

Trust: “Anger and Frustration – A Recipe for Unethical Behavior” Written Case Study

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

Facilitator’s Summary: A battalion commander reprimands his company commander for unethical behavior. Such behavior sets a bad example and will break trust between leaders and their Soldiers.

Notes:

- What is the ethical situation at the time of the incident?
- What are the rules/laws that apply in this situation?
- What Army Value did the battalion commander demonstrate?
- How does honoring values in our decisions and performing duties ethically develop a mutual trust?
- The battalion commander said, “I gave the company commander a letter of reprimand and reminded him of his moral and ethical duties as a leader.”
 - What are the possible consequences of distrust between the company commander and his Soldiers?
 - How is trust earned? How may the company commander earn trust back?
- How do the company commander’s actions reflect his military expertise?
 - Discuss how demonstrating Competence, Character, and Commitment help to develop trust.
 - How does performing duties effectively and ethically, with discipline and to standards sustain trust?
- What are some practical ways you can build trust within your organization or unit?