

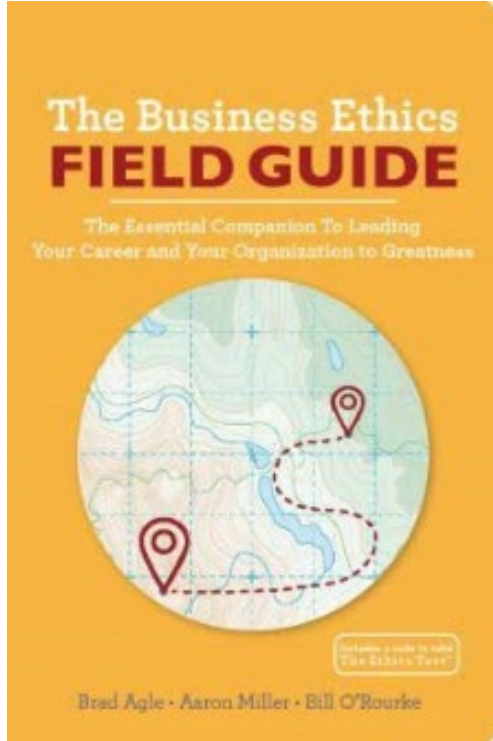
# The 13 Ethical Dilemmas

## Developing Battle Drills for Leaders

*Strategies to Ensure That Your Virtue Is Not A Surprise*

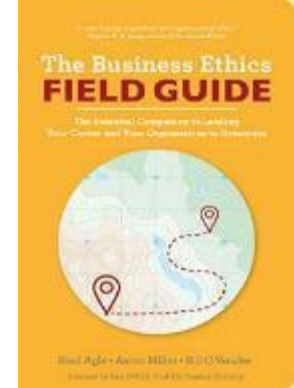
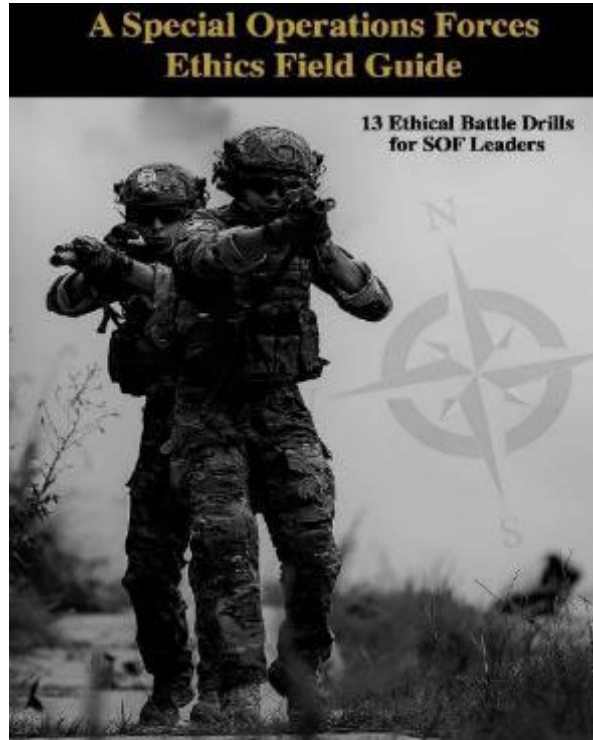
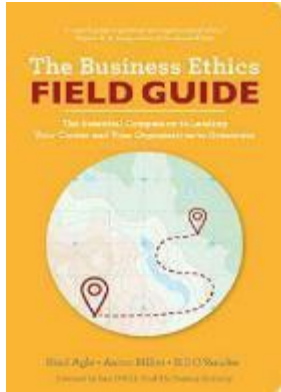


# The 13 Ethical Dilemmas



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*CH (COL) Brian Ray*  
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# The 13 Ethical “Battle Drills”



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# 13 Ethical Battle Drills

---

- 1) Standing Up to Power
- 2) Intervening
- 3) Repairing Wrongs
- 4) Sacrificing Personal Values
- 5) Using Questionable Means
- 6) Stretching the Standards  
or Skirting the Rules
- 7) Concealing the Truth (dissemble)
- 8) Conflicts of Interests
- 9) Staying Loyal
- 10) Made a Promise; Things Changed
- 11) Suspicion w/o Enough Evidence
- 12) Dealing with Unfair Advantages
- 13) Showing Mercy

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# “Showing Courage” Ethical Battle Drills

---

- 1) Standing Up to Power
- 2) Intervening
- 3) Repairing Wrongs

# “Getting the Job Done” Ethical Battle Drills

---

4) Sacrificing Personal Values

5) Using Questionable Means

6) Stretching the Standards or Skirting the Rules

7) Concealing the Truth (dissemblance)



# **“Balancing Competing Interests” Ethical Battle Drills**

---

**8) Conflicts of Interests**

**9) Staying Loyal**

**10) Keeping Promises When  
Circumstances Have Changed**

# **“Judgement Call” Ethical Battle Drills**

---

- 11) Suspicion w/o Enough Evidence**
- 12) Dealing with Unfair Advantages**
- 13) Showing Mercy**



**Which of the 13  
ethical battle  
drills sounds  
most interesting  
to you?**



# Pollev.com/brianray107

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# EBD #1 Standing Up to Power

*Someone in power is asking you to do something unethical.*

---

- 1. Does the powerful party have a right to ask me to do what they are asking?*
- 2. Are there others in my organization who agree with me?*
- 3. Is what's being asked of me in accordance with the values of the organization?*
- 4. Is there a different way to get this done?*
- 5. How can I help my boss save face?*

D.



"When a defining moment comes along, you can do one of two things. Define the moment, or let the moment define you."

# The Top 12 Rationalizations

---

Denial of Responsibility

Denial of Injury

Denial of the Victim

Condemn the Condemners

Appeal to a Higher Loyalties

Moral Ledger/Equilibrium

Defense of Necessity

Claim of Normalcy

Denial of Negative Intent

Claims of Relative Acceptability

Postponement

Use of Euphemisms

**“Wash Away the Gray”**

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***Rationalization is  
the great enemy  
of all moral  
progress.***

**Dr. Josh Greene  
Harvard Univ.**



# Claims of Normalcy

*Appealing to  
"norms" to  
justify behavior.*

# Denial of Injury

*Claiming no one  
was really hurt  
by the behavior.*



# Moral Ledger

Believing that you have done  
"enough good" to offset or  
justify bad behavior

# Defense of Necessity

Claiming to have no "choice" but to engage in conduct.

# Denial of Negative Intent

Arguing that the motives were pure, so the action is justifiable.

**It's almost  
impossible  
to become  
what you've  
never seen.**



**NEVER**  
underestimate  
the power of  
role models!





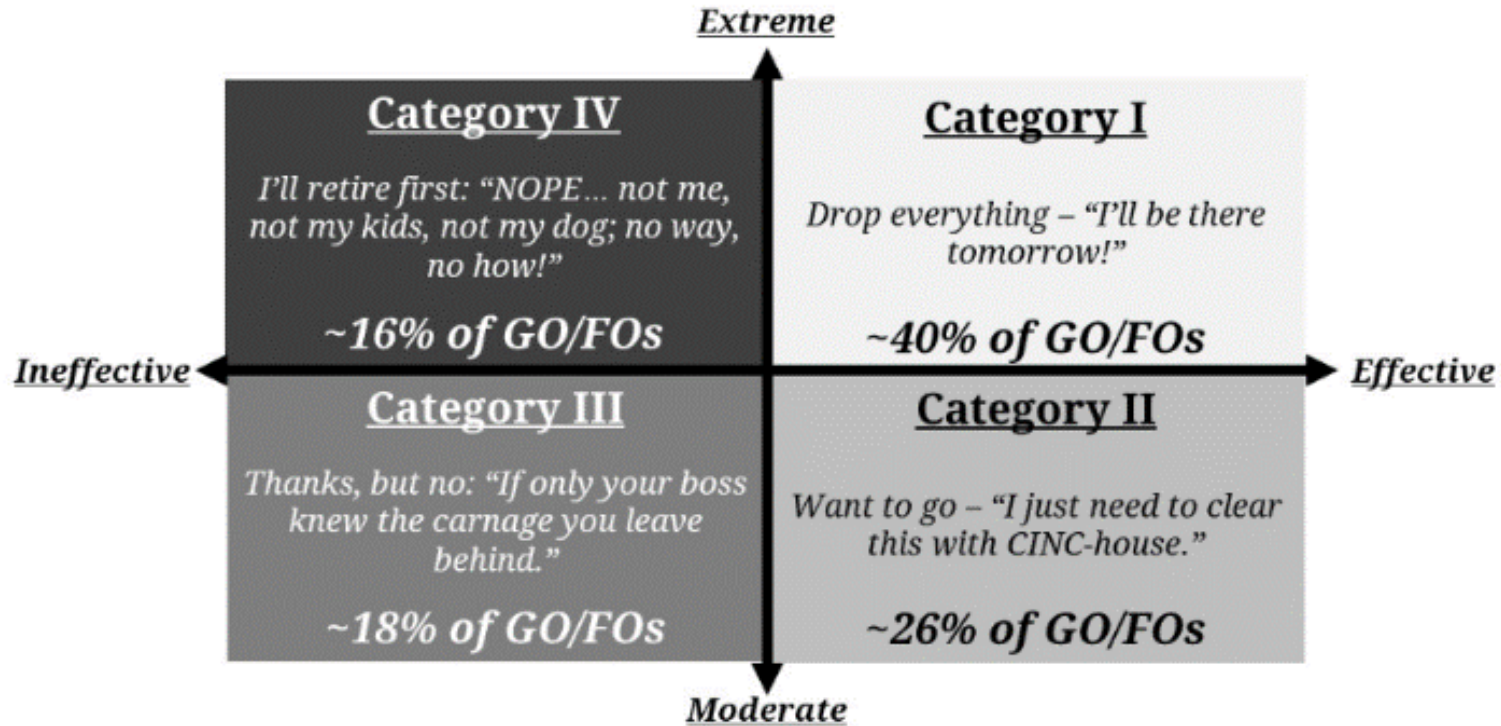
ARTICLES

# DEVELOPING SENIOR OFFICERS WHO SOLDIERS WANT TO FOLLOW

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# If the General called...



# Go All In! Be Big About Small Things!



Chaplain (MG) Thomas Solhjem  
Chief of Chaplains



Chaplain (COL) Brian Ray  
Journal Executive Editor

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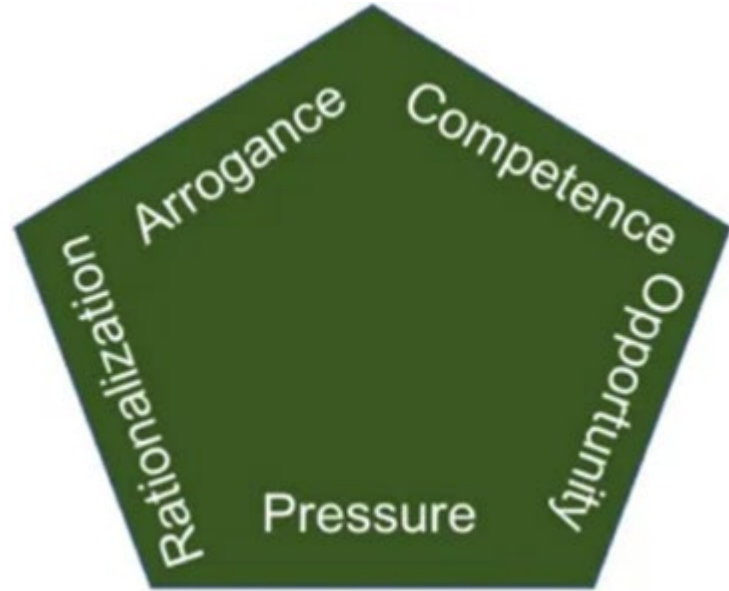
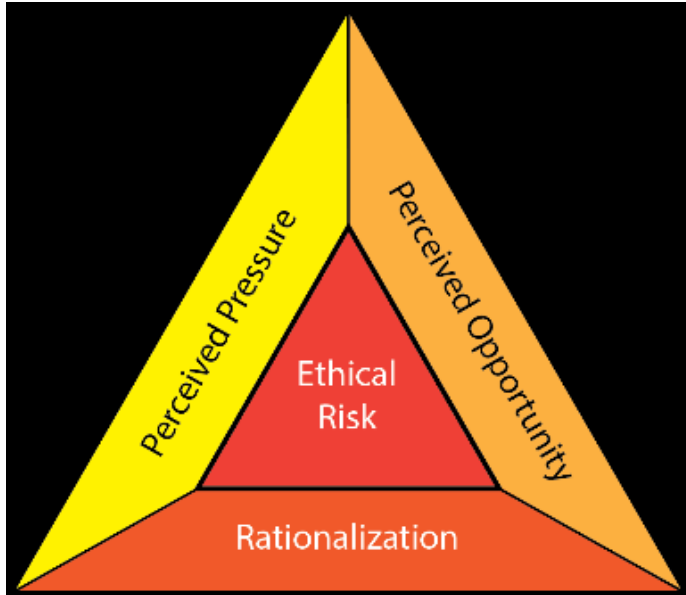
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# Beat “contrived complexity” with “purposeful simplicity” ....3 Rules of Thumb!

1. Does this action attempt to deceive or allow anyone to be deceived?
2. Does this action gain....or allow the gain...of privilege or advantage to which I or someone else would not otherwise be entitled?
3. Would I be satisfied by the outcome if I were on the receiving end of this action?

# “Fraud Triangle/Pentagon”

## *Sources of Ethical Risk*



# EBD Drill #8

## Conflicts of Interest



## Hundreds of Violations by Federal Judges

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# Ethical Battle Drill #10

## Made a Promise and Circumstances Have Changed

---

- 1. Can I still keep my promise, even if costly to me?*
- 2. Did you predict, or could you have predicted, the change?*
- 3. Does the other party still want you to keep the promise?*
- 4. Is there an alternative that will make the other party as happy as the original promise?*
- 5. What will happen to the other promises you've made?*

# **EBD Drill #10**

## ***Made a Promise but Circumstances Have Changed***



***The August 31st  
deadline for the  
U.S. Withdrawal  
from Afghanistan***



# EBD #2 Intervening

*You see something that's wrong, but you're not sure how to proceed.*

---

- 1. Are you the right person to intervene...can you recruit help?*
- 2. Does the urgency and potential impact require you to act now?*
- 3. Does your intervention plan require you to act unethically?*
- 4. What are your motives?*
- 5. Does your intervention create a permanent solution or temporary fix?*
- 6. Does your intervention require one act or sustained regular effort?*
- 7. Is the problem the result of a person's behavior or systematic failure?*

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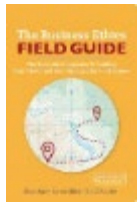
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# EBD #3 Repairing Wrongs

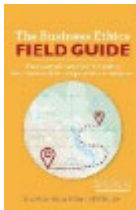
*You made a mistake, but can get away with not fixing it.*

---

- 1. Is the blame shared?*
- 2. Is it really your fault?*
- 3. Did you act unethically in making the mistake?*
- 4. Who should bear the cost?*
- 5. Was the error foreseeable...and if so by whom?*
- 6. Does the other party want you to fix the mistake?*



# Repair is “beyond” ethical.... it is virtuous.



1) “Mistakes have the power to turn you into something better than you were before.”

2) “Remember that life’s greatest lessons are usually learned at the worst times and from the worst mistakes.”

3) “It’s not how we make mistakes, but how we correct them that defines us.”

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*The only thing that walks  
away from the tomb with  
the mourners.....  
and refuses to be buried...  
is the character of  
the deceased.*





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## Developing Battle Drills for Leaders

*Strategies to Ensure That Your Virtue Is Not A Surprise*

