

Military Expertise: “New Leader, Old Problem” Written Case Study

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

Facilitator’s Summary: A new battalion command sergeant major used his Military Expertise to make an ethical decision. By doing so, the battalion sergeant major demonstrated and validated his professional Competence, Character, and Commitment.

Notes:

- In this scenario, how did the issue with SFC Jones require the new CSM to demonstrate military expertise?
 - How did it require the CSM to use expert knowledge from the moral-ethical field?
 - How did it require the CSM to use expert knowledge from the human development field?
 - How did it require the CSM to demonstrate competence in his legal and administrative tasks?
 - How did it require the CSM to demonstrate character as a leader, as an Army professional?
- This was a discretionary judgment that no one was forcing on the CSM. Did he meet his commander’s intent?
 - How did his decision, given the situation, reflect his commitment?
- Do you feel the CSM made a decision consistent with Army discipline and standards?
 - How does this reflect his professional competence?
 - Could he behave differently and still act with discipline and to standards?
- What Army Values affected his decisions and actions?
- Based on the CSM’s decisions and actions, how did he apply his Military Expertise?