

ETHICAL MODULE

FACILITATOR'S LEADER GUIDE

It is recommended 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 Leugers has volunteered to share this story and that she has served admirably and heroically in combat.

Module 4: Samaritan



LT Kelly Leugers and her platoon were tired and ready to get back to their FOB. They had been on a mission and were a few hundred meters from their ECP. A local national (that turned out to be an Iraqi Army Soldier) flagged down her platoon and explained that a member of their group had been shot in the foot and needed medical attention. LT Leugers had her medic help this Iraqi Army Soldier and put a clean bandage on his foot. She realized that he was still in a lot of pain and needed additional medical attention. LT Leugers made a call to her TOC, reported the situation, and sought guidance regarding what action to take next. They brought the Iraqi man onto the FOB and provided him treatment. Despite the disdain from some folks on the FOB, LT Leugers knew that she had done the right thing.

Situational Framework

1. Did LT Leugers recognize the presence of a *moral decision* as she faced this situation?
 - If so, what was the decision? Why was it a moral decision?
 - If not, what enabled her to make the right decision without even realizing that she faced a moral dilemma? [Her ethics training, her upbringing, her values as a person]
 2. Did LT Leugers make a *judgment based decision*? How did she analyze this situation? What were the competing interests in this decision? How would you qualify her judgment?
 3. Did LT Leugers make a *clear decision* and communicate it to her platoon? How would you make decisions clear in ambiguous situations?
 4. Did LT Leugers *follow through* with her decision? What actions demonstrate follow through?
 5. What level of courage did LT Leugers have to display to make this decision?
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1. What was at stake with this decision? What might have happened if she did not take action?

a. Was this simply a matter of whether or not this particular Iraqi received medical care? What was at stake as far as US/Iraqi relations? [building trust between US and Iraqi Armies]

b. On an individual level, what impact did she make on every Iraqi that witnessed what happened? How does one appreciate the intangible results of actions such as this? [Wining hearts and minds, trust that Americans are there for right reasons, etc.]

c. Relate this to the idea that leaders down to the Squad Leader level are making strategic decisions in today's battlefield.

2. Were the consequences of her and her Platoon's actions clear?

3. What are the rules that govern this type of situation?

a. Is it the Army's business to treat every single wounded or injured Iraqi that they encounter?

b. Did LT Leugers have an obligation to not bring greater risk to the FOB she was entering? How did she take action while still holding to those rules?

4. What would be the correct "book-answer" in this situation?

a. From her description, what policies were in place that forbade her to stop outside the gate?

5. What would a person of character do in this situation?

6. What level of supervision was she under in making this decision? Did that play a role?

a. What should she have done if her Battalion told her NOT to bring in the casualty? What would you have done?

7. What threat of punishment was there with this decision? Did that affect her decision?

8. What was the driving force in making this decision - completing the mission, saving more Soldiers, her values, etc.?

9. To whom was she obligated in making this decision?

10. What factors could have changed LT Leugers's mind in making this decision? [A crowded Entry Control Point,

Themes

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

2. What other title would fit this vignette and why?

3. What is this leader challenge about?

Stretch the Learning

4. What is the one key insight that you are taking away from this experience and will put into practice in your leadership?

5. What did you learn from listening to the reactions and reflections of other leaders?
6. What did you learn most from the conclusion or from hearing the rest of the story?

The Situation

7. What is at stake here with this decision? What might happen if you did not take action?
8. How many different feasible and possible solutions or alternatives can you come up with for this situation?
9. What different outcomes could result in this situation?
10. What controls can you put in place as a leader to mitigate the risks and potential outcomes of this situation?
11. Are there any potential unintended negative consequences as a direct or indirect result of the decisions made in this situation?

Leadership Style / Future Applications

12. What are the future implications of this decision and experience?
13. What is a universal value or principle that informs this decision?
14. How could you prepare for this situation now, should you face it in the future?