

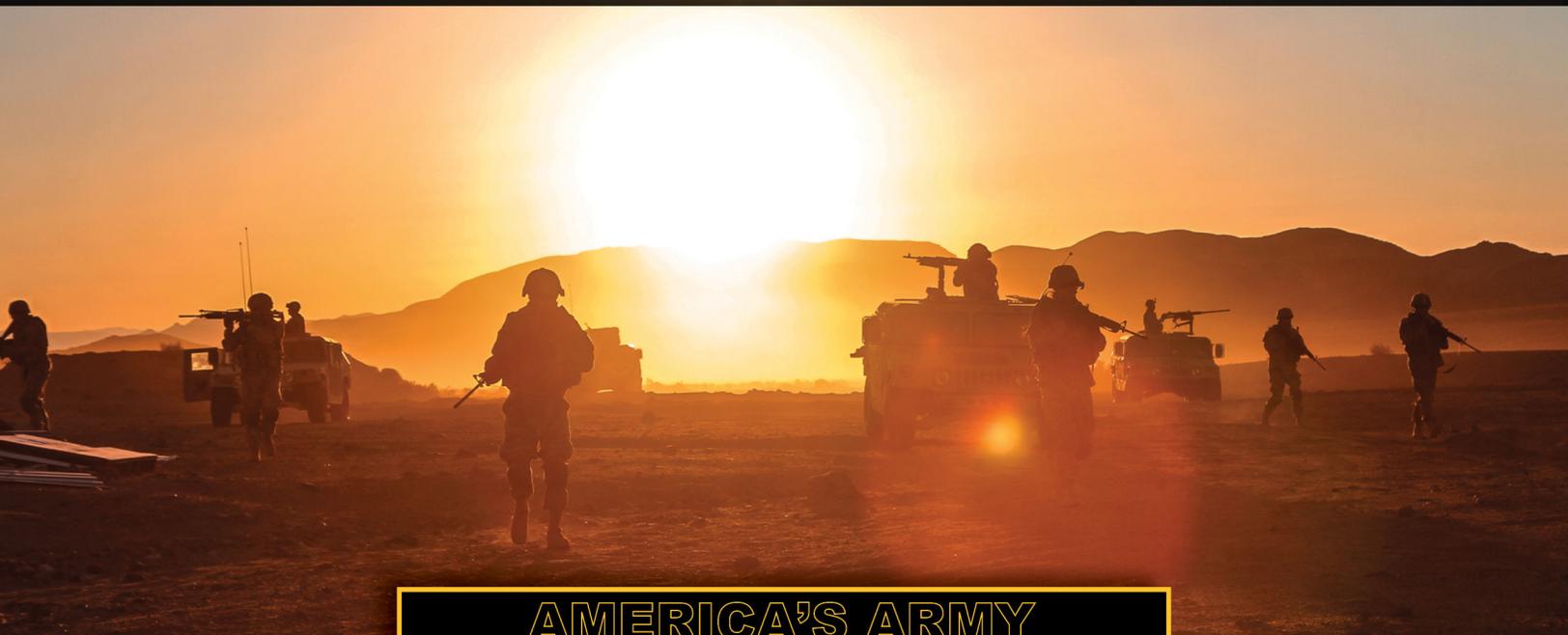


The Center for Army Profession and Ethic

Video Module

“WOUNDED WARRIOR, HEALING SPIRIT”

FACILITATOR GUIDE



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■ History of CAPE

To reinforce the Army Profession and the Army Ethic, the Chief of Staff of the Army (CSA) established the Army Center of Excellence for the Professional Military Ethic (ACPME) at West Point, NY in May 2008. ACPME was later redesignated as the Center for the Army Profession and Ethic (CAPE) under TRADOC and CAC in August 2010. This action also expanded CAPE’s proponent mission to include the Army Profession, the Army Ethic, and character development.



The **Army Profession** is a unique vocation of experts certified in the design, generation, support, and ethical application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.

An **Army Professional** is a member of the Army Profession who meets the Army’s certification criteria of competence, character, and commitment.

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■ Scope

This “*Wounded Warrior, Healing Spirit*” Facilitator Guide employs the Experiential Learning Model (ELM). It enables students to work in collaborative groups with a facilitator/instructor who engages the learners in discussion. The learning is progressive and builds on a three-tier foundation. Students investigate the topics that are then enhanced in the collaborative work group and their facilitated discussion. Facilitators/instructors/leaders guide the students as necessary to achieve the Learning Objectives.

Background

The goal of this instructional video with facilitator guide is to promote personal and professional development among Army Professionals. Unlike training to task, adult developmental theories indicate that character development must be part of a learning continuum throughout an Army Professional’s career and beyond. Explorations of important topics through critical thinking and analysis allow not only cognitive but also affective development. Although self-education and directed education can lead to comprehension of this material, the desired learning in the higher categories of the cognitive and affective domains (where development is promoted) is best performed through peer-to-peer, facilitated group, and student-to-advisor interactions and collaborations. The ELM promotes this type of development (see Army Learning Model 2015).

■ Applicability

The facilitator guide can be used by facilitators/instructors/leaders as part of a course of study in Army institutional training and education, or as part of professional development programs in units and organizations.

It is recommended that facilitators/instructors/leaders use this guide as it best fits into their course of study or professional development programs, following the learning outcomes. They are also encouraged to examine the needs of their students and integrate other related topics to meet those needs.

Character and identity are foundational for a person’s behavior, ethical reasoning, and decision-making, and critical for the ethical discretionary judgments and actions of Army Professionals. Clearly, leaders at all levels need to reemphasize development in this critical domain.



■ Suggested Delivery Method - Experiential Learning Model (ELM)

For more information, see

- TRADOC Pamphlet 350-70-7, *Appendix D: Examples of Lesson Plans*
- *Appendix C: Experiential Learning Model (ELM) Overview*

■ Terminal Learning Objective

Action

Apply concepts and principles of the Army Profession, Army Ethic, and professional identity and character development in an analysis of an Army Professional’s story.

Major Themes in this Video

Character, Courage, Resilience, Wounded warrior, Post Traumatic Stress, Suicide

■ Resources

- Army Doctrine Publication (ADP) 1: *The Army*, Chapter 2
- Army Doctrine Reference Publication (ADRP) 1: *The Army Profession*
- Army Doctrine Reference Publication (ADRP) 6-22; *Army Leadership*, Chapter 3
- TRADOC Pamphlet 350-70-7: *Appendix D: Examples of Lesson Plans - Conduct of Lesson: Experiential Learning Model (ELM)*
- Additional: Training Support material as designated by instructor; see materials list or use other appropriate materials as desired

■ Conduct

Concrete Experience

Facilitator Note: Precede Part 1 of “Wounded Warrior, Healing Spirit” video with an icebreaker or introductory question or statement. An example may be “How do Army Professionals make decisions?” Then show Part 1 of “Wounded Warrior, Healing Spirit.”

Facilitator Tool: The full transcript of the “Wounded Warrior, Healing Spirit” is in Appendix A.

Publish and Process

Facilitator Note: Have the participants react to the Concrete Experience. Start by ensuring that they understand the scenario by having them summarize it (if required, a full transcript is in Appendix A). Provide appropriate questions to facilitate the discussion. The facilitator can use the following example questions or create ones to meet the lesson objectives.

Publish

The Publish sub-step relies on observation by asking the learners to state what happened in the Concrete Experience—just the facts. Publishing may include determining the sequence of events as well as the individuals involved in the Concrete Experience.

Summary: On 17 August 2004, MAJ (Retired) Pulido was told, “Man, Major, you’re hurt bad!” This was after encountering an IED that left him critically injured. After 17 surgeries, MAJ Pulido was left not only with the physical wounds of war, but also said, “My spirit was crippled.”

1. What are the facts (what happened)?
2. Who were the major contributing individuals or main individual involved in the video?
3. What factors affected MAJ Pulido’s thinking or actions?

4. What were the implications for MAJ Pulido (what did it mean/ what was learned)? Explain.
5. What is your reaction to what happened?

Process

After the facts of the Concrete Experience have been established, students are then asked to Process the Concrete Experience by discussing what happened and the implications of the Concrete Experience. Note any gaps in student knowledge or lesson content that would prevent the students from reaching the Learning Objective or inhibit them from processing the Concrete Experience. Address any identified gaps during the Generate New Information step.

“Wounded Warrior, Healing Spirit” Part 1 (0:00 to 2:04)

Discussion:

As MAJ Pulido struggles with the situation, how is his ethical decision-making contributing to or detracting from the Army Profession’s essential characteristics? Specifically:

1. What would be the effects of his decision on “building Trust within the Army and with the American people”?
2. How did his expert knowledge (Military Expertise) play into his evaluation of the situation?
3. What may be the effects of his decision on organizational morale and Esprit de Corps?
4. How is he acting as a Steward of the Army Profession?
5. What specific behaviors/statements in the scenario show MAJ Pulido’s professional identity and character, and their contributions to or detractions from Honorable Service?

Additional questions:

1. “Man, Major, you’re hurt bad!” Why do you think MAJ Pulido remembers those specific words? What was it about the combat medic that made a lasting impression on MAJ Pulido? What did the combat medic do to demonstrate competence, character, and commitment?



2. MAJ Pulido said that it took 47 minutes for the helicopter to pick him up. In what ways did the Military Expertise of his fellow Soldiers aid him during that critical time? Describe the competence, character, and commitment of Soldiers during an operation like recovery of a wounded Soldier.
3. After 17 surgeries, MAJ Pulido was not only wounded physically, but also said, “My spirit was crippled.” Do you think a Soldier’s state of mind factors into recovery after an injury? Why or why not? How does a person’s resilience play into recovery after an injury? How can we prepare persons (build resilience) for situations like this?
4. Do you think mental health struggles such as PTSD can be as debilitating for Soldiers as the physical wounds of war? Why or why not?
5. “I can cut those machines off right now, and life would be over,” said MAJ Pulido. What factors can cause a person to think about suicide/ending it all? How can we recognize when a person has reached that point of desperation? What can be done to help them at that point?

Generate New Information

Check on Knowledge

Facilitator Note: *Assess any gaps in knowledge/content that would prevent reaching the Learning Objective, or inhibit the students from processing the Concrete Experience. Use the following questions to generate student responses that can then be compared to the resources. Other suggested questions can be found in Appendix B.*

Questions

1. How did the actions of the individual and/or organization detract from or contribute to the five essential characteristics of the Army Profession?
(Resource: ADRP 1: Characteristics of the Army Profession, paragraphs: 1-23 through 1-29)

2. How did the actions of the individual demonstrate or show lack of competence, character, and commitment of an Army Professional?
(Resource: ADRP 1: Certification Criteria, paragraphs: 3-16 through 3-18)
3. What moral and legal obligations and aspirations from the Army Ethic can be seen in the story?
(Resource: ADRP 1: Our Obligations and Aspirations from the Army Ethic, paragraphs: 2-11 through 2-14)
4. Were discretionary judgment and ethical reasoning (ethical decision-making) exercised in the video? Give specific examples.
(Resources: ADRP 1: Discretionary Judgment, paragraphs: 1-9; 3-10 through 3-11; ADRP 6-22: Ethical Reasoning, paragraphs: 3-37 through 3-40)
5. What moral characteristics of leaders were demonstrated or ignored in the video? Give specific examples.
(Resource: ADRP 6-22: Leader Character, paragraphs: 3-1 through 3-25)
6. What moral implications occurred as a result of the actions taken in the video?
(Resource: ADRP 1: Trust, paragraphs: 2-6 through 2-10)

Present New Information

Facilitator Note: Provide new information from the reference doctrine under “Resources” and/or other additional sources needed to fill any gaps in knowledge/content that would prevent reaching the Learning Objective, or inhibits the students from processing the Concrete Experience. Facilitate a discussion of the material to improve depth and retention.

Develop

This step is characterized by a simple question to the students about how they will use the new information from the Generate New Information step. A best practice during the Develop step is to ask questions that “personalize” student responses—do not ask what others would do or even what the students think others should do, but what the students themselves would do if they were in the situation.

Facilitator Note: *The most effective approach for the Develop step is a specific open-ended question asked in the second person: “How will you use this information in the future?” or “What value does this have for you?” It is important to ensure that students are allowed appropriate time to answer this question so they can see the value of what they have learned and the relevance of the material covered. The facilitator may have to provide some examples of how the material is relevant and get some level of acknowledgement from the students.*

Additional questions about the Concrete Experience for the students to ensure relevance:

1. Do you know a Soldier who has experienced a devastating injury or event? If yes, have you assisted the Soldier in some way? Explain.
2. What do you think MAJ Pulido meant by “My spirit was crippled”?
3. Have you been witness to a serious or life-threatening event? How did you react or cope? Does it affect your decision-making? Why or why not?
4. If in the same situation as MAJ Pulido, how do you think you would react?

Facilitator Note: *To increase the relevance of the material for the students, show Part 2 of “Wounded Warrior, Healing Spirit” video. Then facilitate a discussion using the new information combined with supplemental questions that guide the group through a rich discussion on how the new information relates to professionals, how it shapes a professional’s behavior, and ethical decision-making.*

“Wounded Warrior, Healing Spirit” Part 2 (0:00 to 2:10)

Discussion:

1. Would turning off the machines really have been the “easy way out” for MAJ Pulido? Why or why not?
2. Why did MAJ Pulido not give up? Do you think the Army Values and Army Ethic factored into his decision-making process to not give up? Why or why not?
3. MAJ Pulido mentions numerous individuals that rendered aid during his recovery. Do you think his recovery would have been the same without the support of his Army Family? Why or why not?
4. “I would ask for my fellow Soldiers who had experienced the same tragic incidents and events that I had to help me through my recovery,” said MAJ Pulido. Why do you think he asked for fellow Soldiers with similar experiences? Because of similar experiences, do you feel you are better able to communicate with fellow Soldiers? Why or why not?
5. By demonstrating resilience, what does it say about MAJ Pulido’s competence, character, and commitment? Do you think his perseverance and resilience can be attributed in part to his own development as an Army Professional? Why or why not?
6. How is MAJ Pulido acting as a “Steward of the Army Profession”? How is he demonstrating his commitment to the Army and to fellow Army Professionals?
7. What did you (the students) take away from this video?
8. How do you (the students) feel about the information presented in this video?
9. What will you (the students) do with this new information when you return to your organization?



Apply

The fifth and final step in the ELM is the Apply step where the material is actually put to the test—either through a practical exercise, some type of an assessment (such as a written product), or through real-life application of the Learning Objective. The Apply step should provide an assessment as to whether the Learning Objective was met. In the Apply step, feedback to the student is essential.

Facilitator Note: *Choose an appropriate question, story, video, written vignette, exercise, picture/poster, etc., that will allow the students to apply their new knowledge and will generate discussion within small/large group settings. Choose an appropriate assessment to ascertain if the objective has been met.*

Assessment Suggestion: *You may choose to replay Part 1 and evaluate students by comparing their analysis and understanding of concepts and principles during the “Publish and Process” step to their analysis and understanding after the “Generate New Information” and “Develop” steps. (See additional questions in Appendix B.)*

■ Summary

During this lesson, you used the ELM to examine a factual account of an event and assess the event using the Army Profession doctrine. The individual Soldier used his discretionary judgment and ethical reasoning to make a decision. From this learning session, you are able to derive meaning that you can apply in your career.

■ Appendix A: Video Transcription

Part I

MAJ Pulido: My story begins on August 17th of 2004, when I would hit an improvised explosive device—IED or road side bomb—that would change my life forever. First fragment would hit my knee and break it in three places. Fragments to the left side of my body. I was in trouble. (00:27)

MAJ Pulido: And as they put me on the ground—and I remember the combat medic... put me on that ground in 128 degrees and my back burning—I remember him saying, “Man, Major, you’re hurt bad!” Of course, if you’ve ever taken CPR, you never want to tell the patient that. The thing about it is that that young man took his training seriously. He understood the crisis that was at hand, the challenges that I would face. (00:50)

MAJ Pulido: Helicopter would come pick me up in 47 minutes after I’d been hit. (00:55)

MAJ Pulido: So I would be put on that helicopter, and I would head to Baghdad. From Baghdad, I would spend basically 17 hours in surgery—blood transfusions, my leg was destroyed, knee broken in three places, fragments to the left side of my body. I knew I was in trouble. I would flatline twice as I was headed to Baghdad. (01:13)

MAJ Pulido: I would arrive in Baghdad and, of course, from there, you go to from Baghdad to Germany... Germany I went to Walter Reed...Walter Reed I went to Brook Army Medical Center. Seventeen surgeries total. I went from 195 to 118 pounds. I had E Coli Acinetobacter, two staph infections, and some kind of chemical agent basically festering in my leg. And so as I was going through this whole process... my spirit was crippled. It’s what I called the inside spirit. Not only the mental side of it—as I was dealing with the physical wounds of war—but the mental aspect, the suicidal ideation... the thinking of how I was broken. (01:52)

On Screen Text

“I was in trouble.”

On Screen Text

“He understood the crisis that was at hand, the challenges that I would face.”

On Screen Text

“Helicopter would come pick me up in 47 minutes after I’d been hit.”

On Screen Text

“I would flatline twice as I was headed to Baghdad.”

On Screen Text:

“...thinking of how I was broken.”

MAJ Pulido: As I thought about—basically, looking at those machines and basically, saying to myself, “You know what... I can cut those machines off right now, and life would be over.” (02:04)

On Screen Text:

“...I can cut those machines off right now, and life would be over.”

PART 2

MAJ Pulido: I didn’t choose that on that day because I knew that that was an easy way out. That wasn’t me. But even someone like me with such a positive spirit... I was in a dark hole in a dark place... (00:15)

On Screen Text:

“...I was in a dark hole in a dark place...”

MAJ Pulido: ...that I call the silent wounds of war... that would cripple the spirit of a service member who loved his God, who loved his country, who loved the men and women who he served with, who had a family, who struggled, at that particular time, with an identity. (00:36)

On Screen Text:

“...a service member... who struggled... with an identity.”

MAJ Pulido: And so whether it’s PTS or PTSD or combat stress reactions, or whatever we want to call it, the most important thing is that those aren’t just words; those aren’t just symptoms. Those are things you live with each and every day. (00:50)

On Screen Text:

“Those are things you live with each and every day.”

MAJ Pulido: And the thing that was so instrumental was that I would ask for my chaplain, I would ask for a mental health therapist at the time, and I would ask for my fellow Soldiers who had experienced the same tragic incidents and events that I had to help me through my recovery. (01:07)

On Screen Text:

“...to help me through my recovery.”

MAJ Pulido: The reason it is so important because, when one peer can talk to another peer about their experience... it makes it whole. It makes it impactful. But... it makes it trusting. And to me... when you have an amputee that would come into my room and say, “You know what? I’ve done that. I’ve been through it. Here’s what you will experience.” Or with someone who that has gone through the mental health stressors that I went through, and say, “What you are going through is normal. But what you need is to make sure you can talk about it. You can write it down in a diary. You can speak about it.”

That truly is recovery. And that is the most important element that I would learn.... Not only from the people who were wounded with me on that day, but also from the spirit of going through my challenge of recovery and understanding that at the end of the day, the reaction and the processes of challenges I went through are totally normal for this experience. (02:10)

■ Appendix B: General Questions for Facilitators to Support Discussions about the Army Profession, Army Ethic, and Professional Identity/Character Development

Area: Army Profession and Army Professionals

Honorable Service

1. How did the actions of the individual contribute to or detract from the Honorable Service that the Army provides to the American people?
2. Did the individual serve the interests of the American people? If yes, how?
3. Did the individual support and/or defend the Constitution and/or Nation? If yes, how?
4. Army Professionals motivate and inspire Honorable Service through ethical conduct of the Mission and in performance of duty. Did the actions of the individual and/or organization motivate or inspire Honorable Service? If yes, how? Or, did their actions violate training and standards? If yes, how?

Military Expertise

1. What examples of Military Expertise were in the video?
2. How did the individual demonstrate the Army’s expert knowledge in military-technical, moral-ethical, cultural-political, and/or human-leader development?

Stewardship of the Profession

1. Did the individual demonstrate Stewardship of the Army Profession? Why or why not?
2. What are some examples in the video of the individual stewarding or wasting the Army’s resources (material and personnel)?
3. What are some examples in the video of the individual providing professional/personal development through counseling, coaching, and/or mentoring?
4. Stewardship is the responsibility of Army Professionals to ensure the Profession maintains its five essential characteristics. How did the individual maintain the essential characteristics?

Esprit de Corps

1. Are there some examples in the video of the individual taking action to enhance Esprit de Corps? If yes, what are they?
2. Did the individual do anything to create an organizational climate that promoted Esprit de Corps? If yes, how?

Trust

1. How did the individual promote Trust between the Army and the American people?
2. How did the individual promote Trust within the Army (teamwork, leader-subordinate, peer-to-peer, etc.)?
3. Trust is based on qualities such as professional competence, character, and commitment. Did the individual display any of those qualities? If yes, what?

Army Professionals’ Competence, Character, and Commitment

1. Did the individual demonstrate his competence, character, and commitment as an Army Professional? If yes, how?
2. Did the individual demonstrate any courage in the video? If yes, how?
3. Did the individual’s character support mission accomplishment? If yes, how?
4. Did the individual support other Army Professionals in the video? If yes, how?

Area: Army Ethic

Army Values and Warrior’s Ethos/Service Ethos

1. What Army Values were shown in the video? Give specific examples.
2. Did the individual demonstrate the Army Values? If yes, how?
3. Are there any examples in the video of the individual demonstrating the Warrior Ethos/Service Ethos? If yes, what?

Why and How the Army Provides Service (Fights, Supports, Defends)

1. Were there examples of upholding the Army’s legal requirements in the video (laws, regulations, treaties, rules of engagement, etc.)? Explain.
2. Were there examples of upholding the Army’s moral/ethical requirements in the story (human rights, the Golden Rule, proper application of force – military necessity, discrimination, proportionality, avoiding unnecessary suffering, etc.)? Explain.

Ethical Decision-Making

Recognize the Conflict

1. At what point did the individual recognize the presence of a moral/ethical conflict, problem, or dilemma?

Evaluate the Options

1. What feasible alternatives were there for this situation?
2. Which was the most moral/virtuous or right thing to do?
3. What are the rules or norms that govern this situation?
4. What were possible outcomes of the event?
5. What are the competing values/beliefs/norms/rules that caused the conflict, problem, or dilemma?

Commit to a Decision

1. What responsibilities did the individual have to balance as he made the decision?
2. How did the individual choose a course of action out of the options available?

Act

1. What actions did the individual demonstrate when executing the decision?
2. What would have happened if the individual had not taken action?
3. Did the individual need courage to go ahead with the decision? If yes, why?
4. What moral/ethical adversity did the individual wrestle with in making the decision?

Area: Professional Identity and Character Development

Moral/Ethical Maturity

1. What do the individual’s actions say about his moral/professional identity?
2. Did the individual show that he understood the importance of being a “Professional Soldier?” If yes, how do you know?
3. Did the individual reason through the conflict, problem, or dilemma? If yes, how do you know?
4. Did the individual understand the situation and consequences? If yes, how do you know?

5. What dialog or behaviors showed that the individual considered who he was (identity) and what principles and values (character) he upheld in making decisions and taking action?
6. How might the individual’s professional identity and character change/modify as a result of the event?

Moral/Ethical Strength

1. How might the individual’s moral confidence change/modify as a result of the event?
2. How did the individual display self-discipline?
3. How did the individual display resilience?

Feedback/Reflection

1. Did the individual recognize the presence of a moral/ethical situation in this experience? If so, how did that affect his actions, behaviors, and/or decisions?
2. Did the individual make a clear decision and communicate it to his unit? How would you make decisions clear in ambiguous situations?
3. How will the individual’s decision affect future decisions he may make?
4. If you were in this situation, what would you do?
5. What actions could the individual take to better prepare for moral/ethical conflicts, problems, or dilemmas?

■ Appendix C: Experiential Learning Model (ELM) Overview

Experiential learning happens when a person engages in an activity, singularly or in a group, looks back, and critically analyzes what happened during the activity. Experiential learning allows predictability about what may happen given the same or similar event. Learners draw useful insight from their analysis, and then put the result to work.

The ELM has impact, because it adds the interest and involvement of the members during an activity, and it contributes significantly to the transfer of learning. Once members see the relationship between these issues and their demonstration in the experience, the relevance of the model becomes clear.

While group interaction is important, nothing is more relevant to us than we are. Experiential learning is based on this concept. In other words, experiential learning provides a forum for self-knowledge. Regardless of the content under consideration, group members must see, hear about, and examine their own uniqueness in action. The experiential model, then, allows cognitive and affective behavioral involvement. Experiential learning combines personal experience, cognitive and affective involvement and feedback, and theoretical and conceptual material for a more complete learning event.

Concrete Experience

- Serves as a trigger of past knowledge and experience, a focusing mechanism for the module that follows, and a support for teaching new content. Connects the topic with student understanding of it and appeals to the affective domain for both motivation and internalization of the content.
- The facilitator provides written or video vignettes or other material as a prior-to-class experience or as the first experience in the class.

Publish and Process

- Starts with solicitation then reaction to the Concrete Experience to reflect knowledge and experience of the topic. Begins the reconciliation of where the learning starts with the learning outcome.
- The facilitator gets learner reaction to the Concrete Experience verbally or in writing. Learners share their reactions and discuss with other learners.

Generate New Information

- Presentation of new content through a method designed at the learner level.
- The facilitator chooses best method for content delivery. If the learner has little knowledge, this may be lecture. If the learner has more knowledge, then discussion or project-based may be the preferable delivery method(s).

Develop

- Reflective process to enhance motivation and valuing, and develop possible future uses for the content.
- The facilitator asks questions, such as: What was learned? Why is it important? What will you do with the new learning?

Apply

- Opportunity for student to demonstrate what was learned by applying the new information to a new experience or in a new way.
- Examples: Project to solve a problem, presentation for discussion, paper that synthesizes or analyzes a situation or condition, etc.