

# Stand Strong: Serving Honorably in Combat



## **CASE STUDY VIDEO VIGNETTE: DISCUSSION GUIDE**

For all members of the Army Profession  
<http://cape.army.mil>

# Stand Strong: Serving Honorably in Combat

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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 desired learning outcomes. Listed below are “Sample Discussion Questions” to assist in facilitating the class.
- 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 facilitator’s main role is to be a catalyst for conversation and learning about the topic at-hand. This video case study contains several rounds of discussion and ends with time to reflect on personal stories and vignettes that relate to the video.

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

- Let participants do most of the talking.
- The facilitator’s 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 group of people dominate the conversation. Ask questions/opinions of the “quiet ones” to bring them into the group discussion.
- Have questions prepared 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 [cape.army.mil](http://cape.army.mil).

## VIDEO TRANSCRIPT

### Introduction

Justin Watt served in the 101<sup>st</sup> Airborne Division's 502<sup>nd</sup> Infantry Regiment and deployed to Iraq in 2005. During this deployment, members of his platoon raped a 14-year-old Iraqi girl and executed her and her family. Justin was not a witness to this act, but once told about it by a fellow Soldier he reported the incident.

He is sharing his story to help others understand the importance of serving honorably.

### Soldier's Creed – I Am a Guardian of Freedom and American Way of Life

I mean, I think going back to 9/11 – so 9/11 happens. I'd always had it in my mind I was always curious about joining the service. My father was a veteran and then there were traits that I admired that I saw in my father that he attributed to his military service. I mean, stuff that I still try to find in myself to this day— you know what I mean – just that ability to push through any task, no matter how hard it may seem, no matter how insurmountable the odds. He was just that guy that got it done. But 9/11 happened and that was – at that point in time I felt like obligation.

I mean, there was an obligation to go. Someone else was in my place if I didn't go. And I was capable of going. But just to see the media – you just see these Soldiers with the Screaming Eagle patch in Iraq, kicking down doors, going after bad guys – and I was just like, "That's – I need to be doing that."

And then circumstances ended up happening in my life that allowed me to move –

it transitioned into that new world very easily and efficiently, and at the time, they couldn't pay people enough to join the infantry. So when I walked in there I had just watched Band of Brothers and I was just like, "101st Airborne." And I wanna, what do you call it, do infantry and that's it. "That's the only job I want." And they're like, "Well, we can take care of you." So yeah, immediately it was twelve days later from the time I walked into the recruiting station – I was at Fort Benning.

### Soldier's Creed – I Stand Ready to Deploy, Engage, and Destroy the Enemies of the United States of America in Close Combat

And it was different. I think that the training has to be different on an academic level, knowing that you're going to be putting it into application. You're not going through this training to deal with a hypothetical enemy of the future. You're not learning these things so that – you're not out in the field learning these things for no reason, in hopes that one day you end up putting it into practice. It's like, "No, you're going to go here."

My First Sergeant at Basic Training was heading to the 101<sup>st</sup> immediately after my class. He was going to deploy as well. And so it's – we all had a shared awareness, everyone in that class, that you are definitely going to war. In this job, you are definitely going to go to war, and it's just a matter of whether or not it's going to be two months from now or three months from now or six months from now, but you are going.

So there's a seriousness in the air in regards to everything we did and the way that

the drill sergeants approach everything because it's not just an academic pass-fail thing. It's like, "No, this could save your life or get you killed." So that was – it was definitely extreme in that regard.

## **Soldier's Creed – I am an American Soldier**

There was a reason why I wanted to join the 101<sup>st</sup>. And now I earned that right. I earned that. They brought it out of me. And it's not like it was an easy thing for me. It was hard. It was the hardest thing I had ever done up until that point was earn the right to wear that patch.

I felt honored to be there, not like they make you feel small, but it's just the scope and scale of what the people who have come before you have accomplished. I mean even the people that have, that are in the unit right there, not the guys from Normandy, not the guys from Hamburger Hill, not the guys from – that fought against the Nazis or any of that stuff. I mean everyone there has got a story. There's a lot of guys there that had just done the invasion. They had just invaded a country when they were twenty years old. They had just done that, and that's amazing.

But then you walk through the halls of your battalion and you see a captured Nazi, some machine gun. You see Colin Powell as your old battalion commander. You see the monuments to the people that the battalion has lost. You see the Medal of Honor winners from your battalion, and it's like, <exhales> you just feel like you owe...Take a look at what our battalion has done in previous conflicts.

## **Soldier's Creed – I am a Warrior and a Member of a Team**

Meeting everyone for the first-time ... "I've earned my spot here." It was amazing! When I

got there they took the time to show me around, show me what the unit was about. I met my command element, had a talk with my first sergeant; I had a talk with my platoon sergeant and everything like that, who kind of let me know what it was to be a Bulldog and what was going to be expected of me.

But it was very much a go-to-war mentality. Everyone there was preparing to go to war, and that was the focus of that unit at that time. It's like, "Listen, that's what we're doing here. You need to be on board with this. There's no way you're not going to go. You're in this unit, you're going. If that's not something that you're capable of, then you joined the wrong unit, and you need to let us know right now." And I was like, "No, that's why I'm here." I may have said it with a shaky voice, but I was like, "No, that's why I'm here. I'm going." But it was definitely kind of a "little-man-in-a-big-world" type experience to join that unit.

## **Soldier's Creed – I Serve the People of the United States and Live the Army Values**

Have I ever questioned the character of the Soldiers of my unit before I actually found out at the crimes? Yeah. There were things that happened that surprised me, just because, when I talk to you about what it meant for me, or what it was like showing up to the unit, the weight that I felt, that was a big thing. I mean I remember just looking at the patch on my arm and just being like, "I actually earned that. I can count myself amongst those people that earned that."

The first patrol I went on in the JSP and Kargoli Village, we had come under advisement that we were to destroy any boats on the river whatsoever because they were being used to ferry mortars and what not across the river.

They were being used to engage us on a daily basis.

So went out on a patrol, we found this boat in this village and we talked to the village elder and we're like, "Hey, you're not allowed to have this boat." And Sergeant Lauzier hated Iraqis. He didn't trust anybody. That was my squad leader and I was like, "We're going to destroy this guy's boat. That's what's going to happen." And Sergeant Lauzier surprised me because the guy owned up to it. He was like, "Yes, Sir." He's like, "I know that that's my boat. I know I'm not supposed to have it, but listen, one day this war will be over and I use this boat to feed my family. We go fishing." And Sergeant Lauzier was like, "OK, I'm not going to destroy this boat." And I was like, "Wow, that's – I can respect that. I understand that and I think that you're exercising some good will. I think that that was the right answer." He's like, "Do you have any weapons though?" And he's like, "Yeah, my son's got some AKs in his house." "All right, well, you know you're only allowed to have one. We have to confiscate the other one." "OK."

So we go to his son's house and son's like, "I don't know what you're talking about. I don't have any AKs." And he's like, "Listen, we're not even going to destroy your boat." He's like, "What boat? We don't have a boat." – just playing stupid the whole time.

So then they go to work on this guy and the interpreter's just kind of slapping him around and everything like that. And it started to get to a point where I was just like, "This is uncomfortable to me." And as it turns out, I mean, I'm pulling security and they're going to work on this guy. And he's just yelling and begging and I was finally like, "Why don't you stuff him and cuff him and tell him that you found stuff? If you think that he's got something, just tell him that you found stuff after we've stuffed him for a bit, after we put

the sand bag over his head and then we'll know. We've got the 'terp' [interpreter] right here." And they're like, "Fine." So we tried doing that and sure as heck, the guy ended up having a whole bunch of AKs in this bale of hay in his backyard, and there was a sand table in a launching – a mortar-launching position, an accurate sand table of the JSB and mortar-launching equipment and stuff like that in his backyard.

So on one hand it validates them for approaching things the way that they did and on the other hand it just completely doesn't. There were situations like that all the time where I was just calling – people's character were kind of coming to question.

### **Soldier's Creed - I am an Expert and a Professional**

So why didn't I divulge the information to a leader within my organization versus the mental health professional that I exposed the crimes to? The truth of the matter is, is that at that time, the platoon had devolved so far from anything that resembles a chain of command that I couldn't – I'm in my head; I was war-gaming this and I was like, "OK, if I tell, there's a good probability I'm going to be going back to TCB4 and Sergeant Payne is there. If I tell Sergeant Payne, then Sergeant Payne's going to tell Sergeant Uribe. And Sergeant Uribe's going to kill me.

OK, can't do that. If I tell Sergeant Lauzier, Sergeant Lauzier is going to want to handle this with Uribe directly, since that's his team leader, and he's going to try and be Superman and then I'm going to get killed. If I go to Sergeant Allen, there's a good possibility that he's not going to do anything about it. He's going to go to Cortez or one of these other guys."

There wasn't a safe place for me to do it that would allow – because it was a tricky thing.

We're so spread out so thin that anybody who is going to be doing this had to have the capacity to orchestrate or understand the situation from the outside – validate the claims and be like, "OK, who is Watt?" Is he a problem guy?"

Do the research. I understand skepticism. I would understand if I walked up to you tomorrow and was like, "Hey, guess what? There's a sex-trafficking ring right here at West Point." You'd be like, "What?" It would take more than me just saying that to you in order for you to get on board like, "Well, of course there is." And I totally understand that.

But I thought that if someone was allowed to approach it from the outside, not only would it increase my chances for survival, but it would buy them time and distance. It would allow them to observe the situation without any emotional attachment and finding the best possible outcome that would allow justice to be served and protect the parties involved without allowing everyone to get their stories straight, without anything happening to me, without destroying any evidence, whatever.

Ultimately, I had a good reputation. Whenever something bad happens, if you shoot at somebody you're – you end up having to work on somebody that gets killed, you end up having to talk to combat stress. It was a mandatory thing. It wasn't a voluntary thing. And I had an established relationship with those people as being a solid guy. During my conversations with them, I was always maintaining my military bearing. I was like, "Roger that." I was there. This is what I did. "I'm ready to go. I don't have any problems. I'm ready to get on with the mission."

And so they knew that I was a good Soldier who was doing my job and had no problems doing my job. So I figured that there would be some credibility there as well. So that's why I did it that way.

## **I am Disciplined, Physically and Mentally Tough, Trained, and Proficient in My Warrior Tasks and Drills**

Well, to start off, I'm not going to claim ignorance the entire time. I guess to put this into context, how did I deal with the other kind of character infractions, the other things that made me uncomfortable that I saw going on in the deployment before and after the rape and murder thing? Some of it is ignorance.

When you show up and you are a new Soldier, especially when you've never been to war before, you're talking about a paradigm shift of the magnitude that I can't possibly describe. You're going – here, it's violences of orient. Everything about what it is that we do is completely different. It's a real culture shock to move into an environment where you are – no B.S., you're at war. New Soldiers all the time, as an example, will be like, "Can I shoot?" They're getting shot at, they're being engaged and they're like, "Should I shoot back?" And it's like, "Yes, you should shoot back."

But that's breaking out of that paradigm and you don't know what normal is, you don't know what right is. So when you see stuff early on in the deployment like that guy getting interrogated by the interpreter and the squad leader all too eager to let this interpreter beat this guy up, or the first time you turn over a detainee to the Iraqi Army and you think that he might be getting raped in the IA quarters over there. You think that he's getting beat up or whatever. It's one of those things where you really don't know if that's normal. You know that it's – you're like, "I feel like this is wrong." You know that it's wrong, but you don't know what is normal, what is acceptable, what is – really in regards to, "What is the Army willing to deal with?" at that point. At least I didn't. And

then once you – then there's more blatant examples of someone drives through a checkpoint and someone just broke his headlight because they were pissed off and it was Tuesday, or you see pictures of detainees that get brought in and they just got the crap kicked out of them, broken eye socket – stuff like that.

And that's honestly cowardice on my part probably. I mean that's the only thing that I could possibly say because you're absolutely right – there's not a moral distinction. That is every bit as wrong and ultimately and meditating on it for years afterwards, trying to understand how we get from A to B, because that's all anyone wants to know. "How did this happen?" "Well, I'll tell you. It's because this was allowed to happen, and this was allowed to happen, and this was allowed to happen." It starts with – every sergeant major in the world is sitting there like, "Yes" because it starts with the boots, blousing, and the eye pro, and everything like that, but it's true.

When nothing from here to there gets enforced, it allows the next step to be taken. And, yeah, I mean ultimately it's probably my own cowardice. Everybody in the platoon owns that. And I should have done something about the exact same way I did something about the rape and murder. I had heard that people were drinking and doing pills on guard. I believe that Sergeant Diem even found two of his Soldiers, or something like that, that had pills on them that they had bought from the Iraqis or they had whiskey and stuff like that. And I never saw anybody doing it.

But I mean, it's just like, yeah, I wonder sometimes if I would have had the intestinal – that's not something I would have ever done, never once had the desire to do it. But I wonder if I would have had the intestinal fortitude to do that, when maybe in thinking about it – the rape/murder thing was just too far. Maybe I

was willing; maybe that's a flaw in my character that I was willing to live with the other things or the possibility of the other things. But for me, and that's all I can speak on. I'm not a moral philosopher, I can't really explain or defend; I don't even know if I have the right to defend the difference between rape and murder and beating up a detainee.

But at the end of the day, when that happened, that directly conflicted with who I was willing to be. If I did nothing about this, then that means I'm this person, that means that I am – this institution that has produced me, that holds me to a standard, accepts this.

As my leaders, who have invested trust into me, have done so cheaply and incorrectly – and I'm not willing – I don't believe that the institution supports the actions of those men, and I don't believe that I am willing to live for the rest of my life, especially considering that it is my charge. At the end of the day, the death of that family falls on all of us. That falls on me; that falls on John Diem.

When we invaded that country, and we got rid of that dictator, and we dismantled their military, and we dismantled their police force, and we rebuilt it, and we assumed responsibility for their safety and wellbeing, we said that. That's what we said. "We are going to train your military and police. We are going to protect you from Al Qaeda. We are going to fight in your streets. if necessary. But we are going to do so with the utmost care and respect for everything around us. And ultimately your safety falls on us." We said that.

And so we committed the ultimate betrayal of trust. It was us that did that. It was our Soldiers that did that, that horrible crime. And it falls on us to police that up, in my mind.

So I mean, that's kind of how I justified it in my head. I hope that that makes sense. But I couldn't reconcile, nor was I willing to live with

who I would be, in actuality, in the event I did nothing about that.

## **Five Essential Characteristics of the Army Profession**

So what allowed me to go all-in? I think what allowed me to go in was even in that moment, where I knew that my platoon was lost, the Army is not a platoon. The Army is not a squad. The Army is not a company. The Army is not a division. The Army is people. That's one of the biggest misconceptions that I find when I hear people who are junior enlisted Soldiers in the Army or people who aren't in the Army, one of the biggest misconceptions is they think that the Army are not people. You can have a bad boss in the Army. It is possible. But you can have somebody that doesn't reflect the value system in the Army from time to time, as a leader in the Army. But we are not wind-up death toys. The Army doesn't make mistakes.

The Army's rules are perfect. There's an explanation for everything: how to behave, how to brush your teeth. There's literally a standard for that. But people fail the Army from time to time. And the institution is worthy of my best. What the institution stands for, it's the most trusted institution in America. It's something that made my dad into something that is kind of like Superman, in my eyes. It's something that everywhere I go – when I was flying in uniform to or from, people would want to shake my hand, people would want to buy me breakfast.

People would want to do these things and it's like, "I didn't do anything for that. I'm on borrowed respect." That institution had given me infinitely more than it could possibly take away from me. And it wasn't – I wasn't there because the institution called me there. I was there because I wanted to be a part of the institution that was doing the activity that it was doing in Iraq. I joined to go to war. I put

myself in that responsive – in that situation and I ultimately am responsible for that.

And then I think that it was a strong sense of identity. I think that I knew who I was and I knew what my left and right limits were. And I knew that the left and right limits that I had as an individual mirrored what the left and right limits were for the Army. And so if I threw a Hail Mary – if I go all in – I've got the Army somewhere, even if it is John Diem, we can have this conversation.

Was I failed by the Army? I get that a lot when I go around and I talk to Soldiers, like "Man, the Army failed you." Actually, did it? It may have been an E5 that had to do it; I may have been redeemed years later by the Army.

But at the end of the day, I suppose it really just depends on what kind of timeline you're looking at. If you look at it as an institution with a perfect set of values that can sometimes be imperfect because the people that serve for it, then, yeah, absolutely – It ended up taking care of me.

## **All Soldiers are Entitled to Outstanding Leadership**

I expect a leader to be able to look at me, and if I am qualified to join the institution – if the institution has determined that the institution will not suffer for having me in it, or it'd be better off because I'm in it – if I'm qualified, then I should be able to be invested in.

I want a leader who's going to be invested in my development and in my success, who allows me to be successful, utilizing the skill sets that I have and that I'm developing as a part of that institution. I want someone who's going to be fair and honest. One of the greatest things about the Army, as well as that it's very rare that you run into a leader who's not better than you, than you are today. You can't compare a

private and a sergeant. You just can't, because that's a guy who's been there and done that. That's a guy who's lived in the environment that knows how to do things. A private is new. You can't compare a private and a sergeant.

But it's awesome that almost universally across the board, that that sergeant is better than that private at literally everything that matters in the Army. That's cool. It was really cool for me to come in and have that type of relationship with leadership. So I think that they should be professionals in regards to their competency, their character, and their commitment. I think that, that – they should exemplify what it means to be in the Army in those three things. And I think that they should take it personally. We're not talking about a guy who's supervising you making Wheaties or little widgets in a factory somewhere. You don't have to love that in order to be effective at doing it.

But our business, we deal death. We protect the American people with our lives. We can be asked to die. We can be asked to kill. We're in a serious business. So if you don't take it seriously, if you're just in this job because it's the only job you qualified for or you're burned out and you don't want to be here anymore, then I would want that person to leave.

I want inspired leaders. I want people that really care about developing me into the best possible Soldier that I can be and bringing me to the battlefield in the best possible shape, with the best possible chance I have of living. This isn't a sacrifice. I don't hold my life cheaply. I'm willing to risk it for America, to this day. But if you can prepare me so I'm the most-prepared I can possibly be so that I have the best possible chance of survival and good mental health afterwards, then do that. But that takes energy. That takes a committed leader. So I hope that answers that question.

## **The Honorable Service Sector**

I think it's a combination of two things. What made me capable of turning in those people when it was difficult or confronting somebody about not meeting the standards or violating the standards when it was difficult – what makes me different than the people who knew about it and did nothing – I think it's two things. I think one, I decided what my left and right limits were. I knew who I was. I was maybe a little bit older than the standard guy in my platoon, but not a lot. I was only like twenty-two years old. I had an identity that I think – part of my identity was the value system. So there was that. And like I was saying before, I had established my left and right limits. Like "This is what I'm willing to do. This is what I'm not willing to do. If it falls within here, I can look at that as this is the honorable service sector. Anything outside of that is no longer honorable service and I'm not willing to do that."

The second thing is I think that I really cared about being a Soldier. It meant something to me. It's something that could literally bring me to tears. It's something that I was proud of myself in a way – to this day, there's chapters in that book about missions that I went on that forever I get to say that about myself, "I did that." I went seventy-eight hours one time with no food and no sleep. I never quit. Not once. There are things like having that dirty eagle patch, just – it's filthy. Having that thing, carried it through that kind of deployment and having it afterwards, being able to look at myself in the mirror and be like, "I served my unit honorably. I served the colors well. I deserve to be able to call myself Bravo Bulldog." That means a lot to me, a lot. And just being a Soldier, I take that very seriously. And so it's like, OK, how do I – you have to value something in order for you to be able to lose it. I don't feel like they had the same commitment to the Army that I did.

Maybe they didn't value it as much as I did because it was something that I cared about a lot from an ideological and identity place.

The Army is something that mattered to me because I felt privileged to be there. I felt like I owed something to the people that came before me. And if they don't know about what happened before they got there, or if they were allowed to feel like victims, like the institution is failing them, maybe it was. Maybe it was for a second. Maybe they did have bad leadership or maybe they didn't have enough leadership or whatever it may be.

At the end of the day, does that give you the right – think about how you knew what this was. What has happened? How much blood and treasury, how much victory, how much individual human sacrifice has gone into you? Everyone in the world recognizes what this is. That Screaming Eagle patch – everyone knows what that is. Is that yours to throw away? Do you have – what gives you the right? But if you don't know what that is, then how can you not hold it cheaply?

I think that that's important and I think that there's got to be buy-in from our junior enlisted Soldiers. There has to be because at the end of the day, that's influence. When John Diem talks about influence versus control as leadership methodology or what are the differences between the two, that's what it is.

In today's battlefield, you could be away from the flagpole; you can be a million miles away. You're going to be under-staffed, under-strength. We're not like, "What are we going to do with all these extra-super-qualified Soldiers?" It's not happening in Recruiting Command; it's not happening on the line, it's not happening at the FOB over in Afghanistan. You're doing more with less. That is reality.

The only way to make sure that Soldiers are doing the right thing is giving them something to lose. They have to earn that thing

to lose. It's not just handed to them, but they have to know. They have to be personally attached to this stuff. Everyone has got to be like – if somebody says something about your unit, if somebody – and that doesn't – something negative about your unit and that doesn't make you feel bad, you're not invested in that unit. That's just the reality.

If you're invested in that unit, what that unit means, if you're willing to put yourself on the line for that unit, "You are wrong and I'm why." If you're willing to do that, then the reality of the situation is you're emotionally invested. You care. You're not gonna be that guy who drinks and drives because that's on your mind all the time. "Please, don't let me do anything to dishonor this unit. I don't have the capacity to do that." And I don't think that those guys cared as much as I did about being a Soldier. And I don't think that those guys cared as much about what it is that they were throwing away.

## **I am a Warrior and a Member of a Team**

The second thing I would say... is that it's amazing what you as an individual in a leadership position can do to build culture like ... if you're a person who gives out prizes for killing people in your institution like you give prizes for people who have like 300 PT scores and people that kill people ... like insurgents or whatever it may be ... you give out prizes for killing people.

What do you think ... if I'm the new Soldier right and I'm coming into the institution and I'm like what do I have to do to be successful. And the only thing that I get rewarded for is ending the life of an insurgent. Then, rest assured we can look at that objectively and there is probably going to be some things that are going to go wrong with that for one, and, two, you

know that has nothing to do with rewarding what really make a good Soldier ... in your organization if you truly ... if that level of professionalism ... I want the professional ... right, like medal ... guys that win the silver star... bronze star with valor. I want you to think about what we never talk about is what has gone so wrong – you know what I mean – that day – that caused us to have to bet on Superman.

We never talk about that, ever. And it's like you know what I want...I want the guy who goes on a patrol and we take casualties and he comes back and talk to the Soldiers about it... like a leader who can do that...they just had the worst day of their lives right...but they came back and talked to their Soldiers about it that were more junior to them ... it is going to be more traumatic for them. I mean, this is maybe the first time they've seen that. Talk about do the AAR; do everything right – like listen, men – I know this is hard but we are a professional

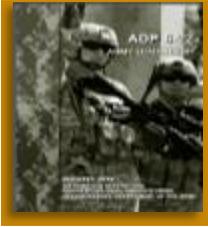
institution and guess what? Anger all that stuff – let it go – we're professionals! Do you think freakin' samurais ... in six hundred A.D. – these guys are friggin' ... they didn't feel that way. There is no obligation for revenge – if you died on the field of battle, it was an honorable thing – that was your sacrifice. Don't take away from that man's sacrifice. We're going to go out and do our job as professionals tomorrow.

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**The Army Profession demands that every Soldier, Army Civilian, and Family member Stand Strong by taking personal responsibility for their own behavior, for confronting unacceptable conduct, and for resolving any incident that demeans an individual's dignity and respect.**

## ADDITIONAL RESOURCES

The following resources are available:

	<p><b><u>Center for the Army Profession and Ethic:</u></b></p> <p>Visit the CAPE Website: <a href="http://cape.army.mil">http://cape.army.mil</a></p> <p>Stand Strong Webpage: <a href="http://cape.army.mil/aaop/stand-strong/">http://cape.army.mil/aaop/stand-strong/</a></p>
	<p><b><u>ADP 1 The Army:</u></b> <a href="http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp1.pdf">http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp1.pdf</a></p> <p><b><u>ADRP 1 The Army Profession:</u></b> <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf</a></p>
	<p><b><u>ADP 6-22 Army Leadership:</u></b> <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_22_new.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_22_new.pdf</a></p>

## SAMPLE DISCUSSION QUESTIONS

### **“Soldier’s Creed – I Am a Guardian of Freedom and American Way of Life”**

[Watch this segment – 1:08 to 2:50]

1. What were Justin Watt’s reasons for joining the Army Profession?
2. Do you think all Army Professionals join for the same reasons? Why?
3. What were your reasons for joining the Army Profession?
4. What are the positive effects of people joining the Army Profession from different cultures and environments in the United States? What could be the negative effects?

### **“Soldier’s Creed – I Stand Ready to Deploy, Engage, and Destroy the Enemies of the United States of America in Close Combat”**

[Watch this segment – 2:49 to 4:10]

1. Describe the difference between joining the Army Profession during a time of peace and during a time of war.
2. How does being at war affect Soldiers and how they approach training and deployment preparation? Should there be a difference in training during wartime and peacetime? Why or why not?
3. How do we prepare Soldiers to go into battle not only technically, but mentally and emotionally? How can leaders positively develop in Character and Commitment?

### **“Soldier’s Creed – I am an American Soldier”**

[Watch this segment – 4:10 to 5:41]

1. How are a Unit’s customs, traditions, and historical displays related to the culture it generates?
2. What impressed Justin Watt when he walked through the halls of the 101<sup>st</sup> Airborne?
3. Describe the history of your Unit. How has being part of your unit affected your identity as an Army Professional?

## **“Soldier’s Creed – I am a Warrior and a Member of a Team”**

**[Watch his segment – 5:41 to 6:50]**

1. Why is it important for Leaders as Army Stewards to properly introduce and indoctrinate new members to their units?
2. How important is it to talk to new unit members about standards and expectations for them? Why?
3. What does Justin Watt mean when he describes his first experience at his 101<sup>st</sup> Airborne’s Bulldog Battalion as “a little man in a big world”?
4. How did you feel when you got to your first Unit?

## **“Soldier’s Creed – I Serve the People of the United States, and Live the Army Values”**

**[Watch this segment – 6:50 to 10:07]**

1. What conflicting signals did Justin Watt receive from his sergeant during his first patrol to the Kargoli Village? Give specific examples from his account. How is Sergeant Lauzier demonstrating his Character to Justin Watt? Is Sergeant Lauzier contributing to the Army’s essential characteristics? Why or why not?
2. Did finding the weapons in the son’s house justify the actions that the sergeant and interpreter took to get that information? Why or why not?
3. Why do you think that even though Justin was uncomfortable during the incident, he was hesitant to speak up or take action?
4. Have you ever been in a similar situation? What happened?

## **“Soldier’s Creed – I am an Expert and an Army Professional”**

**[Watch this segment – 10:07 to 13:10]**

1. Why had Justin Watt lost trust in his chain of command? How important is it for Soldiers to have trust in their chains of command? Explain.
2. How do leaders set the conditions that promote a climate of trust in their units?
3. What aspects of Justin’s character and commitment help him overcome the fear of reporting the incident?
4. Have you ever had to make a similar decision? What happened?

## **“I am Disciplined, Physically and Mentally Tough, Trained, and Proficient in My Warrior Tasks and Drills”**

**[Watch this segment – 13:10 to 19:35]**

1. Justin Watt talks about knowing whether things are right or wrong, but, as a new Soldier, not knowing if those things were normal and, therefore, acceptable in that environment. Should the concept of right and wrong be relative to a particular circumstance? Why or why not?
2. How can Army Profession leaders prepare their Soldiers to deal with situations that are unclear and ambiguous?
3. Justin says, “At the end of the day, the death of that family falls on all of us.” Why is it important for Soldiers and leaders to be accountable for the actions of their units? How can you take responsibility as a Steward of the Army Profession and uphold the Army Ethic by not tolerating illegal and unethical actions?

## **“Five Essential Characteristics of the Army Profession”**

**[Watch this segment – 19:35 to 22:37]**

1. How does Justin Watt demonstrate his commitment to the Army in his decision to report the incident?
2. If, as Justin says, there are Army members who don’t “reflect the value system in the Army from time to time,” what are our responsibilities as Army Professionals to uphold the Army Ethic?
3. How is Justin Watt demonstrating his Character as he makes his decision to report the incident? How is the following statement related to his Character: “... People would want to shake my hand ... People would want to do these things and it’s like, ‘I didn’t do anything for that. I’m on borrowed respect’”?
4. Justin says, “I think that I knew who I was ... And I knew that the left and right limits that I had as an individual mirrored what the left and right limits were for the Army.” How is identity related to Character?
5. Did the Army fail Justin Watt? Why or why not?

## **“All Soldiers are Entitled to Outstanding Leadership”**

**[Watch this segment – 22:37 to 25:42]**

1. What can Army Profession leaders do to “invest” in their subordinates?
2. How do Army Profession leaders ensure their subordinates are prepared for the mission?
3. How can Army Profession leaders demonstrate their character, competence, and commitment in ways that model upholding standards and the Army Ethic and that inspire their subordinates to do the same?

## **“The Honorable Service Sector”**

**[Watch this segment – 25:42 to 31:02]**

1. What attributes of Justin Watt’s character resulted in his contributions to the Army essential characteristic of Honorable Service?
2. What does Justin Watt mean when he says, “The only way to make sure that Soldiers are doing the right thing is giving them something to lose”?
3. Why doesn’t Justin Watt feel that the criminals in his platoon “didn’t care as much about what it is that they were throwing away”?
4. How do leaders get their subordinates to “be invested in the unit, what that unit means ... willing to put yourself on the line for that unit”?

## **“I am a Warrior and a Member of a Team”**

**[Watch this segment – 31:02 to 33:40]**

1. Justin Watt feels that the conversations that leaders have with their subordinates are important for professional development. Do you agree? Why or why not?
2. What does Justin mean when he says, “if you died on the field of battle, it was an honorable thing ... that was your sacrifice”? How is he expressing the concepts of “unlimited liability” and “selfless service”?
3. Justin says that leaders need to use appropriate awards or they may send unintended messages to their subordinates. What does he mean? What types of awards and rewarding criteria are used in your unit? What improvements can you suggest?

## **Additional Questions for Facilitators**

1. What would be the effects of Justin Watt’s actions and character on “building Trust within the Army and with the American people”?
2. How did his ethical reasoning play into his evaluation of the situation?
3. What may be the effects of his actions on organizational morale and Esprit de Corps?
4. How did he act as a Steward of the Army Profession?
5. What specific behaviors/statements in the scenario show Justin Watt’s professional identity and character, and their contributions to or detractions from Honorable Service?
6. Did Justin Watt demonstrate his competence, character, and commitment as an Army Professional? If yes, how?
7. Did Justin Watt demonstrate any courage in the video? If yes, how?
8. Did Justin Watt’s character support Army mission accomplishment? If yes, how?
9. If you were in this situation, what would you do?
10. What actions can you take to better prepare for moral/ethical conflicts, problems, or dilemmas?

## 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 Justin Watt's experience. Soldiers and Army Civilians should walk away with a better understanding of the Army life and be able to convey the importance of the Army Profession to others.**

**The following questions can help determine learning and promote reflection:**

<b>Learning</b>	Q – What did you learn from listening to the reactions and reflections of others?  Q – What are the future implications of this information and / or experience?
<b>Reflection</b>	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?