

LEADERSHIP 411

SENIOR LEADERSHIP INTEGRATION SEMINAR



THE CITADEL

KRAUSE CENTER FOR
LEADERSHIP AND ETHICS

ACADEMIC YEAR 2019 - 2020

SPECIAL THANKS

The Krause Center for Leadership and Ethics would like to thank the Class of 1963 for their generous financial support. We also appreciate the many Citadel faculty, staff, alumni, and friends who have volunteered their time and resources to make this year's program possible.

A NOTE FROM ELI WISHART

"The Class of 1963 proudly sponsors the Senior Leadership Integration Seminar as it provides you a truly unique professional development experience. My classmates often reflect on the ethical and moral challenges we faced after leaving The Citadel."



The Senior Leadership Integration Seminar serves three purposes. First, it is the capstone for the 4-year Cadet Leadership Development Program. Second, it connects a cadet's academic experience to the professional world. Third, it provides an opportunity for a cadet to enhance his or her professional network. Although all LDRS 411 seminars are unique, each program is an opportunity to learn more about the host organization and the larger industry or trade it represents.

INDUSTRY/TRADE INFORMATION CHECKLIST

	HOST ORGANIZATION NAME	INDUSTRY/TRADE NAME
INTERNSHIP OPPORTUNITIES		
TYPICAL ENTRY LEVEL POSITION		
ENTRY LEVEL EMPLOYEE DUTIES AND RESPONSIBILITIES		
SHORT-RANGE OUTLOOK (1-2 YEARS)		
MID-RANGE OUTLOOK (3-5 YEARS)		

PURPOSE: To understand how the host organization fits into a larger industry or trade.

LEADERSHIP AND ETHICS ALIGNMENT MATRIX

	INDIVIDUAL	THE CITADEL	HOST ORGANIZATION NAME	INDUSTRY/TRADE NAME
CORE VALUES		HONOR ★ DUTY ★ RESPECT		
MISSION		To educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.		
VISION		Achieving excellence in the education and development of principled leaders.		
LEADERSHIP ATTRIBUTES		CHARACTERISTICS OF PRINCIPLED LEADERSHIP		
PROFESSIONAL CODE OF CONDUCT		HONOR CODE COLLEGE RULES AND REGULATIONS		

PURPOSE: To understand how The Citadel's leadership and ethics training can help you transition to the professional world.

PROFESSIONAL SKILLS ALIGNMENT MATRIX

	YOUR INDIVIDUAL SKILLS	SOUGHT AFTER SKILLS/CREDENTIALS HOST ORGANIZATION NAME	SKILLS INDUSTRY/TRADE NAME
REQUIRED EDUCATION LEVEL			
ACADEMIC MAJOR			
FOREIGN LANGUAGE SKILLS			
LICENSING REQUIREMENTS			
EXTRACURRICULAR ACTIVITIES			

PURPOSE: To identify what skills are valued by the host organization and the larger industry/trade.

LDRS 111 ETHICAL FITNESS® SEMINAR REVIEW

RIGHT VS RIGHT

An Ethical Dilemma is a choice between two rights: a tough decision that occurs when two core values come into conflict. When faced with a dilemma, one must decide which right is the higher right. Conversely, a moral temptation is a choice between a right and a wrong.

INSTITUTE FOR GLOBAL ETHICS FIVE MORAL VALUES

Honesty, Fairness, Responsibility, Respect, Compassion.

FOUR PARADIGMS

- **Truth vs Loyalty:** Contrasts telling the truth or being honest with the values responsibility or promise-keeping. "Telling the truth" most commonly means accurately reporting the facts, whereas loyalty focuses on allegiance to a friend, a group, or a set of ideas.
- **Short-term vs Long-term:** Involves the immediate needs of the present conflicting with those of the future.
- **Individual vs Community:** Pits the interests of the individual, standing all alone, against those of some larger group (to which the individual also often belongs). Or it could be about the interests of one person compared to another or the interests of a small group compared to those of some larger group.
- **Justice vs. Mercy:** A choice between going by the book and bending the rules. It involves choosing between fairness and equal treatment of everyone on the one hand, and compassion and allowing for exceptions on the other hand.

THREE DECISION PRINCIPLES

- **Ends-based thinking:** Consider the consequences of your action. The most common form of consequentialism states that one should do what produces the greatest good for the greatest number.
- **Rule-based thinking:** An action is right only if it conforms to a universally applicable moral rule. The most common moral rule that is thought to be universally applicable is Kant's categorical imperative: "act only according to that maxim through which you can at the same time will that it should become a universal law."
- **Care-based thinking:** Asks us to empathize with others and consider their needs. It is most famously expressed as the Golden Rule: "Do unto others as you would have them do unto you."

LDRS 311 MORAL COURAGE™ SEMINAR REVIEW

THREE DANGERS (RISKS) OF EXERCISING MORAL COURAGE

- **Ambiguity:** When one is uncertain, confused, or has conflicting ideas about whether to act.
- **Exposure:** When we take a stand, we expose ourselves to others.
- **Personal Loss:** Morally courageous actions may result in a damaged reputation, a loss of income and employment.

ENDURANCE: FIVE TRUSTS ALLOW THE ACTOR TO ENDURE

- **Experience:** We trust our past experience and rely on it when faced with a challenge.
- **Character:** We trust who we are and the values that we have.
- **Faith:** We trust in a higher authority or an objective principle.
- **Intuition:** We trust our gut feelings and our conscience.
- **Supportive Context:** We trust that others will understand and support our actions.

ETHICAL REASONING CAPSTONE ESSAY INSTRUCTIONS

REQUIRED ETHICAL REASONING SURVEY

1. On your computer or smart phone, navigate to the following URL: citadel.edu/survey
2. Look for "Leadership 411" and click the "Ethical Reasoning Survey" link.
3. Complete the brief, anonymous survey
4. Write and submit **750-word** essay on the Ethical Dilemma given to you during your LDRS 411 seminar no later than **Wednesday, October 30, 2019.**

Your essay is the final academic requirement of your 4-year Leader Development Program and **must address all six items listed below in a well-written, senior-level essay.** You will use the ethical dilemma recognition/categorization/resolution process you learned in LDRS 111 and the Moral Courage evaluation process you learned in LDRS 311 to provide your solution to the ethical dilemma.

1. IDENTIFY THE ETHICAL DILEMMA.

Who is the actor? What ethical dilemma is the actor or the organization challenged with? Why is this an ethical dilemma and not a moral temptation? What are the right vs. right choices facing the actor or organization? What is the impact on the profession?

2. WHAT KEY VALUES ARE AT STAKE?

Honesty | Fairness | Responsibility | Respect | Compassion

3. WHAT IS THE HIGHEST RIGHT?

- a. Categorize your dilemma using the four dilemma paradigms learned in LDRS 111: Truth vs. Loyalty | Justice vs. Mercy | Short-term vs. Long-term | Individual vs. Community
- b. Use the three decision principles learned in LDRS 111 to help derive a resolution to the dilemma: Ends-based thinking | Rules-based thinking | Care-based thinking

4. WHAT DANGERS FACE THE ACTOR (LDRS 311 MORAL COURAGE SEMINAR)?

Fear of ambiguity | Fear of public exposure | Fear of personal loss

5. WHAT TRUSTS ALLOW THE ACTOR TO ENDURE (LDRS 311 MORAL COURAGE SEMINAR)?

Experience | Character | Faith | Intuition | Supportive context

6. YOU ARE THE ACTOR. WHAT IS YOUR SOLUTION AND WHY?

UPLOAD YOUR ESSAY TO YOUR E-LEADERSHIP PORTFOLIO IN TASKSTREAM UNDER THE MORAL AND ETHICAL PILLAR, LEADERSHIP INTEGRATION (FIRST CLASS).

- When you are **finished entering/uploading your work**, click **Save & Return**.
- Then, click **Submit** and choose **LTC Stephen Grenier as your instructor** from the list.
- A **padlock will appear** next to the assignment on the menu **when you have properly submitted it.**

The Ethics in Action rubric (accessible in TaskStream) will be used to assess your written work, and you must achieve a minimum level of "2" to successfully complete this graduation requirement. If the minimal level is not achieved, you will be notified and you will need to further develop or explain your work and re-submit your essay to receive credit for your essay.

- Your essay must be submitted by **Wednesday, October 30, 2019** to receive credit for the seminar.

Join us **MARCH 25-27, 2020** *for the*
13TH ANNUAL PRINCIPLED LEADERSHIP SYMPOSIUM
as we explore:



LEADERSHIP

IN A DIVIDED WORLD



171 Moultrie Street, Charleston, SC 29409 www.citadel.edu

 The Citadel  The Citadel Experience  @TheCitadel1842  @TheCitadel1842