**PART 1: INTRODUCTION**

* Brief Introduction:
  + Introduced as an ethical leadership exercise focused on real-world command challenges.
* Ethical Issue Overview:
  + **Main Ethical Problem:** Meeting DFAS deadlines while managing overwhelming holiday workloads and ensuring ethical document processing practices.
  + **Proposed Solutions:**
    - Digitizing and automating document management through timestamping and eMILPO integration.
    - Engaging IT and DFAS to approve process changes.

**PART 2: APPLICATION OF THE LOWD MODEL**

* **Locate:**
  + Ethical Dilemma: Balancing operational efficiency with maintaining integrity in document processing.
  + Profession of Arms Values: Integrity, excellence in all we do, and service before self. Timestamping processed documents to meet deadlines posed a risk to these shared values.
* **Options:**
  + Continue manual processing despite inefficiencies, risking missed deadlines.
  + Allow timestamping of processed documents, compromising ethical standards.
  + Innovate with automation, reducing workload while adhering to ethical principles.
* **Weight:**
  + Criteria Considered:
    - **Mission Readiness:** Ensuring timely pay and leave processing supports service member well-being.
    - **Integrity:** Solutions had to maintain transparency and accountability.
    - **Efficiency:** Balancing speed with accuracy to improve overall performance.
    - **Team Collaboration:** Aligning solutions with IT and DFAS standards ensured sustainability and compliance.
* **Decide:**
  + Decision: Implemented automated timestamping and data extraction scripts. Engaged stakeholders to ensure alignment with standards and ethical practices.
  + Resolution: Improved efficiency dramatically, reduced manual labor, and maintained ethical integrity. Solutions were approved and showcased at the DFAS director conference.

**PART 3: SELF-REFLECTION**

* **Ethical Theories Applied:**
  + **Rules-Based/Deontology:** Demonstrated by adherence to ethical principles and military standards.
  + **Consequentialist Approach:** Focused on the outcomes, ensuring the solution benefitted the team and mission readiness without ethical compromise.
  + **Virtue Ethics:** Exemplified through fostering innovation and collaboration, reflecting leadership values.
* **Comparison to Personal Reasoning:**
  + Differences: Commander’s reliance on team collaboration and technical innovation highlighted a stronger emphasis on collective problem-solving compared to my more individualistic approach.
  + Similarities: Shared commitment to ethical integrity and mission success.
* **Impact on Understanding of Ethical Reasoning:**
  + Expanded awareness of balancing multiple ethical frameworks to address complex issues.
  + Highlighted the importance of collaboration, innovation, and communication in ethical decision-making.

**CONCLUSION**  
The commander’s approach effectively navigated a challenging ethical dilemma by applying integrity, collaboration, and innovation to develop sustainable solutions. Using the LOWD model provided a structured way to analyze and reflect on leadership and decision-making in the profession of arms.