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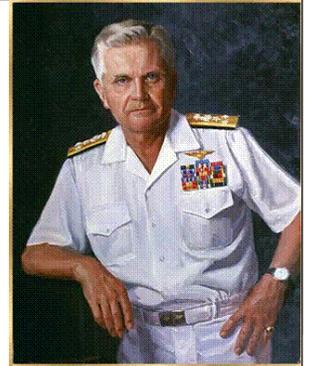
Mark your calendar for these upcoming events:

11 September 2014
Ethics Essay Award Dinner

29 September 2014
Moral Courage Lecture

21 October 2014
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Taking Stock



McCain Conference Compares Warfare Ethics Across Cultures



Dr. David Garren, Dr. Michael Walzer, and Dr. Shlomit Harrosh present in a panel on Israeli and Jewish perspectives.

The Naval Academy's annual McCain Conference on Military Ethics and Leadership was held on 24-25 April 2014. Sponsored by the Academy's VADM Stockdale Center for Ethical Leadership, the conference assembled world-class experts to explore non-U.S. perspectives on the ethics of initiating and conducting warfare, and to delve into the philosophical and religious traditions that inform—or could inform—these perspectives.

Established through a gift from Mrs. Cindy McCain in honor of Senator John McCain (Class of 1958), the invitation-only conference is attended by midshipmen, military and civilian faculty from the nation's service academies, staff colleges and war colleges, and representatives from industry and prestigious national and international universities. With the help of military ethics and strategy experts from across

the globe, analysts from the U.S. Central Intelligence Agency, and military officers from China, Turkey, and Japan, these participants examined how differing cultural norms affect political and military decisions made before and during wars—an issue with pressing relevance for our current and future military leaders.

Dr. Henrik Syse, from the Peace Research Institute Oslo (PRIO), opened the discussion by reflecting on lessons learned while editing his forthcoming book *Religion, War, and Ethics: A Sourcebook* (Cambridge, 2014). He argued that the sense of responsibility imparted by religions can be a powerful control on violence, and suggested several broad differences between religious approaches to defining and implementing these norms. These differences included whether texts emphasize narratives or injunctions, methods of textual interpretation, limitations on human sources of definitive interpretations, whether out-groups are subject to a particular religion's norms, and the role of religious ethics in shaping a state's laws.

The second day's featured speaker, Dr. David Luban, the Center's

Class of 1984 Distinguished Chair in Ethics, outlined several observations of the Center's 2013-2014 research seminar on the relationships between religious traditions and ethical and legal aspects of contemporary military practice and education. He presented various models for this relationship: one in which religion directly influences military norms; one of subtle influence exercised by a tradition's metaphysical positions; and one that posits a minimal religious influence, and instead emphasizes secular influences—including the rights-based international legal regime that emerged after the Second World War.

Panel discussions explored aspects of traditional and contemporary warfare ethics in eight key states and regions: China, India, Japan, Turkey, Russia, Iran, Israel and the European Union. Major religions explored included Confucianism, Hinduism, Buddhism, Sunni and Shia Islam, Roman Catholicism, Eastern Orthodoxy, and Judaism.

A conference executive summary will be submitted to the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps. Both the summary and video of the conference will be available in the late summer on the Center's [website](#) and [Facebook page](#).

USNA Team Wins Military Ethics Competition



USNA team, from left to right: Cole Peyton 4/C, Woody Johnston 3/C, and David Larkin 4/C

A three-member team of midshipmen took the top prize at the first annual Military Ethics Case Competition on 12 April 2014. Hosted by the Stockdale Center at the Academy, the competition featured two cases about the mercy killing of mortally wounded enemy combatants, based on incidents from Afghanistan and the Vietnam War. Teams came from George Washington University Naval ROTC, University of Virginia ROTC, U.S. Military Academy, U.S. Merchant Marine Academy, and the Naval Academy.

This competition was made possible by the generosity of Boeing and the ongoing support of the ethics team by the USNA Class of 1964. Boeing also provided judges, as did Annapolis Rotary and First Command Financial Services.

Colonel Bobbi Shea, Deputy Commandant of Midshipmen, welcomed the group. She gave context by reviewing three guiding questions she learned from General John Allen while serving on his staff in Afghanistan. Those questions are:

- Can I? (Is it legally permissible?)
- Must I? (Is it essential to the mission, or are there other alternatives that will have similar effect?)
- Should I? (Is it morally permissible?)

Colonel Shea used examples from Afghanistan related to Rules of Engagement and civilian risk.

The teams then went to work. They analyzed the cases and examined the moral and legal issues around mercy killings. The teams also recommended how to best deal with such incidents, both individually and through the laws of armed conflict and Uniform Code of Military Justice. Three panels of judges scored teams on the quality of their ethical and legal

reasoning and responsiveness to an intense round of judges' questions.

The closing speaker, Dr. Joe Thomas, connected the cases to counter-insurgency doctrine and noted that case studies develop the ability to deal with real-life situations that midshipmen and cadets will encounter when they become officers. Dr. Thomas is the USNA Class of 1961 Chair and Distinguished Professor of Leadership Education in the LEAD Division, a Stockdale Center Senior Fellow, and a Faculty Affiliate of the Center for Regional Studies.

The winning USNA team was made up of Midshipmen 4/C David Larkin and Cole Peyton and 3/C Woody Johnston. The U.S. Military Academy team took second place, and the U.S. Merchant Marine Academy team was in third.

Volgenau Luncheon Speaker Looks at the Power of Introverts



Author Susan Cain addresses attendees.

Susan Cain, author of the best-seller *Quiet: The Power of Introverts in a World That Can't Stop Talking*, spoke on 25 February 2014 in the Stockdale Center's seminar series, the Volgenau Honor, Courage, Commitment Luncheon. The generosity of Dr. Ernst Volgenau (USNA Class of 1955) and Sara Volgenau makes these seminars possible.

Summer camp sparked Cain's realization that she was an introvert in an extroverts' world. The camp cheer was: "R-O-W-D-I-E ... Let's all get rowdie!" Campers chanted this daily to build

camp spirit. Cain had two questions: Why were they all supposed to be so rowdy? And why were they spelling the word wrong? She had packed several books, but when she started to read, a concerned counselor urged her to be more "outgoing." She soon received the message and made a choice to "fake it until she made it."

Society's bias toward extroverts overlooks the creativity and leadership that introverts provide. Cain contended that introverts need a different level of stimulus to perform at their best. Although introverts make up one-third to half the population, schools and workplaces accommodate extroverts. Teachers seat children in pods and assign group work. Research shows that teachers identify extroverts as the best students, even though introverts earn better grades. Employers emphasize interaction through cubicles and open workspaces, and often pass over introverts for leadership positions.

Cain cited retired Marine Corps Commandant General Charles Krulak as an effective leader who is also an introvert. Cain urged more balance in our culture: for teachers, employers,

and leaders to better manage introverts and capitalize on their strengths.

The goal of the Volgenau Honor, Courage, Commitment Luncheon Seminar series is to instruct, inspire, and challenge future leaders through meaningful dialogue among midshipmen, staff, faculty, and athletic coaches and directors.

What People Are Saying After hearing author Susan Cain:

"[As leaders] we need to restructure our way of thinking and addressing problems so we can accommodate both types of followers: introverts and extroverts."

— Captain Ken Tarr, USMC

Downfall of Platoon Offers Lessons in Leadership



Author Jim Frederick

Jim Frederick, the author of *Black Hearts: One Platoon's Descent into Madness*, addressed midshipmen on 19 March 2014 about [leadership and accountability](#). *Black*

Hearts is the story of Bravo Company, 1st Battalion, 502nd Infantry Regiment, 101st Airborne Division, which was stationed in Iraq's "Triangle of Death" in 2005–2006. In March 2006, four soldiers from Bravo Company raped a 14-year-old girl and killed her and her family. Frederick, the former editor of Time International, journalist, and media consultant, has also written a highly acclaimed book about North Korea.

Frederick explained his reporting for *Black Hearts* began as war coverage, but he soon realized that the unthinkable had happened because of an "error chain," where thousands of people made countless bad decisions. "One courageous decision," Frederick contended, "could have averted catastrophe." Frederick

recognized that the story offered universal lessons about leadership. He distilled those lessons into seven tips for future leaders:

- Be suspicious of flattery and don't believe your own PR.
- Do not mistake talking about leadership as hard work.
- When faced with dysfunction, diagnose. Do not belittle.
- Take in far more data than you give out.
- Speak up.
- Figure out your values, cultivate humility, and communicate.
- Lead from the front.

He emphasized to midshipmen that having an individual moral compass and honing it while they were still at the Academy was crucial. If, as junior officers, they don't have a moral foundation to communicate, he told them, then "when it really matters, your subordinates might just fail you, because thanks to you, they won't know what right looks like."

Frederick concluded by urging midshipmen to speak up when they see a bad situation unfolding, because their actions can make all the difference. Even as a junior officer, he said, "you

will have the power to break that error chain. The only question is: Will you recognize what's at stake and will you act on it?"

This lecture is part of the Center's Ethics Lecture Series, established in April 1999. For the past several years, the lectures have been known as the William C. Stutts Ethics Lectures, named in honor of William C. Stutts (USNA Class of 1949) and his wife Carolyn. The Stutts made a generous gift to support this program. Each spring, a distinguished speaker addresses all 3/C midshipmen and discusses a topic relevant to NE203, Ethics and Moral Reasoning for the Naval Leader, the Academy's core ethics course.



Frederick talks with audience members.

"Hanoi Hilton" Seminar Imparts Leadership Lessons



Dr. Stockdale facilitates the discussion.

The Center hosted the 2014 Hanoi Hilton Leadership Seminar as part of the "Influence the Influencers" event series, which is funded by the Class of 1987 and Mr. Tim Sullivan.

USNA Company Officers and Company Senior Enlisted Leaders (SEs) attended two one-hour sessions inspired by the book *Lessons from the Hanoi Hilton* by Peter Fretwell and Taylor Baldwin-Kiland. The "Hanoi Hilton" was the name POWs used for their prison in North Vietnam. The book's authors

facilitated the seminar, along with Dr. James B. Stockdale II, the eldest son of VADM James B. Stockdale.

The seminar's focus was using servant leadership to overcome challenges and create a sustainable culture of performance. Participants explored the power of professional instinct over fear and coercion. Scenario discussion included the demonstration of rope torture of POWs to gain information and cultural and leadership challenges in Bancroft Hall.

Dr. Stockdale demonstrates with Captain William Woodward, USMC, 19th Company officer, "the ropes" or "the rope trick," a form of torture.



The Director's Cut



Colonel Arthur J. Athens,
USMCR (Ret.)

Recently, I stayed at a hotel offering a peculiar amenity. When I entered my room and placed my shaving kit in the bathroom, I found a remote control device on the bathroom counter. I thought the remote was misplaced until I saw the words “Electric Mirror” on the device. My curiosity was piqued, and as I clicked on the remote’s buttons, a darkened rectangular section embedded in the main mirror above the sink came to life with a CNN correspondent broadcasting the news straight into the bathroom. I was struck by the intrusive and ubiquitous nature of today’s technology. My observation was reinforced as I left my room for a meeting and was almost run over by an individual madly texting on his phone while speed walking through the hotel hallway.

I’m not anti-technology, but this particular day reminded me of technology’s ability to tempt and distract all those who desire to be ethical leaders. For the ability of a leader to maintain his or her moral compass requires quiet time alone to reflect, think, and recalibrate.

The story is told of a wood-chopping competition pitting a tall, burly man against a short and slight competitor. The two were sent into the woods to fell as many trees as they could in a single day. The burly man chopped fast and hard throughout the day. The slight man, however, eventually won the contest. The burly man asked the champion how he had won and specifically how he had succeeded when he seemingly spent a good part of the day sitting down underneath a tree. The winner replied with a smile, “Oh, those were the times I was sharpening my ax.”

So are we divorcing ourselves often enough from the pervasive electronic distractions to sharpen our ax? Are we asking questions like: What are my values? What is the foundation for my values? How well am I living in alignment with these values? As a leader, how am I helping others “sharpen their ax?”

This is not a new admonition. In 1982, John Naisbitt, writing in the classic *Megatrends*, wisely stated, “We must learn to balance the material wonders of technology with the spiritual demands of our human nature.” So the next time I am tempted to watch CNN on the mirror, I’m going to forego that opportunity and reach for the sharpening stone!

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About the Stockdale Center

For over a century and a half, the U.S. Naval Academy has served as a beacon of moral and ethical leadership to the nation and to the world—producing leaders of uncompromising character, who have fought our wars with honor and have gone on to serve as positive role models on a global stage.

In response to an ever-changing world and the cry to enhance the development of ethical leaders, the Secretary of the Navy established the Center for the Study of Professional Military Ethics at the U.S. Naval Academy in 1998. Building on the Academy’s track record of developing some of the nation’s finest leaders, the Navy chartered the Center to reach out to not only the Naval Academy, but also to the wider audience of the Navy, Marine Corps, and the nation at large. Over the years, the vision has expanded to transforming ethical leadership development worldwide. In 2006, the Center was given a new name: The Vice Admiral James B. Stockdale Center for Ethical Leadership. The Center has continued to refocus and refine its mission, which is to empower leaders to make courageous ethical decisions.

VADM Stockdale—a member of the Class of 1947, a prisoner of war for 7½ years (4 of which were in solitary confinement), a recipient of the Medal of Honor, and a life-long student of leadership, philosophy, and ethics—embodied the selfless and courageous leadership sought in midshipmen, officers, and national leaders.

An officer and a gentleman in every sense, VADM Stockdale’s accomplishments are well documented. A man of introspection as well as action, VADM Stockdale reflected on Vietnam and military service, distilling from his experiences hard-won ideas about truth and honor. The author of countless articles and books, VADM Stockdale wrote a column for the *Naval War College Review* while he was the president there. His column, appropriately enough, was called, “Taking Stock.”