



Army in Motion

Good Soldiering Statement

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What is Good Soldiering?

Army's central idea in response to **Accelerated Warfare** is **Army in Motion**. Army must be designed for change and prepared for uncertain and demanding environments.

Army's **people** are our competitive advantage for **Accelerated Warfare**. Our people enable Army to quickly form teams whenever, wherever and with whomever is needed to succeed.

These teams are how Army contributes to Defence and the nation. Army's teams are founded on people and leaders who live the Defence Values and have strength of character.

Our culture is fortified by individuals who embody the Defence Values of Service, Courage, Respect, Integrity and Excellence, are of good character, and are clear on our obligations to the nation – reflected in Our Contract with Australia.

Defence Values are Our Values

Good Soldiering is our culture that brings all this together. Our culture is our shared values, attitudes and beliefs that shape how we operate. It describes who we are as an Army and what we care about. Good Soldiering brings all this together.

An optimal culture strengthens our contribution to joint, integrated and partnered operations; ensures Army remains trusted as a national institution; and sets the conditions to succeed in **Accelerated Warfare**.

Our culture is strong and positive, but there is always more we can do to enhance it. Every team and every team member play a significant role in creating optimal culture.

Army's people are our competitive advantage.

We are Australia's Army, anchored by trust and our connection to community and country. Our soldiers are central to our contribution to the nation.

Army's people are drawn from Australia's diverse and multicultural society. Australians are good people. They are decent and fair; lending a hand in times of need and volunteering in our local communities with little fuss or recognition.

When Australians volunteer to serve the nation, we equip them with resilience, teamwork and leadership skills needed to succeed in demanding and complex environments.

Our soldiers have strength of character. This is reflected in our ability to make ethical and moral decisions and be accountable. We do the right thing. We sustain our trust in each other and cohesion in our teams.

We understand our unique responsibility to apply lethal force when required to do so. This demands physical, moral and intellectual standards of the highest order. This is what makes us a **profession**; a professional fighting force and a force for good. We earn and sustain the trust of the society we serve.

Exemplary character allows a high trust environment that unlocks potential. We are a learning organisation where our people optimise their contribution at every level and think in new ways by experimenting, innovating and collaborating. We don't wait for the future, we lead into it.

We enhance our military power through **partnerships**. It is Army's people who make other military forces want to partner with us. Our people get asked for by name and our teams are highly sought after for global operations, training and exercises. Respect and trust safeguards these partnerships.

Our people generate capabilities **prepared** for war. We are accountable for our equipment and ensure it is ready. Our leaders create environments that are psychologically and physically safe to ensure our people excel.

We form teams whenever and wherever they are needed.

The future is uncertain and Army's contribution to Defence will adapt and evolve, but our contribution will always be founded on people and teams.

Teaming Behaviours enable high performance by promoting a shared purpose, connection, accountability, information sharing, continuous learning, experimentation, innovation and collaboration.

Army Teaming brings people together, from combined arms to multi-agency to multi-national teams. They align around a shared purpose and work together to deliver results. Army's people support this human, tactical and technical integration. We help other teams to succeed.

Placing high value in teaming behaviours allows us to build trust and seamlessly and quickly form successful teams whenever, wherever and with whomever is required to achieve the mission.

Our people lead at every level.

Underpinning all of our efforts for **Good Soldiering** are the competence and professionalism of our leaders. From inspiring

people to conduct extraordinary and selfless acts to ensuring the right culture and climate is maintained in barracks.

Army's leadership model resonates with the Australian culture of authenticity, competence, diligence and mateship, and is founded on strength of character and shared values.

Our leaders give their people productive and focused work. They ensure our people are informed and have a sense of value in all they do.

Army's leaders create environments where we trial new things, learn quickly from failure and share lessons with others. Our leaders understand and use risk to their advantage.

Our challenge is to enhance our approach to leadership to meet both contemporary and anticipated needs. This includes laying the framework for how we lead teams of specialists and generalists through to how we ethically team with robotic and autonomous systems and machines that think in nanoseconds.

Within an accelerating context, we must respond by thinking in creative ways but be grounded by what we are good at – exceptional leadership and passing on these leadership skills to Army's next generation.

What is expected of me?

Good Soldiering is who we are; it is our culture. It guides how we conduct ourselves, how we interact with our teams and partners, how we make decisions and how we go about our core business now and into the future.

This is owned and reinforced by every member of Army. All of us must ensure the lived experience of our people is positive and constructive. How we care and treat our people is vital for every stage of their development and as they transition between roles, operations, training and service.

I expect all members of Army to understand and apply **Good Soldiering** wherever they serve our nation – at home, in the barracks, in the field and on operations. This will allow us to succeed in an Accelerated Warfare environment and retain trust as a national institution.