

Ethical Module Facilitator Leader's Guide

(Facilitation Plan: Recommend that the facilitator first review the scenario with his or her class and understand the situation. Watching the video twice often ensures that the participants are prepared to discuss the issues. Remember that LT Markham has volunteered to share this story and that he has served admirably and heroically in combat. The questions and layout below is a guide to help prompt and encourage discussion. It is important to first understand the moral position that LT Markham encountered in this situation and the ramifications of his decision.)

Module

Title: Minutes to Live/Die



LT Reed Markham has a Soldier bleeding out—and no good way to evacuate him. LT Markham's men have just cleared 500 meters of city block on foot, and they are the only ones that know the way in. The planned CASEVAC route is not yet cleared of IED's—driving a vehicle on it risks more lives. The casualty weighs over 300 pounds with his gear. In a moment, LT Markham orders his men to package the Soldier on a SKEDCO and drag him back 500 meters through enemy territory to the safety of the FOB and the aid station. LT Markham weighed life versus mission and life versus lives.

Situational Framework:

1. Does LT Markham recognize the presence of a *moral decision* as he faces this situation?
 - If so, what is the decision? Why is it a moral decision?
2. Does LT Markham make a *judgment based decision*? How does he analyze this situation? What are the competing interests in this decision?
 - How many options did LT Markham have? What were the risks and rewards of each?
 - How would you qualify his judgment?
3. Does LT Markham make a *clear decision* and communicate it to his platoon?

- How do you make decisions clear in ambiguous situations?
4. Does LT Markham *follow through* with his decision?
 - What actions demonstrate follow through?
 5. What level of courage did LT Markham have to display to make this decision?

Analysis:

1. What is at stake with this decision? What would have happened if he simply waited?
2. Is there a book answer for this situation?
3. What is the weight of the life of a bleeding Soldier versus the lives of a crew in a CASEVAC vehicle?
4. What would a person of character do in this situation?
5. What level of supervision is he under in making this decision? Does that play a role?
6. What threat of punishment is there with this decision? Did LT Markham risk the mission in this decision? Did that affect his decision?
7. What factors could have changed LT Markham's mind in making this decision?
8. Does it matter that the CASEVAC route ended up being clear? Do the results of our decisions stand in judgment of our decisions?
9. What was the reaction of his subordinates to this decision? Because a subordinate does not like a decision, does that make the decision wrong?
10. Did LT Markham have other options available to him through his Company Commander or fellow Platoon Leaders?
11. Did LT Markham exhibit the will to win in this situation? Soldier Care? Flexibi
12. What was the driving force in making this decision?
 - a. Completing the mission? Saving more Soldiers? His Values?
13. To whom is he obligated in making this decision? [Company Commander, Squad Leaders, the wounded Soldier, America)

Supporting Questions:

1. Themes
 - a. What new insights emerge after watching the video(s)? Is there a theme(s) that emerges?

- b. What other title would fit this vignette and why?
 - c. What is this leader challenge about?
2. Stretch the Learning
 - a. What is the one key insight that you are taking away from this experience and will put into practice in your leadership?
 - b. What did you learn from listening to the reactions and reflections of other leaders?
 - c. What did you learn most from the conclusion or from hearing the rest of the story?
 - d. Considering the reaction of another leader in this situation, do you think that his analysis of LT Markham's actions were consistent with other experienced leaders?
3. The Situation
 - a. What is at stake here with this decision? What might happen if you did not take action?
 - b. How many different feasible and possible solutions or alternatives can you come up with for this situation?
 - c. What different outcomes could result in this situation?
 - d. What controls can you put in place as a leader to mitigate the risks and potential outcomes of this situation?
 - e. Are there any potential unintended negative consequences as a direct or indirect result of the decisions made in this situation?
4. Leadership Style / Future Applications
 - a. What are the future implications of this decision and experience?
 - b. What is a universal value or principle that informs this decision?
 - c. How could you prepare for this situation now, should you face it in the future?

Demonstrated Combat Leadership Characteristics and Principles

- Will to win
- Soldier Care
- Flexibility