

**B** – Brainstorm – Consider initial thoughts and reactions while making connections to past experiences.

- Share initial thoughts and reactions to this dilemma.
- Connect to past experiences which feel similar or aligned to this current dilemma.
- Identify potential ethical and moral issues.
- Formulate questions.
- What professional codes of ethics, school rules and/or policies need to be consulted?

**I** – Interpret – Think through the stakeholders involved in the dilemma and their perspectives.

- List all possible stakeholders (internal and external).
- Examine the emotions, interests, perspectives and relationships of all stakeholders involved in or adjacent to the dilemma.
- What values, virtues and/or beliefs are relevant to the dilemma? Are different virtues in conflict, and if so, which should be prioritized in this situation? Why?
- Determine player(s) that own the moral issue(s).
- Identify and focus on what's *essential*; ignore the noise.

**S** – Synthesize & Study – Process the information extracted from the dilemma thus far and engage in dialogue (deciding on actions that will maximize benefits for all while respecting the rights of individuals – ethic of justice).

- What decision is expected by professional parameters?
- What decision would the community expect?
- What is the right decision based on what is best for students?
- Identify Option A and Option B for resolution – is there an Option C?
- Come to consensus and defend the final decision.

**O** – Organize your thoughts, reactions, and elements of the resolution.

- How does the final decision that was decided upon differ from your individual initial reactions?
- How did your personal values and your professional ethics influence the final decision?
- What leadership style(s) and/or leadership strengths/competencies would an ethical and moral leader need to call upon to work through this dilemma?
- What leadership virtues and/or character strengths would an ethical and moral leader need to call upon to work through this dilemma?

**N** – Next Steps...

- Once the dilemma is handled utilizing the option for resolution previously agreed upon, how might internal stakeholders react?
- Once the dilemma is handled utilizing the option for resolution previously agreed upon, how might external stakeholders react?
- What are some predicted impacts on the school environment, culturally and academically, that could arise from taking the actions agreed upon in the manner of resolution?
- Formulate a timeline for next steps for follow-up, action, communication, and collaboration after the agreed upon outcome is manifested.