



Lessons from Yusufiyah Module 7: Discussion Guide Moral Courage, Lee



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“Moral Courage”



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For all members of the Army Profession

<http://cape.army.mil>

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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



Gus Lee is a nationally recognized ethicist, best-selling author, former drill sergeant, Army JAG officer, and deputy attorney general.

3. “Moral Courage” Video Transcript: Gus Lee discusses Moral Courage and the difficulties associated with being a “Whistle Blower”



Gus Lee is a nationally recognized ethicist and best-selling author and a former drill sergeant, Army JAG officer and deputy attorney

general. He is the former chair of Character Development at the US Military Academy, a corporate chief operating officer and government senior executive and has provided leadership consulting to corporations, government and non-profits including Lockheed Martin, Hewlett Packard, the United States Securities and Exchange Commission (SEC) and numerous Army organizations.

Gus reflects on a decision made by Justin Watt. During combat operations, Justin discovered that four of his comrades had committed a heinous war crime and he chose to turn them in.

“We’re part of an Army—I as a veteran—that is ashamed over moral error, that is genuinely ashamed. Everyone who has ever worn the uniform and knows of what happened to this family in Iraq bears that shame. I want to offer some framing, though, that is really necessary when we deal with a moral hero and Watt is a moral hero. What you’ll find is not only the willingness to take persecution for assuming a principal stand, and then standing your ground by the guidon—even though it’s being shredded and it feels as if

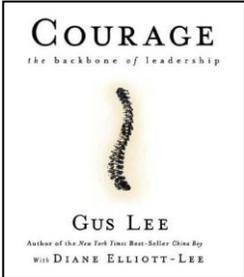
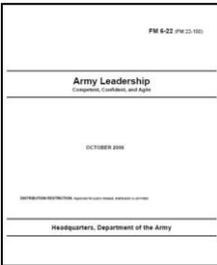
you are as well. It really means that if you have the moral guts to take a stand, inevitably what accompanies it is a modesty, a humility about that stand.

We understand moral accomplishment; it has a deep, resonating impact on the human being. And we understand moral regret. Watt spoke about both. When he found himself at the point of decision, at a horrible moment, he knew what to do. If I’m a genuine friend, I will throw my body in front of Biff to protect him physically, but I’ll do the same thing to protect him morally. If that means he goes to Leavenworth, then God bless him as he goes. I will love him no less, but I love him more by saving him from a lifetime of moral recrimination. He needs to pay the price just as much as I would need to pay the price.

I celebrate the fact that Justin Watt is a member of the United States Army. As a member of the United States Army, he aligned with the ethic that he knew and his soul as an American and he adopted and emphasized as a Soldier by oath. He did the right thing because he had been trained and he had conditioned himself to do the right thing again and again. So he could do it on the track that meant under live-fire, he could do it for real. Justin, I’m sorry to disagree with you buddy, but you’re a hero, and you’ll just to have to wear it.”

4. Additional Resources

The following resources are available:

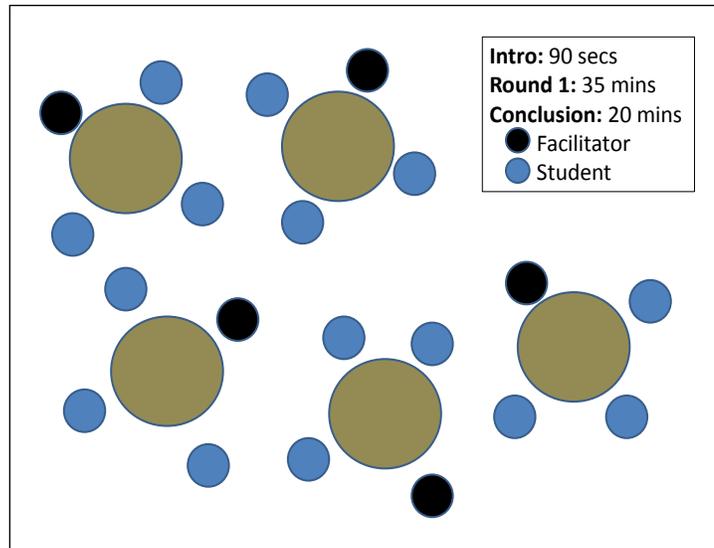
	<p><u>Courage: the backbone of leadership</u> By Gus Lee “Yet principled conduct under pressure is a simple concept. It has two working parts: (1) establishment of high core values and (2) courageous behaviors in alignment with those core values.”</p>
	<p><u>FM 6-22, Army Leadership</u> 4-62. Adhering to the principles that the Army Values embody is essential to upholding high ethical standards of behavior. Unethical behavior quickly destroys organizational morale and cohesion—it undermines the trust and confidence essential to teamwork and mission accomplishment. Consistently doing the right thing forges strong character in individuals and expands to create a culture of trust throughout the organization.</p>
	<p><u>Courage in the Military: Physical and Moral, by Peter Olsthoorn, Journal of Military Ethics, Vol 6, 2007</u> The author provides excellent background on the study of physical and moral courage. He contends that the military's emphasis on social cohesion encourages physical courage but detracts from moral courage because it requires one to go against group norms and behaviors.</p>
	<p><u>Whistleblower denied clemency in killings case, Army Times</u> By: Gene Johnson</p> <ul style="list-style-type: none"> • http://www.armytimes.com/news/2012/04/ap-whistleblower-adam-winfield-denied-clemency-in-afghanistan-killings-case-041812/

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 Moral Courage and the difficulties associated with being a ‘Whistle Blower’”

ROUND 1 - (35 minutes): Discuss Moral Courage

[Watch “Gus Lee: On Watt’s Decision”]

1. In your opinion, what is a, “moral hero”?
2. Gus Lee says Justin Watt is a, “moral hero.” What evidence, if any, causes you to agree with Gus Lee? What evidence, if any, causes you to disagree him?
3. Gus Lee says humility accompanies the, “moral guts to take a stand.” What does he mean by this?
4. Gus Lee says, “We understand moral accomplishment; it has a deep, resonating impact on the human being.” A) What is moral accomplishment? B) What is moral regret? C) How do moral regret and moral accomplishment factor into decision-making?
5. Gus Lee speaks of Watt’s situation, “When he found himself at the point of decision, at a horrible moment, he knew what to do.” How do Soldiers develop their character so they confidently make the right decision in those, “horrible moments”?
6. As a veteran, Gus Lee talks about the importance of physically protecting his peers. Just as important, he seeks to morally protect his peers. What does he mean by that?
7. Gus Lee uses the image of throwing himself in front of a bus. Consider a time when you have had a friend who was in danger of making a moral error. A) How might it be like jumping in front of a bus to prevent a moral error? B) How do the challenges of protecting someone physically differ from the challenges of protecting a person in a moral sense?
8. Consider the phrase, “that’s their business,” when talking about a person’s moral behavior. A) When have you felt obligated to, “get into someone’s business,” by protecting him/her morally? B) What are the possible personal costs of trying to protect a friend from moral error?

6. Detailed plan for your workshop (continued)

9. Gus Lee says, “I love him more by saving him from a lifetime of moral recrimination.” A) What does this mean to you? B) How can sending your friend to Leavenworth demonstrate love? C) Was Justin Watt doing his peers a service or a disservice by turning them in?
10. Gus Lee says that Justin Watt, “aligned with the ethic that he knew, and his soul as an American and he adopted and emphasized as a Soldier the oath.” How do Watt’s actions compare with his oath of enlistment and the Army Ethic?
11. He continues to say that Justin Watt was able to make the, “right,” decision because he was conditioned and trained to do so. What actions are you taking that will build your capacity to make the right decision?

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 Moral Courage. Leaders should walk away with a better understanding of the intricacies of what it means to have Moral Courage.

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?