

FACILITATOR NOTES

There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation

1. **What is your definition of bystander behaviour?**
 - Each person will answer this in their own way.
2. **Do you have an example where you have seen bystander behaviour in action?**
 - Encourage the sharing of experiences both good and bad.
3. **How do we ensure that all NCOs and officers have the moral courage to stop bystander behaviour?**
 - Speak about holding each other to account and mentorship and guidance for junior officers.
4. **Do you agree with the premise in the article that by holding our people to high standards and not allowing bystander behaviour, that we can get to a point where there are no longer bad soldier and officers that need to be corrected by bystanders? Can we get to a point where we no longer need bystanders to speak up? Or will there always be a need for it?**
 - Encourage discussion and debate.
5. **What is your role as NCOs and Warrant Officers in ensuring that the bystander effect doesn't happen in your unit, sub unit, platoon, section, etc.**
 - Discuss mentoring and guiding JNCOs and junior officers.
 - JNCOs should be maintaining discipline within their teams and holding their mates to account.
6. **What is the best way to deal with an individual or group of people who have slipped below the expected standard?**
 - Discuss the fact that errors need to be corrected straight away.
 - Strong leadership and moral courage is needed.
7. **Does anyone have an example of how they have experienced bystander behaviour and what they did, or observed someone else do to rectify it?**
 - Encourage the sharing of experiences both good and bad.
8. **As WO1 Coggan says in the podcast, we all have a responsibility to uphold standards. Do you think there is a risk of being seen as having different standards based on the rank of the individual? How do we balance holding every rank to the same standard while treating everyone like an adult?**
 - Encourage discussion and debate.
 - What is the risk if we don't do this?
 - Is there a difference in how this is done in a unit compared to in a HQ or a training establishment?
9. **What do you think your role is in the Chain of Command for setting and maintaining standards in your organisation?**

- Each rank group should play a distinctly separate, but complimentary part in setting and maintaining standards.
- Alignment is crucial.

10. How do you guide and mentor those around you to maintain high standards and not contribute to bystander behaviour. Discuss the different ways you would handle a subordinate, peer and superior.

- Moral courage.
- Discuss ways to deal with those who won't listen.