

# Standards & Discipline: “Almost a Millionaire” Written Case Study

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

**Facilitator’s Summary:** Soldiers show their commitment to the Army’s guiding values and standards by willingly performing their duty at all times. However, in 2003 – as operations shifted in Baghdad toward stability and counter-insurgency – American NCOs fail to uphold their standards and discipline when they discovered money cached around the city by Saddam’s regime.

## Notes:

- What are the standards governing the Soldiers’ actions in the Green Zone at this time?
  - How do you weigh loyalty to comrades against violating standards?
  - How does having a sense of purpose enable a unit to operate effectively and adhere to discipline?
- The CO was in a tough spot. What factors influenced his discipline in making a decision?
  - How do you weigh loyalty to comrades against violating standards?
- Was the 1SG’s looting a victimless crime?
  - To whom did the money belong?
  - What was the standard he set for the Soldiers in the company and battalion?
- What standards should the 1SG have met as this situation developed? What should he have done?
  - What effect could he have had on the Soldiers who tried to mail money home?
  - How should he have dealt with the investigation and surrendering his own supply of stolen money?
- Ask your group if a similar situation like this has happened in their organization, or previous organization.