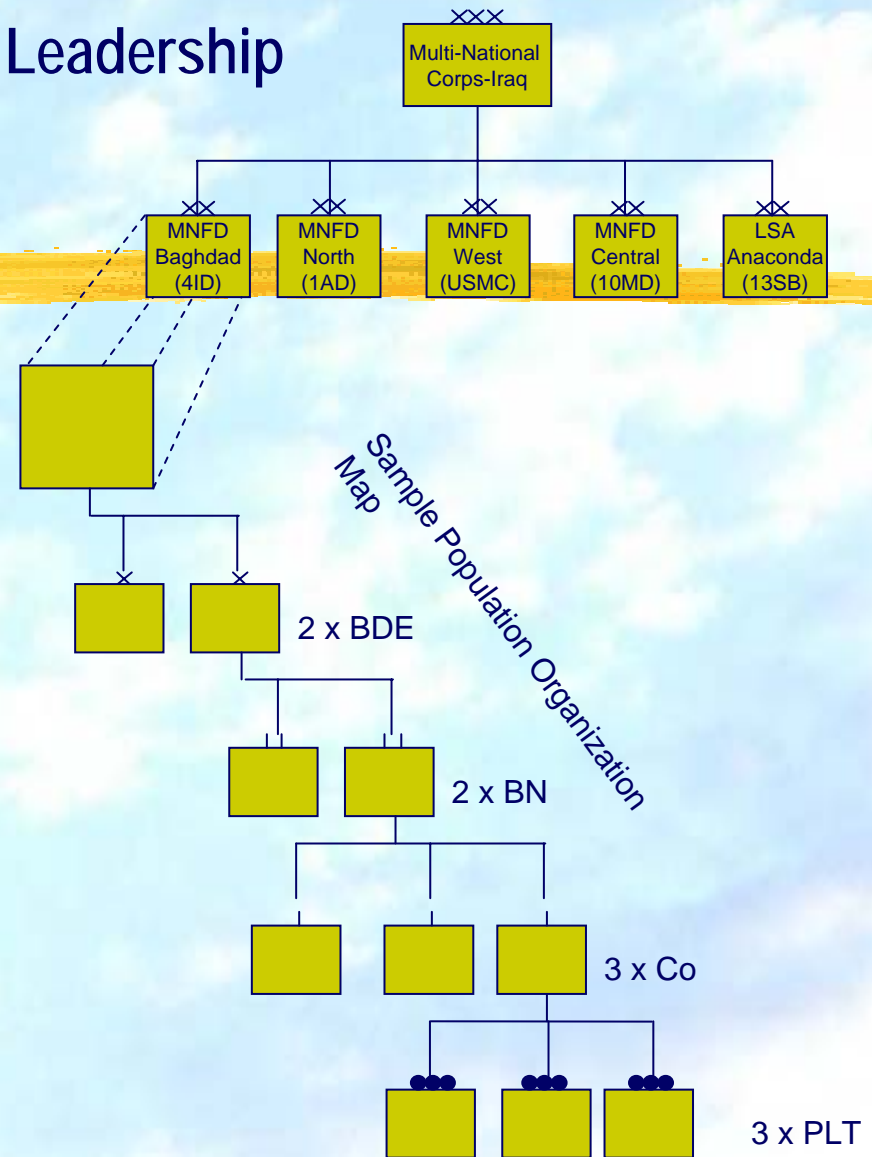


# A Multilevel Examination of Ethical Leadership

(Avolio, Hannah, Kozlowski,  
Lord, Trevino, & Schaubroeck)

- A collaboration among leadership and ethics scholars, with a Center at the US Military Academy, West Point.
- Currently assembling a survey to assess leadership, ethical climate, and a variety of behavioral outcomes for active duty Soldiers and Marines in Iraq (MNF-I).
- Unique aspect of the data collection is that we will be able to track leadership effects through about 5 hierarchical levels of the command structure.
- I anticipate that we (collectively and in smaller collaborations) will plan additional studies. I'm particularly interested in the potential of this group to examine development and emergence across multiple levels.



BDE= brigade BN = battalion Co= company PLT= platoon