

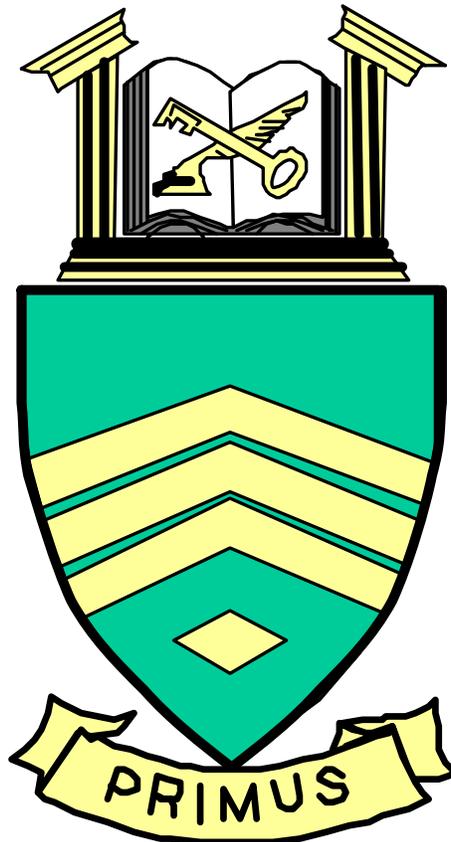
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

L661

OCT 03

ETHICS/LEADER DECISION PROCESS PH2

STUDENT HANDOUT



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HANDOUTS FOR LESSON 1: L661 version 1

Terminal Learning Objective

Handout-1, Advance Sheet

**This Appendix
Contains**

This Appendix contains the items listed in this table--

Title/Synopsis	Pages
Advance Sheet	SH-1-1
The Case of Good Causes	SH-2-1
The Case of the Two Soldiers	SH-2-2
The Case of the Different Culture	SH-2-3 to 2-6

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Student Handout 1

Advance Sheet

Overview

As a leader, you must be a person of strong honorable character committed to the professional Army ethic. This lesson will provide you the opportunity to experience what you learned in the pre-resident lesson by analyzing and discussing various case studies and arriving at a conclusion. This lesson consists of a one-hour classroom discussion utilizing case studies. It will provide you with the tools necessary to assist your commander in creating and maintaining an effective unit ethical climate program.

Learning Objectives

Terminal Learning Objective (TLO).

Action:	Analyze the Ethical Decision Making Process.
Conditions:	As a first sergeant, in a classroom environment, given FM 22-100, and case studies.
Standards:	Apply the four ethical reasoning steps in the Decision Making Process by using the case studies and FM 22-100.

Assignment

Before class:

- Review FM 22-100, chapters 2, 4, 5 and Appendix D.
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Additional Subject Area Resources

None

Bring to Class

- All lesson reference materials.
- Pen or pencil and writing paper.

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CASE STUDY ONE

The Case of Good Causes

SFC Malone works with homeless children in the Pittsburgh area, devoting extensive off-duty time to alleviating a developing social problem. Authorities in the city have found that homeless adolescents commit a significant percentage of city crimes. SFC Malone's program has made a difference, and as his commander, you have supported his efforts.

Now he has come to you with a request that you approve a function at the Armory--a meeting SFC Malone is calling the UN of Pittsburgh. He has finally persuaded the leaders of three rival teenage gangs to sit down together at a social function, but he must get you to sign a form declaring the activity is an official military function. Without the signed form, the civilian building supervisor will not allow the activity to proceed.

Your superior is in Europe on vacation and unavailable for advice or approval. You reflect that he has been cracking down on the misuse of government facilities, especially misuses carrying a price tag for the Army. SFC Malone's efforts are strictly private and off-duty.

SFC Malone has emphasized that the UN meeting will probably make or break his efforts to straighten out the kids in his program. The Armory, he says, is the only neutral ground he can use. He asks you with great intensity, "Will you sign off on this for me, 1SG, for the kids?"

CASE STUDY TWO

The Case of the Two Soldiers

Heavy enemy pressure has resulted in orders for all units to move a mile to the rear to more defensible positions. 1SG Taggart's company has packed up and is ready to move. Taggart has a special mission in the adjustment. He has been told to move directly to an ambush position in a defile that leads to a corps chemical unit providing early warning of the use of chemical munitions by the enemy forces. His ambush is critical because only he can reach the position in the thirty minutes he has been given—the thirty minutes that will allow him to ambush a small, fast-moving enemy column headed directly for the defile through the line of hills that constitutes the new line of defense. His ambush will be part of his mission to protect the chemical unit.

As 1SG Taggart prepares to move out, one of his platoon sergeants tells him that one of two reconnaissance patrols being pulled back to the platoon has just returned. The three-man patrol reports that they observed members of the other recon patrol, two soldiers, being captured by a squad of enemy soldiers. They followed the enemy squad on a trail into some dense vegetation and captured the man in the rear of the enemy column at a sharp bend in the trail. That prisoner revealed that the squad is on its way to a POW collection point, but the POW will not reveal its location.

The platoon sergeant says, "1SG, we have got to get those guys back! You know what the enemy has been doing to prisoners! If they are lucky, they will just be shot! Give me five minutes with the guy the patrol brought back and I will have the exact location of their POW collection point. If it's close, we can snatch them back in no time."

A quick check of the distance to the ambush site convinces Taggart that he must leave within ten minutes to fulfill his protection mission. It is now 0900 and he has been ordered to establish the ambush not later 0945. If the platoon sergeant does learn enough to mount a rescue mission, Taggart will probably have to split personnel to try to accomplish both purposes. As he ponders, his RTO tells him that the company commander has passed the word to move quickly. Division is calling in a series of air strikes on the positions now being vacated, hoping to catch the enemy units in exposed positions moving forward.

Should 1SG Taggart allow the platoon sergeant to question the prisoner? Should he try to mount a rescue operation?

CASE STUDY THREE

The case of the different culture

1. Overall Situation

It is the year 200X. You are a First Sergeant in the 10th Mountain Division (Light Infantry). The Division has deployed to the fledgling Republic of Paldora in South America. Its mission is to conduct Nation Building Operations and to assist the Paldorans in the maintenance and development of their democratic institutions. Paldora is a new country. It was founded in 200Y after economic and political turmoil resulted in the disintegration of Brazil. The country is approximately the size of America's Northeast. Although large in area, it has a small population. Much of the land is part of the Amazon rain forest. Economically the nation is struggling. The Brazilian Civil War destroyed most businesses and industry.

2. Extract - Your mission briefing from COL Highpower.

"This is a nation building mission. We are here to assist the Paldorans in building and modernizing their country. In order to succeed, we have to increase the standard of living for the common Paldoran. This means everything from building schools to giving inoculations. Work through the local government officials in your area. We need to show that they are in charge and that we working with them. I don't want to give the people the impression that we are down here for any other reason than to help their own government.

One of the things you have to be particularly aware of is the fact that the Paldorans are a very mixed bunch. Parts of the population consist of a well-to-do middle class that would fit into our culture with ease. Other parts of the country are less advanced. The highlands have a large population of people we might call superstitious peasants. The population of the rain forest consists of tribes who are not all that far removed from the primitive hunter-gatherer society. Whatever your sector is, it is important for you to get a feel for the customs and beliefs of the locals. You have to be the expert in your sector. Because of the size of the area and the differences in people and culture, you will have to use your best judgment in making decisions that will affect the overall success of the mission. I have the utmost confidence in your abilities."

3. BDE S-2 Intelligence Report

Your company has been assigned to one of the rain forest sectors. The tribe that populates your area of operations is the Tiní. We have limited intelligence on them.

History: Little is known about the Tiní prior to 1998. It is only in the past ten years that they have been exposed to the outside world. Prior to that they lived deep in the rain forest. In 1998, Brazil launched massive lumber projects in the heart of the Tiní lands. Because of the lumber operations, we discovered the Tiní people.

General Information: The tribe consists of about 40,000 (est.) men, women, and children. For the most part they are a peaceful society that has adapted quickly to the outside world. Although generally peaceful, they have a reputation for being implacable enemies when wronged. Neighboring tribes call their warriors the "ghosts that seek vengeance" because of their ability to move through the forest unnoticed.

Culture - The Tiní are a deeply religious people who place great value on ritual and tradition. Both their religion and society place an emphasis on promoting the welfare of the society over the individual. Many consider Tiní society a theocracy because the tribal chiefs function as civil, military, and spiritual leaders. Their power derives from their special relationship with the Gods.

4. Tiní Religious Beliefs

- a. The world of the Tiní is in perpetual danger of destruction from the forces of Evil, led by the serpent god, Balzaar.
- b. The constant efforts and sacrifices of Leal (the great, good god) prevents final destruction of the world.
- c. Only those who follow in Leal's footsteps and sacrifice for the common good of society will be rewarded. The reward will be reincarnation in a higher life form or eternal life with Leal in "Parva" — the Tiní version of paradise.

5. The First Story of Leal, Tiní Legend

(Balzaar is attempting to destroy the world by drying up the earth's water. Having just finished his second battle against Balzaar, Leal has found a place to rest.)

"As the great god Leal lay hurt and bleeding from his battle with Balzaar, an old woman appeared with cool water and herbs to treat his wounds. As she finished, the Tochis (demon warriors) of Balzaar appeared and attacked. Although Leal ultimately defeated the demons, one of the Tochis chopped off the leg of the old woman. After the fight, Leal cared for the woman. As he was doing this, the serpent god himself appeared and attacked Leal. Weakened by his wounds, the great god was unable to defend himself and suffered wound after wound from Balzaar's fierce fangs and mighty opé (war axe). In one terrific blow the serpent king severed Leal's sword hand, leaving him defenseless. As the Evil one coiled for the strike that would destroy Leal, a young girl appeared. Without hesitation she threw herself at Balzaar in an attempt to protect Leal. Infuriated, Balzaar sank his fangs into her throat and then cut her apart with his opé. While the serpent king was distracted, Leal regained his sword and with a mighty swing cut off one of Balzaar's heads. Howling with rage and pain, the serpent king fled. Leal then went to the hurt old woman and the body of the young girl. He touched some of his blood to the woman's leg and healed it, saying, "In helping me you have helped all of mankind. You shall be reborn a great and wise queen." He then approached the young girl's body and said, "You who have sacrificed all for mankind shall receive eternal bliss." He then raised her spirit up to paradise.

6. Situation to Date

After three weeks in sector you are making excellent progress. Your soldiers have already built a small clinic that is providing needed medical aid. You also have begun building a new school and a levee to protect crops from flood damage.

Relations with the Tiní are good. They are a friendly, generous people who appreciate your efforts to help them. They have been assisting your soldiers on all the projects. Many of the tribes have unofficially adopted members of your company and provide them with food.

As your first month draws to a close you receive an invitation to the "Moon Ceremony." This ceremony signifies the triumph of Leal over Balzaar in their continual struggle. You and many of your soldiers attend. Tribesmen pour into the area for the semi-annual ceremony. After a dinner feast, the actual ceremony occurs. Several warriors lead an elderly woman and young girl to an open area. Amid great ceremony, they reenact the fight of Leal and Balzaar. As the ceremony concludes two of the tribal leaders suddenly step out carrying opés. With practiced blows they kill and dismember the woman and child. Their act brings forth a wave of cheering and chanting from the assembled tribesmen.

Stunned by the sudden change of events, you ask the tribe's chief for an explanation. He tells you, "These two have gone to help Leal fight Balzaar. By their willing sacrifice they ensure the continuation of the circle of life. Great honor and rewards shall they receive in their next life with Leal in eternal paradise."

As you leave the ceremony, you can see the incidents have horrified and angered your soldiers. One of your soldiers gets into a scuffle with the executioners. Only quick intervention by your Platoon Sergeant prevents it from getting out of hand.

During the night, your Platoon Sergeant comes to see you and tells you the soldiers are in an ugly mood. The ceremony horrified them. The elderly woman was a friend of your soldiers. Rumors are flying that the "Moon Ceremony" runs for three days, repeating the ritual of sacrifice each day; so more people will die tomorrow. Your soldiers are talking about what they can do to stop it.

The next morning you confirm that the ceremony does run for three days. More executions are scheduled. On your rounds, you feel the tension in the air. Several times you have heard your men talking. They are saying things like "This is plain wrong," and "We have to stop it." Concerned, you radio higher for guidance, but none comes. You are the leader on the ground; make a decision.

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