



Case-Ex[®] Video: "Out of Character" Discussion Guide



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"Out of Character"



CASE-EX® VIDEO VIGNETTE: DISCUSSION GUIDE

For all members of the Army Profession

<http://cape.army.mil>

“Out of Character”

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BASIC CONCEPTS

- Watch the video and read the transcript prior to discussion.
- Review “Facilitation Best Practices.”
- See “Additional Resources” for more content.
- Think about a personal experience, story or event that relates to the scenario and consider using this as a way to start the discussion.
- Present each part of the vignette and lead an open discussion that relates to a desired learning outcome. Use the “Sample Discussion Questions” to help you prepare questions.
- After watching and discussing each part of the story, identify the takeaways and discuss how each participant will apply this experience.

FACILITATION: BEST PRACTICES

The facilitators’ main role is to be a catalyst for conversation and learning about the topic at-hand. This module contains two rounds of discussion and ends with time to reflect on personal stories and vignettes that relate to the module.

Here are some key points to consider when preparing to facilitate a discussion:

- Let participants do most of the talking.
- The facilitators’ key role is to ask questions that spark thought and conversation.
- Ensure you engage everyone within your group and set the conditions for them to share thoughts openly. Do not let any one person or contingent dominate the conversation.
- Have questions prepped for each round to drive the conversation. Ask open-ended questions and encourage participants to elaborate on their answers/thoughts.

You are the catalyst for conversation. Make sure you continue to ask questions that make your group dig deeper. *For more information and guidelines on facilitating professional development discussions, visit the CAPE Website at <http://cape.army.mil>.*

VIDEO TRANSCRIPT: PART 1



Iraq, 2006. SFC Kolberg's unit experiences a significant increase in IED attacks for their AO. Intel reports lead his unit to search the home

of a local farmer suspected of storing IED making materials...

"We go to his house, we're going through his bedroom area, and me and two other soldiers are starting to open drawers, lift up his bed, take his pillows apart and we're just kind of exploiting the tactical side basically. And I run into, I can't remember now if it were a box or if it was actually a drawer, but I remember opening a drawer and seeing this fat wad of cash. And I don't know how much is in it yet but it's a big

gauze, a full roll of gauze thickness. It's huge! So I unroll it and I'm starting to count this – 20s, 100s; just counts – fat stacks. By the end of it, it was something like 11, just at the end, just at the precipice where he can have it legally by whatever agreement that was set up by the local government. And I get to about halfway through it, I look up, look up to the team leader, start counting the money, and he just turned his back as to say, 'I don't see anything.' I understood what he was saying and I understood that he was saying 'I didn't see anything.' But he actually, as I was counting, saying, 'Man, how much is that, chief?' I'm not going to tell him. I'm not even going to respond to him, and when I asked him about it he point blank, to put it very bluntly, 'Chief, you could have put that in your pocket and I would not have asked you another question.'

VIDEO TRANSCRIPT: PART 2



“I thought at this point we had been trained well enough that he could identify that that wasn’t right and when he said that to me I challenged him. ‘Well what would that make you think about me?’

‘Nothing, unless you didn’t share with me.’

And I was taken aback! I was really put in an awkward situation because this is a tactical leader in my unit. He was very tactical-minded. And at that point in my mind his values were being tested. His

integrity is in check with me. So I finished what I’m doing and I pick the stacks of money up and I roll it back up and I go to hand it to the Iraqi, and the fact that I didn’t even put it in my pocket may or may not have had a positive influence on him I guess you could say? Not that my one action had anything to do with how the area played out after the fact, but it seems like from my vantage point that the level of violence was right about ‘here’ and it decreased dramatically for the rest of our five or so months that we were still there. I want to believe that that one act of that Iraqi guy faced with an American soldier giving him his money back was an ethical decision would be the determining factor of him cooperating with us, thus decreasing the violence in our area.”

ADDITIONAL RESOURCES

The following resources are available:

	<p>Center for the Army Profession and Ethic:</p> <p>Visit the CAPE Army Profession website: http://cape.army.mil/AAOP/aaop.php</p>
	<p>Fox News: Read this article and discuss. Brainstorm other current events related to a similar situation.</p> <p>http://www.foxnews.com/politics/2011/10/30/report-prosecutions-up-against-americans-for-stealing-iraq-reconstruction-aid/</p>

SAMPLE DISCUSSION QUESTIONS

PART 1: Discussing SFC Kolberg's Story

[Watch "Out of Character" – Part 1]

1. What is the dilemma SFC Kolberg faces?
2. What factors contribute most to create this dilemma?
3. When the team leader comments, "you could have put that money in your pocket and I wouldn't have said anything", what position does that put SFC Kolberg in?
4. What are the implications of SFC Kolberg's actions at this point? How could he negatively or positively affect the outcome of this situation?
5. What options does SFC Kolberg have in this situation?
6. How can the Army Values guide SFC Kolberg's decision and actions?
7. What does the Army Ethic provide to guide SFC Kolberg's decision-making process?
8. As a leader within his organization, how will his subsequent actions impact the Soldiers around him? How will this in turn affect the unit as a whole?
9. If SFC Kolberg ignores the comments made by his team leader, what messages will that send and what are the likely implications of this decision?
10. What can we infer about standards and discipline within SFC Kolberg's unit, given this scenario? If the person making the comment about "putting the money in your pocket" was not a leader within the unit, how would or should that change SFC Kolberg's decision?
11. What does this scenario reveal about trust within SFC Kolberg's unit? How does trust impact behaviors between leaders within a unit?
12. How can SFC Kolberg's decision on how to address the comment from his team leader further erode or build trust within his unit?

13. How can SFC Kolberg's decision impact the level of trust with the Iraqi owner of the house and what impact could that have on their unit and the Army as a profession? How can this in turn affect the trust of the American people in the Army?

14. How would you handle the situation if you were in SFC Kolberg's shoes? Have you experienced a similar situation and what were the outcomes?

PART 2: Discussing SFC Kolberg's Story

[Watch "Out of Character" – Part 2]

1. Describe SFC Kolberg's chosen course of action.
2. How did SFC Kolberg's character ultimately impact his decision?
3. How did SFC Kolberg show his commitment to the Army Profession, his unit, and his fellow Soldiers?
4. If SFC Kolberg had decided to keep the money and accept his team leader's offer, how would that have affected his ability to lead and gain the trust of his subordinates?
5. SFC Kolberg describes his team leader as "a good tactical leader." Why does the Army certify professionals in the three areas of competence, character and commitment alike? What are the consequences of an Army Professional having competence but lacking in character or commitment?
6. What impact did SFC Kolberg's actions have on the local Iraqi people whose house was being searched? What second and third order effects could his actions have had in their AO and why?
7. How important is trust between leaders and subordinates within a professional organization? How does the Army function when this trust is absent between Soldiers or Civilians? What about when trust is eroded between leadership?
8. How do the individual actions of Army Professionals, whether deployed or in home station, combine to affect the level of trust the American people have in their Army?
9. How would you describe SFC Kolberg's professional identity? How did that ultimately impact his decision?
10. How does the Army develop the character and commitment required of its members? What has contributed most to the development of your own character and commitment?
11. What should SFC Kolberg do, or what would you do, to address the comment made by the team leader when he was counting the money? Why is it important he do *something* in response?

12. How did SFC Kolberg serve honorably and act as a steward of the Profession in this situation? How do his actions uphold the characteristics of the Army as a Profession?
13. How would your Soldiers and subordinate leaders act in a similar scenario as this? How have you developed and trained them to act in adherence to the Army Ethic?

AAR/CHECK ON LEARNING

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 story on a personal level. Conclude the module emphasizing the significance of SFC Kolberg's story. Soldiers should walk away with a better understanding of the decision point and be able to properly convey the importance of the decision-making process to individuals in their unit.

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? 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 apply this experience to better develop yourself and your fellow professionals?