

Centre for Defence Leadership Studies (CDLS)
Australian Defence College, Canberra

COMMAND, LEADERSHIP, MANAGEMENT AND MILITARY ETHICS CASE STUDIES

- **BLACK HAWKS DOWN** – the leadership, ethical, risk and cultural issues relating to the Australian Army’s loss of 18 men in the crash of two Black Hawks in 1996. Conducted at ACSC and CDSS in 2005.
- **COLUMBIA AND THE PIG** – the cultural, risk management, ethical and leadership issues associated with NASA’s loss of the Space Shuttle Columbia in 2002 and the RAAF F-111 fuel tank deseal/reseal programme that ran for more than 25 years until 2000. Conducted at CDSS in April 2005.
- **MADELEINE’S WAR** – strategic and operational leadership, strategic decision-making and friction in the NATO Operation ‘*Allied Force*’ against the former Yugoslavia in 1999. Legal or illegal under international law? Coercive diplomacy and a nineteen member coalition. Conducted at CDSS in 2005.
- **A CERTAIN MARITIME INCIDENT 2001** – tactical, operational and strategic leadership in the children overboard affair. An examination of the Select Committee report of October 2002 and the Scafton perspectives of 2004. Conducted at CDSS in April 2005.
- **THE INQUIRY INTO MILITARY JUSTICE 2004** – reflection on the parliamentary inquiry into inappropriate behaviour in the ADF. The report is due to be tabled on 16 June 2005. The case study also looks at the Joint Standing Committee on Foreign Affairs, Defence and Trade report ‘*Rough Justice? An Investigation into Allegations of Brutality in the Army’s Parachute Battalion*’.
- **THE HMAS WESTRALIA FIRE 1998** – reflection on the Board of Inquiry findings and the West Australian Coroner’s Report. Conducted at ACSC in 2005.
- **RAAF AIRCRAFT LOSSES IN THE EARLY 1990’s** – reflections on the RAAF leadership and safety culture of the early 1990’s.
- **KHOBAR TOWERS (Eliot Cohen)** – leadership, accountability and duty of care in relation to the bombing of the USAF barracks in Saudi Arabia in 1996.
- **FRIENDLY FIRE: TARNAK FARM** - the outcomes of the bombing of Canadian troops by USAF F-16 aircraft in Afghanistan in 2002 – ACSC 2005.
- **THE ACQUISITION OF THE SEASPRITE HELICOPTER FOR THE RAN** – an examination of the project and the lessons learned to 2005 *and* **PROJECT WEDGETAIL** – innovation, risk management, culture and leadership in the development of Australia’s pocket AWACS to 2005.

- **THE BATTLE OF THE 'X' PLANES** – culture, leadership, innovation and risk management; the competition between Boeing and Lockheed Martin for the JSF.
- **THE ADF EXPERIENCE IN RWANDA, 1994-95** – leadership, ethical decision-making and trauma with the Kibeho massacre and the leadership of the Canadian LTGEN Romeo Dallaire.
- **THE US MARINE CORPS AND THE ITALIAN CABLE CAR DISASTER** – an examination of the aircrew conspiracy to destroy evidence after the Aviano incident in 1998.
- **OPERATION *BALI ASSIST*** – exemplary ADF leadership in the evacuation of the Bali bombing victims in 2002. Conducted at CDSS in April 2005.
- **THE USE OF TORTURE IN THE WAR ON TERROR** – reflections on the Afghanistan (2002) and Abu Ghraib (2004) experiences. Australian Defence Force perspectives. Conducted at CDSS in April 2005.
- **WAR CRIME: SREBRENICA** – the UN Dutch Battalion and the massacre of Kosovar civilians by the Serbs in 1995.
- **SOMALIA AND DISLOCATION: ETHICS AND THE CANADIAN FORCES** – the fallout from the murder of a Somali youth by the Canadian Airborne Regiment in 1993. CDSS 2005.
- **Tailhook** – US Naval aviators and inappropriate behaviour; the suicide of Admiral Jeremy Boorda in 1996 and a Service 'struggling for its soul'.
- **The DMO and Kinnaird** – an examination of the ongoing change process in the Defence Materiel Organisation. Conducted at CDSS in April 2005.
- **USS Vincennes** – the shooting down of the Iran Air Airbus in 1988. As the ADF decides on an Air Warfare Destroyer, the case study focuses on the command decision cycle and the complexity of the Aegis system.

For further information contact the Centre on 02-62660331 or visit our website at

www.defence.gov.au/adcdclms.htm

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