



THE AIR UNIVERSITY



# Ethical Decision Making

SOS Think Tank 14D

**Intro** - framing the analysis

**Why** is this happening?

**What** can we do now?

**How** do we do it?

# the issue

“ Recent violations of the AF Core Values by Airmen of all grades have caused some observers to question the ethical and moral health of the service. ”

# the questions

- “ From a CGO perspective:
  1. What is the problem?
  2. What should CGOs do? ”

# Ethical Behavior Spectrum

Promotes Core Values

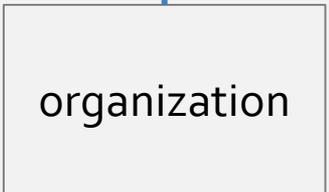
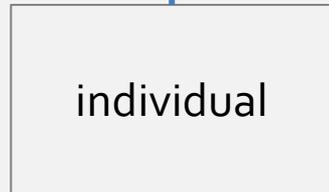
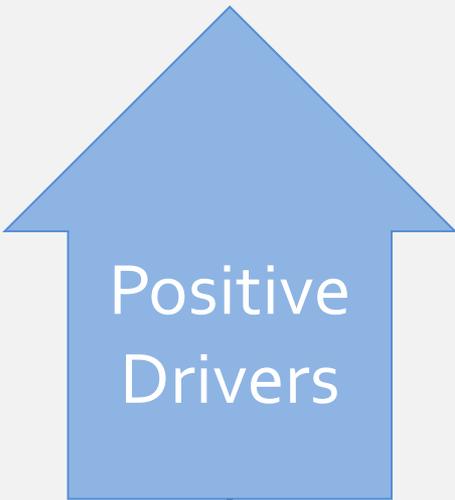


Degrades Core Values

intro

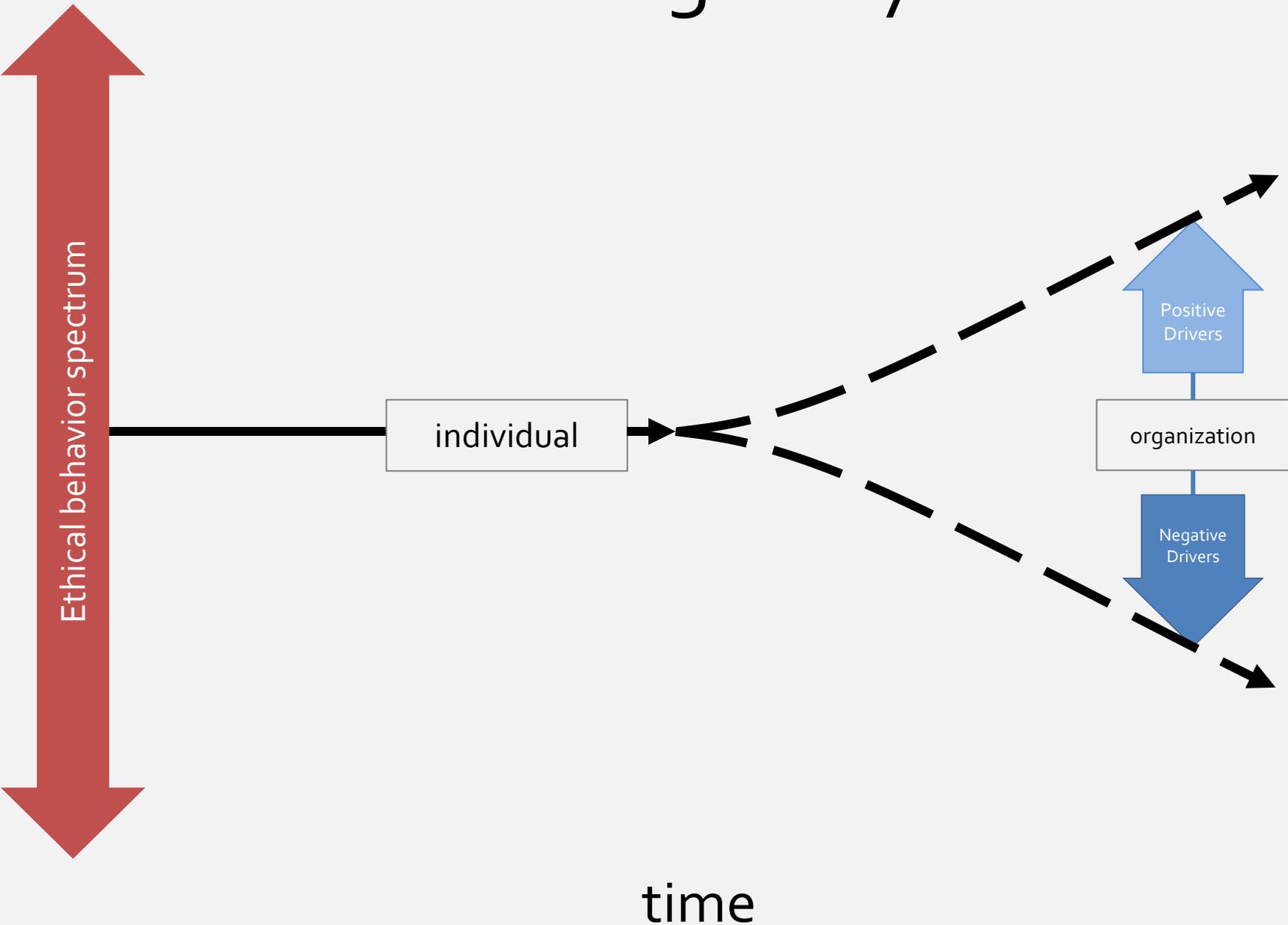
Recent ethical lapses are not isolated incidents and are indicative of a culture that accepts substandard ethical behavior.

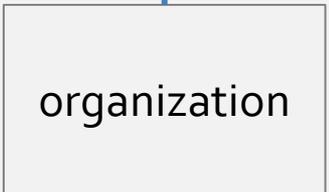
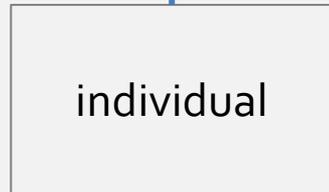
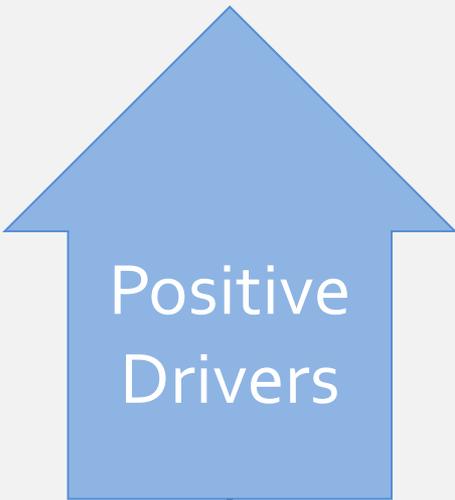
*why?*  
is this happening?



why?

# moral gravity





why?

# Core Drivers

Mentorship and feedback

Lessons learned from previous failures

Unified group vision

Culture of trust, transparency, and accountability

Locus of control

Expectations – Excellence as a standard

why?

# Core Drivers

## **Mentorship and feedback**

Lessons learned from previous failures

Unified group vision

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Locus of control

Expectations – Excellence as a standard

why?

1 out of 2

currently have a mentor in the Air Force

why?

# Core Drivers

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why?

# Core Drivers

Mentorship and feedback

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why?

6 of 115

Used official channels as the primary source of information on Malmstrom.

why?

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why?

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why?

66%

Passion for their role in the AF increased.

why?

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why?

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why?



Would confront a colleague for  
backdating a suspense.

why?

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why?

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**Locus of control**

Expectations – Excellence as a standard

why?

# 52%

Feel comfortable telling their boss about tasks that don't make sense, don't make the mission better, or don't help their people.

why?

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**Locus of control**

Expectations – Excellence as a standard

why?

# Core Drivers

Mentorship and feedback

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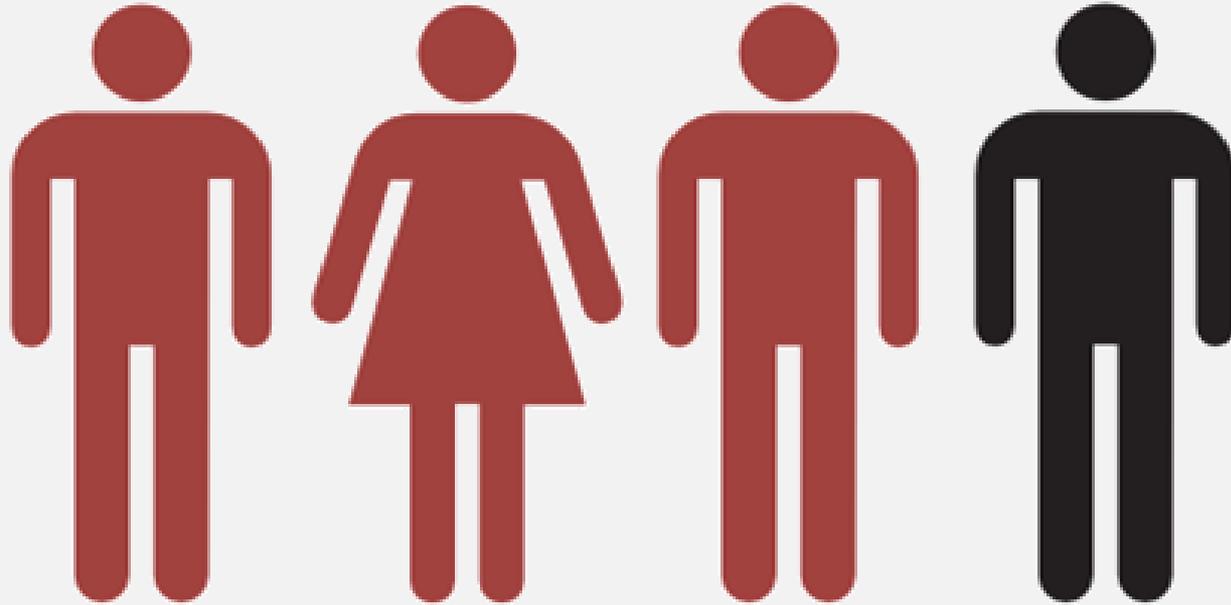
Unified group vision

Culture of trust, transparency, and accountability

Locus of control

**Expectations – Excellence as a standard**

why?



Would consider cutting corners when pressured with unrealistic expectations.

why?

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Unified group vision

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Locus of control

**Expectations – Excellence as a standard**

why?

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Expectations – Excellence as a standard

why?

*what*

*do we do* *now?*

why?

## Core Drivers

Mentorship and feedback

Lessons from failures

Unified group vision

Culture of trust and acct

Locus of control

Realistic expectations

## CGO Vision

Officer First

Steward of Culture

Relentless Streamliner

what now?

## Core Drivers

Mentorship and feedback

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Unified group vision

Culture of trust and acct

Locus of control

Realistic expectations

## CGO Vision

Officer First

Steward of Culture

Relentless Streamliner

## Specific Actions

Build a CGO identity

Publish lessons learned

Create a CGO toolkit

Start a to-do list

what now?

# The CGO Identity

"As CGOs we are fully capable technicians and operators – but we are officers first. Beyond merely accomplishing the mission, we strive to constantly improve ourselves and others, mentor younger airmen, and pursue and provide feedback. We relentlessly revise and seek to eliminate processes and requirements that do not advance the mission or promote a positive Air Force culture."

ETHIC FAIL

JOURNAL

a Core Values mishap report

what now?

learn from the  
**GOOD**

what now?

# CGO Toolkit

## TTPs for Company Grade Officers

# TO-DO LIST

to optimize time and values

what now?

*how?*

do we make this happen

# Guiding Principles:

1. Preserve CGO Time
2. Keep it grass-roots

how?

step 1

# ThinkTank<sup>next</sup>

light, lean, and actionable

how?

step 2

# Cross-Check

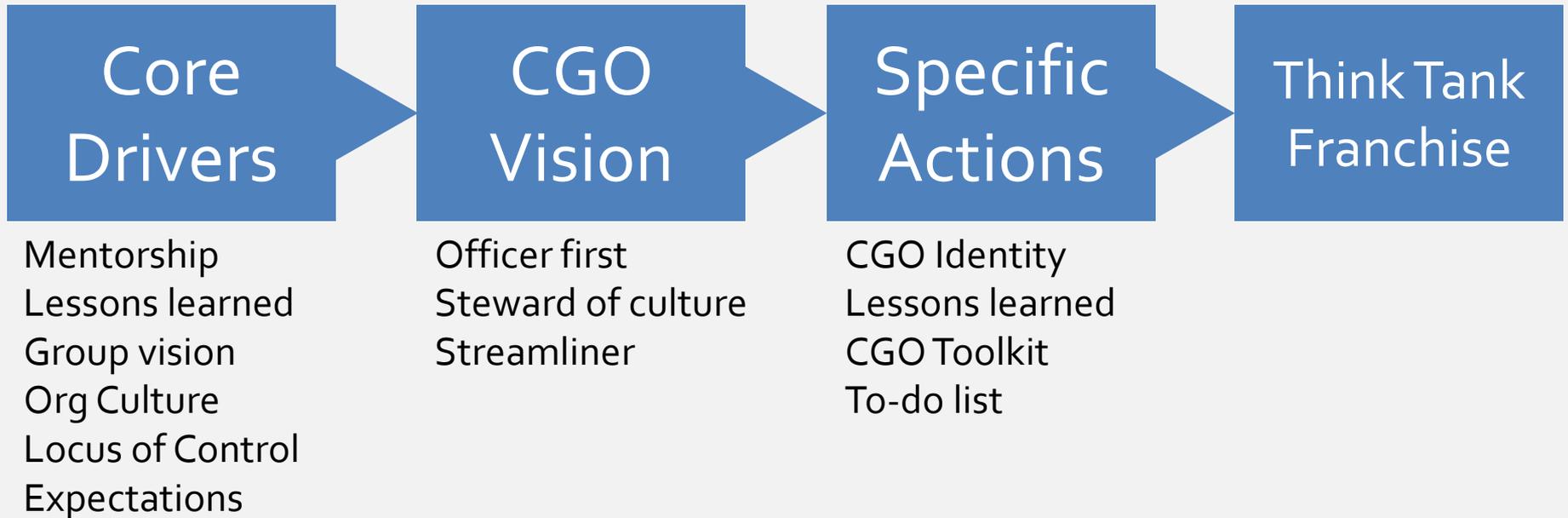
a think tank franchise

how?

support the initiative with  
**REACHBACK**  
and commander buy-in

how?

# Summary



Questions?