

Instructional Scenario

Punish Everyone?

Duty/Concept Area: Exercising Leadership and Ethics

Scenario:

A support division responsible for facilities on a naval base has had a series of problems with their performance, failing to meet numerous responsibilities. As the supervisor in charge of the division, Charlie has repeatedly attempted to correct these deficiencies, but they continue. Performance problems stem from all levels in the division, from senior supervisors to junior personnel.

Charlie is growing increasingly frustrated that his efforts to provide positive incentives have failed to make any significant change in division performance. He is starting to think that negative incentives might be more effective. Charlie has ordered all personnel to muster, wearing dress blue uniform, at 06:00 on Saturday. All personnel are required to report.

Big Question: What ethical, professional, and personal dilemmas does Charlie face, and how will they determine his next steps?

Focused Questions:

- What could this muster achieve?
- What should Charlie tell his division at the muster?
- What plan should Charlie put in place following the muster?
- What could be the positives and negatives of Charlie's choices?