Leadership Qualities and Ethical Dilemmas in
*We Were Soldiers Once...And Young*, by Hal Moore

**Day 1:**
1) Your professor will ask the class to divide into groups of 3-4, in order to have ~6 groups.  
2) Each group will receive a copy of this assignment.  
3) After looking at this handout, your group will select a topic to research and will start to plan your presentation about a particular leadership or ethical aspect from *We Were Soldiers Once...And Young*. You may choose to analyze the leadership qualities of a particular character or choose to analyze a situation from the topics below.  
4) Once the topic is selected, you will need to decide who will introduce the topic, who will give examples, who will analyze the impact of this topic, and who will conclude the topic.  
5) You will be graded by group and will have ~3 minutes for each presentation.  
6) You may use PowerPoint or any other graphics for your presentation and will be scored using the Oral Communications Lab Rubric found on page 119 of your notebook.  
7) The only written part of this assignment that you will turn in is your list of sources used in the presentation.  
8) You will have one copy for your professor with your group names included.

Remember: If you use slides from the movie or any other information (for example, a newscast), **you must cite the slide.**

**Day 2:**
1) You and your class will meet your professor in the Library.  
2) You will sit with your group and receive background information about researching a particular topic from one of the library specialists.  
3) The Librarian will suggest specific places to find sources which refer to real-life events that happened during the Viet Nam era.

**Day 3:** You will meet in the Library, again, and begin researching and writing your presentation. Be sure to get your group members' email addresses, so you can send things back and forth.

**Day 4:** Oral Presentations

**You have many choices:**

1. Identify **leadership qualities** a character possesses in the novel and give examples: Having a Vision, Imparting Confidence, Having Compassion, Setting High Standards, Being Flexible, and/or Being Prepared

2. Identify an **ethical dilemma** a character faces in the novel.
   - What is the situation?
   - Why is it an ethical dilemma?
   - How does this character react and what does he/she do?
   - What are the outcomes?

3. Explain **how the leadership qualities** that a character possesses help him/her get through the ethical dilemma you explained.
   - Name some specific leadership qualities the character displays in the scene.
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- How do those specific qualities help the character overcome the ethical dilemma?

4. Explain the role of spouses in Viet Nam. What leadership qualities did they possess to help them endure the separation not only on a personal but also a group level?

5. Discuss the use of helicopters and their ability to change the landscape of modern warfare. Was their use ethical?

6. Discuss the bombing of Viet Nam: “The "ecocide" of Vietnam.” In Vietnam, American military strategists set out to deliberately destroy much of the farmland and rice paddies that fed the enemy and the jungle environment that hid their troops. The tools were a massive bombing campaign and technology borrowed from American agricultural innovation -- powerful chemical herbicides. Critics charge that this was a policy of conventional and chemical warfare that created the "ecocide" of Vietnam -- the destruction of entire ecology of vast regions.

Vietnam was the most heavily bombed country in history. Between 1964 and 1975, there were over 7.5 million tons of bombs and other ordinance dropped on North and South Vietnam. That compares with 2.1 million tons of munitions during all of World War II and 454,000 tons during the Korean War “(Bill Ganzel. The Ganzel Group. *Farming in the 50s and 60s*, 2007).

7. Discuss the human consequences of chemical warfare: “While the chemical companies dispute the links between dioxin exposure and specific human diseases, they agreed to pay a $180 million settlement into a fund to help compensate veterans who may have been affected by Agent Orange. Also, the federal Department of Veterans Affairs assumes that when any Vietnam vet showed up with one of three forms of cancer or two skin diseases that veteran was exposed to Agent Orange and was entitled to compensation” (Bill Ganzel. The Ganzel Group. *Farming in the 50s and 60s*, 2007).

“Also, a 1997 Wall Street Journal article reported that up to 500,000 children were born in South Vietnam with dioxin-related deformities -- a rate four times higher than in the former North Vietnam. Recently, the government of Vietnam has asked the U.S. to compensate Vietnamese victims of Agent Orange exposure, but the U.S. has refused” (Bill Ganzel. The Ganzel Group. *Farming in the 50s and 60s*, 2007).

8. Discuss the effect of TV on this war: The Vietnam War was different from other wars -- it was the first one brought straight into the living rooms of urban and rural communities all across the country and, in fact, the world. There are historians who suggest that the intimacy of the war, along with the politics of it, made it one of the least popular wars in
history. The protest that developed was "the largest and most effective antiwar movement in American history," according to Melvin Small in The Oxford Companion to American Military History.

9. Discuss the "coming home" of these war veterans: As military units began coming home, some cities organized "Welcome Home" parades, but most Vietnam combat veterans simply came home unnoticed. There were some reports of hostility toward veterans, especially after reports of atrocities like the My Lai massacre were in the press. But most veterans, simply flew back home as the public shrugged.

10. Discuss the implications and the ethics of drafting men into service: Once the draft was introduced young people on college and university campuses all around the country began to organize protests against the war. Teach-ins and student organizations like the SDS (Students for a Democratic Society) held rallies and marches, the first of which happened in Washington in April of 1965. Over the next 2 years the anti-war movement snow balled. Activists, celebrities and musicians like Abbie Hoffmann, Timothy Leary, Allen Ginsberg, Jane Fonda, Jefferson Airplane, and countless others took up the Anti-war cause and waved Anti-war banners. Their speeches and their music reflected the anger and hopelessness that Americans felt over the Vietnam War. Even the GI's stationed overseas began supporting the Anti-war movement in whatever capacity they could, from wearing peace symbols to refusing to obey orders.

The difference between an under-trained unit that survives a fierce battle and one that becomes legendary in defeat is leadership. Analyze how Hal Moore led and managed his troops and what he told his men:

1. "Only first-place trophies will be displayed, accepted or presented in this battalion. Second place in our line of work is defeat of the unit on the battlefield, and death for the individual in combat."

2. "Decision-making will be decentralized: Push the power down. It pays off in wartime."

3. "Loyalty flows down as well."

4. "I check up on everything. I am available day or night to talk to any officer of this battalion."

5. Before the battle started, James Galloway (a United Press reporter who became co-author of Moore's book 25 years later) was watching Moore's soldiers shave as he boiled water for coffee one morning before the battle. Moore passed by. "We all shave in my outfit --- reporters included," he snapped. Galloway immediately repurposed his coffee water for
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shaving.

6. "In the American Civil War, it was a matter of principle that a good officer rode his horse as little as possible. There were sound reasons for this. If you are riding and your soldiers are marching, how can you judge how tired they are, how thirsty, how heavy their packs weigh on their shoulders?"

Moore applied this philosophy conscientiously:

7. He flew in to Ia Drang on the first helicopter. He led his men from the front.

8. When he saw men from another company beginning to haul one of his dead soldiers out of a foxhole with a harness, he snapped, "No you won't do that. He's one of my troopers and you will show some respect. Get two more men and carry him to the landing zone."

9. When it was over and it was time for Moore to turn over command, he requested a full battalion formation. One soldier recalls, "We stood in formation, with some units hardly having enough men to form up. Colonel Moore spoke to us and he cried. At that moment, he could have led us back into the Ia Drang."

10. But it still wasn't over for Moore. His wife attended as many funerals as she could. And when he got back to the U.S. in April 1966, he visited some of the families of his lost men. One family thought his visit would last a few minutes. He stayed five hours. And he made sure he went with the family to visit the grave, and there he asked to spend some time alone, kneeling in prayer and memory.

"This story --- the story of the relationship of a man to the men he led and the families who sent those men to be in his care --- is why you want to read this book, and read it now. If you're an executive in charge of workers or if you're a parent trying to raise your children, you above all other readers will be able to read through the ugliness and the pain and understand why Moore's men fought and died for him“ 1997 - 2000 COMBATSIM.COM.