



MARINE CORPS SYSTEMS COMMAND
United States Marine Corps

Equipping the warfighters to win...



Ethics and Leadership

“Making Tough Choices”

Brig. Gen. M.M. Brogan

Commander, Marine Corps Systems Command

USMC bumper stickers

- USMC --- When it absolutely, positively must be destroyed overnight.
- To err is human, to forgive is divine, however neither is Marine Corps policy.
- U.S. Marines: Travel agents to Allah.
- It's God's job to forgive Bin Laden, it's our job to arrange the meeting.
- All men are created equal, then some become Marines.



MARINE CORPS SYSTEMS COMMAND

UNITED STATES MARINE CORPS

The Warfighter...

Our Ultimate Customer...

Our Inspiration for Excellence



Marine Corps Systems Command



INTEGRITY



CUSTOMER
FOCUS



TEAMWORK



GUIDING PRINCIPLES

HOW WE PERFORM individually and collectively

is a FUNCTION OF THE BELIEFS that shape our behavior



KNOWLEDGE
MANAGEMENT



INNOVATION



ACCOUNTABILITY



COMMUNICATION



EXCELLENCE



MUTUAL RESPECT



Marines

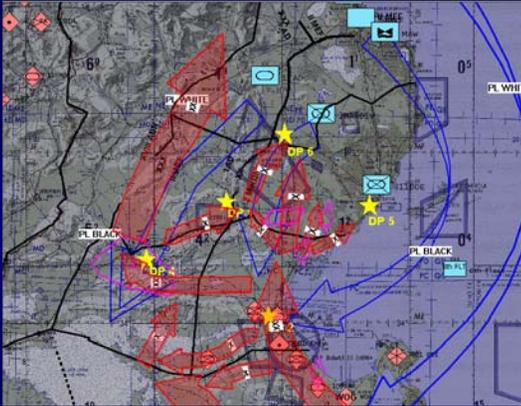


MISSION

*To serve as the
Commandant's principal
agent for equipping the
operating forces to
accomplish their war-
fighting mission*



← This is what we do



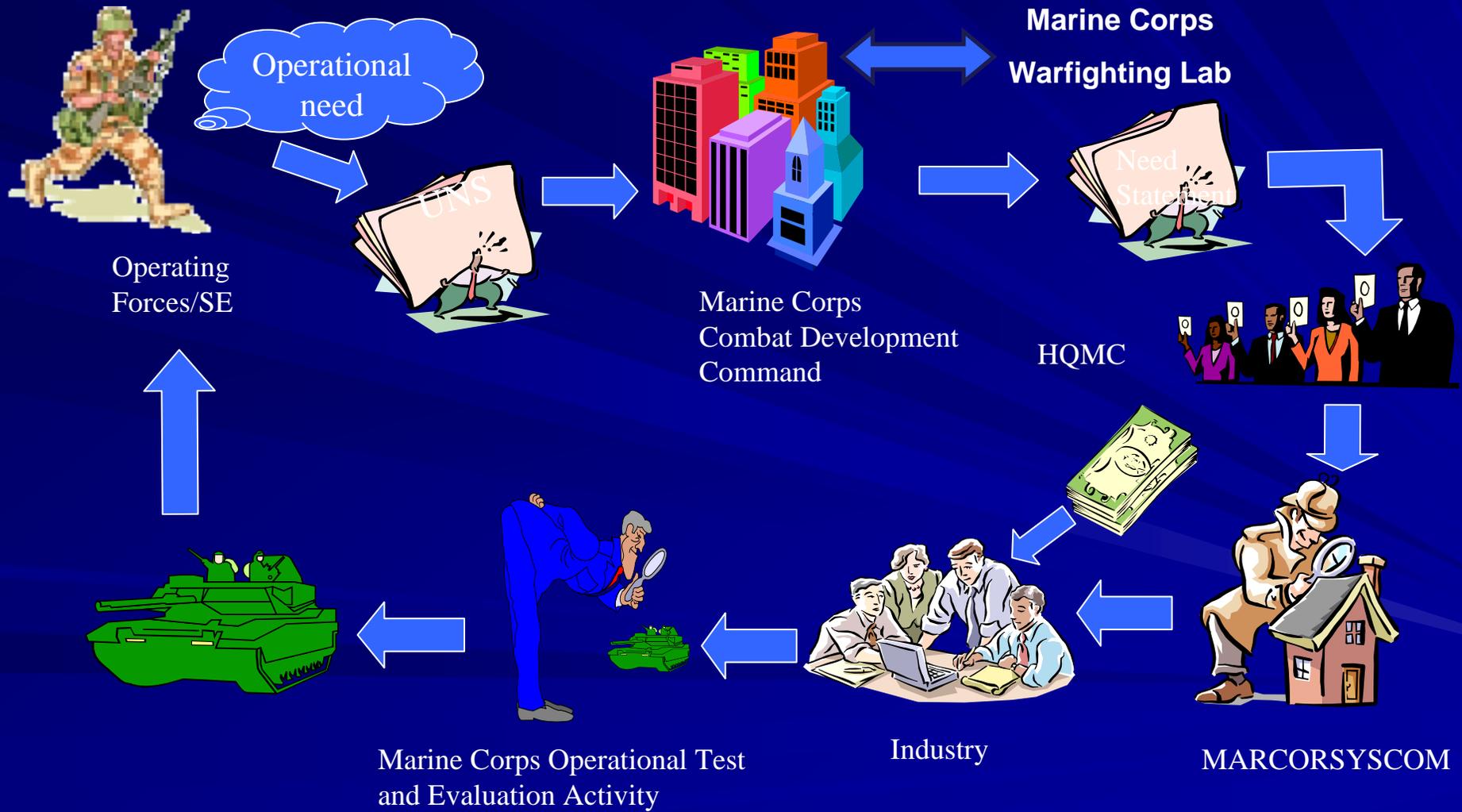
Not this →



MCSC Overview

- Acquisition vs. Procurement
- Workforce - 6 primary locations = 1641 (661 Military & 980 Civilian)
- Organization:
 - 8 Product Groups (w/multiple Program Managers (PMs))
 - Separate PMs
 - Staff
- FY07 budget - **\$12.635 billion**

The Process



Once you take responsibility or accountability, you are responsible and accountable for everything that happens or fails to happen;

Making the right decisions the first time.

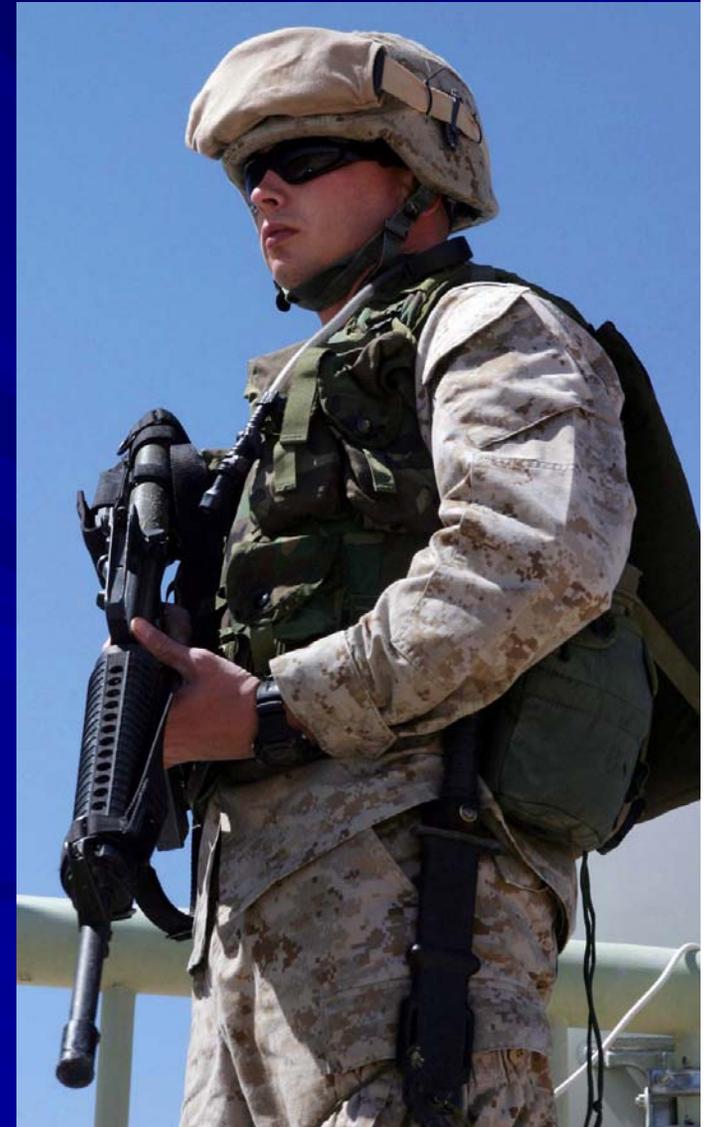
Leadership

■ Objectives of Leadership

- Accomplish Mission
- Welfare of the Troops

■ Leadership Philosophy

- Do What is Right
- Do Your Best



Dr. Jack Sheehan:

- *“No matter how much I have done, there’s still more to do; No matter how well I’ve done it, it can still be done better.”*

Making Tough Choices

■ Right vs Right

- Truth versus loyalty
- Individual versus community
- Short-term versus long-term
- Justice versus mercy

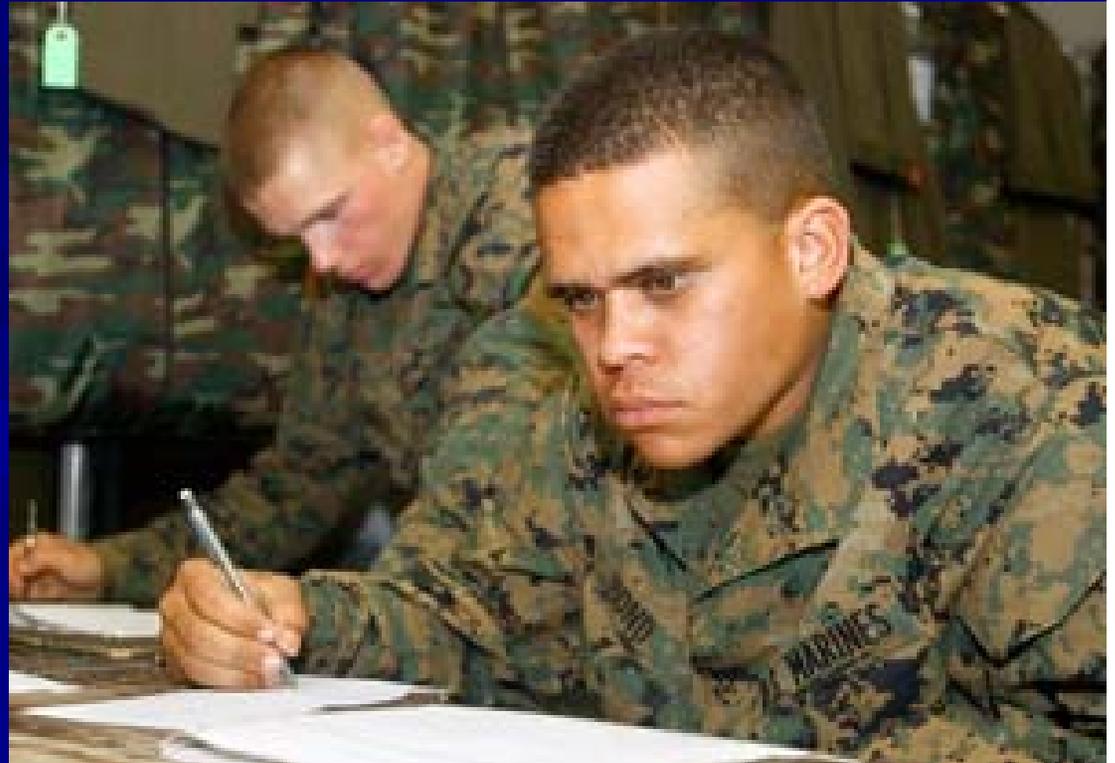


■ Examples

Truth versus Loyalty

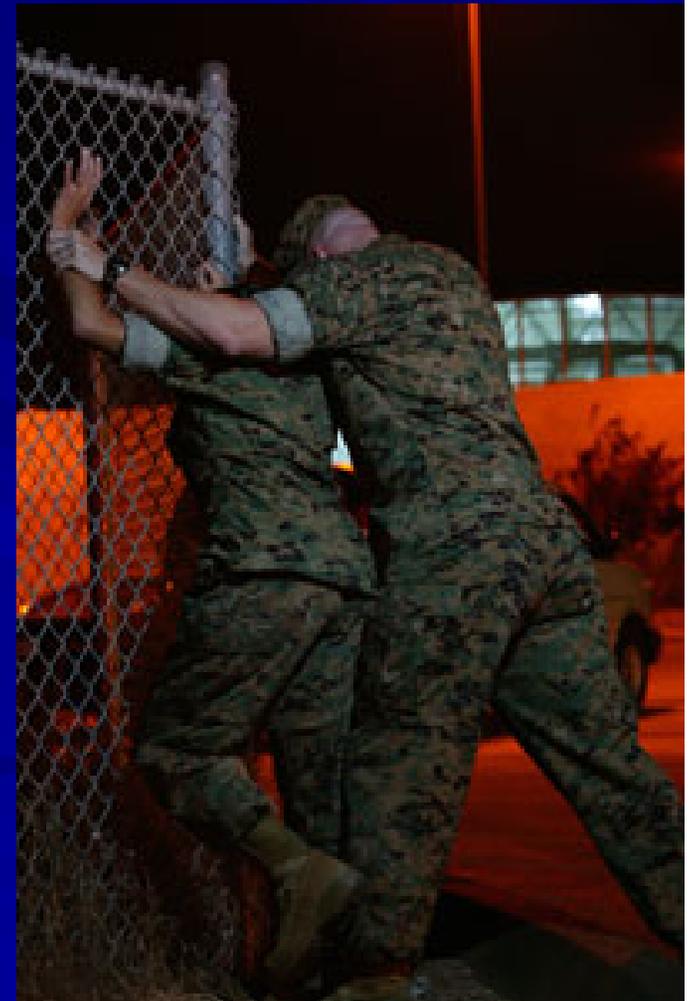
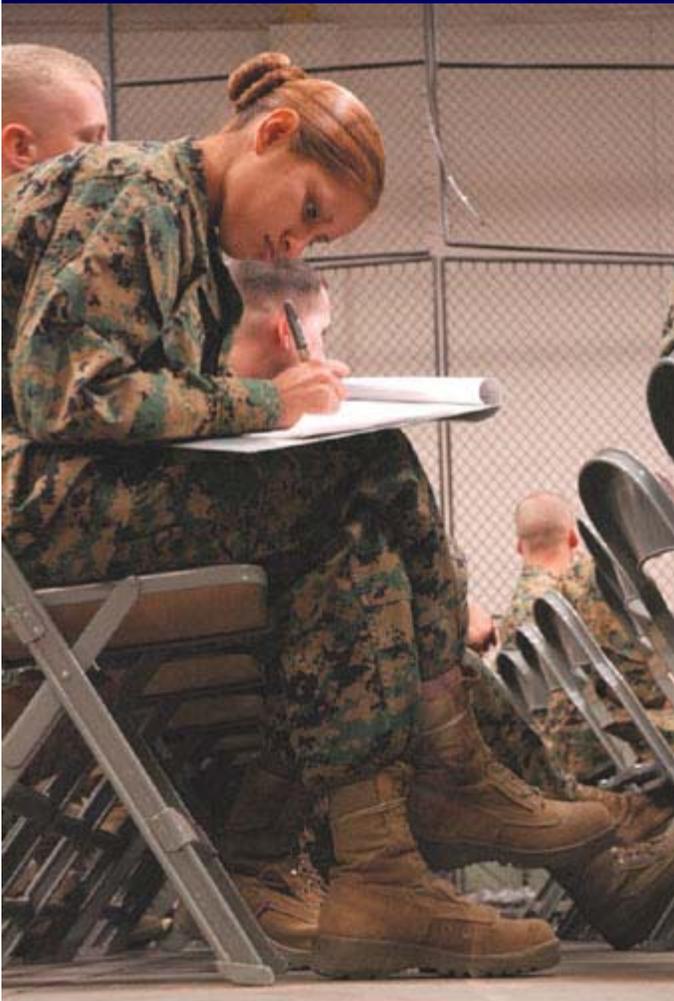
- **Cheating on an exam**
 - Also justice versus mercy

- **Underage drinking**



Individual versus Community

■ Sexual harassment or misconduct



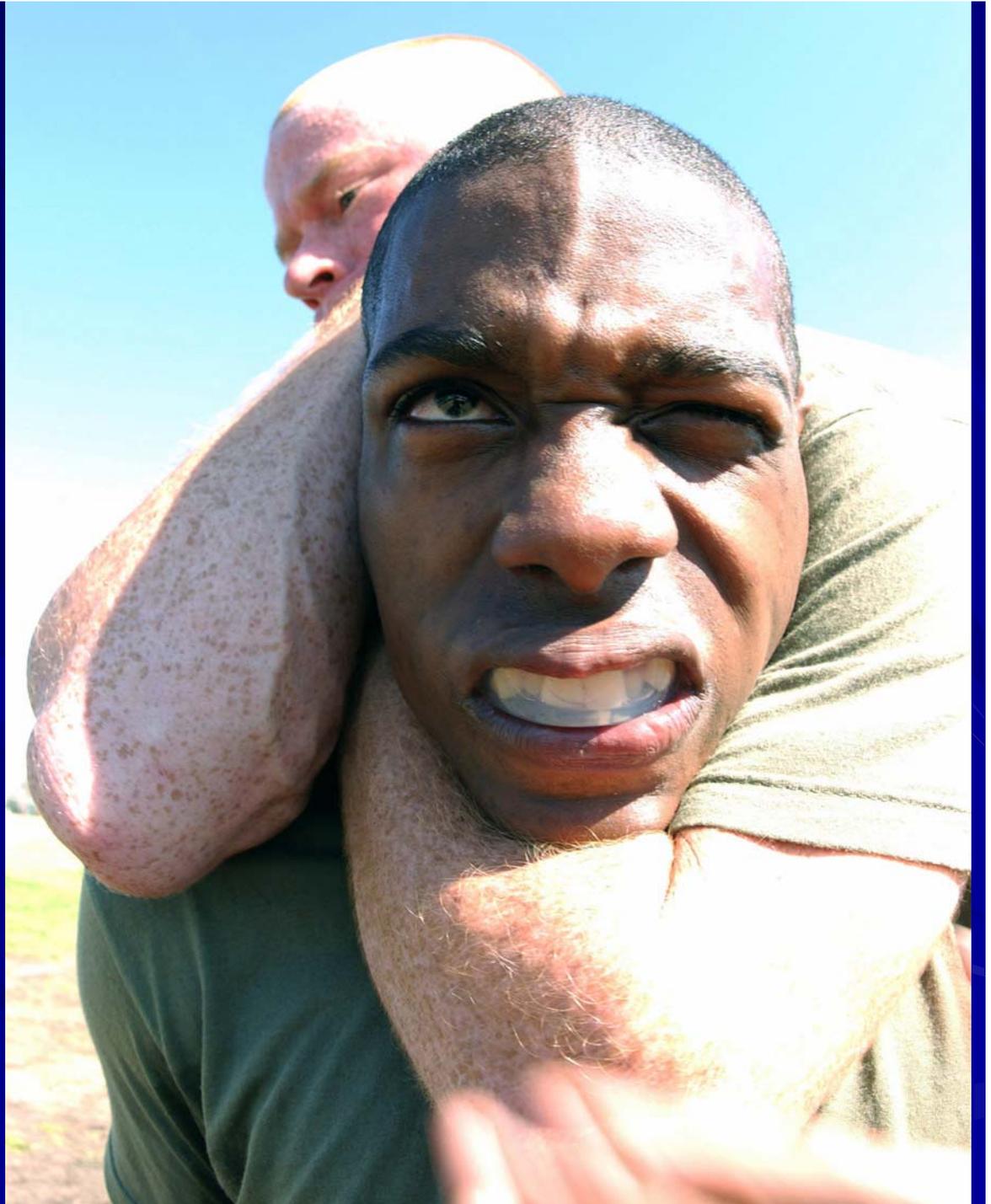
Short-term versus Long-term

■ **Unfair or unequal treatment**



Justice versus mercy

■ **Plagiarism**



Ethical Dilemmas

- Is there a right answer?
- What gives us the power to make the right decisions?
- Ethical Fitness



Issues in Iraq

■ Hamdaniyah

■ Haditha



Patterns?

- Analysis of the dilemmas
- Conundrum
- What if they don't fit the paradigms?



Traditions of Moral Philosophy



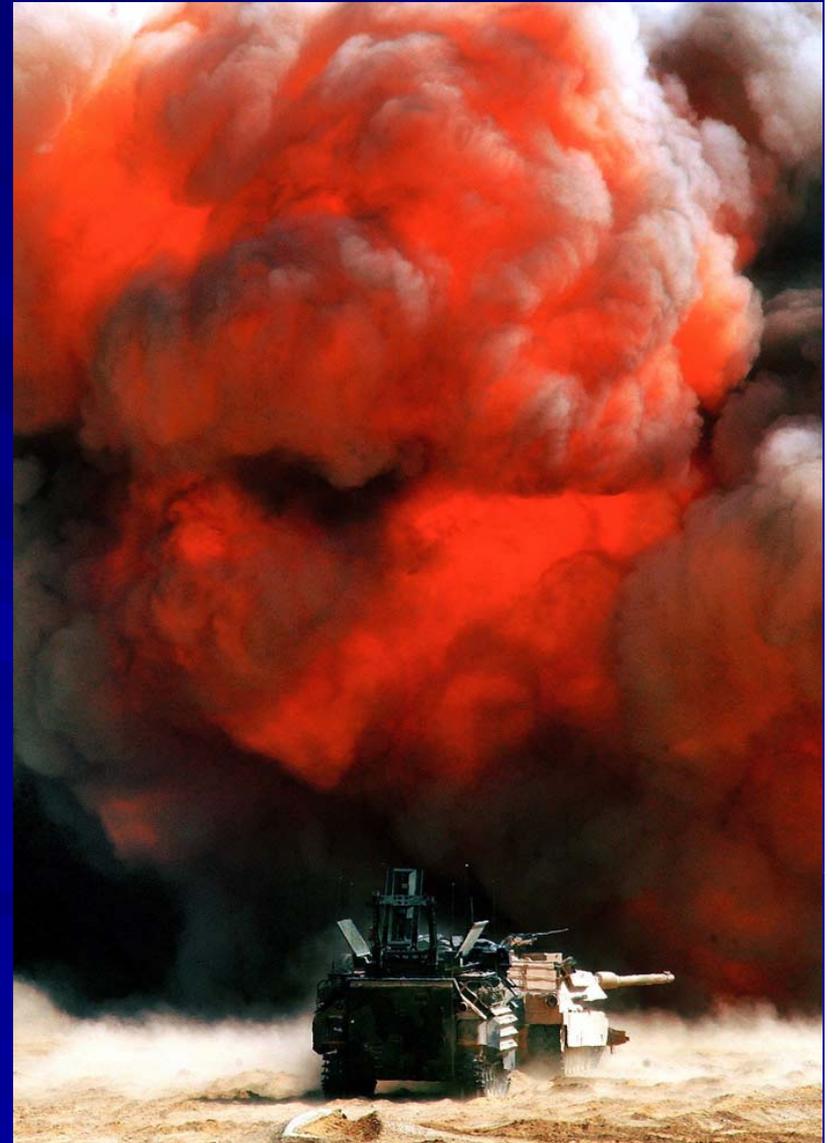
■ **Ends-based**

■ **Rule-based**

■ **Care-based**

Definition of Wrong

- **Violation of law**
- **Departure from the truth**
- **Deviation from moral rectitude**



What do the polls show?

- Harris Poll of 500 adults nationwide: “Would you generally trust each of the following types of people to tell the truth, or not?”

	2006	2002	1998
	%	%	%
Doctors	85	77	83
Teachers	83	80	86
Scientists	77	68	79
Police Officers	76	69	75
Professors	75	75	77
Priests	74	64	85
Military officers	72	64	---
Accountants	68	55	---
The President	48	65	54
Journalists	39	39	43
Members of Congress	35	35	46
Stockbrokers	29	23	---
Lawyers	27	24	---
Actors	26	---	---

More polls

- **1990-91 Rutgers study of 31 colleges and universities**
- **Confessed cheaters**
 - Law Schools – 63%
 - Arts programs – 64%
 - Public Service and gov't programs – 66%
 - Medical schools – 68%
 - Engineering programs – 71%
 - Graduate schools of business – 76%

Foundations of Morality

■ Company policies

- Fairness
- Honesty
- Human dignity
- Respect for the environment

Moral Rules

The Moral Rules: A New Rational Foundation for Morality

■ Moral Rules:

- Don't kill
- Don't cause pain
- Don't disable
- Don't deprive of freedom or opportunity
- Don't deprive of pleasure
- Don't deceive
- Keep your promise
- Don't cheat
- Obey the law
- Do your duty

Summary

- **Ethical Dilemmas – paradigms**
 - Truth versus loyalty
 - Individual versus community
 - Short-term versus long-term
 - Justice versus mercy
- **Traditions of Moral Philosophy**
 - Ends-based
 - Rule-based
 - Care-based
- **Definition of Wrong**
- **Moral Rules**

QUESTIONS?

