



Ethical Failure and Its Operational Cost

Major Jeffrey A. LaPlante

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Ethical failures during the current era of persistent conflict have had significant operational costs. To minimize the effects of these operational costs, leaders must morally assess their forces and strive to implement programs to minimize future ethical failures while developing systems which promote learning from failures which occur. Fundamental development and implementation of ethics is crucial to minimize the risk of future ethical failures. While the artifacts of the Army Ethic fall under the purview of Strategic leaders, development of ethics within operational units and the follow-on implementation of those ethics is the purview of the operational commander. When ethical failures do occur, operational units must have the necessary systems in place to address those failures and promote learning throughout the unit. Failure to implement the necessary systems increases the risk of operational costs of future ethical failures.

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