When is Enough...Enough?
Women's Moral Courage in the DoD Workplace

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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

ACTION

Create Psychological Safety

Teach Courage as Communal

Let Courage be Contagious

❖ **72% Employees Decide NOT to Exercise Moral Courage** —— **WHY???**

(VitalStats Survey)

Fear of Reprisal

Lack of **Psychological Safety**

Negative **Leader Behaviors**

- **GENDER**
- **VOICE TYPE**
- **LEADER COMPETENCE**

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?"

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

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