ETHICAL LEADERSHIP

1. Introduction. Chester Barnard, in his classic work, The Functions of the Executive (1938), asserted that ethical behavior is a leadership responsibility. Barnard argued that organizations thrive in proportion to the quality of their leadership, and that the quality of leadership depends upon the quality of an organizational code of ethics.

2. Overview. The purpose of this period of instruction is to discuss the importance of ethics and their applicability to leaders and subordinates in today's Marine Corps. The leader's role in fostering an ethical climate is of the utmost importance.

3. References. The following provide additional information on ethical leadership within the Marine Corps:

   FMFM 1-0, Leading Marines
   The Function of the Executive; Chester Barnard

4. Discussion Leader Notes. N/A

5. Discussion

   a. Definitions

      (1) Ethics. A set of standards or a value system by which free, human actions are ultimately determined as right or wrong, good or evil. Annex A further explains ethics and provides some definitions that may be useful when preparing your outline.

      (2) Code of Ethics. The rules of conduct generally recognized within a particular class of human actions e.g., medical ethics, legal ethics, military ethics. A code of ethics helps establish moral opinion and define expected/acceptable behavior in specialized fields.

      (3) Professional Ethics. Refer to and deal with additional ideals and practices that grow out of one's professional privileges and responsibilities. Professional ethics apply to certain groups, e.g., the military, and are an attempt to define situations that otherwise would remain uncertain and to direct the moral consciousness of the members of the profession to its peculiar problems. For example, the
military defines situations and prescribes correct behavior for its members in documents such as the Code of Conduct (Appendix B) and the Law of Land Warfare.

b. Ethics have to do with right and proper conduct. (What is right and what is wrong?) Ethics are sometimes referred to as being tied to a set of rules. However, many rules are not concrete in the sense of laws, and may not be written down on paper for all to follow. The rules to which we are referring when we speak of ethics are similar to the basic rules of sportsmanship. For example, true sportsmanship expects that the players have a healthy attitude toward competition and a general belief that how one plays the game is important. It involves an internal sense of fair play and obligation to do things the right way, even though the right way may be a bit tougher.

c. Philosophy. Great sportsmanship requires a sense of integrity and a genuine concern for the example that is set in each and every part of the game. Sportsmanship is separate from the purely technical aspects of any sport, as well as the individual skills that are a part of being really good player in the sport. If we say that someone is a great sportsman, we are not referring to the individual skill and talent as a ballplayer or coach; rather we are talking about the integrity of the individual and how that individual represents the ideals of sportsmanship in its truest sense. (Do we win in sports at all costs? In combat?)

Ethics also involves a concern for standards of excellence. It should be no surprise to anyone that every Marine is expected to act in accordance with some very specific standards of right and responsible action. Every Marine is expected to do his or her job in a proper and correct manner, and to act in accordance with a sense of purpose and a regard for high personal standards.

d. What is the relationship between law and ethics? Laws are humanity's attempt to interpret the ethics of the society. Laws and regulations often define ethical behavior; what is good or bad, right or wrong. Unfortunately, no regulation can cover every human situation. Therefore, conflicts develop between law and ethical behavior, i.e., the law says it's wrong to speed. However, a man whose son has just been bitten by a copperhead feels that speeding to get his son to the hospital is the right behavior.

e. Discuss the significance of ethics in the military.
(1) Why must the Armed Forces concern themselves with ethical behavior?

(2) Society entrusts the Armed Forces with the means/capability of great destructive power and its use during war; society expects responsible utilization of that power. How would/could that power be misused or misperceived in both today's military and throughout history?

(3) Society grants the leaders of the Armed Forces comprehensive control over its members, even to the extent that the very freedom and guarantees which the Armed Forces exist to preserve are for the military members themselves substantially abridged. What might some examples of this be?

(4) The very nature of the purpose for which armies are established is to prepare for the country's defense against the uncertain, the unknown, the unpredictable, and the unpleasant. We put our brightest military minds to the task of wargaming and planning, but the best of these plans are only contingencies based on assumptions about events which have not yet occurred. Ours is a calling for which we cannot write all the rules in advance. Therefore, as in no other calling, we must establish another calling. We must have leaders who will do what is required and what is right when the striking hour comes when they must rely on themselves when the nation relies on them the most.

f. What is a Code of Ethics? The Code of Ethics for Marines can be summed up in three words: honor, courage, and commitment.


(1) Paragraph 1100 of the Marine Corps Manual addresses the moral responsibilities of leaders, such as special trust and confidence, integrity, good manners, sound judgment, discretion, duty relationships, social and business contacts, and qualities such as integrity, obedience, courage, zeal, sobriety, attention to duty, and personal relations.

(2) Customs, courtesies, and traditions play a significant role in the establishment of moral values in the Corps.
(3) Perhaps the most important way new Marines come to know standards of conduct is through the example set by their leaders on a day to day basis.

h. What kind of examples are set by leaders today? Some actions are traditionally considered right or wrong, good or bad by Marines. Keeping in mind the values and the standards which we have in the Marine Corps, we are able to come up with a list of "desirable and undesirable" actions which characterize Marines.

(1) A list of desirable actions includes:

(a) Doing one's job well without complaining.

(b) Setting a good example and displaying strong, virtuous qualities of leadership, such as honesty and integrity.

(c) Working together as a team to accomplish the mission.

(2) A list of undesirable actions includes:

(a) A negative attitude.

(b) Stealing from another Marine.

(c) Not caring that a peer looks shabby in uniform, or goes UA, or uses illegal drugs.

(d) Not carrying one's full and fair share of the workload.

(e) Breaking one's faith and trust with a fellow Marine.

(f) Cowardice or dishonor.

i. Unspoken ethics. Our Corps' standards run the spectrum of ideals, from not showing cowardice and dishonor by leaving our dead on the battlefield, to not holding hands with our sweethearts in public, or going without a hair cut even while on leave.

(1) Some ethically oriented standards based on tradition include:

(a) A Marine's word is his/her bond.
(b) A leader doesn't eat until his/her subordinates have.

(c) Marines take care of their own.

(2) Ways Marines uphold these values:

(a) First, we must inform all Marines of the standards required.

(b) Second, we must daily reinforce these values and standards expected of all Marines. This reinforcement must be found in unit policies, in local procedures (formal and informal), and in the daily example which is set by senior and junior leaders alike, as well as by peers.

(c) Finally, there must be an effective system of approval and disapproval for the actions of all Marines. In this case the idea of reward and punishment is not intended to provide an incentive for behavior, but rather to provide a determination of what behavior is considered acceptable and desirable, and what is considered unacceptable and undesirable, for all to see (senior and junior alike).

j. Ethics are important to the idea of Standards of Excellence. Our obligation as Marines serving "Corps and Country" is more than simply obeying orders. It requires a sense of commitment to both the mission and roles we serve in as Marines. Mere awareness of the responsibility involved is not enough. There must exist a tenacious sense of obligation, and a strong sense of duty and honor in all that we accomplish. At this level of commitment, we are dealing with ethics.

k. Relationship between ethics and day to day MOS proficiency. Ethics and standards in MOS proficiency mean that Marines should not be satisfied with themselves until they know everything about their own job, as well as the job of the next Marine senior and junior to them. This form of work ethic is what develops a personal sense of pride and personal accomplishment. It becomes a matter of integrity to strive to obtain all the knowledge and skill necessary to meet any challenge and responsibility successfully.

l. How can we relate the idea of ethics to our personal standard of discipline? The issue of discipline also carries ethical implications. Consider, for example, a Marine's concern about his/her personal standard of conduct. This sense of concern does not stem from fear of punishment, but because they
genuinely feel a sense of obligation to maintain a high standard of conduct because they are Marines. Often the wearing of the uniform becomes justification for excellence in conduct. Pride is the underlying motivation; anything less than excellence is a matter of dishonor and personal failure.

m. The leader's role in establishing an ethical climate. Leaders are expected by others to behave ethically and responsibly, both personally and professionally. A leader promotes ethical behavior in his or her subordinates through setting, enforcing, and publicizing high standards. Furthermore, leaders must project an example of tolerance in regard to honest mistakes in the training environment.

n. Problems that can surface within military ethics. Issuing unclear orders to a subordinate, who may not possess a sound personal code of ethics or who has a "can do anything" attitude, may cause him/her to compromise his/her ethics in the execution of the order. As a result, he/she may give a incorrect report to a superior, use undesirable methods in carrying out the order, or may even commit an illegal act out of fear of the consequences that will result if the mission is not accomplished. Some examples may be: "Gunny, I want the barracks painted. I don't care how you do it!" or, "I want 100% qualification on the rifle range." Obviously these orders are stated in questionable terms that could easily lead to unethical behavior by those executing the orders.

o. Effects that inconsistent rewards or punishment for unethical behavior have on a unit. Leaders must ensure they reward and punish based on the Corps' established standards and traditions. The individual conscience of a Marine can be paralyzed by frustration arising from situations where ethical actions are penalized or ignored, and where unethical actions are rewarded, either directly or indirectly, by not being punished. For example, the gunnery sergeant who gets the barracks painted as directed, gets a real pat on the back. However, everyone, including the CO, knows he stole the paint from another unit on the base. Furthermore, the squad leader who does not get 100% qualification, but gave his absolute best effort, gets chewed out, while another squad leader gets 100% qualification by "penciling" a score card, and receives a meritorious mast.

p. Communication problems can inhibit the ethical environment of the Marine Corps. The inability of information to flow freely through the chain of command, thereby isolating top leadership from organizational realities, may produce unrealistic
expectations from them. Also, there are few rewards for honesty in communication. This situation promotes tendencies to alter facts and to withhold information, i.e., if you tell the truth, you get "chewed out".

Additionally, the perception from subordinates that their superiors discourage negative feedback can result in communication blockades. This may find subordinates hesitant to ask their superiors for clarification or guidance on issued orders. This could mean the difference between a Marine making a bad judgment call and a failed mission. Leaders need to ensure open lines of communication exist throughout their chain of command.

q. Ethics in the way we perceive training Marines for combat. Combat training is designed to enable Marines to fight, survive and win. It is not to instill a mode of thinking that entails barbaric acts of killing or violence. Marines are to be disciplined and responsible enough to distinguish when they should employ their training, and when not to.

Good training and leadership will prevent irresponsible actions in peacetime or combat. Atrocities are committed by poorly trained and poorly disciplined personnel. Good leadership in the Corps means Marines must daily exercise their oaths to support and defend our Constitution and uphold the honor of their unit and Corps by words and actions. Each Marine must be physically, mentally, morally, spiritually, and emotionally trained to do so confidently and effectively at all times, ranging from personal peacetime behavior to all-out combat action.

r. Ethical dilemmas facing leaders. The following scenarios provide situations where leaders face ethical dilemmas.

(1) The reviewing officer for your fitness reports tells you he has added numbers in block 15 to increase your chances of promotion.

(2) Your platoon commander is very concerned about the submission of reports to the company commander. The company CO has indicated he will not forward reports showing negative information.

(3) Your boss has demonstrated in the past that he does not like subordinates to disagree with him. You are convinced a recently published order is unduly severe on your Marines.
(4) A crew chief, a personal friend, is a heavy drinker but has always performed well. During a preflight briefing, you smell alcohol on his breath.

(5) Re-enlistments are on the skyline. You have a Marine who is a marginal performer. However, he does not have any NJP's or courts-martial. If he is re-enlisted, he will be promoted to the next higher grade. He wants to stay in the Marine Corps. Your recommendation is all that he needs. Your CO has recently commented on how low re-enlistment rates are in your unit.

(6) In preparation for the IG, the training officer, your supervisor, requires you to document training that was never accomplished.

(7) The executive officer orders all sections to spend budget money at the end of a fiscal year whether they need to or not, to ensure reallocation of that money in the next fiscal year.

(8) The patrol leader who, instead of carrying out his mission and following the patrol route, goes out beyond the front lines about 200 meters and hides there in defilade for the night.

(9) Your unit has just assaulted a small enemy village located by a river. You were successful but took a few casualties. The unit is mopping up and searching for enemy believed to be hiding in the riverbank. The buddy of one of the company runners (a lance corporal) had his elbow shattered by a enemy round and is moaning on the ground being treated by a corpsman. A POW is captured and pulled out of the river. Two Marines are herding him to the CP. When they approach near the lance corporal, the lance corporal curses in rage, charges and strikes the POW a blow with his fist. Other Marines are watching, including leaders, but seem stunned and unmoving. You are close by and certain the lance corporal won't stop with one blow.

The Law of Land Warfare requires POW's to be treated humanely. POW's can provide intelligence that can save lives of many Marines. One such act can lead to other more violent acts. Quick, forceful action is required.

Historically, in the above situation, the company commander, seeing that no one else was taking action to stop the lance corporal, moved quickly, grabbed the lance corporal, pinned
his arms to his side, pulled him away forcefully, and in a voice loud enough for everyone nearby to hear, told him to knock it off, that he knew how he felt, but that POW's were not to be treated that way, and directed the POW be taken to the interpreter. The spell was broken and everyone went about their business.

s. **Summary.** The Marine Corps cannot function successfully as a group of individuals working independently, doing their own thing, and maintaining whatever set of individual standards they may have. It is necessary for all Marines to function together as a team and subscribe to Marine Corps standards. This requires Marines to perform their duties well, to have a common purpose, and display a common sense of obligation to the highest standards of personal conduct.

Everyone must know and fully understand what standards are required and actively seek to maintain those standards. Only then can the Marine Corps and any unit in the Marine Corps hope to achieve success.

The nature of the obligation which we have as Marines requires more than simple obedience of orders. It requires a sense of commitment to the purpose and the role which we perform as Marines. Simple awareness of the responsibility involved is not enough. There must exist a sense of obligation for whatever action is required to accomplish our responsibility thoroughly. At this level of commitment we are dealing with ethics.

6. **Appendices**

   - Appendix A: Definitions
   - Appendix B: Code of Conduct
   - Appendix C: Oath of Office

**APPENDIX A**

5–9
UNITED STATES MARINE CORPS
Marine Corps University
Character Development
User's Guide to Marine Corps Values

RIGHT -vs- WRONG

--Ultimately, every Marine is drawn to a situation in which he is compelled to apply the fundamentals of what he believes to be just and right.

--Unknown Marine

1. Introduction. The above abstract depicts a situation that every Marine faces in the course of their career. That is, eventually every Marine will be witness to some action that will require him or her to apply the factors of integrity, ethics, morals, and culture to a situation that, by virtue of being a Marine, he or she is responsible. Marine leadership, is by no means foreign to the welfare of human life, that is our fellow Marines. We as Marines must decide what is black and white, and what composes the deterrents of each. We must genuinely know what is right and what is wrong.

2. Overview. The purpose of this period of instruction is to make Marines aware of the moral and ethical principles that compose the values which distinguish right from wrong.

3. References
   a. FMFM 1-0, Leading Marines
   b. USNA Guide for Naval Leaders
   c. Dictionary of Social Sciences
   d. FM 22-100, Military Leadership
   e. Appendix A: Definitions

4. Discussion Leader Notes. Initiate group discussions in the case of each of the of the practical exercises.

5. Discussion
   a. Marines should attempt to set the example in every aspect of themselves, whether it be as leaders or as followers. If a Marine continuously sets the example, he/she will be successful in all aspects of life. If a Marine religiously pursues attainment of all the leadership traits, as described in FM22-100, he/she will unequivocally set a good example.

   b. Sometimes doing what is right is not the easiest path to follow. Certain situations arise in which the best course of action cannot be clearly decided as being the right or wrong
thing to do. A good example is the famous dilemma of stealing a loaf of bread to feed a hungry family. Your response to these dilemmas will depend upon your up-bringing and exposure to morals and ethics. What may be right and justified in one culture or sub-culture, may be inappropriate or illegal in another. It is in this fine distinction that many Marines find themselves confused.

c. Consider the young Marine who was brought up in the inner city. After accession into the Marine Corps, this individual gets caught smoking marijuana and is repeatedly disciplined for fighting. While drugs and violence against peers may have been the norm in the inner city, it was emphasized in training that it is illegal, and has no place in the Marine Corps. In such cases, Marines need to know that common cultural norms of society as a whole and the Marine Corps regulations override any pre-existing sub-cultural norms. This is not to say that all crime in the Marine Corps is attributable to a lack of moral and ethical training, but simply that with specific training, the Marine will know that a particular action is right or wrong.

d. The basic Marine Corps definition of integrity, "Marines do not lie cheat or steal, nor tolerate those who do," must be the foundation of every Marine's professional and personal ethics. When officers and NCO's deviate from the standards of conduct, it makes correcting other Marines nearly impossible. In a letter to Professor Karel Montor, Admiral Arleigh Burke summed up the importance of integrity:

"Integrity"
"First you find yourself overlooking small infractions that you would have corrected on the spot in the past. Soon you are a participant in these infractions. "After all," you say, "Everybody's doing it." All too soon you find yourself trapped: You no longer can stand on a favorite principle because you have strayed from it. Finding no way out, you begin to rationalize, and then you are hooked. The important fact is, the men who travel the path outlined above have misused the very basic quality and characteristic expected of a professional military man, or any other professional man for that matter: They have compromised their integrity."

e. Every Marine starts out his/her career with unblemished integrity, and it is up to the individual to either maintain or tarnish that integrity. Once one's integrity has been compromised, it is very difficult to regain it in the eyes of your peers. Doing the right thing will not always make you the most popular Marine in the squad bay, but it will give you a clean conscience and demand the respect of others. It is obvious that down the road this is far more important than
winning any popularity contest. In short, integrity and "doing the right thing" go hand in hand.

f. Perhaps one of the most difficult tests of integrity is peer pressure. Everyone has been in a situation where "everyone" is doing something wrong, and the pressure to join in is great. One may think, "If I don't join in, then I will lose respect among my peers, not gain it." This is untrue in the professional environment. We as Marines, have the moral obligation to do what is right. This means not surrendering to peer pressure when it may involve illegal or immoral decisions.

g. It is easy to sit back and say that you would do the right thing by keeping a friend from driving drunk, or turning a peer over to the authorities for committing a violent crime. But what about doing the right thing when no one is in immediate or even remote jeopardy of being hurt? Surely doing the wrong thing, and not turning someone in for cheating on a test is better than ostracizing yourself from your group of friends, isn't it? Not in the Corps! Even fulfilling a promise is no justification to moral wrong-doing.

Again, we are Marines and are subject to a stronger set of morals and ethics than most civilian organizations. When a Marine deviates from this moral path it is the responsibility of his/her fellow Marines to help him/her back onto the path, or risk themselves becoming no different from the cheater. Furthermore, whether we realize it or not, most rules have a purpose. "The law is the last result of human wisdom acting upon human experience." (Samuel Johnson, Miscellanies, i, 223).

Cheating or bending the rules may not have immediate ramifications to the individual, but down the road it could create dire consequences. What about the platoon commander who cheats on a call for fire package, only to find himself in a combat situation in desperate need of supporting arms. How about the young Lance Corporal who lies constantly and gets away with it, and then finds that a lie about a seemingly unimportant situation gets someone killed or injured. The more we do the wrong thing, the harder it becomes to recognize right from wrong. Conversely, once we bill ourselves as moral and ethical, doing the right thing becomes second nature. This is the point where you will have earned your self-respect and the undying respect of your peers.

h. Now let's take a look at some case studies. Read the situations that follow and discuss them with your platoon or peers. Talk about the moral issue involved, the ramifications thereof, and what is being done right. Discuss how you would act in the situation? Do you have what it takes to do the right thing, or would you bow out and do the wrong thing?
6. Practical Exercises

a. Exercise #1

(1) Special situation. You are a young, hard charging PFC just out of boot camp. Upon checking into your first duty station, Camp Pendleton, you immediately make friends among your peers. One of your new friends, PFC Cana, has asked you to join him and several other Marines in a party trip to Tiajuana, Mexico. You eagerly accept. On the way, you hear PFC Cana repeatedly asking those around you if they had the "stuff." Thinking they are talking about booze, you pay no attention. After reaching Tiajuana and partying at the bars for several hours, PFC Cana and his friends demand that you accompany them back to the hotel, so you can be initiated into the group. You follow since you really like to hang out with PFC Cana and his friends, and you would like to be invited back. Upon entering the room, PFC Cana breaks out a bag of marijuana and begins to roll a marijuana cigarette. Your "initiation", explains PFC Cana, is to "party all night and to feel no pain."

You have never touched drugs, and the mere sight of them outrages you. But this is a tricky situation. On the one hand, you want to become part of the group, and it's not like anyone will ever find out about this. Also, you figure that no one is in danger of getting hurt since you are all staying at the hotel. On the other hand, if you decline, chances are that the rest of the group will call you weak and not have anything to do with you. There could also be threats or violence against yourself, out of their fear about being reported. If you smoke the drugs this time, will it become a weekly occurrence? What if this is just the beginning, and the group is also into hard drugs, or even major crime? Do you think that they will take it personally if you "just say no?" Do you think you have a responsibility as a Marine, to report these individuals?

(2) First Requirement. Discuss what you would do.

(3) Proposed Solution. Refuse the marijuana and inform PFC Cana that while you are not afraid of the marijuana, it is an illegal drug, and that he is currently breaking the law, and disobeying a Marine Corps order. Advise PFC Cana of the risk he is taking with respect to his career. Further advise him that while you enjoy hanging out with him and his friends, you would prefer the company Marines who live by integrity and honesty.

b. Exercise #2.
(1) Special Situation. A new lieutenant was accused of having numerous sexual liaisons with enlisted personnel. These accusations came to light through several anonymous letters to presented to the commanding officer. These complaints came as no surprise, since the lieutenant was seen on several occasions drinking and dancing with many enlisted Marines during the past few months.

You are the investigating officer. A staff sergeant tells you in private of having had sexual relations with the lieutenant, as had many others that were identified in the letters of complaint.

As your investigation ends and your interviews finish, you prepare your draft report. Upon showing the report to your senior, he proceeds to make changes to the report, which essentially water it down. Your senior then informs you to formalize your report and submit it.

As you review the report, you find that some statements have been changed and other statements of a sensitive nature have disappeared altogether. Furthermore, many of the witnesses you spoke with, have since been told to keep quiet on the issue, or face the consequences.

Your senior apparently wants this incident covered up, both to save embarrassment to the unit, and not have the careers of many fine NCOs threatened by the acts of one lieutenant.

As the OIC of the investigation, you feel you can understand the concerns of your CO. Furthermore you know that failure to comply with your CO's wishes could result in a poor FITREP, in effect destroying your career. However, you also know that you are entrusted with special trust and confidence by your commission, and you know what is right.

(2) First Requirement. Discuss what you would do in the situation.

(3) Proposed Solution. Express your concerns to the CO about submitting a false report. Respectfully inform your CO that you have no intention of downplaying this incident, and that threatening witnesses is a direct violation of their rights. Further inform your CO that while the careers of many fine NCOs are in jeopardy, they nevertheless violated a major Marine Corps order prohibiting fraternization, and to let them get away with it would be setting a poor example for others to follow.

c. Exercise #3.
(1) **Special Situation.** Smith and Jones are good friends, and both are coming up for promotion. In order to increase their cutting scores, and enhance their knowledge, both decide to sign up for the same MCI.

As far as careers go, both are outstanding Marines. While they know that MCI's are meant to be taken individually, they both joke about how good it is that they are both enrolled for the same course, since they can now "check each others answers."

When the MCI's arrive, Jones uses the majority of his free time to quickly finish the MCI, while Smith takes on a "put it off until tomorrow" attitude.

Upon completion of the MCI, Jones comments to Smith that he better get "moving" on the MCI. At this point, Smith confides in Jones that he has no time to finish the course, and has trouble "understanding the material." He asks Jones for help.

Being a good friend, Jones agrees to guide Smith in some broad concepts. However, as the two continue on, Jones realizes that Smith is asking him for specific answers. Jones begins to feel awkward in the situation, not wanting to come across as not supporting his friend.

Jones knows that Smith has crossed the line. Furthermore, since both Marines are equal, Jones doesn't think it's fair that Smith is willing to cheat in order to obtain the same cutting score as himself. What would happen if Jones gave him the answers, only to find out that he did not pick up the promotion, while Smith did? Aside from this, being an outstanding Marine, Jones does not want to jeopardize his integrity. Jones finds himself at an impasse on how to approach the subject with his long-time friend.

(2) **Requirement.** Discuss what you think Jones should do in this situation.

(3) **Proposed Solution.** Jones should be honest with his friend by making it clear that he is there to help Smith, not cheat for him. Smith may not be aware of how his actions are being interpreted. In any case, if the two are true friends then Jones should have no problem confronting the problem in a open and honest manner, without jeopardizing the friendship.

d.  **Exercise #4.**
(1) Special Situation. LCpl White is with his platoon on their way back from a CAX. Along the way, the bus stops to get gas and to give the Marines a chance to get some chow and to stretch their legs. Using the free time, LCpl White enters into the mini-mall/food court with a small group of Marines and his squad leader, LCpl David.

After chow the Marines still have fifteen minutes before the bus leaves, so they decide to check out the music store for some CD's. Upon looking through the titles, LCpl David grows excited after finding a CD he thought was no longer on the market. Upon realizing that neither he, nor any of the Marines around him have the money for the CD, LCpl David decides he must have it right then. As the other Marines head back to the bus, LCpl White is on his way out of the store, when he notices LCpl David tearing the magnetic sticker off the CD and making his way to an unoccupied part of the store.

As the bus leaves, LCpl David takes the CD out of his sea bag and puts it into his portable CD player, and begins to listen to it. LCpl White approaches LCpl David and asks him if he stole the CD, and is told to "mind your own business, or life in the squad will become very rough on you."

Knowing that LCpl David stole the CD, LCpl White returns to his seat to consider his options.

(2) Requirement. Discuss what LCpl White should do.

(3) Proposed Solution. LCpl White should inform LCpl David that he is sure he stole the CD, and that he is setting a poor example for his squad. LCpl David should further be informed that using his position of leadership to make threats is in the utmost of unprofessionalism. LCpl White should give LCpl David the opportunity to return the CD and turn himself in. If LCpl David refuses these terms, then LCpl White should report the incident through the chain of command.

e. Exercise #5.

(1) Special Situation. As the XO of a Marine fighter/attack squadron on deployment in the Mediterranean, you have been told by the CO to conduct a readiness inspection and have a report ready within fifteen hours. Shortly after this order, you learn that your squadron is to fly a combat air patrol for a TRAP (Tactical Recovery of Aircraft and Personnel) mission to rescue a downed American Airmen. Upon completing your report, you realize that you are short on spare parts and not capable of flying the mission within set safety parameters.

Almost immediately after you turn in your report, you get a secure call from the CO instructing you to change your report to reflect a combat ready squadron. The CO further instructs you
that your squadron has the only acceptable readiness level for the operation and the downed pilot cannot afford to wait for spare parts. Every delay is an additional threat upon his life.

While you realize that the hostile country in which the pilot is located has a small air force at best, and that rescuing a comrade in arms comes in the highest calling, you also realize that should any unexpected enemy air power show up, that this operation has "disaster" written all over it. Furthermore, intelligence has indicated that if the pilot is captured and somehow allowed to live, finding his location will be next to impossible for months to come.

(2) Requirement. Discuss what you would do, taking into account values, ethics, and right versus wrong.

(3) Proposed Solution. Inform your CO that you will not falsify a report, but rather you will submit the report through the chain of command. Also inform your CO that mission requirements are set for a reason, and disregarding them is not a wise thing to do. The commander of the operation will be in a better position to order the operation if he is in possession of the most accurate reports available. If he feels that the mission is worth the risk he will still give the go-ahead.

To this point we have discussed doing the right thing with regards to our peers and fellow Marines. However, the United States Marine Corps enjoys the greatest reputation of any other organization on earth. This reputation has not come from hollow promises, but from battlefield success. Such reputations are not set in stone and must be constantly maintained if our Corps is to continue to excel in the next century. As Marines, we are not only held to a higher standard by our Corps, but by the American people who support us. When Americans open a newspaper and read about Marines drunk and disorderly, cheating on tests, and committing felonies, America's opinion of the Marine Corps suffers. As for the Marines who commit these crimes, they gravely tarnish a reputation earned by the blood of thousands who have gone before.

7. Summary. It has been said that our country lacks the moral fiber it possessed twenty years ago, and unless we get it back, our country will cease to be great in the future. The same is true of the Marine Corps. The task of retaining, believing in, and applying our core values is as important as ever. The Marine Corps has the opportunity to lead the way into the next century in regaining our traditional American values. This belief refers not only to the law, but to our morals and ethics as well. For most of us doing the right thing has nothing to do with the law; it is just about doing the right thing, even when no one is watching. Walking the lines at "zero dark thirty," when it is
(a) WHAT IS A MILITARY PROFESSIONAL?

(b) FM 22100, Military Leadership (1973 Rev), states:

"A military professional is a person who has undergone special preparation and training. A professional possesses the knowledge on which professional actions are based and the ability to apply this knowledge in a practical way. The profession is a means of earning a living, but wages do not become the primary purpose of their work."

c. WHAT DO YOU HAVE TO DO/BE TO BE CALLED A PROFESSIONAL MARINE?

(Have the group identify and list characteristics of a professional Marine. The list should include those listed below.)

(1) To be a professional a Marine must be:

(a) Competent. To be competent Marines must study and work to become expert in their field while continually striving to improve their knowledge and expertise in all military related skills appropriate for their rank and assignment.

(b) Responsible. To be responsible Marines must first make sure that they know what is expected of them, and then they must work to fulfill those expectations. These expectations come from their immediate supervisor, but also are associated with holding a particular rank within the Corps.

(c) Dedicated. To be dedicated Marines must be willing to make personal sacrifice. They must put themselves and their personal needs secondary to the needs of the Corps. As pointed out in Annex A, Duty, Honor, and Country are the guideposts for a military professional and without dedication a Marine will not put these ahead of personal desires.

d. SINCE WE HAVE ESTABLISHED THE MARINE CORPS AS A PROFESSION DOES THAT MEAN THAT EVERY MARINE IS A PROFESSIONAL?

(1) Some authors insist that only officers and SNCOs are professionals. This type of thinking is contrary to the Marine Corps philosophy of leadership. Every Marine can be a professional to the extent that he/she practices the previously listed characteristics of a professional. However, it must be pointed out that like all the other professions, the Marine Corps possesses some members who are not as professional as others and their lack of professionalism adversely impacts the Corps.
These individuals put their personal needs ahead of the Corps. They shirk responsibility while continually placing blame elsewhere. They usually lack ambition and are indifferent toward improving their knowledge and skill level.

e. WHAT CAN YOU, THE INDIVIDUAL MARINE, DO TO IMPROVE PROFESSIONALISM IN THE CORPS?

(1) Do your job 24 hours a day to include but not be limited to the following:

(a) Execute all orders immediately, to the best of your ability, working thoroughly and conscientiously.

(b) Maintain a positive attitude in your approach to all tasks, requirements, desires, disappointments, etc.

(c) Adhere to basic principles of leadership as appropriate to your rank and job assignment.

(d) Carry out the 6 troop leading steps as appropriate to your rank and job assignment with particular emphasis on the supervisory aspects; pay attention to detail.

(e) Strive for excellence in all that you endeavor or in that which is demanded of you.

(f) Set a definite goal for yourself NOW and continuously and persistently work toward that goal. Waiting until you are in the promotion zone or a civilian is too late to start. Develop a strong desire to obtain what you want from life and take the initiative (don't procrastinate) to attain it. "A quitter never wins and a winner never quits."

(g) Maintain yourself in the best physical condition and realize the importance of physical conditioning to a successful life.

(h) Don't be satisfied or complacent with that which you have but strive continuously to improve yourself in all areas (i.e., education, habits, spiritual, mental and physical well-being).

(i) Maintain an immaculate and well groomed appearance at all times and realize the importance and the psychological effects a favorable impression has on others, your job, your unit, etc.

(j) Realize the tremendous importance of the quality of loyalty, and be loyal to yourself, your unit, your Corps, and
your Country, always rendering faithful and willing service under any and all circumstances.

(k) Realize that "no one is an island" and that it is extremely important to cooperate with and live and work in harmony with others. That which one does or fails to do today has a tremendous effect on others and on his/her own personal long range goals.

(l) Follow the Golden Rule: "Do unto others as you would have them do unto you."

(m) Resist the temptation to "keep up with the Jones' " and don't get into debt by exceeding your income. Live within your means and program for the future. Be aware of the pitfalls of buying on credit, and establish a savings program.

(n) Develop a sense of humor. Quite often this is the saving grace between complete despair and triumph. "Smile and the world smiles with you, cry and you cry alone."

(o) Develop self control. The man who cannot control himself cannot expect to control others. Self-discipline is a must.

(p) Develop self-confidence. If you are not confident that you can do a task, no one else will be. Sell yourself.

(q) Analyze yourself to the point that you know yourself, your traits, strong points and weak points, and work continually to strengthen or eliminate the weak points. Know that the physical, mental and spiritual aspects should complement each other for best performance and success in life.

2. Discuss the need for professionalism in the Marine Corps

a. WHY IS PROFESSIONALISM IMPORTANT IN THE CORPS?

(1) Answers should include:

(a) Marines are public servants and are responsible for the defense of the nation. They performs a necessary service which the civilian public needs, and when that service is required the public expects and deserves nothing less than a professionally trained and motivated force.

(b) A leader is responsible for the lives of his Marines. In combat a leader may have to take risks which endanger their lives in order to accomplish a mission. If a leader is careless, and has not conditioned himself and trained