



Published: June 2012 in <http://cape.army.mil>

“Army Ethic” Instructional Video



The Army Profession: Table of Contents

For all members of the Army Profession

<http://cape.army.mil>

“Army Ethic”

Table of Contents		
1:	Checklist	p. 2
2:	Facilitator Guide Instructions	p. 3
3:	“Army Ethic” Video Transcript.....	p. 4-5
4:	How to Run Your Workshop.....	p. 6
5:	Detailed Plan for Your Workshop.....	p. 7-9

1. Checklist

- Recruit additional strong/respected leaders from your unit to be facilitators with your unit. (Recruit as many as the situation mandates)**
- Watch the video and read the transcript prior to your facilitation.**
- Review the additional resources.**
- Review the, “How to run your workshop,” guidelines prior to facilitating.**
- Think about a personal experience that relates to the scenario.**
- Resource Prep:**
 - Make copies of the video transcripts and facilitation questions as needed for each of your facilitators.
 - If you plan on showing video clips, test to make sure they work on the system in your designated training area.
 - Make sure you have a whiteboard with dry-erase markers.

2. Facilitator Guide Instructions

Instructions

The “Army Ethic” instructional video focuses on:

- The moral and ethical foundations for our Army Profession.
- The expectations of the American people that their Army will persevere to accomplish the mission, effectively and ethically.

Recommended steps to follow when using this video in a group discussion:

1. Ensure students/participants are familiar with the nature and expression of the Army Profession before starting the lesson/discussion. (e.g., review of ADP-1, Ch. 2 and ADRP-1)
2. Play the video for the students/participants.
3. Facilitate a group discussion on the topic of civil-military relations. The “Example Facilitator Questions” are included to assist a facilitator in guiding the discussion.

Army Ethic

“It is said that warfare can bring out the best and the worst of all human traits.”

The Soldier and only the Soldier, is asked to display the highest acts of virtue, courage and sacrifice – all the while enduring the violence, confusion and costs of the battlefield.

When the complexity of our environment blurs the traditional boundaries of right and wrong, what directs us through our most critical decision points?

The Army Ethic is a collection of values, beliefs, ideals and principles held by our Army Profession and embedded in its culture. The Ethic is taught to, internalized by and practiced by its members to shape the ethical conduct of the Army in defense of and service to the Nation by guiding our decisions and actions, defining the moral boundaries of our environment and sculpting the identity of our profession.

Our Ethic, grounded upon 5 foundations, illustrates our professional character:

1. The Role of the United States and Purpose of the US Army
 - We defend the rights and way of life of the American people, at home and abroad. This is our purpose and moral justification for the existence of The Army profession.
2. The Role of Civil-Military Relations in the United States
 - Consistent with our historical origins – the Army remains subordinate to civilian government authority and upholds the trust of the American People.
3. The Nature of Military Professional Ethics
 - The nature of our profession demands the ethical application of power consistent with the morals and values of the nation we serve and defend.
4. The Profession and its Ethic as the core of institutional culture
 - The Army Ethic is personified throughout our culture. The Army Values, Soldier’s Creed and the Warrior Ethos are all declarations of how we interpret and apply the Army Ethic in our duties.

5. The relationship between the Profession and its Ethic and Leadership

- Ethical leadership is imperative to maintaining the validity of the Army Profession and leaders at all levels shoulder this responsibility. A failure to regulate our own actions jeopardizes the trust of the American People.

The Army Ethic provides a framework to guide our behaviors, decision-making and actions. But what does it say about our fighting spirit?

The Ethic rests upon the moral values of our nation and our service in protecting our citizens' right to freedom. We respect and will support the basic human rights of others in as much as we defend our own. This central duty is why we fight. The difference between victory and defeat, when outmanned and outgunned, is our moral integrity.

As the battlefield evolves, so must our knowledge of how we fight. Our Ethic provides guidance on the battlefield – Allowing leaders to plan and Soldiers to execute – armed with the ethical principles of necessity, discrimination and proportionality. We establish moral limits on our force despite the destructive power at our fingers.

The Ethic provides direction, when all other guidance may be unclear. It seeks to tell us more than when we “can” do something, but rather when we “should.”

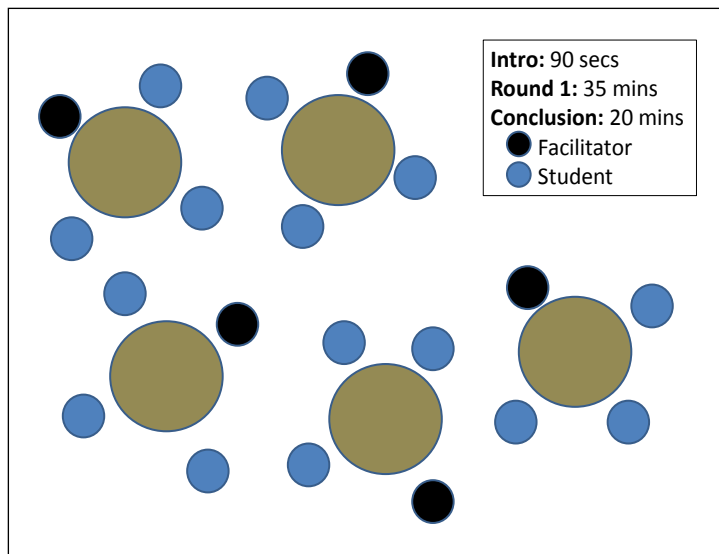
In the darkest of hours and when we confront our deepest fears, our Ethic reminds us of the values and beliefs we must preserve. It is why we fight and it is how we fight. The Army Ethic forms the heart of our professional character, embodies our fighting spirit and exemplifies our unique role as the Army Profession.

4. How to run your workshop

The basic concept provided below is a way to facilitate this module. Modify as is necessary to fit the needs and demographics of the group. We find having a variety of ranks/leadership positions in each group increases perspective and maximizes takeaway.

PREP: Have a whiteboard and markers available. Bring copies of the video transcripts. Have a Facilitator Guide available for each facilitator. Get there early and set up the room in huddles large enough to support a variety of leadership at each table. Put chairs around one table (keep people close), rather than pulling several tables together.

BASIC CONCEPT: Meet for 55 minutes to discuss the module. The group breaks down into huddles large enough to support a variety of leadership at each table. For example, you want to have SLs, PSGs, PLs, and CDRs in the same huddle so you can maximize the overall effectiveness and increase the number of vantage points. Have one facilitator at each table to guide (NOT LEAD) the discussion. The workshop begins with facilitators asking the participants what their response was to the module. The facilitators' main role is to be a catalyst for conversation and learning about the topic at hand. This module includes two rounds of discussion, and ends with personal stories and vignettes that relate to the module.



KEYS TO SUCCESS:

- Let participants do most of the talking.
- The facilitators' key role is to ask questions that spark thought and conversation.
- Ensure you engage each level of leadership and everyone within your group. Do not let any one person dominate the conversation.
- Have questions prepped for each round to drive the conversation. (See "Detailed Plan" on page 5)
- You are a catalyst for conversation. Make sure that you continue to ask questions that make your group dig deeper.

5. Detailed plan for your workshop

INTRODUCTION (90 seconds)

Introduce the Workshop in a way that communicates the purpose of the event.

“Today we’re going to look at Army Ethic and examine the impact it has on the doctrine and culture of our Army.”

ROUND 1 – Facilitated Discussion (35 minutes):

1. What does the Army Ethic mean to you?
 - a. Why does the Army have a Professional Ethic?
 - b. What informs each person’s understanding of the Army Ethic?
 - c. Describe an experience when adherence to or deviation from the Army Ethic had a profound impact on your unit or organization and the mission.
2. The video explains that the Army Ethic must “guide our decisions and actions, and help us understand the moral issues in our operational environment.”
 - a. In general, how do ethics guide our decisions and actions?
 - b. Specifically, how is our understanding and acceptance of our Army Professional Ethic formed and strengthened?
 - c. What might the video mean by “moral boundaries?” How does the Army Ethic define our moral boundaries?
3. The Army Ethic “informs the identity of our Profession.” What is the identity of the Army Profession?
 - a. Does the identity of the Army Profession change over time?
 - b. If so, why? If not, why not?
4. The video states the “moral justification” for the Army is to defend the rights and way of life of the American people. How does this “moral justification” affect our decisions and actions in the performance of our duty to provide honorable service in defense of the Constitution?
5. “The Army Ethic is ingrained in our culture.” What does this statement mean? Do you live our Army Professional Ethic in your daily duties and actions?
6. Why is ethical leadership imperative within the Army Profession?
 - a. What affect would unethical leadership have on the trust we must sustain with the American people?

- b. What affect does ethical and principled leadership have on the Esprit de Corps within the Army Profession?
7. Why is the Army Ethic essential to sustain and enhance both internal and external Trust?
8. The video asks, “The Army Ethic is a framework to guide our decision-making and actions, but what does it say about our fighting spirit?” How does the Army Ethic influence our Esprit de Corps and our will to win?
 - a. How does knowing “Why we fight” and “How we fight” motivate and inspire our value for service to the nation.
 - b. How does this knowledge affect our decisions and actions in combat?
9. What responsibility do we, as members of the Army Profession, have to uphold and influence all to adhere to our Professional Ethic?
10. The Army Ethic is at the heart of our professional character, our ethos and our moral identity. How does this observation affect your fighting spirit and your identity as an Army Professional?

6. Detailed plan for your workshop (continued)

ROUND 2 - Conclusion (15 minutes): 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 Army Ethic. Leaders should walk away with a better understanding of its impact, and be able to properly convey its importance to Soldiers in their unit.

Upon concluding, the following questions are useful for determining learning and promoting reflection:

Learning	Q - What did you learn from listening to the reactions and reflections of other leaders? Q - What are the future implications of this decision 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 integrate new learning into your Command team philosophy, command structure and climate?