

# Stand Strong: The Effects of Combat on the Army Professional



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

For all members of the Army Profession  
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# Stand Strong: The Effects of Combat on the Army Professional

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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 Mahmudiyah, Iraq which was one of the three corners known as the Triangle of Death.

The Triangle of Death was arguably the most dangerous region in Iraq. It was patrolled by just 1000 U.S. Soldiers who coped with more than a hundred attacks against them each week.

He is sharing his story to help others understand the importance of being equipped to leverage mental, emotional, and physical skills in order to overcome adversity.

### Establishing My Left and Right Limits

When I take a look at why I prepared individually and why I sought out mentors, like John Diem and some of the other people that I was able to model beneficial character – personal characteristics after or coping mechanisms – I was very lucky because I was scared. And I admitted to myself that I was scared.

There were things I was, like, “I don’t want to be that guy. I don’t want to be Lauzier, who drinks himself to sleep every night after the first deployment because, in my mind, he pulled the trigger when he shouldn’t have, he” – and that’s something that you have to live with. I’m like, “I don’t want to do anything that I can’t live with.”

So by doing that, by having that dialog with myself, I was able to establish a left and right limit of, “OK, I fit inside here. I’m not going to do anything that goes outside my left and right limit. I’m going to be able to retain myself and albeit, I have no delusions that this experience will probably change me. But I think that as long as I can stay within this left and right limit, I’m going to be OK. I can come home

and I can process that because I won’t have done anything I can’t reconcile.”

### “I can do that.”

But what I had learned from Diem, who is someone that was like me. When I showed up to the unit, I was not the fastest guy; I was not the strongest guy; I was not the smartest guy. What I found in Diem, and his explanation to me of how he was able to be successful within the institution is, you can be the hardest guy. You can be the most resilient guy. Everybody can do that. Not everyone can be in Delta Force. Not everyone is Michael Jordan and can dunk from the free-throw line. Genetics plays a significant role in your capability to do something like that. But you can make up your mind that you will never quit – that you will die before you quit.

And I was like, “I can do that.” And so I didn’t duck the problem. And I almost had a nervous breakdown dealing with it because it is some scary material and I wish somebody would have said that to me. I wish that somebody would have let me know that that was coming. It could get that bad where you’re going to have to have that conversation with yourself, or you’re going to have to have that conversation with your mom.

But I stared it down, and then I broke through to the other side. I’m not going to lie – I hit fatalism first. I hit fatalism – I realized it wasn’t productive, and then I moved over into just true acceptance, true Bushido acceptance of the reality that that’s how it’s going to be. But I’m going to contribute to the mission until the day that that does happen. I don’t have control over that, that’s fine, but I’m going to be a good Soldier and that is the day that I became effective in that combat zone. That was the day that I became the Soldier that I knew I could be. And that’s how I survived it.

## **Preparing for the reality of death**

The thing that I believe that the Army failed at doing was preparing me for the reality of death. And that's something that had probably the most derogatory effect. If you were looking at what caused the cancer that spread and metastasized into what actually occurred, it was everyone coping with the reality of death – imminent, probable, real death – the ultimate consequence.

And coping mechanisms failing and failing and failing to deal with that, and I was very fortunate that I had – the people who I had taken advice from had encouraged habits in me that allowed me to deal with it functionally. The way that I approached death in the end – I had a nervous breakdown.

## **The hours and seconds slipped by ...**

The hardest thing I've ever had to do in my life was get back on the plane. When I went on mid-tour leave, it was ten days after Nelson and Cassica died, so we had lost – or Brenton Lopez died, it was four guys in twelve days and we had taken a massive amount of casualties up to that point, so mathematically it was an improbability that I was going to be walking out of that deployment with all my legs, if not dead.

And Mackenzie, my best friend, my roommate, had already been killed. And I was terrified. I could literally feel the hours, the seconds slipping by the entirety of my time on mid-tour leave. And I was like, "I have to talk to my parents about this. I have to let them know I might not be coming back." And that was hard.

That's hard to have that sort of real conversation and to do that to your mom or do that to your dad. But I needed that in order to go back, in order to not be a coward and go back and face what I promised I would do for my country. I had to make that OK.

So I have this conversation with my mom, which is one of the hardest things I've ever had to do in my life. And but you got to keep it together. She doesn't want to see you scared. You can't look scared. And that was really hard. And my mom drove me to the airport when it was finally time to go and she started crying. She's like, "I'll send you to Canada. I will send you anywhere. But you don't have to go back." And I couldn't live with myself if I didn't go back. Everything that I would have been scared – the thing that I joined the Army to prove that I wasn't, would have been proven if I did that.

And I was like, "I can't. I have to go back. There are people that are counting on me. I can't." And I kept it together. I was like, "It's going to be OK." And I got into the airport and I found this little spot by myself in the corner and I friggin' cried. I was terrified.

## **There is homework in the Army**

I wish that someone would have had that conversation with me when I was a junior enlisted guy and talked to me about the homework I need to do, the things I need to consider, and then how I need to approach that problem because if I wouldn't have been surprised by it, if I wouldn't have felt like it was just me against the world, it would have been a lot easier.

And I think that a lot of those guys wouldn't have handled things the way that they did. If they even they had that training, just because you're a staff sergeant, just because you're a sergeant major, just because you're a lieutenant, does not mean that you're not going to have to confront death in the exact same way the private E2 Justin Watt had to confront that.

You can't analytics your way out of it. You can't logic your way out of it. You can't religion your way out of it. You are going to have to deal with that and you are going to have to deal with it alone. So I wish that I would have got that training.

## **Creating the right culture and climate**

And you have it in you to do that. “I know that you want to fall to pieces right now, but I know you’re tough enough to do that.” The leader that does that, keeps his unit together, goes out and does the mission again, despite knowing the cost. Everyone knows the cost. That’s amazing to me. That’s what we should be rewarding. The guy that does make the corrections, it’s like, “Listen man, you can’t do that. You can’t punch that detainee in the face.” If you create a culture where that is acceptable and that’s the desired outcome, if you make that the culture and when it happens you prove it through action that that’s really what you want, no matter how hard it is for you, the leader, because that’s the other side of how that works, right? If the Soldier’s in your formation, it’s partially your responsibility.

So it’s not going to be a good day for you. But if you can take that on the chin and be like, “I’m glad that you did this.” That’s an even bigger person than the guy that turned it in. That’s more courage, in my mind, than the guy that even turned it in. If you build that community and that culture, because that’s what the Army wants, in my mind. If you do that, you’re going to have that in your formation. If you make that a priority, as much as it’s a priority to be the guy who wins the Silver Star, as much as it’s a priority for you to know your battle drills and stuff like that. If you make it a priority in your formation to have a morally upstanding, resilient, professional organization that demonstrate competency, character and commitment, then you’re going to get it.

But if you just want guys that can check the block on skill-level tasks that are out there stomping over each other’s bodies to try and win a Bronze Star, you’re not going to create the kind of culture that breeds that level of professionalism, in my mind.

## **“I bet everything on the Army”**

John Diem saved my life. He reaffirmed to me – you have to understand, the reason why I went outside of my chain in command to report it is because my chain in command wasn’t the Army anymore. That was a tribe of people, the dangerous people who I believed at the very core of my being and if you asked people, reasonable people, what they believe about my assessment in regards to my safety – do they think that it was a good idea for me to handle things the way that I did, they would say probably yeah, because there’s a really good probability that Sergeant Uribe or Cortez or Barker, people have literally raped and murdered, chain-raped a fourteen-year-old girl or murdered a three-year-old-girl, would have absolutely had no problem killing me.

So the Army was no longer in Yusufiyah, that was gone. But John Diem – I bet on the Army, that was all in. I bet everything, my everything that the Army is going to do the right thing and take care of me. And then I literally just sat back in the chair because that’s all I could do. I bet everything. “Here you go. Please take care of me.” And it’s like, “You know what, my PL didn’t take care of me.” In those seconds, you could feel the obligation. “Are you going to do the right thing, P.L.?” as the convoy’s driving away, right? As I’m being left out there at the checkpoint with those guys who now know for a definitive fact that I’m the one that turned them in, in the middle of the Triangle of Death and the only authority figure that could stop them was driving away with his personal security detail. You could feel the seconds pass, like second one; he’s ten, fifteen feet away. “Is the P.L. going to do anything?” No. I’m not going to say anything. And then, “Is the platoon sergeant?” He’s like twenty-five feet away, thirty feet away, a hundred feet away. “Is the platoon’s front going to say anything?” No. “What about any squad leader who’s on the net? Are any of these people going to say

anything and get me out of there? You can't leave them out there."

It's like, how could they leave me out there with those guys? Is that right? Can they guarantee my safety? Do they think I'm really going to be safe? No one did anything. They're two hundred feet, three hundred feet away from the checkpoint. It's E5 John Diem that's got to do it. I bet on the Army, he has no obligation to me in regards to I'm not in his chain of com – you know what I mean? I'm a private in another squad. The only obligation he has to me is as a representative of the institution. I'm a noncommissioned officer. I'm going to take care of my – of Soldiers in the Army if they need help. Just the same way if you – if there was some private at a bus stop that you ended up at, at an airport in Newark, is it your obli' – "Hey, I'm off the clock." You don't get to say that. But I'll tell you, that's a rare thing for someone to own that career-ending, possibly, level of responsibility to a Soldier. He had literally nothing to gain, nothing to gain, that's it.

But he did the right thing still. And they turned around and they came back and they picked me up and he saved my life. So I think that it's important. One of the things you do learn in the Army is that it's important to have your mentors. It's important to seek that out, surround yourself by people that are better than you. And ultimately that raises your level of play. And so yeah, it's been a good relationship over the years. We're friends now.

I'm no longer in the Army so there's not – and obviously we're not collocated anymore. But we talk on the phone all the time and he's someone that I seek advice from as I go through challenges in my own life. Yeah, no it's – he's my best friend.

## **Have respect for your enemy**

It kind of reminds me of a quote. I'm going to butcher it right now and of course it's going to be immortalized on video. But I'm going to

*sua sponte* up anyway. But it's, "You can judge a society based on how they treat the least fortunate amongst them." And I think the same goes for a society. A lot could be said about a society in terms of how they treat their enemies.

Ultimately, I think that there's a lot of tactical advantages to respecting your enemy. I don't think that you can respect your enemy's capabilities, which are the things that could kill you. And it's like, you went through basic training and I'll tell you, it's a wakeup call. Part of the reason why it's so shocking for Soldiers to deal with death is when you go through basic training; it's like, "There are ten support Soldiers for every one of you. You will have night-vision goggles, thermals, you have guns hooked up to joy sticks. You can call death from the sky." You are this all-powerful super Soldier; you're United States of America, look at how bad-ass you are.

And somewhere in there, they forget to mention, it's like, "But if you step on a hundred and fifty-five millimeter pressure plate, I.E.D., you will literally get blown into pieces." Just the same as any other biological object on the face of the earth that steps on that many grams of explosives and shrapnel. So it behooves you to respect your enemy because inherently if you respect your enemy, you respect their capabilities.

Conversely, if you respect your enemy, it is less demeaning when you die. You don't feel cheated. If your enemy is worthy – and that's another thing too. It's like, "Listen here, we're in the United States of America, OK? If we could pay, if they weren't a worthy adversary, we would pay someone else to fight them because that's how we roll." We're the most powerful nation on earth. You don't think that we could pay some other country to fight them for us or pay with our intelligence capabilities and our clandestine services, you don't think that we could send down Special Forces, ODAs, build up a militia and just have somebody else deal with this? No. The United States of America

determined that this enemy is worth our best and brightest, right? It's worth American blood and treasure. So they are sending me, the most-qualified individual Soldier on the face of the earth. I am worthy to get sent over there.

If that's the reality, don't they deserve your respect? Don't you have to respect that? When you look at it academically, these people have been at war longer than most people have been in college. They are harder than you for the most part. They are crafty. They may not fight the same as us. They may not have the things we have: recognizable traditions, discipline in the same sense. But make no mistake, they are committed to kill you. And if I disparage that, if I look at them as beneath me, not worth my time as a warrior because they're less than me somehow, then when I have to bury John Diem, when I have to bury Private Snuffleupagus over here, then we've been cheated. That slight deserves revenge rather than we met on the field of battle. You were able to kill one of mine. But I'm a mature professional, you're a mature professional, we're going to deal with that and move on. It's like, I can't believe that they were able to kill one of us. That's ridiculous. It just doesn't – it's hard to respect that. Does that make sense?

I think that there's a lot of exploration you could do in regard to its effect on how we perceive death if we don't view them as a worthy adversary. And secondly, or lastly, I would say when you don't look at your enemy as people, when you don't look at the indigenous population as people, when you don't look at – bad stuff happens. You are more inclined to do stuff that is outside the scope of your left and right limits. And here's the thing. You can give the Army a black eye. That is possible. But understand that there are literally millions of Soldiers everyday who are going to work, who are doing everything, their utmost to show that that is an anomaly. You may give the Army a black eye, but there are literally – that same day someone won the Silver Star, that same day someone jumped out of their car on

some freeway somewhere and saved some civilian's life –, just that day.

And at the end of the day, here's the thing: Because of that and because of the fact that we own our mistakes as an institution, because of the fact that we are transparent, because of the fact that people can see that, we will be, even after that black eye, we'll still be the most trusted institution in America. And eventually people will forget that incident. We may not, in the institution, we may always remember that to drive us forward. But at the end of the day, the public – our clients – will forget that one day.

But you, the guy who gave the Army the black eye, who has to live with the thing that you did, you will not forget that. You have to live with that individually for the rest of your life.

## **Be committed**

"That's a great noncommissioned officer or a great officer or whatever." What makes those people different? I think it's just the fact that they care. If you care, if you're passionate about the subject matter, you're going to do a good job. You're going to be that mentor for that Soldier. You're going to hold that Soldier to those standards that's going to make them feel like they have an investment into the organization so that – it doesn't matter if you're there waiting over them with a stick, like, "Do something wrong – I dare you!" No, when they're out at the club, they're going to be like I don't want to let down Sergeant Major Stewart or the Army or the people that came before me who wore this patch down, I'm not going to drink and drive. They've got to have buy-in. There has to be an emotional investment.

And I'll tell you, the people – it's pretty easy to tell. In this room, if I said right now, if I was like, "The First and Five-O-Deuce infantry regiment is a bunch of incompetent mongoloids that have no place in the field of battle." There's a pretty good chance I'd walk out of

here with a black eye. But the truth of the matter is, is that you would put – Sergeant Diem would put his own honor on the line to prove empirically that that’s not true. Like, “Oh really? Let me show you what kind of Soldier I am and the things that I’ve accomplished and why you’re an idiot – why that’s not true.” Why would you do that? Why do you care? Why would you care enough to engage in that conversation with me? Why would that make you mad? It would hurt your feelings if I said that. It would hurt Sergeant Diem’s feelings if I said that. And the reason is, is because you care, because Sergeant Diem cares. That’s reality.

It’s just like to me, if I see someone burning an American flag, something happens inside me that’s a serious thing. It’s a serious emotional response. And if everyone has that buy-in then they’re going to perform well. But I think that you need to have leaders- in order for us to be successful, you need leaders that are that committed in those leadership positions because this takes work. It’s not easy to talk with a junior enlisted Soldier about death. The truth of the matter is, is not everyone there has got meditations on their bookshelf. Not everyone there has got the Hagakure or The Book of Five Rings on death, on combat or on – excuse me, On Killing On Combat by Grossman. That’s not normal reading material. These Soldiers don’t even know it exists. Who’s the guy who’s others like, “Listen, you’re going to have to deal with this?” I was scared. Who’s the man that’s willing to do that?

We need to make those leaders, for one. Those leaders need to be in leadership positions, for two. If you’re not one of those people who is in a leadership position, you need to leave, three. And then there has to be a change where we have a slightly different relationship with Soldiers in regards to how we – specifically enlisted Soldiers. I feel like officers get books. And I feel like we get pushups. I never had – because he wasn’t in my squad. He wasn’t in my chain of command. I never had

one squad leader give me any assigned reading ever, the entire time I was in the Army. Do you know how much wisdom I’ve found in books that could have helped me since I’ve gotten out?

In the years, this is still so close to me, I feel like this happened yesterday. But in order to help me contextualize this, to keep it back there where it belongs, how many books have I read? How much have I had to do alone? And I’m like, “God, how easy it would have been if I would have had …” – I had combat veteran squad leaders, leadership. Combat veterans when I was in the Army, you take a look at, took four or five or six deployments. It’s like, come on! These guys have lessons learned. They have things to say. You’ve got to own that. The same way that John owned when that convoy’s driving away to leave me to die, he owned that problem. If someone else isn’t doing it, “OK. I’m going to make that my problem. I’m going to make sure that I train these Soldiers how to deal with this.” I would ask for more academic discussions on things that matter, better preparation for the human element of combat. Boys like to get shot at. You go the range. How many times do we go to the range, and we never talk about what it’s like to get shot at? That’s the only thing that matters. At the end of the day, we never talk about killing when we’re at the range.

You’re shooting at a silhouette. It’s like, “No man, you’re going to be shooting at a real person whose shooting back at you. This is what that’s like. This is the chaos that you’re going to feel. You’re going to feel like you’re under water. You’re going to feel like you’re going really slow but you’re not. You’re going to feel more in control if you’re pulling the trigger and indiscriminately shooting at things. But understand that’s an illusion. Understand that all that’s going to do is make it more confusing for everybody. You need to figure out where you’re taking fire from. You need to communicate that effectively to your squad leader or your team leader so that they can

make – give it to the squad leader and that squad leader can make an effective decision on what needs to happen. You’re not going to feel pain the same way. You need to check yourself, make sure that you’re good to go.” All these little things that we’ve learned that we take for granted, they don’t know that. That’s the only useful thing that they – I wish that someone would have told me what it was like. So in that moment I wouldn’t feel like, “Oh my god, am I having a stroke? What am I going through right now?” So I don’t know, I just think that it would be great if we had leaders that would push beyond these skill-level-one qualifications and expect as much as they can possibly expect out of their Soldiers and invest as much as they can possibly invest. I don’t know if that’s – that’s it.

## **Being a Soldier means a lot**

I can go back. What does being a Soldier mean to me or how is that affected the rest of my life? I can go back. Being a Soldier is hard. It is hard. But, conversely, it means a lot. When I think about the proudest moments of my life, things that I can barely talk about that I’ve done, what other people in my life know about me that they’re like, “He was that guy that survived that. He was the Soldier in the 101st.”

And they’re proud of it. They’re proud of it for me. Most of the stuff that happened in my life that I’m that proud of on that extreme happened when I was a Soldier. You might think you know who you are. You may have an identity before you join the Army, that’s true, but it’s a theory. You might think you’d be the guy that’s like, “Yeah, if somebody was in danger, I’d be the guy that runs through bullets to get them. I’m that guy.”

Well, in the Army you’ll find out. You’ll find out exactly what you’re made of. I am so thankful to the Army for that, for knowing the things that I know about myself. I know I’m not perfect. I’m not the toughest guy, I’m not the smartest guy and I’m not the strongest guy. The truth of the matter is if I was in your formation,

I’d probably be a Soldier that you’d have a hard time remembering my name unless you took the time to get to know me because my PT score wasn’t three hundred and I wasn’t trying to kick people in the face to get into Ranger School. That was reality. But when it got hard, when it got real hard down to the marrow, it was something that – you could count on me.

And that matters so much for me. I’m so proud that I’m able to say that. I’m proud, after all that, the guys would be like, “You served honorably. You were a good Soldier, Watt.” That’s it. Not like, Servina won the Silver Star. I don’t care about – I didn’t win any awards. I don’t have any medals or anything like that. But it’s the fact that people will be like, “You know what? Hardest combat deployment” – Sergeant Diem will say that was the hardest deployment he’s ever done. He’s done four deployments. He’s done the invasion of Iraq, the Heart of Darkness in Afghanistan. I don’t even know what the third one was, Ramadi part two or something ridiculous. And then the Triangle of Death with me and it’s like, “That was the hardest deployment I’ve done.”

Some people it’s like that’s the hardest deployment they may have heard of. And it’s like, I’m a good Soldier after that. I feel, just talking about it now that means a lot to me to be able to say that. And yeah, I’m still connected to the institution. How could you not be thankful to the organization that made it possible for you to become something that you’re proud of, really genuinely proud of? And I feel an obligation to live up to that guy that people expect me to be when they found out that I was in the Army.

If you know that I was a Soldier, you think differently about me than you think about a normal civilian. You think that I’m more capable. People think that you’re more capable. People think that they can come to you in times of crisis. And that’s what being a steward is, representing – I have – I don’t have the uniform anymore. You can’t look at me today and be like, “That guy’s a Soldier.” But if I help you, if

I'm the guy that comes through for you when you need it and you find out I was a Soldier, that's going to mean something to you. I have an obligation to do that, and yeah, I just think that it really matters.

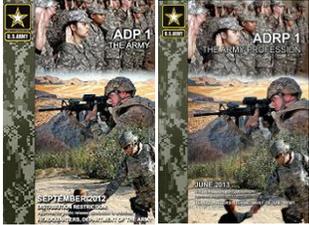
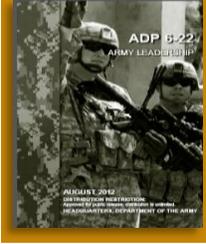
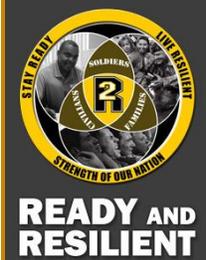
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**Ready and Resilient individuals accomplish missions by combining mental, emotional, and physical skills to generate optimal performance (i.e. readiness) – in combat, healing after injury, and in managing their work and home lives.**

**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>
	<p><b><u>U.S. Army Ready and Resilient:</u></b> <a href="http://www.army.mil/readyandresilient">http://www.army.mil/readyandresilient</a></p>

## **SAMPLE DISCUSSION QUESTIONS**

### **“Establishing My Left and Right Limits”**

**[Watch this segment – 00:57 to 02:18]**

1. 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?
2. What does Justin Watt mean when he says it is important to establish your “left and right limits”?
3. Do you think it is important for Army Professionals to seek out mentor/mentee relationships? Why or why not?
4. What does Justin Watt mean when he says, “I won’t have done anything I can’t reconcile”? Have you ever had trouble dealing with decisions and/or actions you have done? Explain.

### **“I Can Do That”**

**[Watch this segment – 02:18 to 3:58]**

1. How do Army Profession leaders ensure their subordinates are prepared for the mission?
2. 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?

### **“Preparing for the Reality of Death”**

**[Watch this segment – 3:58 to 05:00]**

1. Did your pre-deployment training properly prepare you for the “Reality of Death”? Why or why not?
2. How can Army Profession leaders prepare their subordinates for the “Reality of Death”?

### **“The Hours and Seconds Slipped By”**

**[Watch this segment – 05:00 to 07:13]**

1. How did Justin Watt demonstrate his Character and Commitment when he talked to his mother and got back on the plane after mid-tour leave?
2. Have you have ever been in a situation like that? Explain.

### **“There is Homework in the Army”**

**[Watch this segment – 07:13 to 08:13]**

1. What are the responsibilities of Senior Army Professionals to pass on their experience and accumulated knowledge to more-junior personnel? How can leaders invest in the development of their subordinates?
2. What are your responsibilities as a member of the Army Profession to become a better Soldier/leader/civilian?

### **“Creating the Right Culture and Climate”**

**[Watch this segment – 08:13 to 10:03]**

1. How do Army Profession leaders create cultures that uphold the Army Ethic and Army Values?
2. Why is it important for leaders and followers to make corrections?
3. How can a leader demonstrate his Character and Commitment in ways that promote his/her subordinates’ development as Army Professionals?
4. What leaders have you known who you looked up to and who helped to develop you as an Army Professional? What specific behaviors did they demonstrate?

### **“I Bet Everything on the Army”**

**[Watch this segment – 10:03 to 14:02]**

1. What does Justin Watt mean when he says, “John Diem saved my life”?
2. What does Justin Watt mean when he says, “I bet everything on the Army”?
3. In stopping the convoy and having it return to take Justin Watt to safety, how did SSG John Diem demonstrate his Character, Competence, and Commitment?
4. Why do you think that no one except John Diem spoke up to save Justin Watt? Have you ever encountered a situation where persons who should have spoken up did not? Explain.

### **“Have Respect for Your Enemy”**

**[Watch this segment – 14:02 to 19:53]**

1. What is the danger of a Soldier going into battle thinking he or she is all powerful? How do leaders prepare Soldiers for the realities of war?
2. What does Justin Watt mean when he says, “Respect your enemy and his capabilities”?
3. What does it mean that in the Army “we own our mistakes ... we are transparent”?
4. Even with the moral errors that members of the Army commit, why does the American public still view the Army as the most trusted institution? What can Army Professionals do to maintain Trust with the American people?

### **“Be Committed”**

**[Watch this segment - 19:53 to 26:19]**

1. Why is it important for leaders to care and be passionate about their organizations? How can they demonstrate and model these for their subordinates?
2. What can the Army as an institution, do to create leaders that care and are ready to develop their subordinates? What areas of education and experience would benefit Army professionals in being better prepared to develop

### **“Being a Soldier Means a Lot”**

**[Watch this segment – 26:19 to 30:27]**

1. Why does Justin Watt think that “being a Soldier means a lot”? Give examples from his story.
2. Justin Watt says, “I feel an obligation to live up to that guy (Soldier) that people expect me to be when they found out that I was in the Army.” What are the American public’s expectations for Army Professionals? Do you think Justin Watt lived up to those expectations? Why or why not?
3. What have you done in the Army that you are proud of? How do you feel when people recognize your contribution? Are you living up to the American people’s expectations of an Army professional?

### **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?