

TECHNICAL ACTIVITY PROPOSAL (TAP)

ACTIVITY REFERENCE NUMBER	(1)	Investigating Antecedents of Ethical leadership	APPROVAL TBD
TYPE AND SERIAL NUMBER	ET		START Fall 2017
LOCATION(S) AND DATES		TBD	END TBD
COORDINATION WITH OTHER BODIES			
NATO CLASSIFICATION OF ACTIVITY		UU	Non-NATO To Be Invited Australia New Zealand Sweden
PUBLICATION DATA		MISC	
KEYWORDS	Ethical leadership,		

I. BACKGROUND AND JUSTIFICATION (Relevance to NATO):

Infamous instances of unethical behavior by military personnel, such as the torture and death of a civilian detainee by Canadian soldiers in Somalia, and the mistreatment of prisoners by US soldiers at Abu Ghraib and Guantanamo Bay, raise questions of the ethicality of leaders in these organizations. Significant research attention has been devoted to understanding the ethical behavior of leaders (i.e., the moral person) and how leaders' expectations influence their followers' ethical behavior (i.e., the moral manager) (Trevino, Hartman, & Brown, 2000; Brown, Trevino, & Harrison, 2005). Indeed, some researchers (Neubert, Carlson, Kacmar, Robert, & Chonko, 2009; Schminke, Ambrose, & Neubraun, 2005) suggest that the leader is the single most important determinant in shaping an organization's ethical climate, which has a significant impact on the ethical behavior of organizational members.

Research has demonstrated that ethical leadership predicts leader effectiveness, interactional justice, followers' job satisfaction and dedication (Brown et al., 2005). Interestingly, these predictions were over and above that accounted for by transformational leadership, suggesting that ethical leadership is indeed different from transformational leadership. Ethical leadership is also linked to employee misconduct (Mayer, Kuenzi, & Greenbaum, 2010), workplace deviance (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009), and organizational citizenship behaviour (Piccolo, Greenbaum, Den Hartog, & Folger, 2010). Mayer and colleagues (2009) found that the behaviour of an ethical leader "trickles down" to their subordinates, highlighting the importance of modeling ethical behaviour by leaders. However, research on antecedents to ethical leadership is largely under developed.

Brown and Trevino (2006) postulated a number of propositions that considered individual and contextual influences on ethical leadership. However, many of these have yet to be investigated. This collaborative S&T program will investigate potential personal and situational antecedents of ethical leadership. This research program will add value to the current body of knowledge on ethical leadership in that it will be the first large-scale research program to investigate dispositional and situational antecedents of ethical leadership amongst military leaders across NATO and Partner for Peace (PfP) nations. In doing so, the results of this research may be instrumental in developing selection and training programs to foster strong ethical leadership within military organizations.

II. OBJECTIVE(S):

- Review research on ethical leadership

- Identify potential individual and situational antecedents to ethical leadership
- Develop a model of antecedents to ethical leadership amongst military personnel
- Explore avenues for data collection amongst partner nations to test the model

III. TOPICS TO BE COVERED:

The topics may include, but are not limited to:

- Overview of research on the development of ethical leadership
- Review of the literature of outcomes of ethical leadership
- Identify potential individual (e.g., personality, values, moral reasoning) and situational (e.g., ethical climate, organizational justice) antecedents to ethical leadership
- Develop a model of antecedents to ethical leadership amongst military personnel
- Develop methodology to collect multi-source (i.e., leader and followers) data across nation partners to test the newly-developed model of antecedents to ethical leadership

IV. DELIVERABLE:

- Terms of Reference for future RTG

V. TECHNICAL TEAM LEADER AND LEAD NATION:

Co-Chairs: Damian O'Keefe Ph.D. and Allister MacIntyre Ph.D. (Canada)

Vice chairperson: Requested

Leading nation: Canada

VI. NATIONS WILLING/INVITED TO PARTICIPATE:

We plan to solicit interest from NATO Nations, PfP nations, and nations involved in the IMLA of IMTA for potential participation in this Exploratory Team.

VII. NATIONAL AND/OR NATO RESOURCES NEEDED (Physical and non-physical Assets):

Funding sufficient for members to attend meeting

VIII. CSO RESOURCES NEEDED (e.g. Consultant Funding):