Upon commissioning, West Point graduates are leaders of character committed to the ideals of duty, honor, country and prepared to accomplish the mission. They will:

1. Live honorably and build trust.

Graduates live honorably, treat people with dignity and respect, and demonstrate the character, competence, and commitment that builds trust. These ideals inspire West Point graduates to serve our nation as leaders of character who “support and defend the Constitution of the United States.” Honor and trust are critical to mission accomplishment and are values that are the core of the Army profession. They reflect what an officer is and must be able to do throughout a career of service to the Army and the Nation. These ideals, along with an evolving set of laws, values, beliefs and commitments deeply embedded within the Army culture, serve to motivate and guide the conduct of all individual members bound together by a common moral purpose. Graduates recognize, embrace, and seek to improve the values and attributes of our profession, a process which leads to a positive, productive, and supportive culture. As role-models and leaders, graduates provide direction, guidance, and ideas to keep our Army a growing and living organization. Living honorably and building trust permeate our culture at the Academy and in the Army.

Indicators:

C: Character    M: Military    A: Academic    P: Physical

C1 refers to the current first goal in the character program, M6 - the 6th goal in the military program, A4 - the 4th goal in the academic program goals...

C1. Steward the Professional Military Ethic in word and deed.
M6. Demonstrate courage, character, integrity, and toughness.
A4. Recognize ethical issues and apply ethical perspectives and concepts in decision making.
P2. Demonstrate the courage needed to accomplish challenging physical tasks.
C4. Develop one’s human spirit, resilience and full potential for a lifetime of service.
2. **Demonstrate intellectual, military, and physical competence.**

Graduates demonstrate competence by achieving established standards in the intellectual, military, and physical domains. They integrate knowledge and skills from a variety of disciplines to anticipate and respond appropriately to opportunities and challenges in a changing world. Graduates anticipate a range of military challenges and possess the requisite warrior ethos, perspectives, and military skills to respond effectively in combat and to a wide range of complex situations. They are warrior leaders of character who are physically fit, mentally strong, and prepared to confront the physical challenges inherent in worldwide military operations and the duties required of a commissioned officer in the U.S. Army. Graduates integrate knowledge, skills, and attributes from these domains to serve the Nation.

All academic, military, and physical program goals are supportive of this outcome subject to assessment.
The New West Point Leader Development System (WPLDS) Outcomes
Approved by the Academic Board and Superintendent on 16 January 2014

3. Develop, lead, and inspire.

Graduates develop, lead, and inspire people and facilitate these abilities in others. They set the conditions for developing others by analyzing strengths and challenges at the individual, collective, and environmental levels; they provide the necessary resources for building competence and enabling growth. As servant leaders, graduates are committed to putting the welfare of others before their own and to inspiring others through personal example in attitude, conduct, and appearance. They train, motivate, and influence others to achieve common goals, critical tasks, and organizational objectives with purpose and commitment, while treating them with dignity and respect. Graduates inspire selflessness and foster resilience. They seize opportunities to create an environment that develops individual members’ abilities to contribute to the success of the team.

Indicators:

C: Character   M: Military   A: Academic   P: Physical

M5. Demonstrate effective leadership expected of a junior officer in accomplishing assigned missions.
C2. Demonstrate emotional and social intelligence in personal and professional relationships.
A6. Apply concepts from the humanities and social sciences to understand and analyze the human condition.
P1. Demonstrate the knowledge, skills and abilities to promote and maintain personal and unit fitness for themselves and their soldiers.
M4. Understand the roles of officers and NCOs in the Army.
M2. Be proficient as a member of a team in select tasks.
4. **Think critically and creatively.**

Graduates explore issues, ideas, and events in-depth as well as apply standard practices, innovative thinking, prudent risk-taking, and mental agility. Graduates are accustomed to complexity; they identify the essential aspects of situations and ask questions necessary to accurately define the parameters of a given challenge or opportunity. They engage both well-defined and ambiguous situations using methodical and reflective thinking as well as rapid analysis. Graduates gather and synthesize information using a wide range of techniques, and actively seek diverse viewpoints when appropriate. They reason quantitatively and qualitatively. They integrate knowledge and skills gained from the completion of a broad liberal education, an in-depth study of a discipline, a rigorous military program, a demanding physical development program, and a ubiquitous character development program. They are open-minded and employ their knowledge and skills to make meaningful connections and distinctions across different experiences, concepts, perspectives, and cultures. When appropriate, graduates transform ideas or solutions into entirely new forms by diverging from conventional ways of thinking or reimagining established ideas, ways of thinking, or solutions. They engage in and appreciate the value of reflection.

**Indicators:**

C: Character  M: Military  A: Academic  P: Physical

A2. Think critically and creatively.


C3. Interact comfortably and effectively in diverse settings.
5. Make sound and timely decisions.

Graduates possess the skills and abilities to organize and optimize pre-decision efforts and the poise and judgment to make effective decisions, regardless of the level of stress. Graduates plan ahead to facilitate timely decision making. They define the problem by gathering facts and making assumptions, determining the appropriate level of urgency, and accounting for the impact of their decisions. They maintain their poise in order to apply a logical and orderly thought process which combines rational thinking, critical reasoning, sound judgment, creativity, and intuition to make risk and resource-appropriate decisions in complex and uncertain environments. Graduates incorporate prudent risk mitigation measures in action plans. They promptly and effectively communicate decisions to permit timely action that has the most beneficial effect. In cases where time does not permit a deliberate decision making process, they make rapid decisions that are ethical, appropriate, and effective. Graduates assess and reflect on their previous decisions to improve future decisions.

Indicators:

C: Character  M: Military  A: Academic  P: Physical

A6. Apply concepts from the humanities and social sciences to understand and analyze the human condition.
A5. Apply science, technology, engineering, and mathematics concepts and processes to solve complex problems.
A4. Recognize ethical issues and apply ethical perspectives and concepts in decision making.
P5. Understand the impact of adversity and how to implement measures to reduce stress.
C3. Interact comfortably and effectively in diverse settings.
A7. Integrate and apply knowledge and methodological approaches gained through in-depth study of an academic discipline.
6. Communicate and interact effectively.

Graduates communicate clearly, candidly, and confidently in diverse settings using suitable means. They project professionalism and maintain proper bearing. Graduates are considerate of others across all forms of communication. They employ active listening and critical reading to ensure understanding and demonstrate effective interpersonal and negotiation skills. Graduates convey clear and concise information using oral, written and non-verbal means and employ appropriate technology to accomplish the mission and enhance professional relationships. They are aware of customs and demonstrate courtesies appropriate for the situation. They are comfortable and effective interacting with subordinates, peers, and superiors as well as audiences of varied backgrounds and cultures to include Soldiers' Families and community stakeholders.

Indicators:

C: Character  M: Military  A: Academic  P: Physical

A1. Communicate effectively with all audiences.
M2. Be proficient as a member of a team in select tasks.
C3. Interact comfortably and effectively in diverse settings.
C2. Demonstrate emotional and social intelligence in personal and professional relationships.
M4. Understand the roles of officers and NCOs in the Army.
A6. Apply concepts from the humanities and social sciences to understand and analyze the human condition.
7. **Seek balance, be resilient, and demonstrate a strong and winning spirit.**

Graduates seek to achieve an effective work-life balance that considers the demands of military service, personal health, human spirit, and the development of lasting relationships. To maintain their health, graduates incorporate physical activity, nutrition, and sleep into their daily routines. They possess a resilience that enables them to respond to adversity in constructive ways by developing active coping skills, building self-confidence, accepting their personal limits, and growing through adversity. Graduates develop the strength of spirit that pushes human limits in preparation for mission accomplishment. This spirit embodies their personal identity, core values, and worldviews, and enables their self-awareness, self-motivation, self-discipline, and social awareness. Graduates strive to succeed in all endeavors – remaining strong, yet humble; bold, yet respectful; and always honorable.

**Indicators:**

C: Character    M: Military    A: Academic    P: Physical

- P4. Live a balanced and healthy lifestyle.
- P5. Understand the impact of adversity and how to implement measures to reduce stress.
- C4. Develop one’s human spirit, resilience and full potential for a lifetime of service.
- P3. Demonstrate a personal and professional commitment to participation in sports and physical activity.
- C2. Demonstrate emotional and social intelligence in personal and professional relationships.
- M6. Demonstrate courage, character, integrity, and toughness.
- A6. Apply concepts from the humanities and social sciences to understand and analyze the human condition.
8. Pursue excellence and continue to grow.

Graduates contribute their best effort in all endeavors, do what is right, and strive for a reputation of excellence. As graduates progress through junior officership into senior leadership roles in our Army and Nation, they consistently value excellence and understand the importance of personal and professional development. They continually demonstrate both an interest in and a passion for learning to enhance their knowledge, skills, and abilities. Pursuing excellence and continuing to grow enable graduates to hold increasing leadership roles and responsibilities as well as develop their competence and potential. Their mindset is not simply to achieve the standard, but to surpass it in every aspect of life – ethically, intellectually, militarily, and physically.

Indicators:

C: Character     M: Military     A: Academic     P: Physical

A3. Demonstrate the capability and desire to pursue progressive and continued intellectual development.

C4. Develop one’s human spirit, resilience and full potential for a lifetime of service.

P3. Demonstrate a personal and professional commitment to participation in sports and physical activity.

M6. Demonstrate courage, character, integrity, and toughness.