and expected standards (Headquarters, Department of the Army 2019b, 1-12).

The Army recognizes seven values that all Army members must develop: loyalty, duty, respect, selfless service, honor, integrity, and personal courage (Headquarters, Department of the Army 2019b, 1-12).

An interesting part of U.S. Army doctrine is the concept of the Warrior Ethos and Service Ethos. The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It reflects a Soldier's selfless commitment to the nation, mission, unit, and fellow soldiers. Army civilians, while not warfighters, embody the principles of the Warrior Ethos through a service ethos that suffuses their conduct of duty with the same attitudes, beliefs, and commitment. The Warrior Ethos is developed and sustained through discipline, commitment to the Army values, and pride in the Army's heritage. Lived by Soldiers and supported by Army civilians, the Warrior Ethos is the foundation for the winning spirit that permeates the institution (Headquarters, Department of the Army 2012).

Army Doctrine Reference Publications (ADRP 1), *The Army Profession*, is a relevant document for this research because it augments ADP 1, *The Army*. ADRP 1 outlines and emphasizes the Army profession and the Army ethic. It develops the argument of the Army's double nature as an armed organization of the United States Government and as a military profession. It identifies two commonly supportive groups of practice: The Soldiers and the Army civilians. It identifies the essential characteristics that define the Army as a profession: trust, honorable service, military, expertise, stewardship, and esprit de corps. It discusses the certification criteria for Army professionals in character, competence, and commitment. It describes the Army culture of trust and its inherent relationship with the Army ethic, the heart of the Army profession, inspiring and motivating its shared identity as trusted Army professionals (Headquarters, Department of the Army 2012).

Books and Articles Published Abroad by Military Officers and Professors.

Jose Díaz Diez and Oscar Locatelli consider “military ethos” is part of applied ethics; it constitutes the “must be” of the soldier. It is acquired by habit; without this meaning, the exact repetition of answers learned or recited. They quote Aristotle, “We are what we repeatedly do.” They estimate that an adequate balance between respect and trust between subordinates and superiors, based on shared values, is what amalgams and invigorates an Army (Diez and Locatelli 2010, 71).

J. Gilli provides a relevant theoretical base on ethics from an investigation carried out at the Superior School of War. He affirms that ethics constitute a part of philosophy that reflects on the moral fact or ethos. The latter as a cultural phenomenon, usually

presents itself with very different aspects, but is present in every organizational culture (Gilli 2006).

Values allow us to interpret reality and set preferences, establish the limits of the proper scope of action, and constitute a basic element for the conformation of the organizational identity (Gilli 2006).

Organizational ethics allow people to have a scale of values for decision making. Decisions are not made arbitrarily, intuitively, or in response to merely instrumental rationality. Values constitute the basis of organizational culture because, in determining the merit of things, they influence the appreciation and qualification of the facts. There is no observation totally free of values (Gilli 2006).

Benjamín Rattenbach believes that the object of ethics is to distinguish what is right and what is wrong in human behavior. It emphasizes, in particular, the irreplaceable value of the example that, with personal expression and attitude, teaches others in a mutual way, what is the way forward in times of moral confusion (Rattenbach 1965).

Robert Caslen and Nathan Finney believe that a definition of professional military ethics must ensure three aspects: the ethical use of land power, voluntary subordination to civil authority, and how to defend the Constitution and the rights and interests of the American people. In turn, they affirm that the relationship of trust with the people of the United States is based on the ability of the army to use lethal force within legal parameters, and be willing to give their lives to preserve it, if necessary (Caslen and Finney 2011, 212).

Danny Cazier and Brian Imiola affirm that ethics is normative in their article on how to implement professional ethics, that is, it tells us what to do. Organizational culture

is not necessarily ethical. The task is to identify and accurately describe pre-existing ethical principles in the institution, not to create new principles. They do not disagree with the moral code that should govern all of us as human beings since the difference between professional ethics and general morality is of a non-type degree so that any Argentine citizen has a moral duty to defend his country, but the military has greater degree of responsibility in it because it has been prepared for that task (Cazier and Imiola 2010, 9).

Finally, there are conditions on the implementation of a code of ethics. The Code of Ethics must be presented solemnly to the entire organization. A presentation should be made with the relevant content of the code, inviting all staff to an active personal adherence that facilitates the integration of the code in the daily activities of the organization.

The beginning of the implementation phase, after it is presented and understood, is to publicize the benefits of implementing the Code of Ethics in the daily life of each member of the military organization. Through this in-depth knowledge, trust and credibility can be created not only in the area of the Battalion or Brigade but also with civil society. The transmission of information must be adequate, clear, and oriented to develop an ethical culture.

The provision of a sustainable code must awaken in each military professional the desire to get involved or participate in activities that put into practice the guidelines established in the Code of Ethics through the experience of values. A code of ethics generates a change of attitudes for the achievement of personal and organizational objectives as a whole.

The plan for the implementation of the Code of Ethics necessarily includes the communication and publicity of the document. Besides, the training and commitment to continuous evaluation and review are essential in this initial period. This communication could be carried out in newspapers, magazines of interest, or television media that show and emphasize the importance of an "ethical army."

Anthony Hartle proposes a Code of Ethics for the Beloved Forces of the United States of America. Regarding its uniqueness, it indicates that a variety of codes may be necessary for the different forces, categories of personnel or levels of responsibility, but that this may end up affecting the importance of each one (Hartle 2004).

Samuel Huntington defines military life as a bureaucratic public profession, an expert in the management of violence, and responsible for the military security of the State. It affirms that professional ethics express the substance of military life and constitutes a constant norm that allows judging the soldier's behavior at any place and time. He believes that the military mentality is based on a "realism by a conservative nature" and that in its ethos the group prevails over the individual, as well as the good of service over personal interests. In turn, he points out that military virtues such as courage and the relationship of command obedience can degenerate into vices condemned by society such as belligerence and authoritarianism (Huntington 1964, 85).

Morris Janowitz emphasizes the importance of honor in the military, and in turn, admits this concept is under intense pressure of contemporary society values. He highlights the mission of the military academies in the process of induction of civil citizens of different social levels, the region of origin, and even vocational motivations,

towards the development of a sense of belonging to an institution with organizational culture and a scale of well-defined values (Janowitz 1960, 255).

Keith Leavitt and Walter Sowden warn that people entering the army have a preformed character because of their background, beliefs, education, and experience that acts as a condition for their decision-making, which requires the institution a comprehensive and complete induction process so that they are oriented to the ethical criteria that they aspire to observe (Leavitt and Sowden 2010, 105).

Charles Moskos, David Segal, and John William, provide the context in which the Armed Forces currently work. First, they characterize the concept of postmodernism as a field that subverts. Traditional values and introduces a bottomless relativism in discourse (Moskos, Segal, and William 2000, 98).

Matthew Moten believes the essence of professional military ethics does not need a radical change. The ethics of a professional officer has evolved into an understanding of the military's place in service to society, a high level of professional experience, a sense of military service as a full-time occupation and a long-term vocation, a subordination to civil authority, an ethos of positive and responsible leadership towards subordinates, and a moral-ethical compass set in the laws of war and the Constitution (Moten 2010, 53).

However, after analyzing events that occurred in the Second Iraq War, he believes that adherence to ethical standards is weak. In part, the reason for the failures and inconsistencies is, in his opinion, that ethics have never been clearly and succinctly codified. Nevertheless, he made this comment just after the Second Iraq War and it is world known that the army values, for example has been in place since before this war. Moten considers four variables when proposing a code of ethics for officers, such as a

soldier, character leader, servant of the nation, and member of the arms profession. He is in favor of an inspirational code and invites to avoid a simple list of punishable infractions written in legal terms (Moten 2010, 38).

Summary

The main objective of this section was to determine the literature review to determine what should be the values that best define the members of the Argentine Army facing the twenty-first-century. The Army profession has a currency, and that currency is trust. For any profession like the military, it is necessary and mandatory to have confidence, the cornerstone in the profession of arms. “The servant ethic of professions is characterized as *cedat emptor*, ‘let the taker believe in us’ (Center for the Army Profession and Ethic 2011).”

The U.S. Army doctrine was explored. Army Doctrine Publication (ADP) 1, *The Army*, determined that the U.S. Army must be “ready to fight, prepared for the future, and determined to win” (Headquarters, Department of the Army 2019a, 3-1). ADP 6-22, *Army Leadership* established that Soldiers and Army civilians entered the Army with personal values developed in childhood and nurtured over years of personal experience. ADP 6-22 listed seven values that all Army members must develop. The last portion from the U.S. Army doctrine is the concept of the warrior ethos and service ethos (Headquarters, Department of the Army 2019b).

The Argentine Doctrine

The Argentinean Army doctrine concerning values is broad as described. In some cases, some are ancient documents, and others very recent. Supporting documents include

the Argentine National Constitution followed by military laws and regulations. Books and articles published abroad by military officers and professors are contained at the end of the chapter.

This chapter is relevant to the study because the literature is authoritative, current, factual, and well supported. The topic of values in the Army does not exist in isolation; this issue represents one of the most important elements and cornerstone for every professional and Western army. Furthermore, each of the points described here will help to unveil values that best defines the Argentinean officers in subsequent chapters.

CHAPTER 3

RESEARCH METHODOLOGY

The research methodology used narrative research and qualitative analysis to determine the values that best define the officers of the Argentine Army in the twenty-first-century, and compares how the Argentinean Army creates ethical behavior in the officer corps to other professional armies through its doctrine and institutions, including the actions the Argentine Army should take to develop to increase the ethical values of its officers.

According to John Creswell in his book, *Qualitative Inquiry and Research Design*, narrative research has many forms using a variety of analytic practices and is rooted in different social and humanitarian disciplines. Creswell stated the historical research of individuals focuses on analysis of individuals' lives and experiences, drawing from the discipline of the humanities, including anthropology literature, history, psychology, and sociology (Creswell 2007, 78).

Creswell stated that narrative research is a specific type of qualitative design in the spoken word or written text gives accounts of an experience or series of connected events and actions. The narrative research focuses on studying one or more individuals, gathering data through the collection of their stories, reporting individual experiences, and making a timeline (or life course stages) of the meaning of those experiences. Narrative research originates from the fields of study of literature, history, anthropology, sociology, sociolinguistics, and education, other fields of study have adopted their own approaches (Creswell 2007, 53).

Creswell recommends procedures when conducting narrative research. The first step is to determine if the research problem or question best fits narrative research. Narrative research is best for capturing the detailed stories or life experiences of a single person or the lives of a small number of people. Second, the researcher should select one or more individuals with stories or life experiences to tell and spend considerable time with them gathering their stories through multiple types of information. Third, the researcher collects information about the context of these stories. Narrative researchers situate individual stories within the participants' personal experiences (their jobs or homes), culture (racial or ethnic), and historical contexts (time and place). Fourth, the participants' stories are analyzed for key elements of the story (e.g., time, place, plot, and scene), and then the stories are rewritten to place them in sequence. This process of "restorying" reorganizes the collected and analyzed stories to develop a framework for understanding. Finally, as researchers collect stories, they negotiate relationships, smooth transitions, and provide ways to be useful to the participants. In narrative research, a key theme has been the turn toward the relationship between the researcher and the researched in which both parties will learn and change in the encounter (Creswell 2007, 55-56).

One of the most important challenges for the researcher is to collect extensive information about the participant and having a clear understanding of the context of the individual's history. It takes a keen eye to identify particular stories that capture the individual's experiences in the source material (Creswell 2007, 57).

This study took place in three sections. First, an explanation of the importance and definition of the selected variables was required to conduct comprehensive research.

It was critical to use variables that could be observed in each of the selected countries. The second section included the presentation and description of the designated countries, along with motives for their selection. This is important to determine how the Argentinean Army creates ethical behavior through its doctrine and institutions in the officer corps compared to other professional armies. A subsequent allusion was made of the historical cases where these variables will be confronted in the next chapter.

The final portion of this chapter explains reasons for adopting the U.S. Army as a model for ethics. Selection of the United States as a model answered the final research question as to what actions the Argentine Army should take to develop the ethical values of their officers.

An analytical-descriptive study was proposed to review data sources based on laws, military doctrine, and decrees of the governments of Spain, United States, and two Latin American countries. The analysis of the armed forces codes of ethics of these nations were carried out before emphasizing the structure and instrumentation of these codes, looking for a systematic approach with a specific perspective.

Variables

The selected variables resulted from in-depth analysis of the chosen values countries for this study. The military profession requires firm, deeply held values on which to base its Ethic. Those values, when well assumed, are manifested in the character of different professionals. Such strength of character includes internalization of the Army values and ethos among other aspects of the Ethic (Headquarters, Department of the Army 2010, 6). The variables described below are documented in each of the selected countries, which are the pillars on which the military is trained.

Table 1. Summary of Army Values in Argentina, United States, Chile, and the Kingdom of Spain			
Argentina	United States	Chile	Kingdom of Spain
Personal Courage	Courage	Personal courage	Personal courage
Loyalty	Loyalty	Loyalty	Loyalty
Honor	Honor	Honor	Honor
Integrity	Integrity	Integrity	Love of the
Discipline	Personal Duty	Duty	Country
Abnegation	Respect	Discipline	Duty
Esprit de corps	Selfless Service	Esprit de corps	Discipline
professionalism		Abnegation	Companionship
Patriotism		Respect	Exemplary
		Service spirit	Spirit of sacrifice
		Subordination to law	Spirit of service professional excellence

Source: Compiled by author from multiple sources. Estado Mayor conjunto de las Fuerzas Armadas [Joint General Staff of the Armed Forces], *Codigo de Etica Militar* [Military Code of Ethics] (Buenos Aires, Argentina: Ministerio de Defensa, 2019); Headquarters, Department of the Army, Army Doctrine Publication 6-22, *Army Leadership* (Washington, DC: Army Training and Doctrine Command, 2019b); Chilean Army, Ordenanza General del Ejercito de Chile [General Ordinance of the Chilean Army] (Santiago, Chile: Ejército de Chile, División Doctrina, 2014); Kingdom of Spain Ministry of Defense, *Values in the Army* (Madrid, Spain: Ministry of Defense, 2019).

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 devoting 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 (U.S. Army 2019).

In the U.S Army, all Soldiers swear an oath to support and defend the Constitution of the United States. The Constitution established the legal basis for the Army in Article I, Section 8, where it outlines congressional responsibilities regarding America’s armed forces. Consequently, leaders—as members of the armed forces or

Army Civilians—have an obligation to be faithful to the Army and its people (Headquarters, Department of the Army 2019b, 3-2).

To create strong organizations, superiors, subordinates, and peers must embrace loyalty. Good units spent hours practicing contingency scenarios. In the majority of scenarios they encounter, each member of the team knows what to do, almost without thinking about it building loyalty and trust through training. Furthermore, Well-trained units review every action. They go through what went right and what went wrong. They modify training and planning wherever possible to be better next time. Leaders earn subordinates' loyalty by training them well, treating them fairly, and living the Army Values (Headquarters, Department of the Army 2019b, 3-2).

Loyalty is an important value is also reflected in the Argentine doctrine. The doctrine states that loyalty is the quality that strives to be faithful to the cause, that is guarded and supports (Joint Staff of the Argentine Armed Forces 2019, 4). The entire chain of military manuals of the Chilean Army, starting from the general ordinances that emanate from the political power, to the most elementary regulations highlights the importance of loyalty. Integrity, honesty, and rectitude describe loyalty that lead to permanent action with honor, by the truth and inspired by ethical values (Chilean Army 2014, 65). The Army of the Kingdom of Spain similarly instills loyalty in its members about the importance of loyalty to the bosses, colleagues, and subordinates. Also, the fulfillment of the honor commitment made with the Homeland and with the Military Institution (Kingdom of Spain Ministry of Defense 2019).

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 solidify that habit with every value choice they make. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do (U.S. Army 2019).

Honor holds the Army Values together. Honor for the U.S soldiers requires to demonstrate an understanding of what is right. Military ceremonies recognizing individual and unit achievements demonstrate and reinforce the importance the Army places on honor. Living honorably, in line with the Army Values, sets an example for every member of the organization and contributes to an organization's positive climate and morale (Headquarters, Department of the Army 2019b).

How leaders conduct themselves and meet obligations define them as persons and leaders. In turn, how the Army meets the nation's commitments defines the Army as an institution. Honor demands putting the Army Values above self-interest and above career and personal comfort. Honor gives the strength of will to live according to the Army Values, especially in the face of personal danger. It is not coincidence that our military's highest award is the Medal of Honor. Its recipients clearly go beyond the call of duty (Headquarters, Department of the Army 2019b, 3-2, 3-3).

Honor can also be found in Argentine doctrine. It is described as the moral quality that encourages military personnel to fulfill their duties to the Homeland, their comrades and himself, respecting the military investiture, acting with nobility and fairness, according to military rules and regulations (Joint Staff of the Argentine Armed Forces 2019, 2). Also, in the Chilean Army honor is synthesized in being a trustworthy person (Chilean Army 2014). In the Kingdom of Spain, this important value is also inculcated.

The value, Honor, for the Kingdom of Spain means feeling inspired by the loyalty that leads us to demonstrate behavior consistent with the Army's principles (Kingdom of Spain Ministry of Defense 2019).

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 (Caslen and Finney 2011).

Personal courage takes two forms: physical and moral. Effective leaders demonstrate both. Physical courage requires overcoming fears of bodily harm and doing one's duty. It triggers bravery that allows a Soldier to take risks in combat in spite of the fear of wounds or even death (Headquarters, Department of the Army 2019, 3-3).

Moral courage is the willingness to stand firm on values, principles, and convictions. It enables all leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take full responsibility for their decisions and actions even when things go wrong, display moral courage. Moral courage also expresses itself as candor. Candor means being frank, honest, and sincere with others. It requires impartiality and fairness (Headquarters, Department of the Army 2019, 3-3).

Personal courage is also one of the most important values in any Argentinean Army professional. It helps military to overcome fear, overcoming with courage and gallantry, strengthening character and forging personality (Joint Staff of the Argentine Armed Forces 2019). For the Chilean Army, this value is also relevant. The Chilean Army defines Courage as the moral and physical strength that leads to undertake great

challenges resolutely, consciously facing danger (Chilean Army 2014). For the Kingdom of Spain, this value is defined as the rationally to face the risks and dangers derived from the fulfillment of duty, overcoming the survival instinct (Kingdom of Spain Ministry of Defense 2019).

Countries Selected

Argentine Republic

Argentina was be the country for subsequent investigation. The socio-political context in the Latin American region was described in chapter 2. It is imperative early application and development of values in the officers in the military academy to allow full exercise of the military profession in a complex environment. The Argentine Republic has a large amount of military doctrine and bibliography concerning the issue of values. The previously selected variables are related to the foundation of the Homeland itself. To cite a single example, General San Martin, considered the highest regarded figure of the Argentine military, established an ethical code for its officials.

Republic of Chile

With a similar culture and geographical location, the Chilean's Army's fundamental purpose is to preserve peace and its paramount mission is to guarantee national sovereignty, maintain territorial integrity. It is committed to protect the population, institutions and vital resources of the country against any threat or external aggression, and constitutes an essential tool of the foreign policy of Chile.

The Chilean military doctrine expresses a series of values that constitute an orientation that governs the conduct of the military, both in peace and in the war. The

Chilean Army, as well as the Kingdom of Spain, has a public administrative regulation, *RDE 01 General Ordinance of the Army* implemented by the President of the Republic. This regulation clarifies the conceptual basis and principles that support Chilean military's work, establishing ethical parameters that guide the functions of its personnel.

Kingdom of Spain

The Kingdom of Spain was the colonizing country of most of the Argentine Republic territory until 1816, the year of Argentine independence. Although these historical events happened a long time ago, the Argentine Republic not only inherited the Spanish language, but many of its similar customs and cultures. The Royal Ordinances for the Armed Forces constitute the code of conduct of the Spanish military, and define the ethical principles and rules of behavior under its Constitution and legal system. They serve as a guide for the army to encourage and demand the exact fulfillment of duty, inspired by the love of Spain, in honor, discipline, and courage. The current version of this document was approved by Royal Decree by the Council of Ministers, February 6, 2009, which replaced the Royal Ordinances in force since 1978, culminating a process of the preparation initiated in 2005. This process, promoted by the Ministry Defense, had broad participation in the field of the armed forces, including officers and noncommissioned officers, troops and sailors, and men and women of the three armies, as well as the defense staff. Likewise, it has had a mandatory favorable report from the State Council. The variables selected above are expressed in the Spanish military doctrine, as well as in its regular document denoted Royal Ordinances for the Armed Forces. These variables are taught and put into practice from the Military Academy onwards.

Historical Examples

Historical cases were presented for the research and study in chapter four. These cases allowed an impartial evaluation of the values that best define Argentinean Officers facing the twenty-first-century.

The first historical case referred to Lieutenant Roberto Estevez, an Argentinean officer, who fought to the end, dying in the Darwin-Prairie Goose battle in the Malvinas War in 1982, with a bullet in the leg and an arm destroyed by a projectile (Clavel 2006).

The second case involved 2nd Lieutenant Javier Amor Alfaro, one of four divers from the Chilean Navy who risked their lives to save thirteen people in the collapse of the *Vapor Porvenir I* [Future Steam I] on August 3, 2005 (Mundo Maritimo 2005).

The third historical case applies to Lieutenant Arturo Muñoz Castellanos from the Kingdom of Spain, who died on May 13, 1993, framed in the tactical grouping, *Canarias* [Canary Islands], integrated into the Unprofor mission deployed in Bosnia- Herzegovina. While carrying out a UN mission under intense fire. The enemy observed a wounded man crawling among the rubble and came to his aid (Kingdom of Spain Ministry of Defense 2019, 72).

The last historical case refers to Staff Sergeant David G. Bellavia, who survived intense enemy fire and single-handedly killed five insurgents as he cleared a three-story house in Fallujah during the iconic battle for the city (U.S. Army 2020).

United States as a Model

The United States, perceived to be the most influential of countries, has one of the world's largest economies and a major defense budget. The official website of the U.S. Army includes the seven values of the institution and the "creeds" corresponding to Non-

Commissioned Soldiers, Rangers, and civil personnel, and the “Soldier Ethos.” The continuous participation in war operations led to the establishment of a code of conduct.

In 2008, the U.S. Army created the “Center for the Army Profession and Ethic” (CAPE

The Center for the Army Profession and Leadership provides leadership and leader development studies, doctrine, products and services, and integrates personnel life cycle functions in order to provide solutions to strengthen the profession and enhance leader and unit performance at all echelons (U.S. Army Center for the Army Profession and Leadership 2018). The Army has not only a center for leadership studies, but also has a chained doctrine on the subject along with prestigious scholars on the subject. Military training at the National Training Center or during deployments is always carried out under the standards of values and virtues. The bibliography is one of the largest in the world.

Evaluation Criteria

The final step of this section presents the evaluation criteria used in chapter 4. On the left part of the table, the cases are presented. In each of the historical examples, a comparison with the proposed variables, are going to be conducted, and finally, a number will be assigned. This number for each case will objectively guide the analysis and its manifestation in each of the reference countries. It is essential to understand that honor, loyalty, and courage are present not only in peace but also in war. The decision to select unrelated historical cases and in different formats speaks of their application in all spectra. It is observed in the affairs of Lt Estevez in Malvinas and, in the case of the Staff Sargent Bellavia, the validity of these attributes presents in a conventional war. Then, the example of a maritime rescue by a Chilean officer and his subordinates, regardless of

being a subsidiary mission of a military force, shows its importance and full power, especially in extreme situations. The last case is about a Spanish officer Lt Castellanos, within the scope of a United Nations (UN) mission. This example demonstrates honor to his homeland, loyalty to his partners and citizens in the mission area, and his courage to fulfill the task imposed by offering up his own life in the fulfillment of his mission.

Table 2. Evaluation Criteria for the Analysis						
Historical Cases	Variables Description Based on U.S Model	Scale Descriptors				
		Negative Impact	Moderate negative Impact	Neural impact	Moderate Positive Impact	Strong Positive Impact
		-2	-1	0	+1	+2
<i>Argentine Army</i> Lieutenant Roberto Estevez	Loyalty					
	Honor					
	Personal Courage					
<i>Chilean Navy</i> 2nd Lieutenant Javier Amor Alfaro	Loyalty					
	Honor					
	Personal Courage					
<i>Kingdom of Spain</i> Lieutenant Arturo Muñoz Castellanos	Loyalty					
	Honor					
	Personal Courage					
<i>United States</i> Staff Sergeant David G. Bellavia	Loyalty					
	Honor					
	Personal Courage					

Source: Created by author.

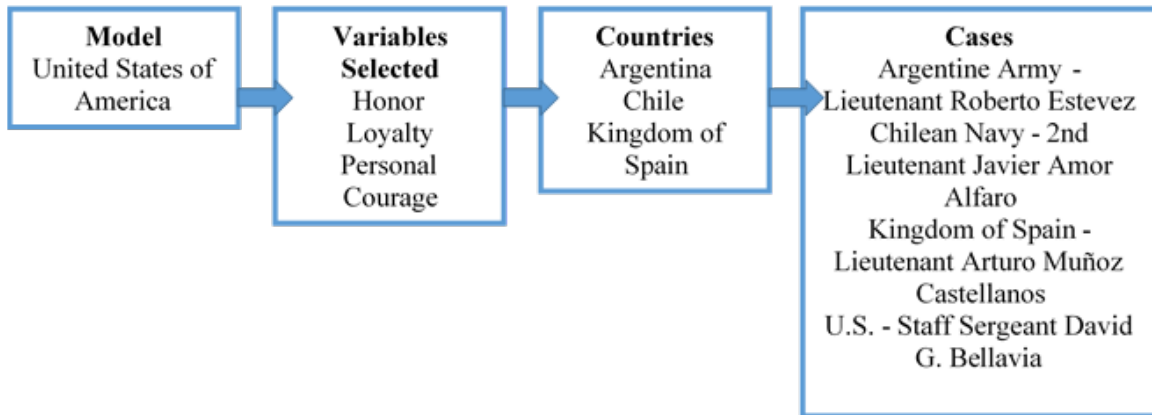


Figure 1. Visual Model of Chapter 3

Source: Created by author.

Problem Statement

The Argentine Army has a large amount of doctrine and dispersed literature concerning the values the Argentine Army officers must possess. Research Questions:

What should be the values that best define the officers of the Argentine Army facing the twenty-first-century?

Subordinate questions: How does the Argentinean Army to create ethical behavior in the officer corps compared to other professional armies through its doctrine and institutions? What actions should the Argentine Army take to develop and increase the ethical values of their officers?

Summary

In this chapter, the researcher explained why qualitative analysis was the best methodology to determine the values that best define the officers of the Argentine Army in the twenty-first-century. John Creswell, in *Qualitative Inquiry and Research Design*, defined narrative research and provided examples of how to conduct this type of research.

The choice of variables selected for this comprehensive research were explained and defined. Observations of the values were present in all four countries selected. The second section included the description of selected countries with reasons for their selection. A brief description of the historical cases characterized by these variables were presented in the chapter 4. Chapter 5 presented the reasons for adopting the United States Army as a model for ethics.

CHAPTER 4

ANALYSIS

This chapter presented and analyzed the data collected based on the criteria developed in the chapter 3 to answer the primary research question, what are the values that best define the officers of the Argentine Army facing the twenty-first-century And the secondary research questions, how does the Argentinean Army create ethical behavior in the officer corps compared to other professional armies through its doctrine and institutions? Finally, what actions should the Argentine Army take to develop and increase the ethical values of their officers? These questions are the milestones that guided the path of the analysis This presentation and analysis took place in four sections. The first section presented and analyzed all the data related to the Argentinean Army. their used the historical example of Lieutenant Roberto Estevez in the Malvinas War. Using the proposed variables, data analysis and representation (Creswell 2007, 149). The second section presented and analyzed the Chilean Army by means of the historical example of 2nd Lieutenant Javier Amor Alfaro using the chosen variables. The third section used the case of Lieutenant Arturo Muñoz Castellanos from the Kingdom of Spain. The final section analyzes the example of the Staff Sergeant David G. Bellavia of the U.S. Army in Operation Phantom Fury | November 10, 2004 | Fallujah, Iraq

As previously described, in the different cases, the researcher will identify patterned regularities. Also, during the analytical process the researcher will contextualize with the framework from literature. Finally, displaying findings in tables, charts, diagrams (Creswell 2007, 149). The cases presented in the research are from Argentina, Chile, the Kingdom of Spain, and the United States. In the cases, the actions

of military personnel reflect high professionalism and personal courage, along with the values and ethos of the military profession. The variables selected to compare the cases are “loyalty,” “honor,” “personal courage.” The analysis of the cases, and the variables, is done sequentially as follows in the table below.

Table 3. Values Assigned to the Proposed Evaluation Criteria						
Historical Cases	Variables Description Based on U.S Model	Scale Descriptors				
		Negative Impact	Moderate negative Impact	Neural impact	Moderate Positive Impact	Strong Positive Impact
		-2	-1	0	+1	+2
<i>Argentine Army</i> Lieutenant Roberto Estevez	Loyalty					+2
	Honor				+1	
	Personal Courage					+2
<i>Chilean Navy</i> 2nd Lieutenant Javier Amor Alfaro	Loyalty				+1	
	Honor				+1	
	Personal Courage					+2
<i>Kingdom of Spain</i> Lieutenant Arturo Muñoz Castellanos	Loyalty					+2
	Honor				+1	
	Personal Courage					+2
<i>United States</i> Staff Sergeant David G. Bellavia	Loyalty					+2
	Honor					+2
	Personal Courage					+2

Source: Created by author.

Argentine Army

On May 21, 1982, the British troops landed in the Malvinas Islands. The chosen place was Bahía San Carlos, northeast of the eponymous strait on Isla Soledad. After consolidating the beachhead, the English advanced towards the Darwin isthmus and the Goose Meadow. Roberto Estévez was a young Argentinean, twenty-four years old, from the province of Misiones. He was an exemplary officer: hard on himself, strict with his men although he regularly took care of them and did not miss the opportunity to speak to them and harangue them to re-temper their spirits, ensuring their physical and spiritual condition. Estevez had a relevant military mystique and was well-liked by NCOs and troops. The task received for his section was an impossible mission, almost suicidal.

On March 27, 1982, Lt. Col. Italo Piaggi, head of the forces established in Darwin, ordered Estévez's section to march towards the front line of combat to face the British. The British forces landed in San Carlos on May 21 and had clashes before advancing towards the Argentine regiment. At 2:00 am on March 28, he arrived at the Darwin Hill area, which was already a combat zone. Estévez approached troops from the Argentine 12th Infantry Regiment, fanning out his nearly forty men, and went into combat against the British. The disparity of forces was overwhelmingly in favor of the British in the Battle of Goose Green as Estévez fought against Company A of the 2nd British Parachute Battalion consisting of 150 well-armed and naval support troops. The fight started at five in the morning and lasted until almost noon. Estévez's section rejected three English advances, preventing them from taking the hill (Clavel 2006).

During the combat, Estévez crossed the positions, giving orders, under British fire. When he came out of a foxhole, he was shot twice in his arm and left leg.

Staggering, he reached the next foxhole. Estevez, again without caring about his injuries, took the helmet of a dead Argentine soldier and placed it on the head of another soldier, Rodríguez, to protect him. At that moment, he was shot again in his right cheekbone. But while trying to help Rodríguez, he said a few words that could not be understood and died. His grave, like that of many Argentine soldiers, is in Darwin Cemetery in the Malvinas (Clavel 2006). What made Lt Estevez achieve such an undertaking, leaving his name engraved in the history of Argentine heroes?

Table 4. Argentinean Army: Lt Roberto Estevez – Malvinas War – Loyalty			
Loyalty +2	Sit 1	Sit 2	Sit 3
Extensive and sustained bear true faith and allegiance to the Constitution, the Army, your unit, and other Soldiers. Complete supports the leadership and stands up for fellow Soldiers.	Deep faith in the cause for which you fight. Seeking the recovery of the islands usurped by the invading state.	Estevez had a relevant military mystique and was well-liked by NCOs and troops.	Estevez, caring his injuries, took the helmet of a dead Argentine soldier and placed it on the head of soldier Rodríguez to protect him

Source: Created by author.

In this analysis, Lt. Esteves has a strong positive impact by leading the fight. He was also a man loved and respected by his subordinates. He fought to his last breath without concern for his own life. Lt Estevez reflects the highly regarded principles of voluntary adherence to principles, institutions, or people.

In this example, the officer identifies with the nation, sharing and to sustain the values that he has consecrated, studying its history, and understands its evolution. Also, the establishment with the Army, sharing and sustaining its principles, values, and ideals,

respecting its traditions, and understanding its evolution, historical development, and current aspirations.

Table 5. Argentinean Army: Lt Roberto Estevez – Malvinas War – Honor		
Honor +1	Sit 1	Sit 2
Live up to Army values. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do.	We see the opportunity of the Battle of Darwin as Lieutenant Estevez fights in a disinterested way living these difficult circumstances with duty, loyalty, selfless.	The evidenced personal courage is superlative. Given the inferiority of the media, he continues to fight for the just cause, showing himself exemplary towards his subordinates.

Source: Created by author.

These virtues and, in particular, honor were Estevez’s moral heritage. They helped him behave heroically in all circumstances. The Argentine officer loved life so much that he was willing to give it for what he considered just. He carried it out in a way that showed his military honor and the harmony between saying and doing. He died being front and front: On the front line, with his men, caring for them, saving the life of one of them. No man is born good or bad by nature; either it becomes a better one, or it becomes worse.

Table 6. Argentinean Army: Lt Roberto Estevez – Malvinas War – Personal Courage		
Personal Courage +2	Sit 1	Sit 2
Face fear, danger, or adversity (physical or moral). Can be build personal courage by daily standing up for and acting upon the things that are honorable.	The Battle of Darwin was one of the fiercest battles in the entire Malvinas War. Although numerically the balance of troops was similar, it was not the same in terms of training and technical capacity. It was known from the start that it would be a suicide mission with little chance of success.	As its definition indicates, courage was built throughout Lieutenant Estevez’s career. It was not by chance so fierce at the time of the fight. This previous training allowed him to face danger with determination.

Source: Created by author.

That value was the calm and firm overcoming of fear of physical danger or morals. Estevez was able to control himself by consciously accepting the responsibilities to act correctly in dangerous situations, either by overcoming the self-preservation instinct or by defending, which is correct in the face of widespread disapproval.

An officer who runs away from danger will not be conceivable. A bad example may have irreversible consequences. The least important will manifest themselves in disorientation and confusion in the group and remote areas, and this was not the case.

It is essential to note that the values of loyalty, honor, and courage were fully revealed in this battle. These values that defined Lt Estevez’s personality remain intact today. Each one is expressed in various documents to observe their validity. Lieutenant Roberto Estévez (post mortem), Company C, Infantry Regiment 25, was posthumously awarded the Cross to the Heroic Valor in Combat, the highest national military award by the Argentine government for his bravery and sacrifice at the Battle of Goose Green.

Chilean Army

In 2005, the Chilean merchant ship, *Porvenir I*, carrying a crew of fifteen people and container cargo from Puerto Chacabuco was hit by an intense storm of wind and rain. The ship suffered the displacement of its cargo, slugging at 40 degrees, making it ungovernable as a result of waves that exceeded fifteen meters in height.

The Navy made immediately activated with two helicopters an extensive search and rescue operation, supported by two fishing boats and a tugboat. Lieutenant 2nd Javier Amor Alfaro, together with his NCOs, carried out hazardous maneuvers to recover the surviving personnel (Mundo Maritimo 2005). In the afternoon hours of August 3, 2005, the first survivors were airlifted to hospitals. Others, meanwhile, were rescued from the sea by support ships. During the night of the same day, the weather conditions did not improve, so it was decided to suspend the search. Five crew members were left aboard overnight. The next morning, one had swum ashore and another was rescued by Lieutenant 2 Javier Amor Alfaro's helicopter team. Twelve of the fifteen crew members of the *Porvenir I* crew were rescued thanks to the heroic actions of the Alfaro team of the Chilean Navy. The company, together with the Navy and maritime salvage teams, combined the necessary resources collaborated in the face of a natural disaster to save the crew of *Porvenir I* (Mundo Maritimo 2005).

For this action, Team Alfaro received the Medal of Valor, which corresponds to a military decoration awarded in peacetime to the members of the Chilean Armed Forces who perform acts of courage at risk to their own lives, either in fulfillment of their obligations or personal initiative, demonstrating feelings of honor, character, and courage.

Table 7. Chilean Navy: Lieutenant 2 Javier Amor Alfaro – <i>Porvenir I</i> – Loyalty			
Loyalty +1	Sit 1	Sit 2	Sit 3
Extensive and sustained bear true faith and allegiance to the Constitution, the Army, your unit, and other Soldiers. Complete supports the leadership and stands up for fellow Soldiers.	Fifteen people were traveling on board. An extensive search and rescue operation by the Navy was immediately activated	There was Lieutenant 2nd Javier Amor Alfaro, who, together with his NCOs, carried out hazardous maneuvers to recover the surviving personnel.	The company, together with the Navy and Maritime Salvage Teams, put all the necessary resources to face such a severe natural disaster

Source: Created by author.

The officer and his team of NCOs of the Chilean Navy demonstrated their commitment and loyalty to their compatriots in the face of an imponderable situation while endangering their lives to save the survivors of the *Porvenir I*. It is in the traditions, principles, and values of the Chilean Navy to find its sustenance in the identity of the Chilean Nation. In this case, the Loyalty reflected, adapting to the new realities of the global scenario and the needs of Chilean society. Ordinance is fundamental to the Navy's core mission as an essential institution of the State.

Table 8. Chilean Navy: Lieutenant 2 Javier Amor Alfaro – <i>Porvenir I</i> – Honor		
Honor +1	Sit 1	Sit 2
Live up to Army/Navy values. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do.	Regardless of the situation or the consequences, 2 Lt Alfaro concentrated on his work, seeking to comply with the rescue mission imposed.	After this vital rescue mission, the values of the Navy were reflected in the Officer and his team. This action served for recognition from political power, and of the society as a whole.

Source: Created by author.

A relevant characteristic of the Chilean Navy of transcendental importance in these situations is that of being a hierarchical institution. The fulfillment of the military function is associated with a pyramidal distribution of the responsibilities inherent to the exercise of command, whatever circumstance. The Navy is an organization that acts regardless of party politics. Consequently, it is a solidarity institution because it welcomes all citizens with an interest and motivation to serve society through the military profession. Institutionally, efforts are made to promote a work environment that encourages the effective fulfillment of missions with the tranquility and spiritual peace that are necessary for individual growth. It institutionally promotes the importance of service to the homeland as is the case of *Porvenir I* with the need to internally accept a military vocation as an outstanding characteristics of the military profession that gives it the necessary strength to overcome difficult times.

Leadership is acquired through the development of a set of attitudes, knowledge, and skills that can be synthesized in three concepts: being, knowing and doing, which are core values in the manual of Chilean leadership (Chileno 2014). The nature of the military profession requires the identification of a framework of principles and a set of values that guide of conduct since they summon and spiritually fuse their members, strengthening them for an exercise of the military profession where military virtues are cultivated.

Table 9. Chilean Navy: Lieutenant 2 Javier Amor Alfaro – <i>Porvenir I</i> – Personal Courage		
Personal Courage +2	Sit 1	Sit 2
Face fear, danger, or adversity (physical or moral). Can be build personal courage by daily standing up for and acting upon the things that are honorable.	The courage made manifest by the Alfaro Team is unprecedented in the Chilean Navy. A situation in which conditions were extreme did not minimize the courage of the officer and his men.	The second situation was revealed on August 4, when the 2nd Lt Alfaro detected one of the survivors and proceeded to rescue him with the support of his helicopters.

Source: Created by author.

Military values constitute the guidelines that govern the conduct of the military in both peace and war. These values are in line with those that support Chilean society.

Personal courage is the motivation and expression the military vocation demands from those who make personal commitment to endorse the military virtues consciously.

This set of virtues can be discerned and developed by every citizen. Still, to the military, they are demanded by society, its authorities, and the military institution since they are mandatory to fulfill its duty. In this regard, the Chilean Army trains and repeatedly evaluates the courage of its men with individual and joint checks of the units to determine issues related to the exercise of leadership at critical moments.

The members of the Alfaro Team learned with this action to BE, KNOW, and DO. The development and strengthening of leadership are necessary for all members of a military institution. It should be noted that 2 Lt Alfaro and his NCOs were awarded the Medal of Valor for the loyalty, honor, and courage. This medal corresponds to a military decoration of Chile that is given in peacetime to personnel of the Chilean Armed Forces who perform acts of courage, with evident risk of their own lives, whether in fulfillment

of their obligations or personal initiative, demonstrating feelings of honor, character, and loyalty.

Kingdom of Spain

On May 13, 1993, Legionary Lieutenant Arturo Muñoz Castellanos died, part of the Canarias tactical group integrated into the UNPROFOR mission deployed in Bosnia-Herzegovina. The day before, he had been tasked with transporting blood plasma to the Mostar Muslim Hospital. During the itinerary, the convoy received the fire of the contenders, turned the mission into a risky one. Despite this situation, the delivery was made. When boarding the vehicles to initiate the withdrawal, the fire intensified. At that moment, Lieutenant Muñoz Castellanos observed a wounded man crawling through the rubble and came to his aid. A mortar shell struck the vicinity, seriously injuring the officer who, after an emergency cure at the Bosnian hospital, was evacuated and repatriated to Spain by air. The severity of his injuries led to his death several days later, being the first Spanish soldier, a component of an international peace operation, to be killed on duty. Lieutenant Muñoz Castellanos' behavior is an example of courage, the spirit of sacrifice, and spirit of service, putting relief to the needy before their safety and survival.

Table 10. Kingdom of Spain: Lieutenant Arturo Muñoz Castellanos – UNPROFOR – Loyalty			
Loyalty +2	Sit 1	Sit 2	Sit 3
Extensive and sustained bear true faith and allegiance to the Constitution, the Army, your unit, and other Soldiers. Complete supports the leadership and stands up for fellow Soldiers.	Lieutenant Arturo Muñoz Castellanos had been tasked with transporting blood plasma to the Mostar Muslim Hospital	Lieutenant Muñoz Castellanos observed a wounded man crawling through the rubble and came to his aid	Despite this situation, the delivery was made

Source: Created by author.

It can be seen how Lieutenant Arturo Muñoz Castellanos was deeply committed to the mission imposed on him. It focuses fundamentally on the imposed mission and the wounded personnel beyond the situation. Those specific values are the set of essential principles or rules that guided the attitudes and behaviors of this officer. These principles that allowed the survival of the group, being the engine that led an act in the right way. These are the same ones practiced by civil society, only with a different hierarchy. Leadership within the Armed Forces is based on the values and beliefs of its components. Every leader is going to face multiple situations that require adapting and using different types of leadership, depending on the mission they are facing. You must have a clear vision of how to achieve the ends of the organization, based on solid values that all officers must share with their subordinates. Lieutenant Arturo Muñoz Castellanos's actions demonstrated the values of the Kingdom of Spain while carrying out a UN military peace mission.

Table 11. Kingdom of Spain: Lieutenant Arturo Muñoz Castellanos – UNPROFOR – Honor		
Honor +1	Sit 1	Sit 2
Live up to Army values. Honor is a matter of carrying out, acting, and living the values of respect, duty, loyalty, selfless service, integrity, and personal courage in everything you do.	Despite the complex situation, the delivery of blood was made to the hospital.	He put relief to a wounded person before his safety and survival.

Source: Created by author.

There are numerous mentions of honor in the Royal Ordinances of the Armed Forces and Spanish laws to guide and train service members. It is one the basic principles based on love for the Fatherland, obedience to the command, the cult of honor, courage in the face of the enemy, and discipline that shape moral firmness. These provisions make up the military ordinances that have existed for centuries.

Among the best known perhaps are those of Charles III of 1768, which contained philosophical and moral principles so advanced for that time that they existed for more than two centuries. In Article 1 is the first reference to honor, together with love of country, discipline, and courage, inspires fulfillment of military duty.

Evidence of the comprehensive training pursued in the military is in the content of Article 33: “In the face of the unforeseen, he will make a decision consistent with the purposes of command and with the unity of doctrine, and in doubtful cases must choose what is most worthy of his spirit and honor (Kingdom of Spain Ministry of Defense 2019).”

Table 12. Kingdom of Spain: Lieutenant Arturo Muñoz Castellanos – UNPROFOR – Personal Courage		
Personal Courage +2	Sit 1	Sit 2
Face fear, danger, or adversity (physical or moral). Can be build personal courage by daily standing up for and acting upon the things that are honorable.	Lieutenant Muñoz Castellanos observed a wounded man crawling through the rubble and came to his aid	The severity of his injuries led to his death several days later, being the first Spanish soldier, a component of an international peace operation, to be killed on duty

Source: Created by author.

It was May 11, 1993. The lieutenant had collected blood plasma the day before in the town of Metkovic, and took it to the city of Mostar along the *route of death*, which wound along the Neretva River. The Muñoz Castellanos’s legionnaires unit traveled cautiously aboard their vehicles. The city had been destroyed by explosions. They entered through the Donja Mahala neighborhood under mortar and rifle fire and harassed by enemy fire, they went up the Gojka Vukovia to the Bosnian-Croat hospital, where they unloaded half of the blood plasma and the medicines they carried with them. They also picked up an injured civilian to move him to a safer place. With the first stage successfully completed, the Spanish contingent launched itself back into the streets of Mostar, heading for the Bosnian-Muslim hospital. A barricade blocked their path. Beyond, Muñoz Castellanos spotted a wounded man on the ground. Under enemy fire, the lieutenant got out of his vehicle and reached the position of the wounded man. A mortar grenade struck very close, seriously injuring him that would be fatal. The lieutenant received intensive care in Mostar and was later flown to the Gómez Ulla hospital in Madrid. He did not survive and died on May 13, 1993. His family donated his organs. He was awarded the Cross of Military Merit with a Red Badge.

It can be seen how the Spanish Legionnaire carries out his mission, beyond the difficulties of the battlefield. With values learned in his homeland, he aided a fellow citizen despite great risks. The Army of the Kingdom of Spain recognized its first soldier's display of courage and bravery, killed in a military peace mission.

U.S. Army

Staff Sergeant David G. Bellavia was a squad leader in support of Operation Phantom Fury in Fallujah, Iraq. Their mission on the night of November 10, 2004, was to clear a block of twelve buildings, where six or more insurgents had taken shelter. A Bradley fighting vehicle was supposed to provide fire support, but a malfunction on its 25mm cannon meant the platoon would have to kill or capture the anti-Iraqi forces (AIF) without it (U.S. Army 2020). After finding nothing in the first nine buildings, Bellavia's platoon moved into the next compound, where they immediately came under fire from the front hallway. Two insurgents manning machine guns under a stairwell had been waiting to ambush the Soldiers as they attempted to clear the home. Moments later, more AIF opened fire from a window. The combined gunfire from the stairwell and the window meant the Soldiers were trapped (U.S. Army 2020). Rounds from the insurgent weapons struck the walls and floor, wounding Soldiers. Two were bleeding from the face due to shattered glass and another was grazed by a round to his stomach. Unless something happened quickly, the trapped Soldiers would die (U.S. Army 2020).

Recognizing the danger, Bellavia exchanged weapons with an M249 SAW gunner and entered the fatal funnel of the room. As enemy rounds snapped past and impacted the walls around him, Bellavia squeezed the SAW's trigger until it was empty, forcing the enemy to take cover and allowing the Soldiers to move into the street.

Staff Sergeant Bellavia then called for another Bradley Fighting Vehicle to suppress the outside of the building. After the BFV fired several 25mm rounds into the house, Bellavia decided to move back inside to determine whether insurgents still occupied the bottom floor of the house. He placed two SAW gunners and another Soldier in the courtyard as the inner cordon while he and Michael Ware, a TIME magazine journalist, entered the house (U.S. Army 2020). Upon entering, Bellavia heard insurgents whispering from the other side of the wall. Mr. Ware was told to run if anything happened, but he insisted on following. Bellavia entered the room and fired at the insurgents but was forced to fall back after receiving return fire (U.S. Army 2020). Staff Sergeant Bellavia investigated the room a second time and saw one of the insurgents loading an RPG launcher. Understanding how devastating the weapon could be to his platoon, Bellavia single-handedly assaulted the room and killed the insurgent with the RPG. A second insurgent fired a machine gun at Bellavia, who shot and wounded him before he fled into a kitchen. For some time, Staff Sergeant Bellavia and another Soldier exchanged gunfire with the insurgent hiding in the kitchen. When the Soldier began to run low on ammunition, Bellavia told him to leave and bring back an M16 and a shotgun (U.S. Army 2020).

Alone again, Bellavia realized that his back was facing a room he had not cleared. As he quickly moved into it, clearing each corner, an insurgent ran down the stairs and started firing at him. Bellavia found cover against a wall and thought about his next move. Through the gunfire he could hear screams from upstairs and from the room he had just cleared. While Bellavia tried to assess the situation, the wounded insurgent in the kitchen ran toward the bedroom door and began blindly firing an AK-47. Bellavia

returned fire and continued to improve his position for a better shot. Once the insurgent exposed himself in the doorway, Bellavia aimed and fired, eliminating the threat.

The insurgent on the stairs immediately began firing again, but as he turned to aim, Bellavia saw his exposed position and shot him. The insurgent slumped to the floor, mortally wounded (U.S. Army 2020). Suddenly, another insurgent leapt out of a wardrobe and began firing as he tripped on the furniture, pulling it down to the floor. Luckily, it landed with both doors open, providing Bellavia with cover. The insurgent got to his feet and attempted to move across a bed, but he lost his balance and Bellavia shot him multiple times. As he fell to the floor, the insurgent fired a burst from his weapon, narrowly missing Bellavia. The wounded insurgent then picked himself up and ran upstairs to the second floor (U.S. Army 2020).

Bellavia followed the blood trail up the stairs, where he heard the insurgent in a room to the left. Bellavia tossed a grenade into the room, and the blast knocked the insurgent onto the second-story roof. Seriously wounded from gunfire and shrapnel, the insurgent tried to give away Bellavia's position until he was silenced (U.S. Army 2020). Exhausted both physically and mentally, Bellavia took off his helmet, set down his weapon and waited for the other Soldiers to arrive (U.S. Army 2020).

Then, while Bellavia smoked a cigarette, another insurgent jumped from the third-story roof to the second story. As the insurgent landed just three feet from Bellavia, his knees buckled, dropping his weapon and as he reached to grab his weapon, Bellavia had enough time to shoot him with his M16. When the wounded insurgent attempted to raise his weapon again, Bellavia fired the rest of his magazine into him, causing the insurgent

to fall off the roof into the garden below. Bellavia was then called back inside to move his unit out of the area due to an incoming close air-support mission (U.S. Army 2020).

That night, Bellavia single-handedly saved an entire squad, risking his own life to allow his fellow Soldiers to break contact and reorganize when trapped by overwhelming insurgent fire. He then voluntarily entered and cleared an insurgent strong point, killing four and seriously wounding another. His actions stand as a testament to those who put everything on the line as they do the grim work required to keep each other safe and alive on the battlefield (U.S. Army 2020).

Table 13. U.S. Army: Staff Sergeant David G. Bellavia-Loyalty			
Loyalty +2	Sit 1	Sit 2	Sit 3
Extensive and sustained bear true faith and allegiance to the Constitution, the Army, your unit, and other Soldiers. Complete supports the leadership and stands up for fellow Soldiers.	Their mission on the night of November 10, 2004, was to clear a block of twelve buildings, where it was thought six or more insurgents had taken shelter.	Rather than put one of his own men at risk, Bellavia grabbed an M249 light machine gun and provided covering fire for his fellow soldiers to escape	When they came under fire again from a house full of insurgents, Bellavia ran in with an M16 and killed four insurgents inside.

Source: Created by author.

For his heroic action previously described, Staff Sergeant David G. Bellavia joins a prestigious group of previous Great American Patriot Award recipients that includes Navy SEAL Chris Kyle, General Mark Welsh, General Peter Pace, Medal of Honor Recipient Salvatore Giunta, Admiral William McRaven, General Norton A. Schwartz, Congresswoman Kay Granger and Team Rubicon among others (Bowl 2019).

Candidates for the award must be of high moral fiber and good character, having spent their lives and/or careers serving the common good of the United States. They should have gone beyond the call of duty to serve and protect this country, with proven dedication and loyalty in upholding the Constitution and the laws of the nation. Finally, the Great American Patriot Award winner should have worked tirelessly to make the U.S. a better and safer place for all its citizens (Bowl 2019).

Table 14. U.S. Army: Staff Sergeant David G. Bellavia		
Honor +2	Sit 1	Sit 2
Extensive and sustained bear true faith and allegiance to the Constitution, the Army, your unit, and other Soldiers. Complete supports the leadership and stands up for fellow Soldiers.	President Donald Trump presented the Medal of Honor, the nation’s highest military award for valor, to David Bellavia, who served as an Army staff sergeant.	Bellavia is the first living Iraq War veteran to receive the award. He received it for his “conspicuous gallantry” during the Second Battle of Fallujah, the bloodiest battle of the Iraq War. In a ceremony attended by members of Congress, administration officials and military leaders, President Trump praised Bellavia for his heroism.

Source: Created by author.

The President of the United States of America, authorized by Act of Congress, March 3rd, 1863, has awarded in the name of Congress the Medal of Honor to Staff Sergeant David G. Bellavia, United States Army, for conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty.

Staff Sergeant David G. Bellavia distinguished himself by acts of gallantry and intrepidity above and beyond the call of duty on November 10, 2004, while serving as squad leader in support of Operation Phantom Fury in Fallujah, Iraq.

While clearing a house, a squad from Staff Sergeant Bellavia’s platoon became trapped within a room by intense enemy fire coming from a fortified position under the stairs leading to the second floor. Recognizing the immediate severity of the situation, and with disregard for his own safety, Staff Sergeant

Bellavia retrieved an automatic weapon and entered the doorway of the house to engage the insurgents.

With enemy rounds impacting around him, Staff Sergeant Bellavia fired at the enemy position at a cyclic rate, providing covering fire that allowed the squad to break contact and exit the house.

A Bradley Fighting Vehicle was brought forward to suppress the enemy; however, due to high walls surrounding the house, it could not fire directly at the enemy position. Staff Sergeant Bellavia then re-entered the house and again came under intense enemy fire. He observed an enemy insurgent preparing to launch a rocket-propelled grenade at his platoon. Recognizing the grave danger, the grenade posed to his fellow soldiers, Staff Sergeant Bellavia assaulted the enemy position, killing one insurgent and wounding another who ran to a different part of the house.

Staff Sergeant Bellavia, realizing he had an un-cleared, darkened room to his back, moved to clear it. As he entered, an insurgent came down the stairs firing at him. Simultaneously, the previously wounded insurgent reemerged and engaged Staff Sergeant Bellavia. Staff Sergeant Bellavia, entering further into the darkened room, returned fire and eliminated both insurgents. Staff Sergeant Bellavia then received enemy fire from another insurgent emerging from a closet in the darkened room.

Exchanging gunfire, Staff Sergeant Bellavia pursued the enemy up the stairs and eliminated him. Now on the second floor, Staff Sergeant Bellavia moved to a door that opened onto the roof. At this point, a fifth insurgent leapt from the third floor roof onto the second floor roof. Staff Sergeant Bellavia engaged the insurgent through a window, wounding him in the back and legs, and caused him to fall off the roof.

Acting on instinct to save the members of his platoon from an imminent threat, Staff Sergeant Bellavia ultimately cleared an entire enemy-filled house, destroyed four insurgents, and badly wounded a fifth. Staff Sergeant Bellavia's bravery, complete disregard for his own safety, and unselfish and courageous actions are in keeping with the finest traditions of military service and reflect great credit upon himself and the United States Army (Trump 2019).

Table 15. U.S. Army: Staff Sergeant David G. Bellavia		
Personal Courage +2	Sit 1	Sit 2
Face fear, danger, or adversity (physical or moral). Can be build personal courage by daily standing up for and acting upon the things that are honorable.	Bellavia entered a room full of propane tanks and plastic explosives. To prevent an explosion, he fought an insurgent hand-to-hand before wrestling him to the ground and stabbing him in the collarbone.	During the Second Battle of Fallujah, Bellavia's platoon was ordered to clear out a block of twelve buildings when it became pinned down by enemy fire.

Source: Created by author.

David exemplifies the same warrior ethos that gave his grandfather and all the heroes of Normandy the strength to defeat evil exactly 75 years ago. I hear that his grandfather Joseph is now 99 years old and that today he's watching this ceremony at his home in Jamestown, New York. A lot of people are watching, David

America is blessed with the heroes and great people like Staff Sergeant Bellavia whose intrepid spirit and unwavering resolve defeats our enemies, protects our freedoms, and defends our great American flag.”

David, today we honor your extraordinary courage, we salute your selfless service, and we thank you for carrying on the legacy of American valor that has always made our blessed nation the strongest and mightiest anywhere in the world. And we're doing better today than we've ever done. Our country is stronger now, and we're doing better economically than ever before. We're setting records, and you fought for something that's really good, and we appreciate it, David. We really appreciate it. Thank you.” (Trump 2019).

Summary

This chapter provided a unique opportunity to analyze the values that best define the Argentine Army officer in the face of the challenges of the twenty-first century. The history of Lt Roberto Estevéz, just twenty-five years old, during the Malvinas War displayed the values of an Argentine military professional. The officer gave everything for the Homeland and his soldiers. He gave the most valuable thing a man can give, his own life. Estévez is an important example of leadership, courage, and courage in the

Argentine Army, a benchmark of what a good soldier. Lt Roberto Estévez was declared a national hero and awarded the Cross to Heroic Valor in Combat, the highest military award in the Argentine Republic, for “Lead[ing] a counterattack during the night, in an area occupied by superior enemy forces, to allow the withdrawal of committed own troops. Despite being seriously injured, continue in action, seize the assigned objective, and keep it at a disadvantage, rejecting successive attacks, opportunities in which he offers his life.”

The Argentine Army is based on a set of values that guides the behavior of the men and women that comprise it. These values define the professional military ethics to which the organization’s individual and collective behavior must be adjusted when fulfilling its specific missions. These behavioral guidelines express the republican values of the society in the exercise of the military profession because the Army is an institution that thrives on the people of the Nation. They define “being Argentine military” and have historical continuity. They find their genesis in the personality of our heroes, they manifested themselves in the military history of the Nation, and they are present in the letter and spirit of the National Constitution. Being ethical obliges us to always keep in force the values that come from our historical identity, and to incorporate those necessary to fulfill with professional excellence the missions imposed by the current laws of the nation.

The second example corresponds to 2nd Lieutenant Javier Amor Alfaro and the Chilean Navy divers, who risked their lives to save thirteen people in the collapse of the *Vapor Porvenir I* on August 3, 2005. The Spanish example corresponds to Lieutenant Muñoz Castellanos. While unloading the plasma material in the Bosnian-Muslim

hospital, he saw a wounded civilian and decided to evacuate him. When he returned to the vehicle, he was hit by a mortar, leaving him badly injured. Muslim doctors treated the Spanish UN soldier who only just delivered blood and medications to save lives. He was medevac'd to a military hospital in Madrid, where he finally died of his injuries.

Lieutenant Muñoz Castellanos is an example of courage, sacrifice, and dedication.

The last case in which the maximum expression of the values can be observed corresponds to Sergeant David Bellavia. During the battle, Bellavia single-handedly killed multiple insurgents, including one in hand-to-hand combat. A squad leader at the time, Bellavia, was clearing a block of buildings when his platoon was pinned down on November 10, 2004, in Fallujah, Iraq.

All these analyzed examples have a common denominator. They are examples of how officers and non-commissioned officers in complex moments and various scenarios in the field of conventional wars, military peacekeeping missions, or in support of their fellow citizens. These are characteristics of soldiers properly trained in loyalty, honor, and courage.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Values training is institutionalized in the Argentine Army. The awareness of for the need to carry them out is reflected in the different laws and manuals analyzed. Coherence must manifest itself from the beginning. Military ethos is defined through national Ethos, established by law in the national interests in the National Constitution and in the laws that regulate them. The man who embraces the military profession in fulfillment of the assigned mission must be clear and ready, first of all, to the supreme sacrifice of the surrender of life in defense of the vital interests of the Homeland.

The military ethos then constitutes a set of norms, rules, and values contained in a scale, which are regulated by the Argentine Army Institution to which it belongs. The Argentine Army, as the founding institution of the Homeland, is the cradle of traditions and customs, where much of the training and education is unsystematic—oral, lacking a professional code of ethics.

In any type of organization, there is a structure made up of occupations that require control and coordination mechanisms to act systemically. One of them is the norms and values that are achieved from the members of that organization sharing common beliefs, creating a normative doctrinal framework for the entire institution, and a conditional way of acting for the members. Beliefs, values, ethical, and moral codes are part of the vision of the organizational culture at the most abstract level that regulates and identifies one organization from others.

An armed military force is a complex organization with a mission it must fulfill, which is transformed into a cohesive institution insofar as its members must understand and assume the values that sustain, ensuring the Army spirit of the body is maintained. The military profession is one of the many means that allows one to carry out the vocation of serving the Homeland, requiring absolute dedication, permanent training, and the renunciation of life if necessary. To achieve this goal, special and specific training of its members is needed, covering all the dimensions of the person.

There are two kinds of values. One is of an objective nature determined by institutional doctrine that governs the organization's behavior. The second is a subjective type that arises from each individual's interpretation of the current doctrine and how he incorporates that scale of values into his conduct. The importance in an institution like the Argentine Army lies in understanding and assuming the situation and managing accordingly so that by adopting institutional policies, the gap between what is written what will be executed in military units needs to be reduced in the institutes and units of our Army.

There should be a coherence between the projection of personal and professional life of the military professional. This is achieved through education that allows the incorporation of the values defined by the institution to be integrated with the individual's values. For this reason, a concrete definition of those values is necessary to be incorporated from an updated doctrine, without room for double interpretations.

Training institutes play a fundamental role in educating the values established by the institution as a socializing and multiplying agent. Values education is not a subject with an end in itself, but must be planned, programmed, managed and put into practice

covering all the curricular dimensions of the person considering that moral formation is characteristic of human beings characterized and conditioned by the social context in which one lives.

The Argentine Army works day by day to contribute to safeguarding the fundamental values of Argentine society, to guarantee the rights and freedoms of citizens, respect for the dignity of people, and the democratic principles outlined in our Constitution. For the fulfillment of the Argentine Army's mission, it uses the capabilities of a modern Army in defense of the interests of the Argentinean Republic and each of its citizens.

Recommendations for the Argentine Army.

As it happens in the U.S. Army, the model of the present study, there must be a close doctrinal relationship to train officers, NCOs, and soldiers in a perfectly assembled value system, where all the entrants and members of the Army understand from the start. The foundations of Army leader character are essential to successful leadership. It determines who people are, how they act, help them determine right from wrong, and choose what is right. Internal and central elements to a leader's core are Army values, empathy, warrior and service ethos, and discipline (Headquarters, Department of the Army 2019b, 3-1).

Character comprises a person's moral and ethical qualities, helps determine what is right, and motivates a leader to do what is appropriate, regardless of the circumstances or consequences. An informed ethical conscience consistent with the Army Values strengthens leaders to make the right choices when faced with tough issues. Army leaders must embody these values and inspire others to do the same.

It is not enough to memorize values through repetition. Institutional actions at all levels require internalization for individuals to perform accordingly. Accessible deontological guides can be circulated through publication and periodicals, media such as radios, newspapers, web pages and social networks; exhibitions, talks and conferences by experts and specialists on the subject, and even through daily access media such as a calendars, pocket cards, or bookmarks.

Argentina desires to incorporate values as essential standards of its military, but lacks a consistent doctrine that stipulates, implements, and disseminates institutional principles. Argentina can find solutions based on the U.S Army Leadership Requirements Model. The U.S. Army exists to serve the American people, to protect enduring national interests, and fulfill the nation's military responsibilities. This requires values-based leadership, impeccable character, and professional competence. The requirements are for leaders at all levels and are common to all cohorts. The model informs leaders of the enduring capabilities needed regardless of the level of leadership, mission, or assignment. All model components are interrelated and relate to the Department of Defense (DOD) civilian leader development framework established by DODI 1430.16 (Headquarters, Department of the Army 2019b, 1-4, 1-5).

The model's components center on what a leader is (attributes) and what a leader does (competencies). The leader's character, presence, and intellect enable the leader to master the core leader competencies. The Army leader is responsible to lead others; to develop the environment, themselves, others, and the profession as a whole; and to achieve organizational goals. Effective leadership and leader development require mutual

recognition and acceptance of leader and follower roles. Leadership is a reciprocal influence process between leaders and followers.

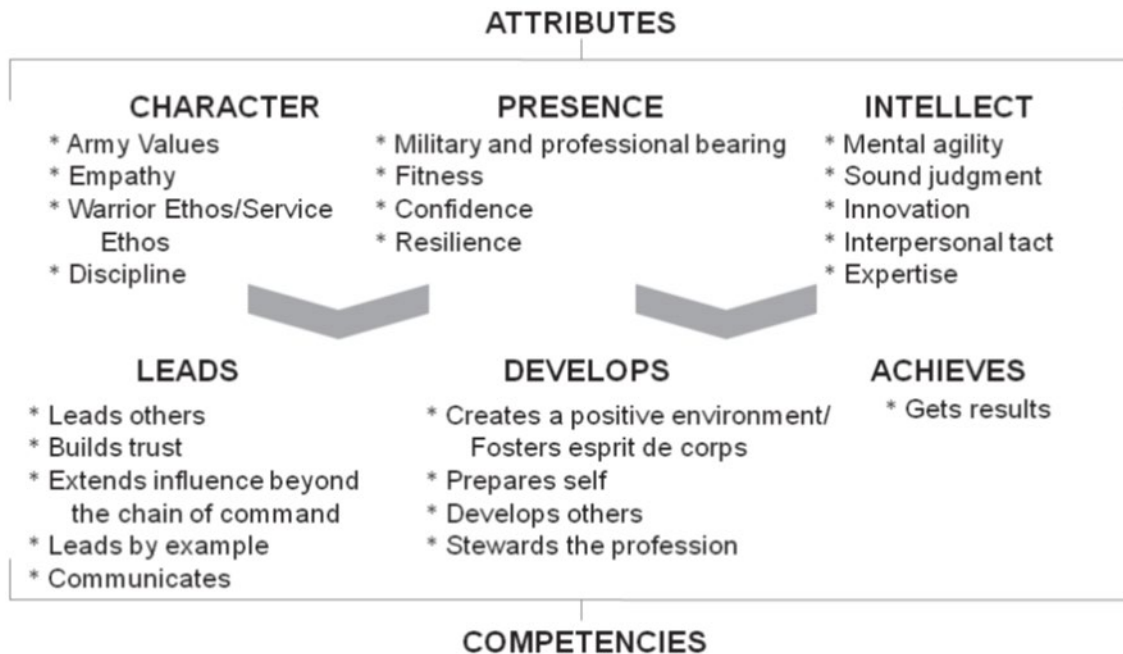


Figure 2. The Army Leadership Requirements Model

Source: Headquarters, Department of the Army, Army Doctrine Publication 6-22, *Army Leadership* (Washington, DC: Army Training and Doctrine Command, 2019), 1-5.

Attributes

Attributes describe the leaders that the Army wants. Attributes describe how an individual behaves and learns within an environment. The leader attributes are character, presence, and intellect. These attributes represent the values and identity of the leader (character) with how the leader is perceived by followers and others (presence), and with the mental and social faculties the leader applies in the act of leading (intellect) (Headquarters, Department of the Army 2019b).

Character, a person's moral and ethical qualities, helps a leader determine what is right and gives a leader motivation to do what is appropriate, regardless of the circumstances or consequences. Actions, words, and the manner in which leaders carry themselves convey presence. Presence is not just a matter of showing up; it involves the example that the leader projects to inspire others to do their best and follow their lead. An Army leader's intelligence draws from conceptual abilities and is applied to one's duties and responsibilities. Conceptual abilities enable effective problem-solving and sound judgment (Headquarters, Department of the Army 2019b).

Core Leader Competencies

Leader competence develops from a balanced combination of institutional schooling, self-development, realistic training, and professional experience. Building competence follows a systematic and gradual approach, from mastering individual competencies to applying them in concert and tailoring them to the situation at hand. Leading people by giving them a complex task helps them develop the confidence and will to take on progressively more difficult challenges.

Significance of the Findings

The study carried out revealed the importance of values for any military professional. In particular, and with regard to the Argentine military, it was observed that loyalty, honor, and courage are essential during peacetime as for war. The application of honor, loyalty, and individual courage could be observed in the four historical cases that occurred under extreme situations in different scenarios of peacetime, a UN mission, and

in combat. These characteristics are required to construct any military leadership model based on these fundamental pillars.

In relation to the subsidiary questions of this study, how does the Argentinean Army to create ethical behavior in the officer corps compared to other professional armies through its doctrine and institutions, it was observed that the Argentine Republic has a more basic doctrine. In this sense, it will be essential that starting from the National laws exist a leadership model that integrates the values, and this is developed in a cascade effect, reaching the minimum levels.

Regarding what actions should the Argentine Army take and based on a leadership model, a deontological guide should be prepared. On these bases, update the Ethics-Professional Manual of Military Personnel of the Armed Forces, the scope of which is applicable to all Military Personnel of the Institutions that make up the Armed Forces. Promulgate the cultivation of ethical values, providing each member of the Armed Forces, at each level of command, with sufficient flexibility and command of the methods, procedures, and instruments of professional ethics. Base these actions on four guiding criteria: Overcome the tendency to consider the Code of Ethics as a simple list or enumeration of principles, values, or ethical-moral requirements, without responding to a coherent structure that serves as a theoretical or doctrinal foundation. Consider the Code of Ethics of historical rigor, which is inspired by the growth, development, and apogee of the Inca Empire and that its three maximum expressions in a positive or affirmative way, form part of our western culture (Honesty, Truthfulness, Laboriousness). Consider loyalty, honor, and courage, as the central axes that characterize the military professional, and that essentially constitutes all the Armed Forces. Generate in each one of its members

a permanent moral attitude that becomes a conscious, voluntary way of being or lifestyle, which allows them to act out of conviction and not out of obligation.

Recommendations for Future Study

What relationship between the unethical conduct of Argentine officers and the low budget of the army? The worn state of the Argentine Armed Forces, in terms of equipment, training, and wages, exposed several reports surprisingly does not seem to worry many authorities. In this context, it is necessary to verify whether the lack of ethical conduct in the Argentine Officers is related or not to the low defense budgets.

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