

Standards & Discipline: “Missed the Mark” Written Case Study

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

Facilitator’s Summary: Standards and discipline, when properly established and practiced, are essential to the decision to choose the harder right over the easier wrong; however, a commander decides to choose the easier wrong in the face of temptation.

Notes:

- What are the standards governing property accountability?
- What would be best for the unit, for mission success, in this situation?
 - What standards did 1LT Wells fail to uphold?
 - What standards did his CO fail to uphold? Were these decisions justified – and if they were, why?
- The CO felt significant loyalty toward someone he saw as a valuable subordinate leader.
 - How could his actions affect the attitudes of the other lieutenants in the unit?
- The author says, “I hated to have to punish such a quality leader and Soldier.” Why or why don’t you agree with his perspective?
- Has this happened in your organization in regard to other equipment requiring accountability?
- How would you use discipline to uphold standards – if you were in 1LT Wells’ or the CO’s position?
- Should personal relationships hold any weight in decision-making when it comes to standards and discipline?