

# Military Expertise: “A Company with No Commander” Written Case Study

**Facilitator:** Reading the Case Study twice often ensures that participants are prepared to discuss the issues.

**Facilitator’s Summary:** While conducting change of command inventories and handover tasks, it was apparent the outgoing HHC commander lacked certification as an Army professional to fulfill responsibilities and perform assigned duties with discipline and to standards.

## Notes:

- The outgoing HHC commander’s poor performance affected the readiness of the unit.
  - How does his performance reflect Competence? Character? Commitment? (3Cs)
  - Can a commander be an expert and NOT maintain administrative and logistical readiness?
  - The incoming commander recognized the need for immediate action. How does this reflect his 3Cs?
- How do you feel the outgoing commander’s actions affected the Trust within the unit?
  - How would you feel as a subordinate hand-receipt holder in this organization?
  - How can the incoming commander establish Trust?
- Compare each commander’s Military Expertise. Which commander would you rather work for? Why?
- How does this scenario fit the military-technical field of expert knowledge? (How does it apply to organization of the unit, planning and execution of military operations, and professional development?)
- How does this fit the moral-ethical field of expert knowledge? (How could the Army Ethic and Army Values help professionals make these decisions?)