

ETHICAL MODULE

FACILITATOR'S LEADER GUIDE

It is recommended that the facilitator first review the scenario with his or her class and understand the situation. Watching the video twice often ensures that the participants are prepared to discuss the issues. Remember that CPT Gadoury has volunteered to share this story and that he has served admirably and heroically in combat.

Module 3: Collateral



After gaining contact with the enemy, CPT Jamey Gadoury continued to push to attack a C2 node. One of his tank sections engaged a vehicle that they had improperly identified as an insurgent vehicle. They reported that there were a couple of local civilians down in the street as a result of their gunfire. According to policies and procedures, CPT Gadoury realized that he needed to call this report up to his higher headquarters. Considering the impact of making this call and halting the mission, CPT Gadoury reconsidered. If the call was made, he felt it would have derailed the current mission and the high value target and associated items would be lost. He had a decision to make: *call this report up and stop the mission or allow that report to stay at his level and the mission to continue.*

Situational Framework

Did CPT Gadoury recognize the presence of a *moral decision* as he faced this situation? If so, what was the decision? Why was it a moral decision?

Did CPT Gadoury make a *judgment based decision*? How did he analyze this situation? What were the competing interests in this decision? How would you qualify his judgment?

Did CPT Gadoury make a *clear decision* and communicate it to his unit? How would you make decisions clear in ambiguous situations?

Did CPT Gadoury *follow through* with his decision? What actions demonstrate follow through?

What level of courage did CPT Gadoury have to display to make this decision?

1. What was at stake with this decision? What might have happened if he did not take action?
 - a. What was the worst thing that could have happened if he had reported? (target "spooked," lengthy investigation, distrust between tankers and infantry)

- b. What was the worst thing that could have happened if he had NOT reported? [No assistance to the local nationals, later no compensation for the families of the dead—due to the lack of an official SITREP.]
2. Were the consequences of his and his unit's actions clear?
 - a. If he had reported and then gone to assess the situation and treat casualties, would civilian lives have been saved? By not reporting, did civilians miss out on coalition medical treatment that could have saved lives?
 - b.
3. What are the rules that govern this type of situation?
 - a. What do established policies and procedures say about reporting "serious incidents," particularly the death of civilians?
 - b. Is there a regulation or a moral authority that dictates assisting civilians whom Coalition Forces have injured or killed?
 - c. When is it acceptable to ignore a civilian need in order to accomplish the mission?
 - i. Is there a black and white rule?
 - ii. Does CPT Gadoury run the risk of a slippery slope in making this kind of decision? If so, how does he avoid that?
4. What would be the correct "book-answer" in this situation? (Report the situation, receive guidance from higher.)
5. What would a person of character do in this situation?
 - a. Did CPT Gadoury follow through and inform the Battalion Commander once the mission was complete?
 - b. Was CPT Gadoury prepared to face the consequences of his decision?
6. What level of supervision was he under in making this decision? Did that play a role? [Ground Force Commander]
7. What threat of punishment was there with this decision? Did that affect his decision? [Threat of investigation,]
8. What was the driving force in making this decision - completing the mission, saving more Soldiers, his values, etc.? [Completing the mission]
9. To whom was he obligated in making this decision? [Regulations, the Battalion Commander, the Operations Officer, the Tank Company Commander]
 - a. Who was directly responsible for the deaths of the civilians? Did they report their actions in a timely manner?
 - b. What was the Tank Company Commander's reaction to the way CPT Gadoury handled the situation? How did this impact the level of trust?
10. What factors could have changed CPT Gadoury's mind in making this decision? [If there was a lack of trust of the tankers. If they had been known for being too aggressive.]

11. What is a “command decision”? How have you heard this term used?

a. Are Commander’s expected to consider the second and third order effects of their decisions? If so, how does this impact the level of authority they have in making a decision like this?

b. Are Commanders expected to balance the weight of the mission against the weight of human life and adherence to policy? What are the ramifications if they make the wrong decision?

c. Do Commanders and other leaders sometimes have to choose between protecting their Soldiers/accomplishing the mission and killing innocent civilians? What guidelines should they use? How does this relate to the importance of having Commanders and leaders who have a strong moral fiber?

Themes

What new insights emerge after watching the video(s)? Is there a theme(s) that emerges?

What other title would fit this vignette and why?

What is this leader challenge about?

Stretch the Learning

What is the one key insight that you are taking away from this experience and will put into practice in your leadership?

What did you learn from listening to the reactions and reflections of other leaders?

What did you learn most from the conclusion or from hearing the rest of the story?

The Situation

What is at stake here with this decision? What might happen if you did not take action?

How many different feasible and possible solutions or alternatives can you come up with for this situation?

What different outcomes could result in this situation?

What controls can you put in place as a leader to mitigate the risks and potential outcomes of this situation?

Are there any potential unintended negative consequences as a direct or indirect result of the decisions made in this situation?

Leadership Style / Future Applications

What are the future implications of this decision and experience?

What is a universal value or principle that informs this decision?

How could you prepare for this situation now, should you face it in the future?