Ethical Leadership Outcomes
Student Leader Learning Outcomes (SLLO) Project

Note: This rubric was prepared by students in the School of Military Science as part of a leadership course requirement in the spring of 2009. Their instructor edited the final product to align with other SLLO rubrics as well as created the outcomes list and related items to help guide the use of the rubric.

Assumptions: This set of outcomes and rubric skills assumes that people using this information have a desire to be ethical leaders and will share the underlying values that govern ethical behavior. It is also assumed that to fully exhibit one of the ethical values, one must demonstrate all of the behaviors outlined in the advanced level of that value.

Definition Of Ethical Leadership:
According to the Josephson Institute of Ethics (http://josephsoninstitute.org/MED/MED-2sixpillars.html), ethical leadership consists of the values that guide our choices and the standards of conduct that exhibit those values. Specifically, there are six pillars of character that guide our decision-making and help us identify what we may need to improve in order to make better decisions. The six pillars, as defined by Merriam-Webster (http://www.merriam-webster.com/) and the Josephson Institute, are:

Trustworthiness – worthy of confidence; dependable; honest; genuine
- Be honest: Don't deceive, cheat or steal. Be reliable — do what you say you'll do. Have the courage to do the right thing. Build a good reputation. Be loyal — stand by your family, friends and country.

Respect – high or special regard; expressions of deference, consideration, or attention; being civil, courteous, and decent
- Treat others with respect. Be tolerant of differences. Use good manners, not bad language. Be considerate of the feelings of others. Deal peacefully with anger, insults and disagreements.

Responsibility – moral, legal, or mental accountability; reliability
- Do what you are supposed to do and always do your best. Use self-control and self-discipline. Think before you act — consider the consequences. Be accountable for your choices.

Fairness – marked by impartiality; free from self-interest, favoritism, or prejudice; conforming to established rules
- Play by the rules. Be open-minded; listen to others. Don't take advantage of others. Don't blame others carelessly.

Caring – to feel interest or concern
- Be kind. Be compassionate and show you care. Express gratitude. Forgive others. Help people in need.

Citizenship – the quality of an individual's response to membership in a community
- Do your share to make your organization better. Cooperate. Get involved. Stay informed. Be a good colleague. Respect authority. Protect the organizational environment.

Outcomes:

Students will:
- Articulate six values that contribute to ethical leadership
- Demonstrate respectful treatment of others in an organizational context
- Demonstrate an individual work ethic that encompasses completing tasks consistently, accurately, and with exceptional effort
- Apply organizational norms and rules fairly without showing favoritism
- Demonstrate consideration for organizational members
- Contribute to a positive organizational environment through active participation and cooperation with others

Other Useful Rubrics Related to This Topic:

Citizenship, Critical Thinking

Resources:

- Websites:
    - Josephson Institute for Ethics
        - http://josephsoninstitute.org/
    - Center for Ethical Leadership
        - http://www.ethicalleadership.org/

AggiEfolio Competencies That This Rubric Addresses:
To set up a free AggiEfolio account, please visit https://career180.tamu.edu/portfolio/

Cluster 1: Problem Solving and Thinking Skillfully
- Solving problems and decision making
- Think creatively
- Use observation skills to analyze situations
- Analyze critical data to guide activities
- Demonstrate knowledge of the economy as a framework within which decisions are made by individuals and groups

Cluster 2: Communicating Effectively
- Apply basic communication skills
- Apply listening skills
- Build interpersonal relationships

Cluster 4: Working Responsibly
- Demonstrate leadership
- Contribute to teamwork
- Choose ethical courses of action in all work assignments and personal interactions
- Demonstrate the work ethic
- Comply with the confidentiality requirements of workplace policies and procedures
- Apply appropriate strategies for dealing with the differences associated with diversity (e.g., racial, ethnic, gender, educational, personality, social, and age)

Cluster 6: Managing Resources
- Apply self-management processes