

Lesson Plan

TRUST

AMERICA'S ARMY – OUR PROFESSION (AAOP) EDUCATION AND TRAINING PROGRAM

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- a. **OVERVIEW.** This lesson plan helps you assemble and conduct a professional development session on Trust. *America's Army – Our Profession* training support packages enable professional development sessions using the case study method to educate members of the Army Profession. The video case study exercises provided are called CaseEXs. Each CaseEX is an Army professional's story combined with supplemental questions and reflective practice that guides you through a rich group discussion on how the story relates to the Army Profession and how it shapes an Army professional's behavior. Ensure that you complete the Army Profession Overview lesson to introduce professionals to these terms and concepts before leading this development session.

Remember the learning occurs during facilitated DISCUSSION.

- b. **BACKGROUND.** The CSA approved the *America's Army – Our Profession* Education and Training program to develop a commonly understood, accepted, and internalized meaning of the Army Profession and Ethic. The goal is all members of the profession are aware of and understand the Army Profession doctrine and concepts, participate in an ongoing dialogue about the profession and conduct themselves in a manner worthy of their professional status.
- c. **LEARNING OUTCOMES.**
1. Army professionals understand and maintain Trust with their fellow professionals.
 2. Army professionals build Trust in relationships through candor, transparency, respect and consistency in their behavior.
 3. Army professionals steward the trust of the American people by ensuring the Army Profession possesses the five essential characteristics.
- d. **TRAINING REFERENCES.**
1. *Army Doctrine Publication 1 (ADP 1) The Army*, Chapter 2
 2. *Army Doctrine Reference Publication 1 (ADRP 1) The Army Profession (Final Draft)*, Chapter 1
 3. *Army Doctrine Reference Publication 6-22 (ADRP 6-22) Army Leadership*, pages 6-7
 4. *Army Doctrine Reference Publication 6-0 (ADRP 6-0) Mission Command*, Chapter 2
 5. *Army Profession Pamphlet (October 2012)*: Downloadable pdf on the Army Profession available at <http://cape.army.mil>.
 6. *CAPE Public Website*: <http://cape.army.mil>.
- e. **ADDITIONAL INSTRUCTOR RESOURCES.**
1. *Facilitator Toolkit*: Additional videos and techniques to help trainers become more effective facilitators. (*CAPE Public Website*: <http://cape.army.mil>).

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f. GUIDANCE.

Prepare.

- If your training site has internet capability, present and facilitate the session on-line. If there is no internet capability, you can download the entire Trust training support package.
- Review Army doctrine on the Army Profession concepts and Trust (ADP1 *The Army*, Chapter 2; ADRP 1 *The Army Profession (Final Draft)*, Chapter 1; *Army Profession Pamphlet (October 2012)*; ADRP 6-0 *Mission Command*, Chapter 2; ADRP 6-22 *Army Leadership*, Page 6-7).
- Review the material on the CAPE web site on reflective practice and how-to effectively facilitate a small group development session.
- Print lesson plan and student handouts.
- Review associated CaseEXs and print their facilitator cards.
- As a facilitator, rehearse your role in the education and training session.

Conduct.

- Distribute student handouts.
- Present the on-line training support package and use talking points with associated slides as you progress through the presentation.
- Get your group involved by asking the discussion questions and facilitate further discussion.
- Use the CaseEX to allow the group to apply what they've learned in the training to a real-life situation.
- Lead your group in a reflective practice exercise to answer the following questions:
 - What? (What did I learn concerning Trust and its importance in Army internal and external relationships during the education and training session?)
 - So what? (Why does it matter?)
 - Now what? (How will I use this information/new knowledge and apply it to my situation/organization?)

Follow up.

- Seek and leverage future opportunities to build Trust within your organization.
- Maintain communication with CAPE (CAPE Public Website: <http://cape.army.mil>) for the latest information, materials, and products.
- Submit feedback to CAPE.

g. TRAINING AIDS.

1. Trust Training Support Package for *America's Army – Our Profession*
2. A/V equipment, computer, as required
3. White board, poster board, and markers to list ideas
4. *Participant Handout*: Material to support the lesson
5. *Facilitator note cards*: Material to support facilitated discussions of video case exercises

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h. CONDUCT OF LESSON- Suggested Lesson Timeline (timeline can be adjusted based on time available and organization requirements):

<u>Min</u>	<u>Activity</u>
05	Introduction/Goals
10	Trust video & brief discussion
05	Facilitated discussion of Trust
10	Army Ethic video and brief discussions
05	Facilitated discussion of the trust relationships
05	Facilitated discussion of Stewarding Trust
15	Facilitated discussion of “Trust (Diem)” (4:14)
15	Facilitated discussion of “Trust (Wintrich)” (1:42)
<u>10</u>	<u>Summary / Conclusion</u>
80	Total Minutes

i. SLIDES AND CASE-EX VIGNETTES.

<p><u>Slide 1</u> Title Page Slide talking points: We are going to talk about Trust and its importance for Army professionals. The Army must have a positive relationship with American society based on mutual trust and respect. The Nation trusts the Army to expertly accomplish military missions through the effective and ethical application of landpower. Trust is also important in developing relationships among Army professionals. 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.</p>	
<p><u>Slide 2</u> Slide talking points: These are goals for our discussions today. Army professionals must understand and sustain trust within the Army Profession and with the American people. Our professional responsibility, through our stewardship, is to identify and sustain those practices that will help build Trust.</p>	<p>LEARNING OUTCOMES Recognize and be able to discuss:</p> <p><u>Army professionals:</u></p> <ul style="list-style-type: none"> • Understand and maintain the Trust of their fellow professionals. • Build Trust in relationships through candor, transparency, respect and consistency in their behavior. • Steward the trust of the American people by ensuring the Army Profession possesses the five essential characteristics.

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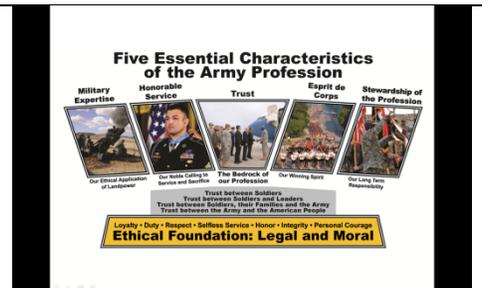
Slide 3

Slide talking points: Our Army Profession is healthy when all five essential characteristics are present in our culture and organizations, and demonstrated by our professionals. These are Military Expertise, Honorable Service, Esprit de Corps, Stewardship of the Profession, and Trust.

Slide talking points: Trust is one of the essential characteristics and supports and is supported by the other four essential characteristics.

Because the American people place special trust and confidence in the Army as a profession that considers service to the Nation its highest priority, trust is the bedrock of our relationship with them. Our professional responsibility is to preserve this earned trust. Our moral obligation is the source of this trust.

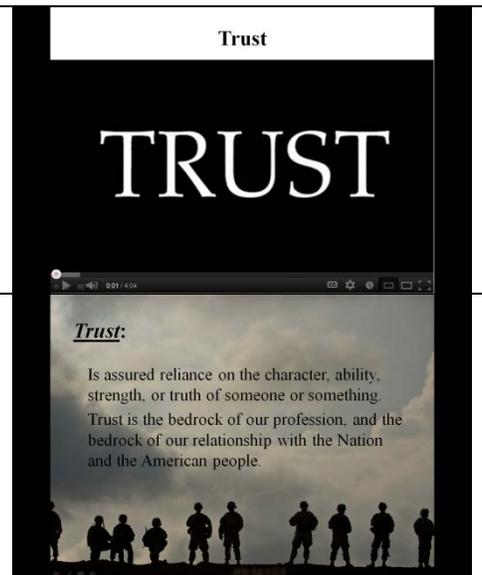
We ensure Trust by maintaining the remaining four essential characteristics of the profession in everything we do, every day, and in every location where we serve.



Slide 4

Slide talking points: Trust is the bedrock of the Army Profession.

Facilitator Action: This video introduces trust in the professional context. Ask your group, “What is Trust and how can it be improved in your organization?” After facilitating a brief discussion, click the arrow to view the video.



Slide 5

Facilitator Action: Ask your group for their reaction to the statement on the slide.

During or after the discussion bring out the following slide talking points: Our professional responsibility is to grow and preserve this earned trust. Trust is the bedrock in all Army Professional relationships.

Facilitator Action: Ask your group “What is the effect on Army members if Trust is lost within your organization? Use examples of recent incidents where Trust has been lost, if applicable (others: Aberdeen Proving Grounds, My Lai, Abu Ghraib, Mahmudiyah).

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Slide 6

Ask your group: “How is trust related to Military Expertise, honorable service, esprit de corps, and stewardship?”

During or after the discussion bring out the following talking points:

- Trust comes from and supports the other four essential characteristics.
- Trust is gained or lost through our everyday actions.
- Trust is based on personal qualities such as professional competence, character and commitment.
- A Soldier must see action that is consistent with Army values - this becomes a basis for Trust.
- Trust comes from shared experiences, risks, and training.
- Mission command is based on a mutual trust and shared understanding.

As a unique military profession, the Army is built upon an ethos of trust, which reinforces four other essential characteristics of our profession: military expertise, honorable service, esprit de corps, and stewardship.



Slide 7

Slide talking points: Adhering to the Army Ethic is an integral part of the trust relationship between Soldiers, Army Civilians, Families, and the American people. The Army Ethic is the collection of laws, values, beliefs, ideals, and principles held by the Army Profession and embedded in our culture.

Facilitator Action: Click the arrow to view the video. This video introduces the Army Ethic in the professional context. After viewing, ask your group, “Why is it important to have a formal Army Ethic?” Facilitate a brief discussion.

During or after the discussion bring out the following slide talking points: To maintain America’s trust, we must be both effective and ethical (ADRP 1 (Final Draft)). When the American people give their trust to the Army, Army professionals can act “autonomously” and society trusts that its members will act honorably. Army professionals exercise discretionary judgments – and the failure of individual professionals to make the right decision can be devastating to mission effectiveness. The Army Ethic informs and guides Army professionals’ discretionary judgments and contributes to the trust relationship.

Army Ethic

It is said that warfare can bring out the best and worst of all human traits

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Slide 8

Slide talking points: The Army Ethic is rich and varied in its sources and its content. Parts of the Army Ethic originate from codified, legal documents carrying the force of law, such as the Constitution and the Uniform Code of Military Justice (UCMJ) (left-half of the framework). Institutionally, this codified part of our Ethic establishes the purpose, mission, and duty of the Army (see ADP 1, *The Army*).

Slide talking points: The Army draws the other portion of its ethic (right half of the framework) from traditions or documents with immense moral content and importance for all Americans. These traditions or documents do not have standing in law. They include the Declaration of Independence, the Just War Tradition, and the golden rule for interpersonal behavior. The Army draws on these moral foundations through its culture and subcultures within it.

Ask your group: “Why does the Army fight?”

Possible answers: We are sworn to support and defend the US Constitution against all enemies – foreign and domestic. The Army as the landpower component of a unified force fights as directed by our elected political leadership in accordance with law.

Ask your group: “How does the Army fight?” (Ref: ADRP 3-0)

Possible answers: Army leaders determine how their units use lethal force by applying ethical principles, for example:

1. Military necessity: requiring combat forces to engage in only those acts necessary to accomplish a legitimate military objective.
2. Distinction: discriminating between lawful combatant targets and noncombatant targets.
3. Proportionality: the anticipated loss of life and damage to property incidental to attacks must not be excessive in relation to the concrete and direct military advantage expected to be gained.

During or after the discussion bring out the following slide

talking points: The Army Ethic provides the moral basis and the justification for why and how the Army fights. These shared values strengthen our sense of shared purpose, enhance our esprit de corps, and support the American people’s desires for an Army that performs effectively and

The Framework of the Army Ethic		
	Legal Foundations <small>(codified)</small>	Moral Foundations
Army as Profession <small>(Laws/values/norms for performance of collective institution)</small>	Legal-Institutional The U.S. Constitution Title 5, 10, 32, U.S. Code Treaties of which U.S. is party Status of Forces Agreements Law of Armed Conflict	Moral-Institutional The U.S. Declaration of Independence Just War Tradition Trust Relationships of the Profession
Individual as Professional <small>(Laws/values/norms for performance of individual professionals)</small>	Legal-Individual Oath of: Enlistment Commission Office U.S. Code – Standards of Exemplary Conduct UCMJ Rules of Engagement Soldier's Rules	Moral-Individual Universal Norms: Basic Rights Golden Rule Values, Creed & Mottos: "Duty, Honor, Country" NCO Creed, Civilian Creed 7 Army Values Soldier's Creed, Warrior Ethos

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ethically.	
<p><u>Slide 9</u> Slide talking points: Embracing the Army Ethic is integral to developing and sustaining Trust in the Army Profession. Slide talking points: Being committed to the shared values of the Army Ethic is essential for teamwork. Teamwork builds trust between Army professionals. Soldiers entrust their lives to the Soldiers on their left and right and focus on doing their duty in a way that maintains the trust of their comrades. We ask a lot of our Soldiers, Army Civilians, and their Families and therefore trust is essential in those relationships.</p>	<p style="text-align: center;">Our Individual Trustworthiness Based on the Army Ethic Creates Strong Bonds in the Army Profession</p> <ul style="list-style-type: none"> Trust between Soldiers Trust between Soldiers and Army Civilians Trust between Soldiers and leaders Trust between Soldiers, their Families, and the Army Trust between the Army and the American People
<p>For Further Reference or to Support Discussion: Army professionals must apply ethical principles in everything: war-fighting, managing financial resources, personnel management, in personal behavior on and off duty, etc. Regardless of the situation or persons affected, every member of the profession must be able to reason and appropriately apply the right ethical principles while guided by the Army Ethic. They must also accept personal responsibility to discipline themselves, and self-police their organization and other Army professionals. This helps the Army maintain effectiveness and the trust of the Nation.</p>	
<p><u>Slide 10</u> Slide talking points: Trust reflects the confidence and faith that the American people have in the Army to serve the Nation effectively and ethically. The support of the American people has been and will remain paramount to our success. We remain mindful of their Trust in us to get the mission accomplished in a way that brings credit to the Army and to the Nation.</p>	<p>The American people trust the Army because of the Army's effective and ethical application of military expertise.</p>  <p>The American people will only continue to declare the Army a profession so long as we demonstrate our effective and ethical application of landpower.</p>
<p><u>Slide 11</u> Slide talking points: We are committed to upholding the five essential characteristics, Military Expertise, Honorable Service, Esprit de Corps, Stewardship, and Trust effective parts of everything we do. Stewardship of the Army Profession is our responsibility to both promote trust and ensure the long-term effectiveness of the Army as a military profession.</p>	<p style="text-align: center;">Stewarding Trust</p> <p>Stewardship involves a subordination of all Army leaders, civilian and military, to the larger responsibilities of the profession: being the stewards of the trust between the Army and the American people.</p> 
<p><u>Slide 12</u> CaseEX & Facilitated Discussion: Select CaseEXs and view them, ask questions and facilitate the discussion after each segment by referring to the attached facilitator's card.</p>	<p style="text-align: center;">Click on an image to watch the video.</p> 
<p>Facilitator Action: Ask the following questions and support discussion amongst your group.</p>	

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- “Why do you Trust your leaders? What have they done to earn your Trust?”
- “What can you do to build Trust within your organization?”
- “What can cause a loss of trust?”
- “How important is the Army Ethic within your organization? How could you apply it in everyday activities?”
- “What are some examples of Army members losing Trust with each other and with the American people? What were the consequences?”
- “What is the best way to sustain and maintain Trust in the future?”

j. TRAINING & EDUCATION SUMMARY / CONCLUSION.

Slide 13

Facilitator’s Action: Ask your group the first question. Get opinions and feedback, and facilitate discussion. Then ask the second and third questions, facilitating discussion and reflection.

How are we promoting conditions that result in Trust relationships within our organization?

How are we stewarding the Army Profession to ensure that we maintain the Trust of the American people?

Slide 14

Slide talking points: To conclude, Army professionals:

- a. Understand and maintain the Trust of their fellow professionals.
- b. Build Trust in relationships through candor, transparency, respect and consistency in their behavior.
- c. Steward the Trust of the American people by ensuring the Army Profession possesses the five essential characteristics.

Conclusion

Army professionals:

- Understand and maintain the Trust of their fellow professionals.
- Build Trust in relationships through candor, transparency, respect and consistency in their behavior.
- Steward the Trust of the American people by ensuring the Army Profession possesses the five essential characteristics.

Ask your group: “How are Army Professionals succeeding in developing trust in our organization? How could we improve the methods by which we build trust? What have we done that has strengthened, or damaged, that necessary trust within our unit and with the American people?”

Slide 15

Slide talking points: Army professionals work to continuously improve both themselves and their Profession. Providing feedback that promotes our learning environment is part of being a Steward of the Profession.

- This Quick Reference Code can be smart-phone-scanned, to provide feedback on this America’s Army – Our Profession learning session.
- Or the link below it can be used to provide feedback on this America’s Army – Our Profession learning session.
- Please take the time to help enhance Our Profession.

Your feedback is important for Strengthening the Army Profession!!



This Quick Reference Code can be smart-phone-scanned, or the link below it can be used to provide feedback on this America’s Army – Our Profession learning session.

<http://cape.army.mil/aaopfeedback.html>



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<p>Slide 16</p> <p>For more information and to support professional development, visit http://cape.army.mil.</p> <p><i>End Page</i></p>	<p>Visit us at http://cape.army.mil</p>  <p>Products and Materials for Development as Army Professionals</p>
<p>Facilitator Action: Check on Learning and Promote Reflective Practice</p> <p>Determine if group members have gained familiarity with the material discussed by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.</p>	
<p><u>Learning</u></p> <p>Q – What do you think about what you learned?</p> <p>Q – How do you feel about what you learned?</p> <p>Q – What did you learn from listening to the reactions and reflections of other Army Professionals?</p>	<p><u>Reflection</u></p> <p>Q – What will you do with your new information?</p> <p>Q – What are the future implications of this decision, or of this experience?</p> <p>Q – How can you integrate what you have learned into your own organization?</p>

Facilitator Action:

Feedback is encouraged - take a minute and provide us with your comments at <http://cape.army.mil>

Additional education and training material is available to you at <http://cape.army.mil>.