



Lessons from Yusufiyah

Module 10: Discussion Guide

Discipline, Diem



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“Discipline”



“The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and give commands in such a manner and such a tone of voice as to inspire in the soldier no feeling, but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them respect for himself. While he who feels, and hence manifests, disrespect towards others, especially his subordinates, cannot fail to inspire hatred against himself.”

Major General John M. Schofield
Address to the Corps of Cadets
August 11, 1879

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For all members of the Army Profession

<http://cape.army.mil>

“Discipline”

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1. Checklist

- Recruit additional strong/respected leaders from your unit to be facilitators with your unit. (Recruit as many as the situation mandates)
- Watch the video and read the transcript prior to your facilitation.
- Review the additional resources.
- Review the “How to run your workshop” guidelines prior to facilitating.
- Think about a personal experience that relates to the scenario.
- Resource Prep:
 - Make copies of the video transcripts and facilitation questions as needed for each of your facilitators.
 - If you plan on showing video clips, test to make sure they work on the system in your designated training area.
 - Make sure you have a whiteboard with dry-erase markers.

2. Who's Who



John Diem is an Infantry NCO who has deployed several times to Iraq and Afghanistan with the 101st (Airborne) Division. He was also a Team Leader for 1st Platoon, Bravo Company.

3. “Discipline” Video Transcript: John Diem discusses the importance of discipline within the unit and the individual



John Diem is an Infantry NCO with several deployments to Iraq and Afghanistan. In these deployments, he regularly faced heavy fire and was often located far

from higher headquarters.

“I would say that it’s a shift that occurs over the course of someone’s entire career. Even today, I don’t necessarily believe that every little thing that’s ever been posted in an Army manual is 100 percent the right thing to do. To be honest, there are a lot of logical leaps that are difficult for younger men to make— basically, connect the dots between disciplined units and rules. That doesn’t mean that you don’t enforce them, it just means that you personally don’t understand them. When you allow your lack of understanding of these rules to become how you lead Soldiers and you allow yourself to discount them that’s when you start having a negative effect.

I believe that the vast majority of being an infantryman in the United States Army is dealing with a reality that’s not always good; it’s not always palatable. These consistent rules, especially coming at a time when they don’t seem to fit in -- like you just came off of a heavy combat patrol, maybe you evacuated some casualties, maybe you have blood on your uniform, well you need to change. You need to do personal hygiene. You need to take care of yourself. You need to put on a new uniform. You need to make sure your equipment is clean. You need to start doing the things that make you a Soldier; get back into preparedness. Maybe even get a haircut. Go that extra little bit. Go that extra mile. Some of those things, logically, don’t contribute to your successes in

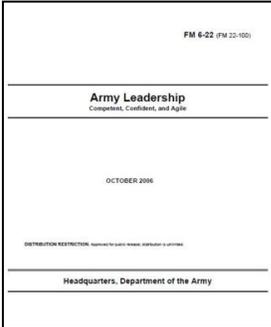
combat, but what they do is contribute to a mindset that allows you to deal with a reality that’s not going to give just because you want it to.

If every time someone heard something that they didn’t think made sense then they didn’t do it, then we wouldn’t be a professional institution. But that’s on the far-left edge of what I am talking about. Really what I’m talking about is sometimes people die, NCOERs still need to get written, uniforms still have to be worn, rooms still have to be cleaned. All of these things are still true.

I think that it’s almost balancing on a razor’s edge when you have to find when to ease up on that and when to harshly enforce it. I generally lay on the harshly enforce it side, and I believe that that’s a journey that everybody makes through their career as they gain experience and see the importance of these tasks—maybe even mundane tasks—and how they’re critical to the unit and its well-being. So I don’t expect lieutenants, sergeants, privates, even staff sergeants to understand all of these rules. But I think that the Army has the right to expect them to enforce them.”

4. Additional Resources

The following resources are available:

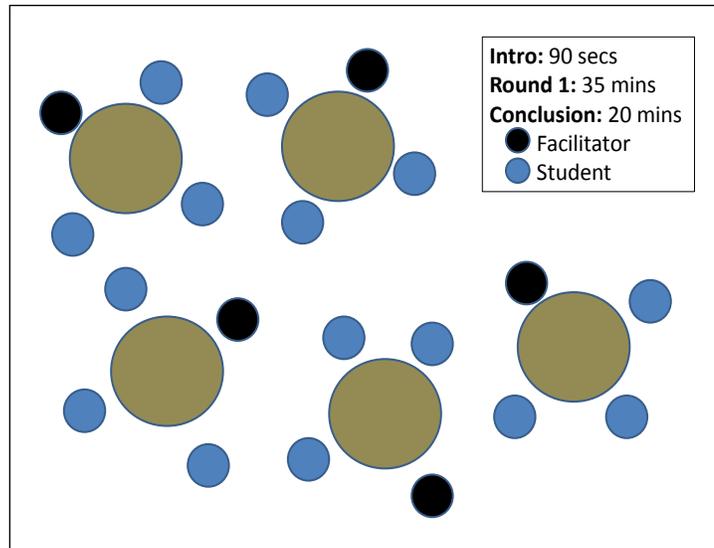
	<p><u><i>The Discipline of Teams, by Jon R. Katzenbach and Douglas K. Smith, Harvard Business Review, July-August 2005</i></u></p> <p>The author draws a clear distinction between working groups and teams, highlighting the importance of determining which one is actually required for a given situation. He then discusses four elements associated with all successful teams: common commitment and purpose, performance goals, complementary skills and mutual accountability.</p>
	<p><u>FM 6-22, Army Leadership</u></p> <p>4-52. The Warrior Ethos requires unrelenting and consistent determination to do what is right and to do it with pride across the spectrum of conflicts. Understanding what is right requires respect for both comrades and all people involved in complex missions, such as stability and reconstruction operations. Ambiguous situations, such as when to use lethal or nonlethal force, are a test for the leader's judgment and discipline. The Warrior Ethos helps create a collective commitment to win with honor.</p>
	<p><u>Military Discipline and the Law</u></p> <p>28-09-2011 Article: The core messages of the law of armed conflict are straightforward: fight only combatants and destroy only military objectives; collect and care for the wounded, whether friend or foe; do not kill, torture or abuse prisoners of war; treat all civilians humanely. Nevertheless, a quick scan of the international media reveals that even these elementary rules are in many cases disregarded in conflicts worldwide.</p>

5. How to run your workshop

The basic concept provided below is a way to facilitate this module. Modify as necessary to fit the needs and demographics of the group. We find that having a variety of ranks/leadership positions in each group increases perspective and maximizes takeaway.

PREP: Have a whiteboard and markers available. Bring copies of the video transcripts. Have a Facilitator Guide available for each facilitator. Get there early and set up the room in huddles large enough to support a variety of leadership at each table. Put chairs around one table (keep people close), rather than pulling several tables together.

BASIC CONCEPT: Meet for 55 minutes to discuss the module. The group breaks down into huddles large enough to support a variety of leadership at each table. For example, you want to have SLs, PSGs, PLs and CDRs in the same huddle so you can maximize the overall effectiveness and increase the number of vantage points. Have one facilitator at each table to guide (NOT LEAD) the discussion. The workshop begins with facilitators asking the participants what their response was to the module. The facilitators' main role is to be a catalyst for conversation and learning about the topic at hand. This module includes two rounds of discussion and ends with personal stories and vignettes that relate to the module.



KEYS TO SUCCESS:

- Let participants do most of the talking.
- The facilitators' key role is to ask questions that spark thought and conversation.
- Ensure you engage each level of leadership and everyone within your group. Do not let any one person dominate the conversation.
- Have questions prepped for each round to drive the conversation. (See "Detailed Plan" on page 5)
- You are a catalyst for conversation. Make sure that you continue to ask questions that make your group dig deeper.

6. Detailed plan for your workshop

INTRODUCTION (90 seconds)

Introduce the Workshop in a way that communicates the purpose of the event.

"Today we're going to look at the Army Profession and discuss the importance of discipline within a unit and the individual"

ROUND 1 - (35 minutes): Discuss the importance of Discipline

[Watch "Discipline"]

1. Diem says, "When you allow your lack of understanding of these rules to become how you lead Soldiers and you allow yourself to discount them, that's when you start having a negative effect." A) What do you think of that statement? B) What should a leader do when he/she doesn't understand Army rules?
2. What impact does a leader's misunderstanding of rules or SOPs have on his/her subordinates?
3. Diem talks about coming back from a combat patrol with casualties and having the discipline to then perform basic Soldier tasks. How does a leader balance that expectation of discipline with the need to display empathy?
4. Diem says, "Some of those things, logically, don't contribute to your successes in combat." How do proper preparedness and discipline in seemingly unrelated tasks lead to long-term success?
5. Diem gives his opinion on the effects of preparedness. He says of the activities, "They ... contribute to a mindset that allows you to deal with a reality that's not going to give just because you want it to." A) Why must a Soldier be willing to do things he/she doesn't, "want," to do? B) How does mindset contribute to resilience?
6. What are the effects of a Soldier fulfilling his personal wants over the Army's needs?
7. Diem says, "If every time someone heard something that they didn't think made sense (so) then they didn't do it, then we wouldn't be a professional institution." A) What is your opinion of Soldiers exercising discipline to obey orders they do not understand? B) How does trust enable Soldiers to exercise that kind of discipline?

6. Detailed plan for your workshop (continued)

8. Diem says, “It’s almost balancing on a razor’s edge...when to ease up on that and when to harshly enforce.” Diem leans toward harsh enforcement. Consider your own leadership style. What’s your balance? How do you lean?
9. Diem says, “So I don’t expect lieutenants, sergeants, privates, even staff-sergeants to understand all of these rules. But I think the Army has the right to expect them to enforce them.” What do you think of this statement?

ROUND 2 - Conclusion (20 minutes): Personal Vignettes and takeaways.

Facilitator asks students to share any personal vignettes and takeaways from the module.

It is important for the group to relate to this story on a personal level. Conclude the module emphasizing the importance of discipline. Leaders should walk away with a better understanding of the importance of discipline within a unit and individual Soldiers.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q - What did you learn from listening to the reactions and reflections of other leaders? Q - What are the future implications of this decision and or experience?
Reflection	Q - How do you feel/what do you think about what you learned? Q - What will you do with your new information? Q – How can you integrate new learning into your Command team philosophy, command structure and climate?