

82nd Airborne Division

ALL AMERICAN ETHICS

Moral Leadership Training Program



I am Disciplined,
Physically, and
Mentally Tough,
Trained and
Proficient



“ALL THE WAY!”

82nd Airborne Division

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ALL AMERICAN ETHICS

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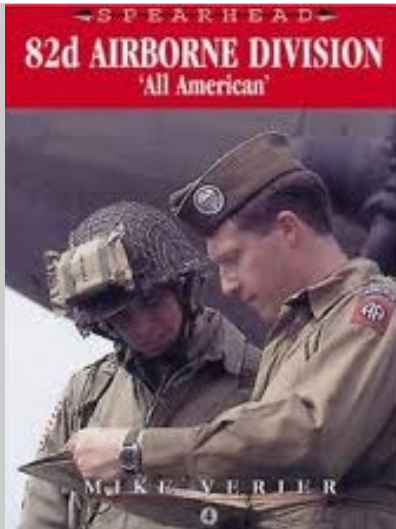
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82nd Airborne Division

OVERVIEW



WARRIOR ETHOS:

I Will Always Place
the Mission First.
I Will Never Accept
Defeat. I Will Never
Quit. I Will Never
Leave a Fallen
Comrade.

ALL AMERICAN ETHICS is a values-based program designed to help Paratroopers to develop and continue to grow in their understanding of moral leadership. As America's premiere leaders, Paratroopers are constantly faced with decisions that have moral implications. **ALL AMERICAN ETHICS** is designed to discuss the foundations of military morality while learning about the history of Paratroopers during WWII from the perspective of modern-day US Army Values: *Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.*



*“To Act Morally Is To Sacrifice
Some Part Of Oneself.”*

—Sydney Axin

82nd Normandy Veteran Embracing a Fellow All American

82nd Airborne Division

Overview (cont)

ALL AMERICAN ETHICS

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Session	Topic	Episode	Time (Hours)
1	Loyalty	Curahee	.5
2	Duty	Curahee	.5
3	Respect	Curahee	.5
4	Selfless Service	Curahee	.5
5	Honor	Day of Days	.5
6	Integrity	Day of Days	.5
7	Personal Courage	Day of Days	.5
8	Just War Theory	Day of Days	.5
		TOTAL	4 HOURS



Field Manual 1

Chapter 1: The Army and the Profession of Arms

The Army is a values-based organization. It upholds principles that are grounded in the Constitution and inspires guiding values and standards for its members. These principles are best expressed by the Army Values, Soldier's Creed and Warrior Ethos. Derived from the obligations of the oaths of office, they express the professional competence required of Soldiers and affirm long-standing values within the Army's culture.

The Army Values are the basic building blocks of a Soldier's character. They help Soldiers judge what is right or wrong in any situation. The Army Values form the very identity of the Army, the solid rock on which everything else stands, especially in combat.

The Soldier's Creed captures the spirit of being a Soldier and the dedication Soldiers feel to something greater than themselves. It outlines the fundamental obligations of Soldiers to their fellow Soldiers, their unit and the Army itself. In fact, the Soldier's Creed extends beyond service as a Soldier; it includes commitment to Family and Society.



"Show me a man who will jump out of an airplane and I'll show you a man who will fight."

—Major General James Gavin, 82nd ABN DIV CDR
(WWII)

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82nd Airborne Creed

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I VOLUNTEERED as a parachutist, fully realizing the hazard of my chosen service and by my thoughts and actions, will always uphold the prestige, honor and high esprit-de-corps of parachute troops.

I REALIZE that a parachutist is not merely a soldier who arrives by parachute to fight, but is an elite shock trooper and that his country expects him to march farther and faster, to fight harder, to be more self-reliant than any other soldier. Parachutists of all allied armies belong to this great brotherhood.

I SHALL NEVER FAIL my fellow comrades by shirking any duty or training, but will always keep myself mentally and physically fit and shoulder my full share of the task, whatever it may be.

I SHALL ALWAYS ACCORD my superiors fullest loyalty and I will always bear in mind the sacred trust I have in the lives of the men I will accompany into battle.

I SHALL SHOW other soldiers by my military courtesy, neatness of dress and care of my weapons and equipment that I am a picked and well trained soldier.

I SHALL ENDEAVOR ALWAYS to reflect the high standards of training and morale of parachute troops.

I SHALL RESPECT the abilities of my enemies, I will fight fairly and with all of my might, *SURRENDER IS NOT IN MY CREED.*

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82nd Airborne Creed

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I SHALL DISPLAY a high degree of initiative and will fight on to my objective and mission, though I be the lone survivor.

I SHALL PROVE my ability as a fighting man against the enemy on the field of battle, not by quarreling with my comrades in arms or by bragging about my deeds.

I SHALL ALWAYS REALIZE that battles are won by an army fighting as a team, that I fight first and blaze the path into battle for others to follow and to carry the battle on.

I BELONG to the finest unit in the world. By my actions and deeds alone, I speak for my fighting ability. I will strive to uphold the honor and prestige of my outfit, making my country proud of me and of the unit to which I belong.

PFC Vernon Haught

325th Glider Infantry

Regiment (WWII)



Dec. 21, 1944 - "Battle of the Bulge" - As entire U.S. armored division was retreating from the Germans in the Ardennes forest when a tank destroyer spotted an American straggler a footstep. The GI, PFC Martin, 325th Glider Infantry Regiment, looked up and asked, "Are you looking for a safe place?" "Yeah," answered the tank. "Well, buddy," he drawled, "just pull your vehicle behind me ..."

**I'm the 82nd Airborne,
and this is as far as
the bastards are going.'**



82nd Airborne Division

Soldier's Creed

ALL AMERICAN ETHICS



I am an American Soldier

I am a Warrior and a member of a Team

I serve the people of the United States and live the Army Values

I will always place the mission first

I will never accept defeat

I will never quit

I will never leave a fallen comrade

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills

I will always maintain my arms, my equipment and myself

I am an expert and I am a professional

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat

I am a guardian of freedom and the American way of life

I am an American Soldier



82nd Airborne Division

82nd During WWII

ALL AMERICAN ETHICS

- With the outbreak of World War II, the 82nd was reactivated on March 25, 1942 under the command of Major General Omar N. Bradley.
- On August 15, 1942, the 82nd Infantry Division became the first airborne division in the US Army.
- In April 1943, paratroopers of the 82nd Airborne Division set sail for North Africa.
- The Division's first two combat operations were parachute and glider assaults into Sicily and Salerno, Italy on July 9 and September 13, 1943.
- The 82nd already had two combat jumps prior to the Normandy Invasion.
- On June 5-6, 1944, the paratroopers of the 82nd began the largest airborne assault in history. They were among the first soldiers to fight in Normandy, France.
- By the time the All-American Division was pulled back to England, it had seen 33 days of bloody combat and suffered 5,245 paratroopers killed, wounded or missing.
- The Division's post Normandy report read, **"...33 days of action without relief, without replacements. Every mission accomplished. No ground gained was ever relinquished."**
- Following the Normandy invasion, the 82nd became part of the newly organized XVIII Airborne Corps.
- On September 17, the 82nd Airborne Division conducted its fourth combat jump of World War II into Holland.
- The gateway to Germany would not open in September 1944, and the 82nd was ordered back to France.
- Suddenly, on December 16, 1944, the Germans launched a surprise offensive through the Ardennes Forest which caught the Allies completely by surprise. Two days later the 82nd joined the fighting and blunted General Von Runstedt's northern penetration in the American lines.
- Following the surrender of Germany, the 82nd was ordered to Berlin for occupation duty. In Berlin General George Patton was so impressed with the 82nd's honor guard he said, "In all my years in the Army and all the honor guards I have ever seen, the 82nd's honor guard is undoubtedly the best." Hence the "All-Americans" became known as "America's Guard of Honor."
- The 82nd returned to the United States January 3, 1946. Instead of being demobilized, the 82nd made its permanent home at Fort Bragg, North Carolina and was designated a regular Army division on November 15, 1948.



SESSION 1

LOYALTY

FM 27-10 (The Law of Land Warfare): an act in question of its character of a war crime, nor does it constitute a defense in the trial of an accused individual...members of the armed forces are bound to obey ONLY lawful orders. **LOYALTY:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.



“Dick” Winters



1. What does it mean to be a moral person?
2. What’s the difference between an ethical person and a moral person?
3. What influences a person’s morals?
4. What acts as the Paratroopers “Moral Compass?”
5. Must EVERY order be obeyed? Why or Why Not?
6. Describe the moral issue (s) from the episode:
7. Who was the most moral leader(s)? Immoral Leader? Why?
8. How did the value of LOYALTY either challenge or reflect their moral/immoral leadership?

SESSION 2

“ Our profession ’ s
ethic remains the
foundation of trust
which the American
people place in their
military ”

—Snider and
Watkins

DUTY: Fulfill your
obligations...The
essence of duty is
acting in the
absence of orders or
direction from
others, based on an
inner sense of what
is morally and
professionally right.



82nd Paratroopers (WWII)



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1. What does the Army value of DUTY mean to you?
2. What do you feel most obligated to because of DUTY?
3. How does DUTY affect one’s morality in military?
4. What motivated DUTY for the WWII generation? Today’s?
5. Describe the moral issue(s) from the episode:
6. How was moral leadership shown (or not shown) in the above situation?
7. How did the value of DUTY either reflect or undermine the moral leadership of the Paratroopers?

DUTY

CASE STUDY

THE CARING LIEUTENANT



2LT Shane Casey's infantry platoon has been on patrolling operations for five days in Vietnam's Central Highlands. The men are filthy and bone-tired after running contacts with enemy elements and long nights of half-on, half-off duty. In the morning they will consolidate with other elements of the company and move an LZ about three miles to the south for helicopter pick-up. Late that afternoon, as they moved to the position they are to establish for the night, they encountered a group of Viet-

namese civilians, about 30 older men and women with a few children. Your Vietnamese Chieu Hoi (former VC who, after being captured, has joined the ARVN, South Vietnamese military) translates and tells you that the civilians are fleeing the battle area to a province on the coast after an NVA battalion moved into their village and collected most of the inhabitants for supply transport duty. They have no food or supplies of any kind. The civilians are physically spent and in bad shape. A number of them need medical attention for wounds. The platoon medic has only a basic supply of medical items that he carries in the pack on his back.

The platoon sergeant has just suggested helping the Vietnamese. He wants to collect the rations that were airdropped yesterday and distribute them to the group of Vietnamese. He noted that they have a long way to travel to get out of the Highlands to the coastal province. He also stated that some medical assistance would be a good idea. One of the squad leaders responded immediately that the platoon needs to keep its food, that anything could happen between now and the time the company is picked up tomorrow. He is especially incensed that the platoon sergeant would suggest using their medical supplies. In the heavy jungle of the Highlands, resupply and evacuation of casualties are problematic. Many of the infrequent open areas are under observation by the NVA, often with anti-aircraft MGs in position.

Should 2LT Casey share some of his supplies with the Vietnamese civilians regardless of mission considerations for that night and tomorrow?



SESSION 3

“ RESPECT for the individual forms the basis for the rule of law, the very essence of what makes America. ”
(FORSCOM Website)

RESPECT: Treat people as they should be treated. Army leaders honor everyone 's individual worth by treating all people with dignity and respect.



**82nd Medal of Honor
Recipient PVT Towle**



1. What does the Army value of RESPECT mean to you?
2. Why is “treating people as they should be treated” important in moral leadership?
3. How does the Army value of RESPECT impact your view of your fellow Soldiers? Enemies?
4. Give an example of how immoral leadership was shown by someone disrespecting another person:
5. Describe the moral issue(s) in the episode from the perspective of RESPECT:
6. How was moral leadership shown (or not shown) in the above situation?
7. How did the value of RESPECT effect the unit’s morale? Is RESPECT a promoted value in your unit? Why or why not?

RESPECT

NOTES

SESSION 4

“ The basic building block of SELFLESS SERVICE is the commitment of each team member to go a little further, endure a little longer and look a little closer to see how he or she can add to the effort. ”

SELFLESS SERVICE: Put the welfare of the Nation, the Army, and your subordinates before your own.



319th GFAR Paratroopers
Battle of the Bulge



1. What does the Army value of SELFLESS SERVICE mean to you?
2. Why is “putting the welfare of others before your own” important in moral leadership?
3. How does the Army value of SELFLESS SERVICE affect your actions in garrison? In combat?
4. Give an example of how immoral leadership was shown by someone being SELFISH:
5. Describe the moral issue(s) in the episode from the perspective of SELFLESS SERVICE:
6. How was moral leadership shown (or not shown) in the above situation?
7. How did the value of SELFLESS SERVICE effect the unit’s ability to complete their mission? How does this affect your unit today?

SELFLESS SERVICE

CASE STUDY

“Commitment To Service”



1LT Alioto grew up on a remote Pacific island before his family moved to the US, where they prospered through hard work. He is apparently the only officer in the Army who speaks a language variant called Tagalog D.

The lieutenant faces a difficult personal situation. His widowed mother has never learned English and now lives with him. She depends on him to assist in family financial affairs. 1LT

Alioto's only daughter, three years old, was born with a severe physical abnormality which requires four hours of administered exercise a day, a task he shares with his wife who otherwise would have difficulty coping.

Now the Army needs 1LT Alioto as well—or an unaccompanied assignment in the Pacific where the US is building a major new forward support base for naval forces as well as for an Army unit. 1LT Alioto's language skill, he is told, will be critical in working with some local ethnic groups who are resisting the long-term agreement into which the island government has entered with the US. 1LT Alioto is considering whether to ask that his PCS orders be revoked for compassionate reasons and what to do if he does submit such a request and it is denied.

What would you advise him to do?

SESSION 5



“ What is life without honor? Degradation is worse than death. ”

—LTG “Stonewall”
Jackson

HONOR: Live up to the Army Values.



82nd Represented All Armed Forces in NY Victory Parade



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1. What does the Army Value of HONOR mean to you?
2. Why is HONOR so important as a moral leader?
3. When does one lose his/her HONOR?
4. Give an example from the episode of how immoral leadership was shown by someone being DISHONORABLE:
5. Describe a moral issue(s) from the episode from the perspective of HONOR:
6. How was moral leadership shown (or not shown) in the above situation?
7. How does the HONOR of the WWII Paratroopers affect your unit today?

HONOR

ARTICLE: "Honor Matters In the Military"

In recent weeks, errant judgments and actions of current and former general officers of the U.S. military such as Gen. David H. Petraeus have raised questions about the nature of military leadership. Media, government officials and the American public have questioned the cost the nation incurs when we dispense with gifted leaders due to their personal transgressions. Many believe it is bad for the United States when we lose an accomplished general officer over a private indiscretion. Others believe that the armed forces should not be led by generals who commit acts for which captains and sergeants would be separated from the service, administratively disciplined or even criminally prosecuted.

There are consequences for operating under either paradigm, and we can expect consequences from how much weight we give character or performance. This will impact the conduct not only of our generals, but of all service members. It is important to remember why the military is different from other American institutions, and why a premium is placed on honor.

Most U.S. institutions value the bottom line: sales, profits, wins and championships. Normally, we do not balance the moral qualities of CEOs, athletes and entertainers against their performances. As long as performance is maintained, most outstanding performers can get away with less-than-honorable actions. Those who argue that a competent general should be protected despite personal failures believe the bottom line is what matters most in America.

Traditionally, a different metric has been used to judge military performance. Appraisals of troops are not limited to the results of their efforts. For example, along with overall performance, Marine Corps fitness reports measure courage, initiative and ability to set the example for fellow Marines. Service members are taught to do the right thing and to do it in the right way for the right reasons. The bottom line is more than results. It is a reflection of the honor of those who create that line and the manner in which they create it.

Since 2001, in Afghanistan, Iraq, Libya and Yemen, support for new governments and establishing legitimacy has been vital to long-term U.S. strategic interests. Eliminating corruption and demonstrating respect for the rule of law have been top priorities. American conduct in military operations has set the example and created precedents by which these nascent governments may measure their conduct and evaluate the way they will be rewarded or punished by the international community. Any incidents of impropriety — or the appearance of it — among U.S. troops reduces our ability to use moral persuasion as a tool to influence foreign leaders. President Hamid Karzai's statements after Afghan civilians have been killed, sometimes mistakenly, sometimes intentionally, have reflected the diminished moral influence of the United States in his country.



"Honor Matters In the Military" (Cont.)

There is a ripple effect of command conduct on subordinate troops. The words, actions and attitudes of military leaders, especially commanders and senior enlisted leaders, trickle down and are repeated throughout a unit. In a 2008 article in *The New Yorker*, "The Kill Company," writer Raffi Khatchadourian drew a direct, plausible connection between the aggressive statements of an army brigade commander and illegal killings committed by his most junior troops.

Every unit has a climate, some aspects of which are unique to that unit, whether an entire army, a battalion, a platoon or a 10-member squad. Every member of the unit contributes to the climate, but none more than its leader. When the leader deviates from the established standard, some subordinates will see this as permission to deviate as well. This sets a new standard for others. A leader without a substantiated moral character cannot begin to correct a subordinate who has seen the leader break rules.

Stanford Law School fellow Andrew K. Woods identified the importance of correcting even minor flaws at the Camp Bucca prison in Iraq in 2008, which held more than 20,00 detainees at that time. Its commander, U.S. Army Col. James B. Brown, went out of his way to retrieve a piece of used chewing gum off the ground to dispose of it properly. "If I let one of my soldier's hairs get out of place," the colonel said, "I know abuse [of detainees] is not far behind."

Before we re-evaluate the importance of honor against capability, we should keep in mind that the personal character and actions of our leaders have enduring impacts on troops, coalition partners and the public. One reason troops are trusted with deadly weapons is that the American people know they are trained, expected to be honorable and held accountable when they are not. If exceptions are made for officers because of past achievements, there's no telling whether that trust will remain. If the armed forces ever lose that trust, we can count on the honor of the military and its bottom line to be affected, regardless of the proficiency of its leaders.



Article By MAJ Kurt Sanger (Judge Advocate and Law Instructor in the U.S. Marine Corps)

WashingtonTimes.com, November 26, 2012

ARTICLE REFLECTION

1. Do you agree with MAJ Sanger's position on HONOR in the Military? Why or why not?

2. What makes HONOR in the military different from how the rest of society understands of honor?

HONOR

SESSION 6

“ The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible ”

—General Eisenhower,
Allied Commander

INTEGRITY: Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass."



Recipient PVT
82nd Jumpers JMPI
for Normandy Jump

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1. What does the Army Value of INTEGRITY mean to you?
2. Why is INTEGRITY so important as a moral leader?
3. How has the military impacted your sense of INTEGRITY?
4. Give an example from your experience how immoral leadership was shown by someone lacking INTEGRITY:
5. Describe a moral issue(s) from the episode from the perspective of INTEGRITY:
6. How was moral leadership shown (or not shown) in the above situation?
7. How does the value of INTEGRITY affect your view of moral leadership?

INTEGRITY

SESSION 7

"Physical courage" is courage in the face of physical pain, hardship, or threat of death; "moral courage" is the ability to act rightly in the face of popular opposition, shame, or scandal.

PERSONAL COURAGE: Our ability to face fear, danger or adversity, both physical and moral courage.



**82nd Chaplain Kuehl
Silver Star Recipient**



- 1.** What does the Army Value of PERSONAL COURAGE mean to you?
- 2.** Why is PERSONAL COURAGE so important as a moral leader?
- 3.** What is the difference between PHYSICAL COURAGE and MORAL COURAGE?
- 4.** Give an example of how immoral leadership was shown by someone lacking PERSONAL COURAGE:
- 5.** Describe a moral issue(s) from the episode from the perspective of PERSONAL COURAGE:
- 6.** How was moral leadership shown (or not shown) in the above situation?
- 7.** How does the value of PERSONAL COURAGE affect the Paratroopers of your unit?

SESSION 8

"In order for a war to be just, three things are necessary. First, the authority of the sovereign. Secondly, a just cause. Thirdly, a rightful intention.

— Thomas Aquinas

1. Is war ALWAYS just?
2. Explain how you believe a war can be just:
3. The two sets of criteria for JUST WAR Theory are:
A) *JUS AD BELLUM*: The right to go to war
B) *JUS IN BELLO*: The right conduct within war

Which of these 2 criteria do you control?



US Medic Treating an SS Soldier

4. Give an example of a "JUST WAR":
5. Give an example of an "UNJUST WAR":
6. Which is better, "UNJUST PEACE" or a "JUST WAR?"



82nd Caring for the Dutch People in WWII

7. Explain why or why not you think WWII was a "JUST WAR":
8. Explain why or why not you think GWOT is a "Just War":

JUST WAR THEORY



CASE STUDY

“Torture”



The United Nations Committee against torture recently condemned Israel’s methods of questioning terrorism suspects, which often involve, among other things, forcefully shaking detainees, the use of painful restraints and sleep deprivation.

Defenders of Israel’s methods counter that over the past four years more than 200 Israelis have been killed by terrorists. They also

contend that in the last two years, Israel’s secret service, the Shin Bet, has prevented ninety planned terrorist attacks, often through the use of what the Shin Bet terms, “moderate physical pressure” in questioning suspects. Furthermore, the defenders of Israel’s methods note that Israel lives in what Israeli Prime Minister Benjamin Netanyahu calls, “a very tough neighborhood,” in which its adversaries often go much further than Israel in applying force to detainees.

Is the use of physical force when questioning individuals suspected of terrorist activity justified under the kinds of conditions that currently exist in Israel? If so, why? If not, why not?

82nd Airborne Division

ALL AMERICAN ETHICS

**Moral Leadership
Training Program**



“FOR GOD AND COUNTRY”

**Hosted By Your Unit Ministry
Team...It's An Honor To *Serve* You!**

Questions??? POC CH (CPT) Michael J. Krog, michael.j.krog.mil@mail.mil