

Stand Strong Stewardship: An NCO's Perspective



CASE STUDY VIDEO VIGNETTE: DISCUSSION GUIDE

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

Stand Strong: Stewardship - An NCO's Perspective

Table of Contents

1:	Basic Concepts	p. 2
2:	Facilitation: Best Practices	p. 2
3:	Video Transcript	p. 3
4:	Additional Resources.....	p. 7
5:	Sample Discussion Questions.....	p. 13
6:	AAR/Check on Learning.....	p. 17

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.

VIDEO TRANSCRIPT

Introduction

Ssg John Diem served in the 101st Airborne Division's 502nd Infantry Regiment and deployed to Iraq in 2005.

During this deployment, members of his unit raped a 14-year-old Iraqi girl and executed her and her family. Ssg Diem was not a witness of this act, but was told about it by a junior Soldier. He reported the incident to his higher headquarters.

He is sharing his story to share his thoughts on the role of an NCO as a Steward of the Army Profession.

I am a Noncommissioned Officer, a Leader of Soldiers

Honorable service is the possession of a sense of moral right and wrong and it's holistic. It's complete, and it's a belief that you have to integrate not just your professional life but also your personal life and your everyday interactions with everyone in how you complete your job, the nature of the personality with which you display and the effort that you use to complete your job. I would say honor is a complete picture of both your moral character and your enthusiasm for what you do and how that integrates into actual job performance and decision-making.

I've integrated honorable service into my career by modeling. Primarily when I was a younger Soldier, I had an ideal of what I wanted to become, the noncommissioned officer leader and man that I wanted to be, and what kind of organization I wanted to serve. And honorable service is really not just assuming that the organization is as honorable as you picture it to be regardless of evidence to the contrary at times and holding yourself to a standard that that organization would demand at all times.

It's holding yourself to an impossible moral and professional standard and, through

striving, attaining as much of that excellence as possible and then imprinting that honor not just on the organization but on the other – you're assuming that the other members of that organization possess that same sense of honor.

My Two Basic Responsibilities Will Always Be Uppermost in My Mind – Accomplishment of My Mission and the Welfare of My Soldiers

Soldiers want to follow noncommissioned officers who they believe, one, care about them, and, two, want to accomplish the mission.

Every Soldier who joined the Army just about really believes in the organization or did at the time that he volunteered for service. And finding why he did that and what about him makes him a great Soldier because regardless of the level of talent almost every Soldier in the Army has something that makes them a unique and useful member of the team. Finding that and letting it be their thing that makes them successful is what's going to bring them to achieve excellence and to see value, not just in the organization, but themselves, which is key because the organization is merely a collection of people and then an agreed upon final form of what we believe that organization should be, that's all.

And so you have to find what makes that Soldier special, and you have to make that a valuable thing inside your organization.

Justin approached me because he made a calm assessment in a way in the quiet hours between when he heard about it and when he reported it to me that the other leadership in the platoon was unlikely to be able to keep the information confident and then have the intestinal fortitude to pursue the actions that would result in, one, him being safely removed

from the unit so that he couldn't suffer recrimination; and then, two, ensure that justice was done.

And I was the Army working. What I mean by that is wherever I went, and I don't mean to pump myself up, but I was a noncommissioned officer. I wasn't John Diem who happened to be noncommissioned officer in Iraq. I was a sergeant, and that's from where my authority flowed. I didn't ask people to do what I said because I said it or because I'm such an excellent human being but because I'm a noncommissioned officer and an agent of an institution, which wants to achieve the mission and wants them to do well.

And so it was a fairly easy choice, really. If there aren't a lot of noncommissioned officers around who are the Army working then you're going to look for that example out of the organization or at least a competent agent.

I Know My Soldiers and I Will Always Place Their Needs Above My Own

I thought for four hours before – like Justin Watt told me about the incident when I was at a TCP as he was relieving me. I went back to the JSB where I was collocated with the PL and platoon sergeant, and then it took me four hours to formulate a plan.

I went immediately on guard for four hours, and that four-hour shift I dedicated specifically – what I thought about is I didn't even say a word to the guy I was on guard with. Four hours of trying to basically audit the decision I was about to make, and not for the purposes of determining whether I was going to tell anybody but who I was going to tell and how many people needed to be involved.

And the conclusion I reached was as many people needed to find out in as short a time as possible so as to prevent any one agent from stomping it out because this needed to be investigated. I couldn't prove that it happened, but the Army could. And the only way that was going to happen is if enough people in the Army

knew about it that it simply wasn't going to be a – there was no way to shut it down. And the thing is if one other person knows about it, it'll be an open secret, but it can fester for a long time.

So if I had told the PO and platoon sergeant, and they didn't appear like they were going to tell anybody, I'd have had to take it to the next level immediately before they even came up with a solution to the problem. If they showed any amount of hesitance at all, I was going to have to go to the next level because we didn't have time. Justin was going to be in danger the second I opened my mouth, and I couldn't not open my mouth.

So the more people who knew about it, the more resources were going to be available to us. And what I found is that the more removed somebody is from the actual event the more moral their decision-making becomes.

As a Noncommissioned Officer, I Realize That I am a Member of a Time-Honored Corps, Which is Known as “The Backbone of the Army”

This incident has caused me to question myself in the role of the Army and the society. I imagine a lot of, like, somebody who has a tremendous faith in God when they hear something untoward that a priest or another religious organization does because I really believe in it, but it's a faith-based belief. What I believe the organization is is of such perfection that it's not really possible for the organization to live up to it all the time just like it's not possible for me to be a perfect noncommissioned officer all the time, but what I've found in the fullness of time is that it's the journey to become that and to make the organization what I want it to be and to make myself what I want myself to be. The journey is what's important.

If you join the Army expecting the Army to be perfect, like a lot of us do, you're going to be

disappointed, but you need to possess yourself with the maturity to understand that your role in the organization is to force it to be the organization that you want to serve in, and in order to do that you have to be the agent of that organization that it requires.

I think key to the belief in the organization from Soldiers, how you train them to demonstrate character, competence, and commitment to an organization and to have faith in that organization is to, one, demonstrate value of the organization to them and then – or demonstrate their value to the organization. It has to be transactional. They have to believe that they can contribute in a significant way, and they have to believe that the organization needs them to do so and that it values them as a human being.

I Will Not Forget, nor Will I Allow My Comrades to Forget That We Are Professionals, Noncommissioned Officers, Leaders!

Why didn't I ask Justin Watt to keep the rape and murder a secret? To me that's not really even a question. I did think about it for four hours after that. What would I do? But once it happened, once Justin told me about the rapes and murders it's like I'm an agent of the institution. It's already been said. It's already been reported. The question is what actions was I going to take that was going to result in a just conclusion?

When you speak to me, an agent of the organization that I serve, you might as well be speaking through me directly into the ear of the Chief of Staff of the Army. That's how integrated I feel like I am with the organization. I am its agent.

I of course have my own agency, but when it comes to the greater needs of the organization, once I become involved, you have willfully involved the organization. You're not asking John Diem to step in and take care of the

problem for you. You're asking a noncommissioned officer in the United States Army to find the solution and deal with this with competence and moral maturity.

I Will Be Loyal to Those with Whom I Serve; Seniors, Peers, and Subordinates Alike

When I think back on when I reported this, I don't believe that I felt any real fear. Maybe it was a suspicion that something like that might happen, but I wouldn't say that I was afraid of recrimination for reporting these people for rape and murder for the exact reason that he told me about it.

I was an agent in the United States Army. This is what I was going to do. This wasn't John Diem reporting on them, though I'd like to think as a civilian I would do the same thing if I heard about it, but I mean as a sergeant in the Army I'm a part of the team, and I don't mean like the company or the platoon. I mean the Army.

And I don't think that it's possible to retaliate against the concept of a sergeant. I am a part of the institution. Trying to hit me with recrimination or to judge what I did would've just — by questioning my honor and integrity in this fashion — they would've only brought their own into question, and I had the competency and the position where no matter what rank you were if you would've questioned my integrity for bringing this up to the chain of command I would've been completely able to defend my actions in front of everyone from the chief of staff of the Army to a buck private. It's simply understood that this is what a sergeant does. If a sergeant hears about a crime or an incident occurring they're absolutely going to report it, and I think that if you asked 1,000 privates or 1,000 sergeant majors the same question, like a sergeant gets a rape and murder reported to him. What are the next actions that he takes? Universally they're all going to say that he reports it to his higher

headquarters, and that is just simply what we understand the organization to be.

I Will Not Use My Grade or Position to Attain Pleasure, Profit, or Personal Safety

Sergeant Yribe lived in a hero complex. He thrived on the adulation of Soldiers beneath him. He was an extremely effective informal leader. And to be honest the lack of ability to enforce UCMJ actually assisted him somewhat. It made him better because the expectation was much lower of him to do actual Army stuff that he didn't approve of but it became easier for him to make Soldiers more violent or at least more aggressive.

He could encourage in Soldiers the things that he would naturally encourage, and then he didn't have to care about the things that he normally would naturally not care about. The environment naturally lined up for Tony Yribe as a non-commissioned officer. And what that meant was that for a year he had been validated consistently that he was an awesome noncommissioned officer. He was the agent of the institution.

Like he was the most competent person around, the best Soldier around, so who better to make the decision than Tony Yribe of what needs to happen? There were obvious strategic and operational consequences to telling people. Tony Yribe can squash it and bring justice to that family by making sure that Steven Green can go back to Texas and lives a wasted life as a drug addict and in his estimation I guess that's best possible solution and it's right because he thought of it.

I Will Communicate Consistently With My Soldiers and Never Leave Them Uninformed. I Will Be Fair and Impartial When

Recommending Both Rewards and Punishment

So 1st Platoon was a normal platoon and obviously, there were Soldiers given a unique environment that we were operating in that became complicit in a crime that I think most of us would characterize as unimaginable. And a considerable amount of the platoon still was invested in the organization and the values that it held and trying to uphold them in a way that it did its job, which I know it sounds probably a little inflated, but actually just not raping and murdering people is not terribly difficult to do. Doing guard when you're supposed to, doing your job like you're supposed to is not incredibly difficult, and that's just upholding the values of the institution.

The rape and murder was a symptom of a disease. It didn't happen in a vacuum. It was a foreseeable outcome of a building series of acts that demonstrated a lack of discipline. And it starts with not shaving your face because you wake up in the morning and you don't feel like it and nobody's going to say anything to you, to wearing your uniform messed up.

And the farther you get away – it's just like anything. Like if you zero your Night Flight Laser wrong it's going to – the degree of variance from the barrel is going to increase over distance. What I mean by that is it starts with something small that doesn't get corrected, and then you do something else that doesn't get corrected, and then you're that much farther away from the institution.

Let's say you see your buddy get blown up one day so the next day everybody you see is an insurgent and you start smacking Iraqis around. Nobody corrects you, so now that's OK. And then we go one, two, three months in the future and we've gone from beating detainees to nearly killing them, and no negative consequences have happened because there's no leadership around to be like, "Hey, that's not good." But even if they did make that correction – even if it was only once – now all we have to do is avoid that leader and we can still do what

we want, and “That leader is an idiot. He doesn’t know what we’ve been through. You know, he’s never around, so we can do pretty much what we want.” So now we’ve got a group of people who are complicit in a number of criminal acts.

Rape and murder’s just one more, honestly, and they just avoid being around the people who would bring them under control, because those people don’t understand them or what they’re going through, even though we’re all going through the same thing.

I Will Not Compromise My Integrity, nor My Moral Courage

I think that the mind works on multiple channels when it comes to determining whether you’re going to take a hard moral action or an easy moral out. What I mean by that is it seems difficult.

But after dealing with crippling combat stress for a little while and fear and loss or just developing a significant level of resiliency, you begin to understand that difficulty is a matter of reference, really. Like all I had to do was open my mouth, expend five calories, and my responsibility was over. That’s it. It’s that easy,

whereas not saying anything would’ve potentially caused a significant number of long-term consequences that simply weren’t acceptable and would’ve made it much more difficult to deal with the difficult situation we were already in, in that I wouldn’t have been able to really live with myself, and I knew that.

If you base your coping mechanisms on your virtue, when you destroy that you lose all your coping mechanisms at the same time, whereas all you have to do is open your mouth and say something and now you’ve inoculated yourself from blame. You did the right thing, whatever the consequences may be.

And to be honest, normally our perception of the consequences is much higher than the reality of the consequences because people respect the ability to stand up and say, “This is what I think.”

I Am Aware of My Role as a Noncommissioned Officer. I Will Fulfill My Responsibilities Inherent in That Role. All Soldiers Are Entitled to Outstanding Leadership; I Will Provide That leadership

There were a considerable amount of moral and identity problems in that deployment. Any stress at that level is going to bring with it some moral problems and some identity problems and some role problems as a noncommissioned officer in the United States Army.

The biggest problem that I had was that there was no UCMJ. There was no possibility of holding a Soldier accountable for their actions. We were too separated. Nobody’s willing to do the paperwork, and the NCO support chain and the officer corps simply weren’t willing to support me as a team leader giving a Soldier Article 15 to the point where they would actively defend Soldiers from getting Article 15s simply because we couldn’t afford to lose them or there was simply no way to hold them accountable, I guess. I don’t really necessarily agree with that approach, but what I will say is that it made orders of magnitude more difficult to lead when the Soldier has no reason to do what you say other than the influence that you wield over him. If the Soldier didn’t want to do what I said, if I told him to fix his boots and he said no, I could yell at him. I could make an example of him. I could humiliate him, but at the end of the day, I couldn’t do anything else. It was being a leader in the most difficult school because now I’m basically a senior specialist who’s trying to lead a squad and influence it and make them do their job in an environment where they desperately do not want to do it.

And you get to learn a lot about people’s different motivations and you have to be maybe a little bit – it changes your leadership style and

probably not in a constructive way, because you're not able to be a professional sometimes like you would like to be, and that compromises your role as an agent of the organization.

Noncommissioned officers do not strike Soldiers. It's a fact. That's just an understanding that we have as the Army, but if you can't give somebody an Article 15 and they refuse to do what you say in a dangerous moment like you were actually going to put your hands on that Soldier because there's no other way to obtain compliance, and that damages you and how you see yourself and how that Soldier sees you and as an agent of the institution. You have a covenant with that Soldier that you will protect him and you will look out for his best interest. When you strike a Soldier, it compromises that on a fundamental level, and so basically an Article 15 – that's something the organization does. Things that you have to do because you can't give the Soldiers an Article 15, it creates significant leadership problems that you're going to deal with long-term and that works to the detriment of the organization.

**I Am Proud of the Corps of
Noncommissioned Officers and
Will at All Times Conduct Myself
So As to Bring Credit upon the
Corps, the Military Service, and
My Country, Regardless of the
Situation in Which I Find Myself**

When you have a decision to make that has far-reaching operational or strategic consequences, what you have is a snapshot of the conditions on the ground right then and you're limited normally to understanding of how those interact with what you're dealing with.

So in the example of Justin telling me about this rape and murder, all I understand is my very small piece of the team-leader pie and how that could potentially affect my world and

then how it interacts with the greater values of the Army and our mission, and those are only projections and they're not very good. But what I would say is I know there are a lot of people in the Army, and time is going to pass. Every second it passes is more opportunities for more people in the organization to have effect on this.

There's no way to maintain an accurate model of the second and third order of effects. And just realizing that you are a member of an organization that is much larger than yourself that has a vested interest in the outcome of these second and third order of effects and that in the fullness of time they will absolutely intervene to change the picture from what you understand it to be.

As a team leader, I just didn't feel comfortable making this decision for the Army based on an incomplete still snapshot of what I understood the operational environment to be, and I knew that my chain of command in the Army at large would absolutely do what it had to do to make this right as long as the big Army found out about it.

But the smaller you keep the secret, the smaller you keep the circle of people that know, the less positive things the organization can do to reverse the negative consequences that stem from the action.

NCO Creed

No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers. As a noncommissioned officer, I realize that I am a member of a time-honored Corps, which is known as "The Backbone of the Army." I am proud of the Corps of noncommissioned officers and will at all times conduct myself so as to bring credit upon the Corps, the military service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind—accomplishment of my mission and the welfare of my Soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a noncommissioned officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers, and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

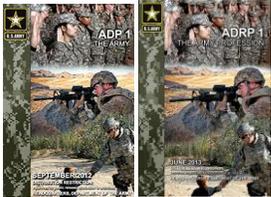
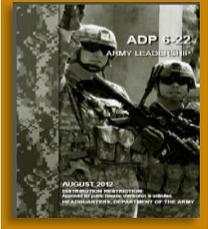
Officers of my unit will have maximum time to accomplish their duties; they will not have to

accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve, seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, noncommissioned officers, leaders!

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><u>Center for the Army Profession and Ethic:</u></p> <p>Visit the CAPE Website: http://cape.army.mil</p> <p>Stand Strong Webpage: http://cape.army.mil/aaop/stand-strong/</p>
	<p><u>ADP 1 The Army:</u> http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp1.pdf</p> <p><u>ADRP 1 The Army Profession:</u> http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf</p>
	<p><u>ADP 6-22 Army Leadership:</u> http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp6_22_new.pdf</p>
	<p><u>Documenting an Army Platoon's "Descent into Madness":</u> http://www.cnn.com/2010/US/10/19/vbs.jim.frederick/index.html</p> <p><u>Safe at Home, for Now:</u> http://www.cnn.com/CNN/Programs/anderson.cooper.360/blog/2006/09/safe-at-home-for-now.html</p>

SAMPLE DISCUSSION QUESTIONS

“I Am a Noncommissioned Officer, a Leader of Soldiers”

[Watch this segment – 00:50 to 02:42]

What does John Diem mean when he says that honorable service is “holding yourself to an impossible moral and professional standard and, through striving, attaining as much of that excellence as possible”?

How does an Army Professional contribute to the Profession’s essential characteristic of Honorable Service through demonstration of Character and Commitment? Does John Diem’s description of serving honorably fit into the concept of an Army Professional’s Character and Commitment? Explain.

“My Two Basic Responsibilities Will Always Be Uppermost in My Mind”

[Watch this segment – 02:42 to 05:24]

What advice does John Diem give for making a Soldier a successful part of a team? Why is this important? What responsibilities does John Diem have as an NCO and Steward of the Army Profession in developing Soldiers in this regard?

What does John Diem mean when he says, “I was a sergeant, and that’s from where my authority flowed?” What does this say about John Diem’s professional identity?

“I Know My Soldiers and I Will Always Place Their Needs above My Own”

[Watch this segment – 05:24 to 07:28]

How did John Diem plan his course of action to deal with the Justin Watt dilemma? What do you think of his thought process? How would you make decisions of this magnitude?

Describe John Diem’s Character, Competence (experience), and Commitment in resolving to act to help Justin Watt. What Army Values were involved in planning his course of action?

“As a Noncommissioned Officer, I Realize That I Am a Member of a Time-Honored Corps”

[Watch this segment – 07:28 to 09:18]

What does John Diem mean when he says, “It’s the journey toward perfection that is important”? How can Army Professionals contribute to the journey?

What does John Diem mean when he says, “You need to possess yourself with the maturity to understand that your role in the organization is to force it to be the organization that you want to serve in”? How do Army Professionals act as Stewards in this regard? Why is this particularly important for noncommissioned officers?

“I Will Not Forget, nor Will I Allow My Comrades to Forget, That We Are Professionals”

[Watch this segment – 09:18 to 10:40]

Why didn’t John Diem just ask Justin Watt to keep the rape and murder a secret? Why was he willing to accept the risk of danger to Justin and to himself?

What does John Diem mean when he says, “When it comes to the greater needs of the organization, once I become involved, you have willfully involved the organization”? What does this say about his professional identity as a noncommissioned officer? About his Character?

“I Will Be Loyal to Those with Whom I Serve”

[Watch this segment – 10:40 to 12:48]

Why wasn’t John Diem worried about recrimination for reporting the people of Justin Watt’s platoon for rape and murder?

What does it mean when the Army as an institution “self-polices’ its own? What is a noncommissioned officer’s role in regulating the Profession and its members?

“I Will Not Use My Grade or Position to Attain Pleasure, Profit, or Personal Safety”

[Watch this segment – 12:48 to 14:26]

Have you ever known a leader who was like the description of Tony Yribe by John Diem? Explain.

What are the possible consequences of this type of leadership?

“I Will Communicate Consistently with My Soldiers and Never Leave Them Uninformed”

[Watch this segment – 14:26 to 17:18]

Why are the concepts of “standards” and “discipline” important in the Army? Why do Army Professionals make corrections when standards are not met or when the Army Ethic is violated? Do you agree with John Diem’s assessment of how members of a platoon could end up committing rape and murder? Why or why not?

“I Will Not Compromise My Integrity nor My Moral Courage”

[Watch this segment – 17:18 to 19:00]

What does John Diem mean when he says, “not saying anything would’ve potentially caused a significant number of long-term consequences that...would’ve made it much more difficult to deal with the difficult situation we were already in”? What are the psychological effects on a person’s mental health and resilience of not doing the right thing?

Do you agree with John Diem that “our perception of the consequences is much higher than the reality of the consequences?” Why or why not?

“I Am Aware of My Role as a Noncommissioned Officer”

[Watch this segment – 19:00 to 22:06]

John Diem identifies that in combat “Any stress at that level is going to bring with it some moral problems and some identity problems.” What can leaders do to mitigate these types of problems?

What does John Diem mean when he says, “The biggest problem that I had was that there was no UCMJ”? What are the consequences for leaders when the Army Ethic, which includes the UCMJ, is not upheld?

What are the consequences for Army Professionals, leaders, and subordinates when professional relationships breakdown? What are the consequences for Army Professionals, leaders, and subordinates when there is no longer Trust in their relationships?

“I Am Proud of the Corps of Noncommissioned Officers and Will at All Times Conduct Myself So As to Bring Credit upon the Corps”

[Watch this segment – 22:06 to 24:15]

What does John Diem mean when he says, “the smaller you keep the secret, the smaller you keep the circle of people that know, the less positive things the organization can do to reverse the negative consequences that stem from the action”? Do you agree? Why or why not?

Did you ever have a decision to make that had far-reaching operational or strategic consequences? What did you do? Did you feel that you had the larger picture you needed to make the decision or just a snapshot of the conditions on the ground at that time? How did you mitigate the risks? Who did you turn to for advice?

Noncommissioned officers are Professionals. Why is it important that they demonstrate Character, Competence, and Commitment in all they do? How do they develop the Character, Competence, and Commitment in their peers, in their subordinates, and in their leaders?

“Safe at Home, for Now”

[See Anderson Cooper’s blog – www.cnn.com/CNN/Programs/anderson.cooper.360/blog/2006/09/safe-at-home-for-now.html]

Anderson Cooper blogged “Safe at home, for now.” An editor’s note reads, “We receive hundreds, sometimes thousands, of comments on this blog each day.” Read the blog and some of the blog comments.

Why did this blog create so much traffic?

Why do ethical situations in military yield so much conversation?

Additional Questions for Facilitators

1. What would be the effects of John Diem’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 John Diem’s professional identity and character, and their contributions to or detractions from Honorable Service?
6. Did John Diem demonstrate his competence, character, and commitment as an Army Professional? If yes, how?
7. Did John Diem demonstrate any courage in the video? If yes, how?
8. Did John Diem’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 SSG Diem'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:

Learning	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?
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?