Mission
For organizations who want to build courageous teams, my thesis explored the critical barriers one faces in the decision matrix to enact morally courageous behaviors.

- Are women in the DoD workplace less likely to act with moral courage?
- Are supervisor responses to morally courageous behavior mediated by gender?

Methods
A thorough academic review and synthesis of current research:
- applied to the complexity of the military context
- considered women in male-dominated workplaces
- explored through the lens of case study

Acknowledgments
This research is dedicated to those who have stood up for what is right, simply because it was right.
For those who accepted the risk and took it on the chin to promote ethical workplaces.
I am eternally grateful to my friends and family for supporting this journey. To the HDO cohort and staff for challenging the status quo, for fundamentally changing my view of the workplace, and for showing me what right looks like. To my advisor Dr. Paul Woodruff and second reader Prof. Davida Charney – thank you for enabling this project; for your worthy guidance.
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Further: The findings of this research could be validated with a DoD-sponsored review of IG responses to the question, “As a woman in the DoD workplace, do you have fear to speak up against observed violations of ethical behavior?”

Primary Literature Cited

Fear of Reprisal
Lack of Psychological Safety
Negative Leader Behaviors

“Our lives begin to end the day we become silent about things that matter.” – Dr. Martin Luther King Jr.