

Standards & Discipline: “A Few Extra Items Never Hurts” Written Case Study

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

Facilitator’s Summary: Failing to uphold standards and personal discipline, DS Whales makes a decision to choose the easier wrong when collecting new and excess equipment, saying that he received it as part of his service on the ‘Trail’ – and that a few extra items didn’t hurt.

Notes:

- What are the standards governing this situation?
- What would best enable the unit to succeed?
 - What standards did DS Whales’ fail to uphold – beyond the obvious theft?
 - As a leader and trainer of Initial Entry Training, what potential damage could Whales’ example of lack of discipline cause?
- The XO had the chance to correct the situation early, and failed. What standards were not upheld?
 - How could the XO’s actions affect the ability of new soldiers – and their NCOs – to trust new officers?
 - At what point should new Soldiers question the behavior of more experienced Soldiers?
- Equipment accountability is a recurring issue. How widespread is the attitude DS Whales voiced amongst today’s Army professionals? Do a few extra items hurt?
 - Ask those in your group to reflect and write down one way they have seen a lack of accountability harm their organization – and share how they would correct it.
- What would you do – if you were in DS Whales’ place, or in the XO’s place? How would you justify your action?