



# California Cadet Corps Curriculum on Character Development



## Ethical Leadership



# Character Agenda

- C1. What Ethics Is and Is Not
- C2. Ethical Dilemmas
- C3. Ethical Decision-Making



# WHAT ETHICS IS AND IS NOT

C1. Discuss problems with defining ethics. Select the best definition of ethics.



# Problems with Defining Ethics

- Does being ethical mean you:
  - Follow the law?
  - Follow your feelings of right and wrong?
  - Be true to yourself?
  - Do what parents, teachers or other authority figures tell you to do?
  - Follow your religious beliefs?
  - Ensure your actions agree with society?

# Problems with Defining Ethics



- All these questions are good
- But each one has fatal flaw inherent in them
- There's no stand-alone definition of ethics



# Problems with Defining Ethics

***Why is following the law not necessarily going to guarantee ethical behavior?***

- Laws provide starting point for ethical behavior, but often limited to societal conventions

## Example

Slavery, discrimination, environmental destruction, & many other unethical behaviors were legal in the U.S. at one time



# Problems with Defining Ethics



- Even today, many laws don't enforce ethical behavior
- In many situations it's not illegal to lie
  - Some exceptions:
    - Public official making an official statement
    - Testifying in court
    - Libel
- However, few people would say a lie is ethical



# Problems with Defining Ethics

***Why is following your feelings, or being true to yourself, not necessarily going to guarantee ethical behavior?***

Do what feels right?



- Following our feelings often gets us in trouble
  - But it wasn't always so obvious



# Problems with Defining Ethics

- Hedonism was early philosophical movement
  - Sought to maximize pleasure & minimize pain
  - Sounds good until you realize your pleasure can cause someone else's pain
- Taking ethically correct road is often at odds with our feelings





# Problems with Defining Ethics

***Why is doing what authority figures tell you to do not necessarily going to guarantee ethical behavior?***

- Parents, teachers, supervisors, & leaders
  - Want what's best for you
  - Usually provide ethical guidance
- Sometimes fail in their role and give unethical guidance

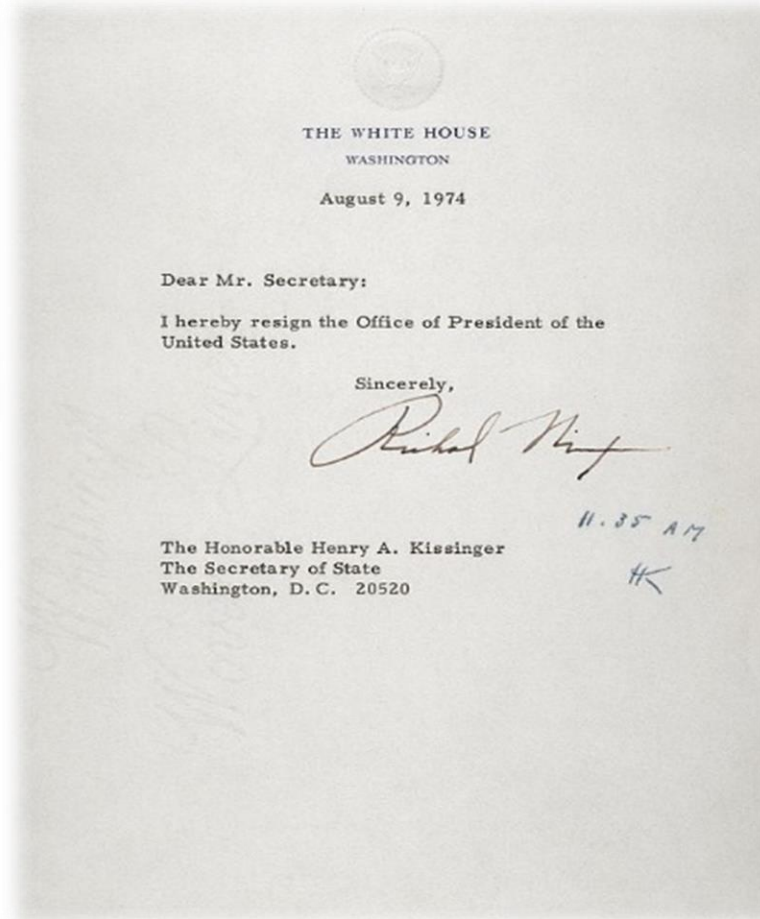
Examples:

- Military members who commit unethical acts while “following orders”
- Business, corporate, & public service leaders who demonstrate unethical behaviors



# Problems with Defining Ethics

## President Nixon's Resignation Letter:





- [illegible]



# Problems with Defining Ethics

- Religion teaches moral & ethical behaviors
- Religions provide intense motivation for ethical behavior
  - Not everyone holds religious beliefs
- Ethical behaviors should equally be expected of people of faith & those who don't practice religion
- Some religions' ethical beliefs can be at odds with other religious or societal beliefs.



# Problems with Defining Ethics

***Why is acting in concert with society not always going to ensure ethical actions?***





# Problems with Defining Ethics

- Society can become corrupted, like Nazi Germany in World War II
  - When a society becomes corrupted it can:
    - Act outside of the bounds of ethical actions
    - Commit some of the world's greatest atrocities



# Problems with Defining Ethics

- Society is often “undecided” on many issues that have ethical components

## Examples:

- Abortion
  - Immigration
  - Euthanasia
- 
- Possible fast track to unethical actions:
    - “Outsourcing” ethical responsibility to society
    - Making decisions based on majority opinions



# Problems with Defining Ethics

Ethics can be defined as two things\*:

**First:**

- Standards of right & wrong that advise what humans should do
  - Refrain from rape, stealing, murder assault, slander, fraud
  - Be honest, compassionate, and loyal
  
- Standards relating to human rights
  - Right to life, freedom from injury, and privacy

\*From "What is Ethics?" article by Valasquez, Andre, Shanks, S.J., and Meyer appearing in Issues in Ethics IIE V1 N1



# Problems with Defining Ethics

Ethics can be defined as two things\* (cont'd):

## **Second:**

- The study and development of one's ethical standards
  - Necessary to constantly examine standards to ensure they're reasonable & well-founded
  - Continuous effort of studying own moral beliefs & moral conduct
  - Strive to ensure that we, and the things we influence, live up to standards that are reasonable and solidly based

\*From "What is Ethics?" article by Valasquez, Andre, Shanks, S.J., and Meyer appearing in Issues in Ethics IIE V1 N1



# Check on Learning

1. T / F: Relying on what an authority figure tells you guarantees ethical behavior
2. T / F: The study and development of one's ethical standards includes continuously studying your own moral beliefs & moral conduct
3. Why is following the law not necessarily going to guarantee ethical behavior?
4. Define "Ethics"



# ETHICAL DILEMMAS

C2. Describe ethical dilemmas.



# Ethical Dilemmas

*Ethics in America Annenberg Learner Video Series (Columbia University Seminars on Media and Society, 2017)*

- These videos:
  - Use the **Socratic Method** to build analytical skills and examine ethical questions
  - Aim to sharpen moral reasoning without favoring a particular position by exploring ethical dilemmas in legal, political, medical, corporate, and military arenas



# Ethical Dilemmas



**“The Socratic method...is a form of cooperative argumentative dialogue between individuals, based on asking and answering questions to stimulate critical thinking and to draw out ideas and underlying presumptions.”**



# Ethical Dilemmas

***High School Level***



# 1. Do Unto Others

Must we house the homeless or report a child abuser?

[http://www.learner.org/vod/vod\\_window.html?pid=191](http://www.learner.org/vod/vod_window.html?pid=191)



## 2. To Defend a Killer

What rights do the guilty have?

[http://www.learner.org/vod/vod\\_window.html?pid=192](http://www.learner.org/vod/vod_window.html?pid=192)



### 3. Public Trust, Private Interests

The problems of trust within government, between one public official and another, and between the government and the public.

[http://www.learner.org/vod/vod\\_window.html?pid=193](http://www.learner.org/vod/vod_window.html?pid=193)



## 4. Does Doctor Know Best?

Should you save the mother at the risk of losing the baby?

[http://www.learner.org/vod/vod\\_window.html?pid=194](http://www.learner.org/vod/vod_window.html?pid=194)



## 5. Anatomy of a Hostile Takeover

Merger mania presents an alarming array of ethical problems.

[http://www.learner.org/vod/vod\\_window.html?pid=195](http://www.learner.org/vod/vod_window.html?pid=195)



## 6. Under Orders, Under Fire (Part I)

How do we wage war when the enemy dresses as civilians and children throw bombs?

The question of the duty to follow orders and a commander's obligation to protect soldiers is discussed.

[http://www.learner.org/vod/vod\\_window.html?pid=196](http://www.learner.org/vod/vod_window.html?pid=196)



## 7. Under Orders, Under Fire (Part II)

The carnage of My Lai raises the issue of confidentiality between the soldier, his religious confessor, and military justice.

The clash between military tribunals and the right of confidentiality is debated.

[http://www.learner.org/vod/vod\\_window.html?pid=197](http://www.learner.org/vod/vod_window.html?pid=197)



## 8. Truth on Trial

Is an attorney's first obligation to the court, the client, or the public?

[http://www.learner.org/vod/vod\\_window.html?pid=198](http://www.learner.org/vod/vod_window.html?pid=198)



## 9. The Human Experiment

Does finding a cure justify putting test subjects at risk?

[http://www.learner.org/vod/vod\\_window.html?pid=199](http://www.learner.org/vod/vod_window.html?pid=199)



## 10. Politics, Privacy, and the Press

What conduct on the part of a public official is relevant to “the public's right to know?”

[http://www.learner.org/vod/vod\\_window.html?pid=200](http://www.learner.org/vod/vod_window.html?pid=200)



# Ethical Dilemmas

***Middle School Level***



# 1. Three Farewells: Medicine and the End of Life

- How should the parents decide what is best for their newborn baby who suffered severe brain damage?
- Should an Alzheimer's patient's wish to forego all medical treatment be honored, even though she may no longer understand — or agree — with the statements she made when she was competent?
- If a pancreatic cancer patient is terminally ill, should she be able to take medications to aid her in dying?

[http://www.learner.org/vod/vod\\_window.html?pid=2245](http://www.learner.org/vod/vod_window.html?pid=2245)



## 2. War Stories: National Security & the News

Reporters are faced with dilemmas that go to the heart of their responsibilities as journalists and as Americans

[http://www.learner.org/vod/vod\\_window.html?pid=2246](http://www.learner.org/vod/vod_window.html?pid=2246)



### 3. My Brother's Keeper

Individuals struggle with college applications, promotions at work, and the actions of their neighbors

- Important values about questions of fairness, loyalty, secrets, and trust conflict are addressed

[http://www.learner.org/vod/vod\\_window.html?pid=2247](http://www.learner.org/vod/vod_window.html?pid=2247)



## 4. Choosing Justice: Elections and Judicial Independence

A state Supreme Court candidate wonders:

- What is expected regarding fundraising and political advertising?
- What might the implications be for ethical integrity?

[http://www.learner.org/vod/vod\\_window.html?pid=2248](http://www.learner.org/vod/vod_window.html?pid=2248)



## 5. A Better Brain: The Ethics of Neuro-Enhancement

Is using performance enhancing drugs cheating?

And are people possibly endangering themselves by doing so?

[http://www.learner.org/vod/vod\\_window.html?pid=2249](http://www.learner.org/vod/vod_window.html?pid=2249)



## 6. Risk, Reward, Responsibility: Ethics in Business

Panelists struggle to make sound business decisions while observing ethical obligations in the changing global economy.

[http://www.learner.org/vod/vod\\_window.html?pid=2250](http://www.learner.org/vod/vod_window.html?pid=2250)



# Check on Learning

1. T / F: The Socratic Method is a form of argument based on asking and answering questions.
2. The purpose of the Socratic Method is to stimulate \_\_\_\_\_ and to draw out \_\_\_\_\_ and underlying \_\_\_\_\_.
3. Describe an ethical dilemma.



# ETHICAL DECISION-MAKING

C3. Describe the decision-making/problem solving process and where ethics fits in



# Making Decisions & Solving Problems

- Leaders make decisions and solve problems
- Making a decision is part of solving a problem
- Following a set process ensures steps aren't left out
- Consider your values during the process in order to make ethical decisions



# Making Decisions & Solving Problems





# Ethical Decision-Making / Problem Solving Process

1. Identify and define the problem
2. Gather information (facts/assumptions)
3. Develop solutions (courses of action = COA)
4. Analyze and compare alternative COAs. Consider your values. Does the best choice COA support your values?
5. Make a decision → select the best COA/solution
6. Make a plan
7. Implement the plan & assess the results



# Ethical Decision-Making / Problem Solving Process

## 1. Identify/Define the Problem

- Think through the problem
- Define the problem in precise words
- Write it down
- Ensure you've identified the problem correctly
  - You can't solve a problem if you don't correctly identify it





# Ethical Decision-Making / Problem Solving Process



## 2. Gather Information

### – Gather the Facts & Assumptions

- Facts: observable, provable, already happened
- Assumptions: taken for granted without proof



# Ethical Decision-Making / Problem Solving Process

## 2. Gather Information (cont'd)

- Establish the situation regarding your problem

Example: Your friend and fellow Cadet is internet chatting with someone she has not met in person and you're concerned the person may not be someone with whom she should be interacting. You've told her your concern, but she said everything is fine and not to worry about it.



# Ethical Decision-Making / Problem Solving Process

## 3. Develop Solutions



- Brainstorm ideas
  - Brainstorming is a way to generate lots of ideas
  - List every idea you can think of, no matter how wild or crazy
  - Don't judge ideas → Just list them
- Turn brainstorming list into list of possible solutions
- The Army calls these Courses of Action (COA)



# Ethical Decision-Making / Problem Solving Process



## 4. Analyze & Compare COAs

- What is most important about your solution?
  - Develop *criteria* to analyze each solution:  
*Costs? Time? Level of danger? Distance? etc.*
- Weigh your criteria
  - Maybe cost is twice as important as how far away it is
  - Maybe time is 3x as important
  - Note these weights



# Ethical Decision-Making / Problem Solving Process



## 4. Analyze & Compare COAs (cont'd)

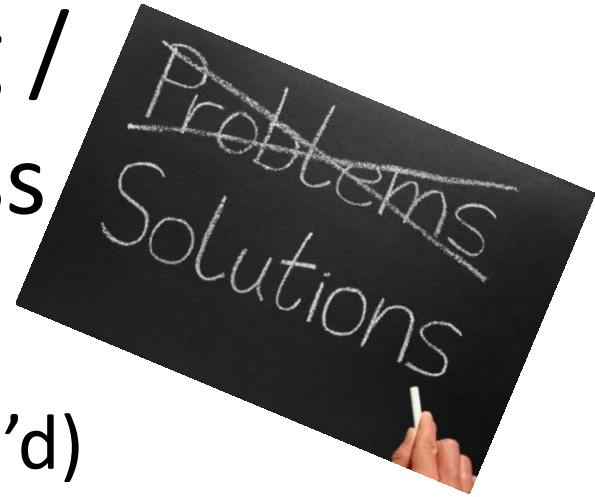
- Consider your values
- Do the solutions you've come up with support your values?

### **Example:**

*Internet safety from predators is important. You're pretty sure your friend's internet chatting with the stranger is unsafe and she's mentioned the possibility she will meet this person face-to-face soon. Should you talk to an adult about your concern, and if so, what adult should you talk to?*



# Ethical Decision-Making / Problem Solving Process



## 4. Analyze & Compare COAs (cont'd)

- List the pros and cons of each solution
- Assess each solution using each of your criteria
  - Delete any Course of Action that goes against your values
- Order the solutions within each criteria
  - Which criteria is best, next, worst, etc.
  - Worst gets 1 point, next 2 points, etc.



# Ethical Decision-Making / Problem Solving Process



## 4. Analyze & Compare COAs (cont'd)

- Criteria that are even split the points
- Use your weights to multiply the important criteria.



# Decision Matrix

A Decision Matrix is:

- Method of visually & numerically comparing choices
  - Courses of Action listed vertically
  - Criteria listed horizontally
  - Add weights to the criteria
    - ➡ More important the criteria = Higher weight assigned ←



# Decision Matrix

Use a Decision Matrix to work through the process of making a decision using the example previously given



- 
- A word cloud is displayed on a tablet screen, which is resting on a wooden surface. The largest and most prominent words in the cloud are 'criteria', 'test', 'rule', 'principle', and 'standard'. Other visible words include 'law', 'decide', 'may', 'reference', 'selection', 'guiding', 'point', 'environmental', 'besting', 'method', 'judge', 'formula', 'decision', 'indicator', 'yardstick', 'guide', 'guideline', 'evaluating', 'barometer', 'litmus', 'touchstone', 'basis', 'certain', 'making', 'used', 'judged', 'decided', 'convention', 'criticism', 'specification', 'measure', 'norm', 'carbon', 'guage', 'benchmark', and 'scale'. In the background, there are several round cookies on a white plate and a silver and black pen lying on the wooden table.



# Decision Matrix – Without Weights

	Friend's Anger	Loss of friendship	Friend's Safety	Totals
Weight	x1	x2	x3	
<del>1. Not do anything</del>				
2. Tell her mom	2	1.5	2.5	6
3. Tell your mom	1	1.5	2.5	5
4. Tell your CACC Commandant	3	3	4	10

In this case, your analysis shows the best option is Course of Action is 4, which is to tell your Commandant.



# Decision Matrix – With Weights

- Step 2: Use the same matrix as shown on next slide
  - Apply weights in this second analysis
    - Criteria x weight points assigned





# Decision Matrix – With Weights

	Friend's Anger	Loss of friendship	Friend's Safety	Totals
Weight	x1	x2	x3	
<del>1. Not do anything</del>				
2. Tell her mom	2	1.5 (3)	2.5 (7.5)	12.5
3. Tell your mom	1	1.5 (3)	2.5 (7.5)	11.5
4. Tell your CACC Commandant	3	3 (6)	4 (12)	21

The decision is the same as it was for the analysis without weights.



# Decision Matrix

- In this example, weighting criteria didn't change decision
  - But sometimes it does
- When different, generally best to choose weighted
  - Because weights assigned according to your importance





# Ethical Decision-Making / Problem Solving Process

5. Make a Decision  
You did!



After your analysis, you determined that  
sharing your concerns with your  
Commandant is the best decision



# Ethical Decision-Making / Problem Solving Process

## 6. Make a Plan

- What do you need to do you execute your decision?
  - Think through what you're going to say
  - Call your Commandant
    - Say you have a concern regarding a friend & fellow Cadet



# Ethical Decision-Making / Problem Solving Process

## 6. Make a Plan (cont'd)

- Set up a time with Commandant to discuss your concern privately
  - On the phone *or*
  - In his/her office
- Be prepared for the ways your friend may respond to you
  - Anger/feelings of betrayal
  - Loss of friendship





# Ethical Decision-Making / Problem Solving Process

## 7. Implement Plan / Assess Results

- Do it!
- Did you:
  - share your concern
  - ask the Commandant for help?
- Did the Commandant:
  - provide advice about what you should do, *or*
  - if he/she will take it from there?
- Are you ready for your friend's response?





# Ethical Traps

- Don't get caught in an ethical trap
- If you make an unethical decision:
  - You make your problem worse
  - Now you have two problems





# Ethical Trap Example





# Ethical Trap Example

- In 1972, five men caught & arrested for a poorly executed burglary of Democratic National Party Headquarters at the Watergate Hotel in Washington, DC
- The head of the Republican Party, President Nixon, didn't participate in the burglary
  - Investigation done to see if the Nixon Administration was involved
  - Grew to include other illegal activities involving the administration
- President Nixon fired the prosecutor conducting the investigation
- Nixon tried to cover up the dirty politics he was engaging in – including the Watergate burglary
- In 1974, President Nixon resigned as a result of the scandal
  - If hadn't resigned, Congress would have impeached him
- The cover up resulted in Nixon's resignation

**What unethical decisions did President Nixon make?**



# Check on Learning

1. Why follow a set process when making a decision/solving a problem?
2. What is a Decision Matrix?
3. What's the difference between the two matrices used to make a decision?