



# Core Warrior Values Training





# Introduction



- The cornerstone of military professionalism is professional conduct on the battlefield.
- As professionals, we have an obligation to ensure our conduct is consistent with the values and traditions of our country and our service.
- This obligation does not end when we go to combat.



# Bottom Line Up Front



- The vast majority of Coalition Forces perform their jobs magnificently every day:
  - They do their duty with honor under extremely difficult circumstances.
  - They exhibit good judgment, honesty, and integrity.
  - They display patience, professionalism, and restraint in the face of a treacherous enemy.
  - They do the right thing even when no one is watching.
- As military professionals, it is important that we take time to reflect on the values that separate us from our enemies.



# The Challenge



- Almost without exception, the men and women who make up our coalition live their lives and do their duty with honor every day.
- Unfortunately, there are a very small number of individuals who choose the wrong path:
  - Some think that because we are at war, the rules that normally govern their conduct don't apply.
  - Some view *all* Iraqis as the enemy. As a result treat every Iraqi with contempt.
  - Some simply fail to do the right thing, even when they know they should. Often this is a result of fear, stress, or peer pressure.
- The challenge is to make sure the actions of a few do not tarnish the good work of the many.



# Working Together to Meet the Challenge



- What leaders can do:
  - “Set the right tone” at every level of command by encouraging and rewarding honesty, integrity, and professionalism.
  - Take every opportunity to talk to subordinates about important topics like: values, duty, integrity, and character.
  - Help subordinates understand that professionalism and discipline contribute to mission success.
  - Reaffirm values after friendly casualties; don’t let them impact professionalism and discipline.
  - Lead by example!
- What we can do as individuals:
  - Conduct ourselves as professionals at all times—do the right thing even when no one is looking.
  - Encourage values and high standards in peers. Never not accept or tolerate bad behavior by peers.



# What This Training is Designed to Do



- Help coalition forces understand the importance of acting in manner that is ethically, legally, and morally correct at all times.
- Give leaders the chance to discuss tough issues with their subordinates so they can better understand the moral, legal and ethical challenges that are a part of combat operations.
- Help set conditions for mission success by reinforcing key values and concepts.



# What This Training is NOT



- While portions of this training discuss the use of force and the law of armed conflict, **it is not meant as a substitute for unit or mission specific ROE training.**
- **SOLDIERS ALWAYS HAVE THE RIGHT OF SELF-DEFENSE.**
- Soldiers should, at all times, adhere to the ROE governing their particular mission.
- Questions regarding ROE should be directed to an individual's chain of command.



# Views From A Senior Leaders Past and Present



***"Our Core Values, Integrity first, Service before self and Excellence in all we do, set the common standard for conduct across the Air Force. They inspire the trust which provides the unbreakable bond that unifies the force."***

**-General Michael E. Ryan  
Former Air Force Chief of Staff**

***"We are, have been and will remain a values-based institution. Our values will not change, and they are non-negotiable. Our Soldiers are warriors of character. They exemplify these values every day."***

**-General Peter Schoomaker,  
Army Chief of Staff**



***"To a Marine, honor is more than just honesty. It means having uncompromising personal integrity and being accountable for all actions. It is the moral courage to do the 'right thing' in the face of danger or pressure from other Marines."***

**-General Michael Hagee  
Commandant of the Marine Corps**

***"Character that inspires trust and confidence that people can follow on the darkest night. Character keeps you on course no matter what winds or waves try to push you toward dishonesty and doubt."***

**-Admiral Michael J. Mullen  
Chief of Naval Operations**



# Other Views on the Importance of Professional Military Values



The truth of the matter is that you always know the right thing to do. The hard part is doing it.

-- Norman Schwarzkopf



The soldier, be he friend or foe, is charged with the protection of the weak and unarmed. If he violates this sacred trust, he profanes his entire culture..."

--Douglas MacArthur



# Other Views on the Importance of Professional Military Values



“ leadership is the sum of those qualities of intellect, human understanding, and morale character that enables a person to inspire and control a group of people successfully”

-- John A. Lejeune



“ Quite contrary to trivial opinion, all professional military men do not walk blind and brutal”

--GEN Curtis LeMay



# Other Views on the Importance of Professional Military Values



“ for the modern world the instruments of warfare are not solely for waging war. Far more importantly, they are the means for controlling peace. Naval officers and sailors must therefore understand not only how to fight a war, but how to use the tremendous power which they operate to sustain a world of liberty and justice, without unleashing the powerful instruments of destruction and chaos that they have at their command”

-- ADM Arleigh Burke - CNO





# Values Defined



- A principle, standard, or quality considered worthwhile or desirable.
- Something of worth or importance to a person or group.



# For Most of Us, Values Come From...



- Family
- School
- Religion
- Country
- Friends
- Media
- State
- Region



# Military Professionals Worldwide Share Common Values





# The Laws Applicable to Military Personnel Also Reflect Our Values



## Example: Geneva Convention Requirements

- Treat prisoners of war humanely.
- Engage only combatants with deadly force.
- Respect and protect noncombatants.
- Allow the enemy to surrender.
- Collect and care for the wounded.
- Desecration of dead bodies prohibited.
- Don't cause unnecessary suffering.



# The Iraqi People Share Our Values



## Excerpt From The Iraqi Constitution

- The family is the foundation of society; the State preserves its entity and its religious, moral and patriotic values.
- Every individual has the right to live in a safe environment.
- The liberty and dignity of man are safeguarded.
- Each Iraqi enjoys the right of free movement, travel, and residence inside and outside Iraq.
- Each individual has freedom of thought, conscience and belief.



# Iraqi Arab Cultural Values



- **Family / tribe** is central to everything. (Father has first and last word.)
  - **Religion** – Also central to all things.
  - Friends – Not as important as family, but Arab culture calls for courtesy and warmth toward friends, especially in social settings.
  - **Honor** – Very Important. Honor will be protected and defended at all costs (to include sometimes bending the truth).
  - **Shame** (especially against family) – Should be avoided at all costs. Insults and criticism are taken very seriously.
- **Time** – Approach to time is much more relaxed, with a decreased sense of urgency when compared with Western cultures.
  - **Government** – Purpose is to protect religion, enforce Allah's will and outlaw sin.
  - **Age and Wisdom** are honored.
  - **Wealth** is honored.
  - **Modesty** in interactions between genders is important.
  - **Women's honor** is a key value.



# Acts Inconsistent with Common Values



- Assault
- Detainee/Prisoner Abuse
- War Crimes
- Theft
- Other Forms of Misconduct or Indiscipline





## DISCUSSION QUESTION



# Why are Values Important for Military Personnel?





## DISCUSSION QUESTION Talking Points



- Our profession is unique. We must work together as a team in difficult and dangerous situations. In order to succeed, we must have a set of common goals and guiding principles that we all believe in.
- Our goals and guiding principles must be important enough that we are willing to give our lives in their defense.
- As military personnel, we are personal representatives of our countries. As such, it is critical that our conduct reflect the values of our nation.



## DISCUSSION QUESTION



Do you have a different set of values for Iraq than at home? If so, why?





## DISCUSSION QUESTION Talking Points



- Some military personnel act differently when deployed to Iraq; they say and do things they would never do in their home country. This behavior may be based on:
  - Stress, fear, or fatigue.
  - Loneliness or a feeling of isolation.
  - Peer pressure.
  - Contempt for the enemy or their conduct.
- Military personnel are professionals, and professionals do not change their value systems simply because they are in a foreign country. Success in military operations depends on discipline and adherence to high standards.



## DISCUSSION QUESTION



- What do you do when a leader asks you to do something you feel uncomfortable with or conflicts with your values?
- What do you do when you see a leader or peer do something that makes you uncomfortable or conflicts with your values?



## DISCUSSION QUESTION Talking Points



- If a service member is asked or ordered to do something that clearly conflicts with their values or they see a leader or a peer do so, they should first attempt to resolve the issue through their chain of command.
- If this is unsuccessful, there are other sources: Chaplain, IG, SJA, EO, Battale Buddy.
- If a service member is given an order that is clearly *illegal*, he or she has an obligation to seek clarification. If, after clarification the order still appears illegal, the service member is not obligated to obey. And should report the incident to the proper authority.



# Training Vignettes



# Situation 1



- During a cordon and search operation, you enter a home and find an RPG. A male member of the household asks that you not cuff him in front of his family. What are your actions? Why?
- How do you ensure security while considering the cultural implications?
- On the way out you see items in the household that appear to be valuable, in particular, an expensive watch. No one is looking. What do you do?



## Situation 1 Talking Points



- If the security situation permits, cuff the detainee out of his family's sight. Humiliating him will serve no legitimate military purpose.
- While you should never sacrifice safety and security, you should, when practical, treat everyone with dignity and respect. That is the way professionals conduct business.
- Leave the watch. The law of war and the UCMJ make it a crime to steal. Military professionals respect private property and possessions.



## Situation 2



- While on a combined operation with the Iraqi Army, Iraqi Soldiers put a hood on the head of a detainee and begin leading him to a vehicle.
- A photographer asks to photograph the detainee. What are your actions? What if the Iraqi Army Soldiers agree to the photo?
- The detainee tells you there is a wounded man in the building where you detained him. The man was shot in a skirmish with coalition forces earlier that day. The Iraqi forces suggest leaving him to die. What is your response?



## Situation 2

# Talking Points for Instructors



- Detainees should not be subjected to humiliation or made the object of public curiosity. Photographing them, especially when hooded is wrong.
- While you may not be able to stop the Iraqi Army soldiers from granting permission for the photo, you should report this type of thing to your chain of command.
- The law of war require soldiers to collect and care for wounded whether they are friend or foe. You have an obligation to ensure the wounded man gets proper medical treatment.



## Situation 3



- During a cordon and search, you conclude that there may be explosives in an Iraqi home. You enter the home only to find there are only women and children present.
- How would you proceed? What actions would you consider in light of cultural sensitivities?



## Situation 3 cont.



- You find explosives in the home. Photo evidence in the home leads you to conclude the female head of household is involved with the explosives.
- There are no other adults present to care for the children. The neighbors are watching.
- Do you have any responsibility for the children?
- If yes, what are your responsibilities?



## Situation 3

# Talking Points for Instructors



- You would have to assess the situation and take the necessary security precautions, however, consistent with those precautions, the female should be treated with dignity and respect.
- The best course of action would be to arrange for a female service member to search the female, and, if necessary detain her.
- Clearly, the coalition force present would have an obligation to ensure the safety of the children.
- Bottom line, the law of war requires we treat all civilians humanely regardless of age or gender.



## Situation 4



- During a convoy operation, you see suspicious objects that may be IEDs. When you halt, several children approach you asking for candy, food, and money.
- The children offer to investigate the suspected IED in exchange for candy, food, or money. How do you proceed?
- After determining the objects are in fact IEDs, EOD is called. In the course of EODs work at the site, they trace the detonating cord from the IED to a small medical clinic near the road. It is marked with a red crescent on the door. Your Platoon Sergeant directs your platoon to prepare to “take down” the clinic. What do you do?



## Situation 4

# Talking Points for Instructors



- The children are noncombatants and should not be used to help execute a military operation.
- The law of war prohibits us from attacking medical facilities, medical personnel, medical vehicles, or medical equipment.
- To receive this protection:
  - Medical facilities or vehicles must be clearly marked with a recognized international symbol (red cross, red crescent, etc).
  - Medical personnel must be “exclusively engaged” in medical duties.
  - If the enemy uses the facility as a “defended place” it loses its protected status.



## Situation 5



- After being hit by an IED, you suffer four members of your platoon as KIAs and 3 as WIAs.
- You believe that the trigger man is in an apartment building where you observed him looking out the window with a phone as you were driving by. This is a heavily populated area with numerous women, children, and military aged males in the vicinity.
- You are a rifleman in a squad. Your TM/SQL says, “I think the guy in the window with the phone is the trigger man. Engage him.” How do you proceed?



## Situation 5

# Talking Points for Instructors



- The law of war provides that soldiers fight only enemy combatants. It also requires soldiers to destroy no more than the mission requires.
- The situation described by this vignette creates a number of problems with target distinction, possible injury or death to noncombatants, and destruction of property.
- At a minimum, the Soldiers involved should think through the possible consequences of engaging a questionable target in an area heavily populated by a noncombatants.



# Conclusion



- Our coalition is a superb organization with a tradition of honor, integrity, and respect for values.
- Professional Military Values are what make our coalition successful and strong. If we abandon them, we jeopardize mission success.
- All service members have an obligation to act in accordance with professional values, the law of war, and the rules that govern a service members' conduct.
- Service members who see violations of law of war or other actions that are clearly wrong, must report them their chain of command.



# Questions?

