

Standards & Discipline: “The Beating Incident” Written Case Study

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

Facilitator’s Summary: Stewards of the Army Profession are role models and have the responsibility to develop and inspire their subordinates; however, your battalion commander’s example is not demonstrating unequivocal intolerance of unprofessional conduct. Rather, he advocates for it.

Notes:

- Discipline is the accepted practice of our Army Profession, in the conduct of duty, effectively and ethically.
 - How did the Battalion Commander lack discipline?
 - What kind of example is he setting?
- How does the battalion commander inspire his unit?
- How do you feel his standards of conduct are affecting his subordinates?
 - How can decisions and actions affect trust?
- What do his actions say about his military expertise?
- It is your turn to be questioned by the investigators.
 - Share with the group what you would do.
- Is it more important to show loyalty towards individual leaders or the Army as a whole? Have you experienced an incident when your leaders were at odds with Army standards?
 - Whose duty is it to critique someone the Army entrusts as a leader?
 - What systems of accountability exist in military leadership?