

Trust: “Hooking and Crooking” Written Case Study

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

Facilitator’s Summary: While in command in a recruiting battalion, a commander demonstrated his military expertise and preserved the bond of trust between Soldiers, between leaders and Soldiers, and between Soldiers and the Army.

Notes:

- In regard to “making the mission,” the first sergeant told the commander, “sometimes you have to step into the gray.” Does this behavior demonstrate competence?
 - How does performing duties ethically, with discipline and to standards, develop trust within the profession?
- The commander “made an extra effort to instill an ethical climate.” How can the commander’s demonstrated military expertise affect trust within the unit?
 - How does the level of expertise in a unit relate to how well it’s Soldiers and leaders trust one another?
 - What are some ways to build trust when you first take charge of a unit or organization?
- The battalion level leadership was not developing the same ethical climate. How can this affect trust within the organization as a whole?
 - What are the possible consequences of distrust between leaders and Soldiers?
 - How is trust developed between leaders and Soldiers?
- What are specific actions, behaviors, or events you have noticed other units, leaders, and Soldiers use to develop trust?