

The Army Profession

“Trust” Instructional Video



The Army Profession

For all members of the Army Profession

<http://cape.army.mil>

“Trust”

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1. Checklist

- Recruit additional strong/respected leaders from your unit to be facilitators with your unit. (Recruit as many as the situation mandates)
- Watch the video prior to your facilitation.
- Review the additional resources.
- Review the “How to run your workshop” guidelines prior to facilitating.
- Think about personal experiences that relate to the scenario.
- Resource Prep:
 - Make copies of the facilitation questions as needed for each of your facilitators.
 - If you plan on showing video clips, test to make sure they work on the system in your designated training area.
 - Make sure you have a whiteboard with dry-erase markers.

2. Facilitator Guide Instructions

Instructions

The video focuses on:

The Army Essential Characteristic of Trust that is the bedrock of the Army Profession. Trust is the foundation of our relationship with the American people. The Army's ability to fulfill its strategic roles and discharge its responsibilities to the Nation depends on...

Trust ...

between Soldiers;

between Soldiers and their leaders;

between Soldiers, their Families, and the Army;

between Soldiers and Army Civilians;

between the Army and the American people.

Recommended steps to follow when using this video in a group discussion:

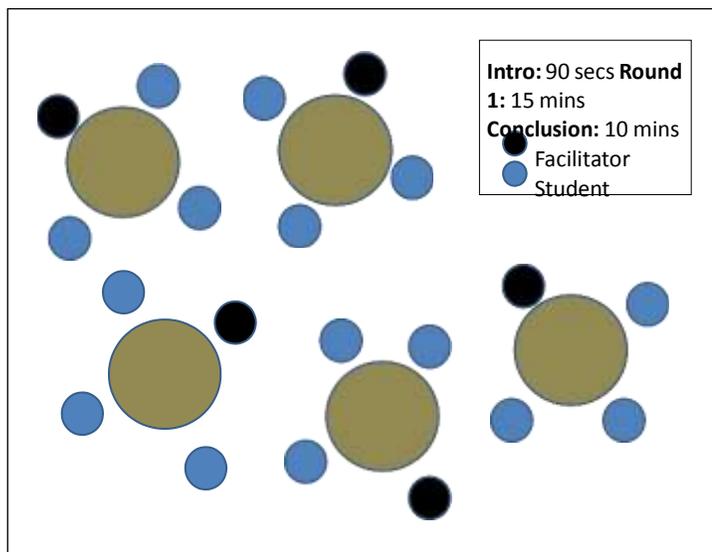
1. Ensure students/participants are familiar with the nature and expression of the Army Profession before starting the lesson/discussion (e.g., review of ADP-1, Ch. 2 and ADRP-1, Trust).
2. Play the video for the students/participants.
3. Facilitate a group discussion on the topic of Trust. The "Example Facilitator Questions" are included to assist a facilitator in guiding the discussion.
4. Skip to Step 4, "Detailed Plan for Your Workshop," for example facilitator questions, if already familiar with how to facilitate this module.

3. How to run your workshop

The basic concept provided below is a way to facilitate this module. Modify as necessary to fit the needs and demographics of the group. We find having a variety of ranks/leadership positions in each group increases perspective and maximizes takeaway.

PREP: Have a whiteboard and markers available. Bring copies of the video transcripts. Have a Facilitator Guide available for each facilitator. Get there early and set up the room in huddles large enough to support a variety of leadership at each table. Put chairs around one table (keep people close), rather than pulling several tables together.

BASIC CONCEPT: Meet for 25 minutes to discuss the module. The group breaks down into huddles large enough to support a variety of leadership at each table. For example, you want to have SLs, PSGs, PLs, and CDRs in the same huddle so you can maximize the overall effectiveness and increase the number of vantage points. Have one facilitator at each table to guide (NOT LEAD) the discussion. The workshop begins with facilitators asking the participants what their response was to the module. The facilitators' main role is to be a catalyst for conversation and



learning about the topic at hand. This module includes two rounds of discussion, and ends with personal stories and vignettes that relate to the module.

KEYS TO SUCCESS:

- Let participants do most of the talking.
- The facilitators' key role is to ask questions that spark thought and conversation.
- Ensure you engage each level of leadership and everyone within your group. Do not let any one person dominate the conversation.
- Have questions prepped for each round to drive the conversation (See "Detailed Plan" on page 5).
- You are a catalyst for conversation. Make sure that you continue to ask questions that make your group dig deeper.

4. Detailed plan for your workshop

INTRODUCTION (90 seconds)

Introduce the Workshop in a way that communicates the purpose of the event.

“Today we are going to talk about Trust and its importance to the Army Profession. As Army professionals, we must be aware trust develops and sustains confidence among all Army professionals as they fulfill their duties and responsibilities. I hope we have an open discussion where we can express ideas and learn from one another while we learn about our Army Profession and doctrine.”

ROUND 1 – Facilitated Discussion (30 minutes):

1. What is Trust – and why is it important?
2. How do Army Professionals earn Trust?
3. Why do you think CW5 Wilson believes Trust is so hard to re-gain when she mentions, “I think leaders have to make sure that they can never do anything that would take Trust away from the Soldiers because re-earning it from amongst those Soldiers is nearly impossible”?
4. Can someone give an example of a leader who loses the Trust of his/her subordinates and how it affected the organization?
 - a. Does leading by example help form Trust between a leader and his/her subordinates?
 - b. How does a leader’s/supervisor’s competence, character and commitment affect the Trust in an organization?
5. What do you think Soldiers would be thinking about if they did not have full Trust in our Army Civilians to take care of them and/or their Families?
6. How can the Army maintain Trust with the American people?
7. If the American people did not have trust in our Army, how do you think it could affect the all-volunteer environment?
8. Why do you think Trust is considered the bedrock of our profession? How does Trust linked with the other essential characteristics of the Army Profession?

4. Detailed plan for your workshop (continued)

ROUND 2 - Conclusion (10 minutes): Personal Vignettes and takeaways.

Facilitator asks students to share any personal vignettes and takeaways from the module.

It is important for the group to relate to this video on a personal level. Conclude the module emphasizing the significance of Trust. Leaders should walk away with a better understanding of its impact, and be able to properly convey its importance to Soldiers in their organization.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q - What did you learn from listening to the reactions and reflections of other Leaders/supervisors? Q - What are the future implications of this decision and or experience?
Reflection	Q - How do you feel/what do you think about what you learned? Q - What will you do with your new information? Q – How can you integrate new learning into your Command team philosophy, command structure, and climate?

5. Video Transcript

SC#	VIDEO	AUDIO
1.	<p>ANIMATED OPENING TITLE SEQUENCE</p> <p><i>TRUST</i></p> <p>Appropriate action footage in the graphic letters of Trust</p>	<p>DYNAMIC MUSIC UP AND UNDER</p> <p>NARRATOR VO:</p> <p>Trust is the bedrock of the Army Profession... the foundation of our relationship with the American people.</p>
2.	<p>Cut to: FOOTAGE</p> <p>-ACTION MONTAGE-</p> <p>Staged "Hero" shots:</p> <ul style="list-style-type: none"> ○ Soldiers on Ranger confidence course ○ Jumpmaster with trainees ○ Town Hall Meeting ○ Army Civilian working with uniformed personnel ○ Family with son/daughter at Recruitment Station 	<p>Our professional responsibility is to preserve this earned trust. Our moral obligation is not a product of social trust. It is the source of that social trust. The Army's ability to fulfill its strategic roles and discharge its responsibilities to the Nation depends on...</p> <p>Trust ...</p> <p>between Soldiers;</p> <p>between Soldiers and their leaders;</p> <p>between Soldiers, their Families, and the Army;</p> <p>between Soldiers and Army Civilians;</p> <p>between the Army and the American people.</p>
3	<p>GRAPHIC ANIMATION</p> <p>Graphic that shows the Five Essential Characteristics of the Army Profession –</p> <ul style="list-style-type: none"> ▪ Military Expertise ▪ Honorable Service ▪ Trust ▪ Esprit de Corps ▪ Stewardship of the Profession <p>FOOTAGE</p> <p>Group "Hero Shot" with - Officer, Warrant Officer, NCO, Enlisted & Army Civilians</p>	<p>NARRATOR VO:</p> <p>Within the Army, trust serves as a vital organizing principle that establishes the conditions necessary For effective and ethical mission command and a profession that continues to earn the trust of the American people.</p> <p>Such trust develops and sustains confidence among all Army professionals as they fulfill their duties and responsibilities.</p>

4	The Honorable John McHugh Secretary of the Army - On-Camera	John McHugh - Secretary of the Army O/C: <i>“When people talk about the institutions that they trust the United States military...of course the United States Army is at the top of the list. Whether it is a man or woman in uniform or a civilian employee of the United States Army, nearly 300,00 of them strong, this is a team that needs to ensure that there is a mutual trust and the American people continue to trust the Professionalism, the great Expertise that they have shown that has brought us to that high place...so it is a very special relationship and it is one that has been forged over time and one that each and every day that we have to work hard to ensure that we continue to enjoy and benefit from”</i>
5	GRAPHIC ANIMATION Between Soldiers	NARRATOR VO: Trust ... between Soldiers.
6	SSG Brandon Merle	<i>“The foundations of trust goes to common experiences, common events, common training that individuals share amongst themselves...be it advance individual training”</i>
7	SFC Deneen Frazer	<i>“And that builds trust knowing that the training I went through and I survived... you went through and you survived...got through the hard times...we all had the same struggles...we all had the same experience...and came out certified like I did.”</i>
8	MAJ Ernest D. Meadows III	<i>“Trust between soldiers is physically seeing each other going through some of the crucible and hardship together...proving that you are competent in your profession...in your expertise”</i>
9	SSG Nicole Glover	<i>“So we automatically build that bond...that pact...that camaraderie that we have for each other...”</i>

10	SSG Brandon Merle	<i>"If you give a soldier a job and you encourage them to work together as a team then they feel if though they are in it together and they start to build that trust together that they'll utilize later on down the line in a combat experience"</i>
11	CSM Joe Parson Jr.	<i>"So that way when it becomes tough...and we need to accomplish a mission... I know that you are going to uphold your part of that mission as well as you know that I will do my part as well"</i>
12	SSG Jarod Moss	<i>"When it gets stressful...I need to know that I can turn to you...and those experiences can develop trust"</i>
13	GRAPHIC ANIMATION Between Soldiers and their Leaders	NARRATOR VO: Trust ... between Soldiers and their Leaders.
14	MG Gordon Davis Jr.	<i>"Trust is absolutely integral to the concept of Mission Command...Trust is the glue that bonds Soldiers together...bonds Units together...bonds Soldiers and Leaders together..."</i>
15	CSM David L. Stewart	<i>"For Mission Command it's important that the leaders Trust the subordinates to carry out the intent of what they are trying to accomplish but then also that the subordinates Trust the leader to give them the correct direction and purpose to do that."</i>
16	LTG David G. Perkins	<i>"...Because those leaders are going to ask their people to do some very dangerous things...in combat the only reason people do dangerous things is because they trusted their leader."</i>
17	CW5 Phyllis J. Wilson	<i>"So I think leaders have to make sure that they can never do anything that would take trust away from the soldiers because re-earning it from amongst those soldiers is nearly impossible"</i>

18	COL Jeffery D. Peterson	<i>“What this requires of all of us is to confront and correct improper behavior...and that’s how you build Trust...when you know that improper behavior will not be tolerated and that corrections of improper behavior will be dealt with and addressed in a professional manner...then soldiers know they can begin to trust each other...and they know they can trust their leaders to do what is right and in accordance with the Army values”</i>
19	MAJ Ernest D. Meadows III	<i>“As a company commander the way I tried to imbue the Trust that the soldiers had in me...and that I had in them... was to basically form and act how I would expect them to do...don’t have a double standard... have one single purpose... one single standard for all soldiers regardless of rank”</i>
20	ANIMATION Between Soldiers, their Families, and the Army	NARRATOR VO Trust ... between Soldiers, their Families, and the Army.
21	CSM Donna Brock	<i>“Our families have to trust that the army is doing the right thing for our soldiers and they are going to be cared for and the quality of life is taken care of...”</i>
22	Kristen Koski – Army Family Member	<i>“I have to have 100 percent trust in the army...that they will provide the best training and equipment... so that my husband can complete his mission”</i>
23	Amy Fisher– Army Family Member	<i>“And it was easy for me to let him walk out the door because I knew the people around him were going to do the best they could to take care of it.”</i>
24	CSM Donna Brock	<i>“...And then the soldiers have to trust the Army that they are going to take care of the families because when we take their Soldiers away from the home the families have to stay back and take care of the home front”</i>

25	CSM Edward Bell	<i>“My family has benefited from a lot of the great programs that the Army provides...and recently with the Resiliency Program...those programs...ah Marriage Retreats...are very beneficial in building relationships”</i>
26	Charyvette-ly Hasbun –Army Family Member	<i>The Army is very family focused...whenever you need something someone is there for you ...always...there’s a lot of help.”</i>
27	MAJ Rick Turner	<i>“We have to provide an environment that is conducive for raising healthy resilient families in a condition that in commiserate with the Soldier’s service to our great country.”</i>
28	GRAPHIC ANIMATION Between Soldiers, and Army Civilians	NARRATOR VO: Trust ... between Soldiers and Army Civilians.
29	CSM Stewart	<i>“The bond between soldiers and Army Civilians is much just like soldiers... we’re all going towards a shared purpose...a shared mission.”</i>
30	SSG Brandon Merle	<i>“Army Civilians are force enablers they bring experience to the table that we can then utilize for our missions”</i>
31	Andy Entwistle – Army Civilian	<i>“I think it is critical that soldiers trust the civilian employees...they have to be able to focus on what they are doing down range and they have to know that when we tell them that we are going to get it done for them or their families... it’s going to happen.”</i>
32	Ms. Kathleen Miller	<i>“Working together in common mission sets... outside those missions that can only be accomplished by the Military...between Army professionals also builds trust because you learn what competence and what character the other professional is also bringing to the team.”</i>

33	CSM Donna Brock	<i>"Our civilians...they are our main stay ...they're our continuity...so it's so important that you know...we work together and that we have that mutual trust between the two"</i> .
34	Ms. Kathleen Miller	<i>"So you can build Trust by working together... by being candid and by communicating. If they are working together to repair a piece of equipment or even here in the Pentagon to move a policy forward...they have to know and trust in each other that each can fulfill their piece of the mission plan."</i>
35	ANIMATION Trust between the Army and the American People	NARRATOR VO: Trust ... between the Army and the American People.
36	SFC Deneen Frazer	<i>"Our citizens...they're the ones that make us the strongest Army in the world...my uniform says US Army but what I represent is the citizens of America and this is what makes Soldiers willing to lay down their lives on the line for this country"</i>
37	Rory O'Brien – Army Civilian	<i>"We are entrusted by the American people to support and defend our constitution... to fight and win the nations wars"</i>
38	Ms Kathleen Miller	<i>"The American people underwrite everything we do and everything we are...the trust us with their sons and with their daughters"</i>
39	CW5 Phyllis Wilson	<i>... That is why we have soldiers that continue to join in an all-volunteer environment.</i>
40	MAJ Ernest Meadows	<i>"Having a professional force and having a professional set of officers, non-commissioned officers and soldiers allows the American people the freedom to kind of go along their daily lives not</i>

		<i>worrying because they do have a professional force that they can rely on"</i>
41	BG Victor J. Braden ARNG	<i>We're the most trusted organization in the United States...but that's a fragile thing because if you don't have Trust you don't have the confidence of the American people</i>
42	Mark Wiggins - Citizen	<i>"The Army has gained my Trust as an American citizen because of its willingness to learn... to adapt...to hold itself accountable and that goes a long way to helping maintain or even build Trust in any organization"</i>
43	CSM Edward Bell	<i>"The Trust that the American people have in us is vital...and the American people believe that we will execute everyday...with the Army values...be professional and secure and defend the Nation"</i>
44	SSG Nicole Glover	<i>"...And I want them to understand that I do live by the Army values...I should be held up to a higher standard... I am working for them... I am their soldier...I will do whatever it takes to uphold their freedom and their way of life"</i>
45	General Raymond T. Odierno - Chief of Staff of the Army On Camera: Action b-roll shots that encapsulate "Trust" between Soldiers, Leaders, Families, Army Civilians and the American People General Raymond T. Odierno -	General Raymond T. Odierno - Chief of Staff of the Army O/C: <i>"Trust is the bedrock of our profession...you must have complete and inherent faith in the person to your right and to your left, to the front and to your rear, because what we do is serious business. Trust requires leaders to set the example...empower subordinates...and sustain standards, discipline, and fitness. It also means that while the mission always comes first, the Army takes care of its own. Taken together, these attributes reinforce what it means to be a Soldier, a member of a profession built on trust, guided by shared values and trained to the highest standards. It is this common core that defines who we are and what we represent to the American</i>

	<p>Chief of Staff of the Army On Camera:</p> <p>GRAPHIC ANIMATION TRUST</p>	<p><i>people.</i></p> <p><i>We will uphold our nation's Trust by remaining morally and ethically upright and reflecting the values of this great country."</i></p>
46	<p>GRAPHIC TITLE Army Profession CAPE WEBSITE INFORMATION</p> <p>FADE OUT</p>	<p>MUSIC UP/THEN OUT</p>