



Honorable Service & Stewardship: “Choosing the Hard Right Over the Easy Wrong” Written Case Study

Facilitator: This two-part case study promotes discussion about Honorable Service and Stewardship. Reading each part of the Case Study twice often ensures that participants are prepared to discuss the issues. Additional questions for discussion follow the conclusion.

Facilitator’s Summary: As an incoming company commander conducting my change of command inventories, I discovered there were unaccounted pieces of government property and equipment. With one week until the change of command, the outgoing commander was pressuring me to speed up the inventories so that he could finish his Permanent Change of Station (PCS) procedures, out-process, and move on to his next duty assignment.

Notes:

Part 1: Situation

- Is the outgoing commander ‘Living the Army Values’? Why or why not?
- Describe the type of climate/environment that exists in the command. Who is responsible for that climate?
- Describe how the situation will affect Trust relationships with the Soldiers/Leaders. With the Army.
- Is the outgoing commander serving honorably? Why or why not?
- Why didn’t the company XO speak up? Why did the Supply NCO take proper action in this situation?
- What Army Values are involved in the incoming commander’s decision?

Part 2: Conclusion

- Did the outgoing commander act as a Steward? Why or why not? What message would he send to the unit?
- Describe how the incoming commander fulfilled his role as a Steward of the Army Profession. How did he resolve the conflict?
- What message does the incoming commander’s Honorable Service send to all those involved: to Soldiers, to the XO, to the Outgoing Commander, to the Army, to the American public?