

# CO2 TRAINING

## DIVERSITY:

THE CONDITION OF  
BEING DIFFERENT



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# MANAGING DIVERSITY

A WAY OF CREATING AN  
ENVIRONMENT THAT WILL  
ENABLE ALL PEOPLE TO  
USE FULL POTENTIAL TO  
ACCOMPLISH THE  
MISSION.

# **FACTORS CAUSING COMMUNICATION PROBLEMS**

- **COMMUNICATION STYLE**
- **NONVERBAL COMMUNICATION**
- **TRUST**
- **ACCENTS**
- **REGIONAL JARGON**

# VALUES

**MORAL BELIEFS WHICH  
REGULATE OUR BEHAVIOR**



# **“SHORT SHEETED”**

## **(Case Study)**

**When SGT Larkins took over as supply sergeant, the unit supply room was in excellent shape. The monthly inventory showed no shortages. For weeks later the supply room was down 25 sheets and 15 blankets. Because he had been very careful issuing and signing in all supply items, SGT Larkins couldn't figure out how the shortages occurred. The first sergeant called him on the carpet.**

**“I never thought I would have to teach a supply sergeant about stealing!” he said. “Don't you realize how you are being ripped off by the Quartermaster laundry? You didn't count your turnback when you received it, did you?” SGT Larkins shook his head.**

**The first sergeant continued, “Even if you had counted it, they could've cheated you. They often double the sheets over so you count them twice or rip the blankets into two pieces and count them as two. How do you think they make up their own shortages?”**

**“It won't happen again, Top! But how can I make up my losses?” SGT Larkins asked.**

**“That's your problem, Sarge,” the first sergeant snapped as he turned to his pile of paperwork. “You're the supply sergeant. You figure it out!”**

**The next day SGT Larkins turned in a stack of laundry to the Quartermaster Laundry, telling them that the sheets belonged to a man who had just come down with herpesvirus. Needless to say, they accepted his count and put it into the wash with a long stick.**

# QUESTIONS

- What kind of a role model was the first sergeant in this case? Why? Does a senior NCO have a responsibility to teach ethical values to subordinates?
- Did the first sergeant exhibit trust and confidence in his subordinates? How do you know by his remarks?
- What alternative courses of action were available to SGT Larkins (report of survey)? What are the advantages and disadvantages of each alternative action? What would you have done if you were SGT Larkins?

# QUESTIONS

- SGT Larkins obviously felt loyalty to his first sergeant and to his unit. Should he be expected to sacrifice his integrity (cheat on sheet turn in) in order to be loyal?
- The implied attitude of the first sergeant seems to be, “Do whatever is necessary to get the job done, but don’t get caught.” Is this attitude prevalent in your unit? In the Army at large? Is this attitude healthy? Why or why not?

# QUESTIONS

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- What alternative courses of action were available to SGT Larkins (report of survey)? What are the advantages and disadvantages of each alternative action? What would you have done if you were SGT Larkins?
- What are your top three values?
- What do you think the Army's top three values are?
- What do you think our Commander's (or 1SGs or CSMs) top three values are?