Values and Ethics: Situations for Discussion

Training Leader’s Guide

© Coastal Training Technologies Corp.
500 Studio Drive
Virginia Beach, VA 23452
©1993 Coastal Training Technologies Corp.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of Coastal Training Technologies Corp.

This publication is designed to provide accurate and authoritative information in regard to the subject matter. It is sold with the understanding that Coastal Training Technologies Corp. is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional should be sought.
# Table of Contents

**Values and Ethics: Situations for Discussion**

<table>
<thead>
<tr>
<th>Preparing for Your Session</th>
<th>Introduction .................................................................</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Training Session Objectives .........................................</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Possible Session Agendas ...............................................</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Trainer's Blank Session Agenda .......................................</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Training Session Planning Considerations ...........................</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Training Session Tips ...................................................</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Invitation Letter to Participants ....................................</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Pre-Training Survey ....................................................</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Training Session Checklist ............................................</td>
<td>12</td>
</tr>
<tr>
<td>Values and Ethics Training Session</td>
<td>Icebreaker Discussion: ..................................................</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Trainer's Instructions ..................................................</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Contract of Confidentiality .............................................</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Checklist &amp; Principles Discussion ....................................</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Questions to Consider When Making Ethical Decisions Exercise:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trainer's Instructions ..................................................</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Trainer's Discussion Questions .......................................</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Vignette Scenario Worksheet ...........................................</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Ethics Game: ...................................................................</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trainer's Instructions ...................................................</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Narration Script ................................................................</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Instructions for Role Play Participants .............................</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Observer Sheet ..................................................................</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Name Tags .........................................................................</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Character Information .....................................................</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Ethics Game Discussion Questions ......................................</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Recommendations for Change Exercise: ................................</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trainer's Instructions ...................................................</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Values and Ethics Review: ...............................................</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trainer's Instructions ...................................................</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Participant's Review .....................................................</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>Training Session Evaluation ............................................</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>Training Session Follow-Up: ............................................</td>
<td></td>
</tr>
<tr>
<td>Training Session Follow-Up</td>
<td>Follow-up Letter to Participants .......................................</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td><strong>Values and Ethics Handout</strong> .........................................</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Refresher Course ...........................................................</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Overhead ........................................................................</td>
<td></td>
</tr>
</tbody>
</table>
Introduction

The line between right and wrong is often unclear.

What's right for one situation may very well be wrong for another, and even the right thing may be done the wrong way. Or maybe your only choice is to pick from the "best of all evils" in certain circumstances.

In any case, ethical decision making is not an easy chore. But it is a chore we should all take seriously and practice reverently. We should be prepared for any kind of ethical uncertainty.

Values and Ethics is a video-based training session that can help strengthen the value and ethical "muscle" of your organization. This session cannot only help you assist your employees in making wise ethical choices in the future, but also help them consider the consequences of poor ethical choices which can cost your employees and your organization the loss of money, reputation, morale and excellence.

This training session outlines steps that your employees can take to create a foundation for excellence through their high ethical standards. A Three-step Checklist is presented in this Training Leader's Guide which outlines three very important questions to ask when faced with an ethical dilemma. These questions are:

1. **Is it legal?**
   Does it comply with civil law or organizational policy?

2. **Is it a win-win situation?**
   Is it balanced and fair to all concerned in the long run?

3. **Would you do the same thing if a loved one, a boss, or a friend were watching?**
   How will it make you feel about yourself? Would you feel good if your decision were published in the newspaper?

The answers to these questions can guide any person to make the best ethical decision.
Training Session Objectives

Upon completion of the video-based training session, Values and Ethics, your participants will have an opportunity to:

- Develop a greater understanding of business ethics and values.
- Learn how to correctly respond to ethical situations.
- Learn a three-step checklist to ethical decision making.
- Learn how to make ethical choices.
- Understand your corporate ethics philosophy.

We would like to thank Kenneth Blanchard for his contribution of the Three-Step Checklist to Ethical Decision Making, and the Five Principles of Ethical Power.

These materials and his insight greatly enhance the Values and Ethics video-based training session.
Possible Session Agendas

Trainer’s Note: Two session agendas have been provided below to help guide you through your Values and Ethics training session. Feel free to add or delete from these based on the specific needs of your participants and your organization.

Two-hour Session:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values and Ethics Checklist &amp; Principles Discussion</td>
<td>10 minutes</td>
<td>15</td>
</tr>
<tr>
<td>Questions to Consider When Making Ethical Decisions Exercise</td>
<td>45 minutes</td>
<td>16</td>
</tr>
<tr>
<td>Ethics Game</td>
<td>1 hour</td>
<td>25</td>
</tr>
<tr>
<td>Values and Ethics Review</td>
<td>5 minutes</td>
<td>37-38</td>
</tr>
<tr>
<td>Training Session Evaluation</td>
<td>5 minutes</td>
<td>39</td>
</tr>
</tbody>
</table>

Three-hour Session:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Icebreaker Discussion</td>
<td>10 minutes</td>
<td>13</td>
</tr>
<tr>
<td>Values and Ethics Checklist &amp; Principles Discussion</td>
<td>10 minutes</td>
<td>15</td>
</tr>
<tr>
<td>Questions to Consider When Making Ethical Decisions Exercise</td>
<td>45 minutes</td>
<td>16</td>
</tr>
<tr>
<td>Ethics Game</td>
<td>1 hour</td>
<td>25</td>
</tr>
<tr>
<td>Ethics Game Discussion Questions</td>
<td>15 minutes</td>
<td>35</td>
</tr>
<tr>
<td>Recommendations for Change</td>
<td>30 minutes</td>
<td>36</td>
</tr>
<tr>
<td>Values and Ethics Review</td>
<td>5 minutes</td>
<td>37-38</td>
</tr>
<tr>
<td>Training Session Evaluation</td>
<td>5 minutes</td>
<td>39</td>
</tr>
</tbody>
</table>

**These suggested times are approximate and may vary depending on the needs of your organization.**
Trainer’s Blank Session Agenda

**Trainer’s Note:** You may wish to plan a session that is different than the sessions provided on page 6. Below is a guide to assist you in outlining your session.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Training Session Planning Considerations

Trainer's Note: Whether you are conducting a seminar, workshop, or leading an informal discussion, you should find that the video, Values and Ethics, and this Training Leader’s Guide can serve as a strong foundation for your training session. With additional preparation and planning, you should be able to provide participants with a valuable learning experience.

The following comments are planning considerations you may find helpful in developing your session.

1. **Visit with key people** on your management team to determine your organization's philosophy and attitude towards ethics. Identify special actions that will be taken to comply with your organization's philosophy. Make enough copies of this philosophy to give to each of your participants for referral.

2. **Know your audience.** Different people have different needs. In the hectic, day-to-day activities of your organization, you need to make sure your attendees will receive the full benefits of your session.

3. **Develop specific objectives** for your session that focus on the needs of your organization and your participants. These objectives can keep your session on target.

4. **Preview the videotape twice** prior to planning your training session. The more familiar you are with the material, the more comfortable you will become in planning your training session. With proper preparation, the session can be more enjoyable for you and more meaningful to your participants.

5. **Decide on an outline** for your training session. Suggested agendas have been placed in this guide for your benefit. You may be able to use them in their entirety, or you may want to add your own ideas. See page 6 for suggested agendas.

6. **Make sure that all logistical items have been properly reserved** and are in excellent working condition. The training checklist on page 12 is available to assist you in this task.
Training Session Tips

Trainer's Note: The following tips were provided to assist you in preparing and conducting your Values and Ethics training session.

• Examining personal ethics is a difficult process. Confidentiality is vital to ensuring that all your participants are comfortable discussing ethics. Your role is to create an environment of trust. Let your participants know that they can share experiences without any repercussion on the part of the organization. On page 14 we have provided a contract to help communicate the need for confidentiality.

• The goal of this training session is to assist employees in making wise ethical choices in the future. Use past ethical situations from your organization as learning experiences.

• Familiarize yourself with the entire presentation and sequence of the program.

• Share your personal experiences and ask participants to share theirs. It will generate discussion, and make the group feel part of the program.

• Encourage laughter. It doesn't hurt.

• Explain that you are not training to address specific ethical infractions, but rather to prevent any such situations from occurring in the future.
Invitation Letter to Participants

Trainer's Note: The memo below can be used as a guide. Your memo should be sent to participants approximately two to three weeks prior to the scheduled training session. Also included on page 11 is a Pre-training Survey to enclose with your memo, which will allow you to understand how your employees assess the organization's ethical standards.

August 5, 20XX

To: Participant
From: Session Trainer, Training Department
Re: Values and Ethics Training Session

On August 17, at 8:30 a.m. in the main conference room, we will be holding a training session to explain our organization's ethics philosophy and how it affects you. During the session you will have the opportunity to:

- Develop a greater understanding of business ethics and values.
- Learn how to correctly respond to ethical situations.
- Learn a three-step checklist to ethical decision making.
- Learn how to make ethical choices.
- Understand your corporate ethics philosophy.

Please take the time to complete the enclosed survey questions, and turn them in to me by August 10. Please be open and candid in your responses. The information received will be combined and used as a measurement for our organization. Your individual responses will be kept strictly confidential, and you need not sign your name.

Please mark your calendar now so that you can attend this important training session. If you will be unable to attend, please contact me at extension 234.

See you August 17.
Pre-Training Survey

Instructions: This survey is designed to assess our organization's ethical standards. Please respond to the questions honestly and candidly. Your responses will be kept confidential.

1. Do you understand the organization’s values and ethical expectations?
   - Yes
   - No
   - Somewhat

2. Do you feel that your organization “practices what they preach?”
   - Yes
   - No
   - Somewhat

3. Do your organization’s rules for doing business stay the same in good times and when things are not going well?
   - Yes
   - No
   - Somewhat

4. Is the organization’s ethical code of conduct as important as financial goals?
   - Yes
   - No
   - Somewhat

5. Are your organization’s ethics considered in day-to-day decision making?
   - Yes
   - No
   - Somewhat

6. Do you understand the consequences for violations when you make ethical decisions?
   - Yes
   - No
   - Somewhat

7. Do you receive positive feedback from management when you make ethical decisions?
   - Yes
   - No
   - Somewhat

8. Do you receive positive feedback from coworkers when you make ethical decisions?
   - Yes
   - No
   - Somewhat

9. Are you expected to apply ethical guidelines to every aspect of your job?
   - Yes
   - No
   - Somewhat

10. Do you feel you can approach anyone in management and raise an ethics question?
    - Yes
    - No
    - Somewhat

11. Is there training available to help new employees understand the ethics and standards of the organization?
    - Yes
    - No
    - Somewhat
Training Session Checklist

Trainer's Note: This checklist should be used before your training session to secure all logistical items.

Location:
- Create a relaxed environment.
- Make sure that all seating has a good view of the visuals.
- Make sure there is enough light to take notes when viewing the video.
- Provide an adequate writing surface for participants.
- Assure good acoustics.
- Assure that your room is accessible and equipped for participants with disabilities.

Video Equipment:
- Make sure the VCR is properly connected to the monitor.
- Test the VCR, and check monitor for proper picture, color, and volume.
- Make sure the tape is rewound and ready to play before beginning your session.
- Check all other equipment for proper operation.

Materials
- Training Leader's Guide
- Videotape
- Handouts
- Paper and pencils
- Additional equipment
- Participant Materials for skill exercises
- Copy of organization's ethics philosophy
- Copy of audiotaped script for Ethics Game
Icebreaker Discussion

Time Required:
• 10 minutes

Materials Needed:
• One copy of the Contract of Confidentiality for each participant (page 14)
• Flipchart

Objective:
• Objective: To give participants an opportunity to introduce themselves and begin discussing the participant’s thoughts on ethics in your organization.

Process:
1. Have your participants answer and discuss the following questions:
   • What is your name, and what is one thing you would like to learn from this session?
   • What does ethics mean to you?
   • In your opinion, what is the biggest problem concerning ethics at work?
   • Do you feel you can teach values and ethics after a person has reached adulthood? If not, why? Or, if so, why?

2. You may wish to write down the answers to the first question on a blank flip chart page. You may either hang this page on the wall or set it aside until the end of the session, and review the needs of your participants to see if they were completely met.

Discussion:
1. Read or paraphrase:
   In order to be effective with this training, it’s important for you to understand that confidentiality is vital to ensure that you’re all comfortable discussing the topic of ethics. In this session, you are able to share any experiences without worrying about repercussion on the part of this organization.

   The goal of this training session is to help you learn how to correctly make wise ethical choices in the future. The objectives of this program are to help you develop a greater understanding of business ethics, and to learn how to assist employees in making wise ethical choices. You can learn a three-step checklist for ethical decision making, and should be able to communicate our organization’s ethics philosophy when encountering ethical situations.

2. Hand each participant a copy of the Contract of Confidentiality, and have him or her read and sign the contract.
Contract of Confidentiality

(_________________________) is conducting a training session on ethics to communicate the organization’s philosophy, and to assist employees in making wise ethical choices in the future.

(_________________________) agrees to keep all information discussed in this session confidential.

(_________________________) agrees to keep all information shared by coworkers confidential.
Checklist & Principles Discussion

**Objective:**
- To give participants guidelines to follow when faced with ethical situations in the future.

**Process:**
1. Display Overhead, and read or paraphrase:
   
   There are two guidelines you can use to help maintain your high value and ethical standards. The first guideline is the Three-step Checklist. This checklist can provide meaningful guidelines for making an ethical decision. But, often situations do not lend themselves to an easy answer. (Refer to page 4 to assist you in a more detailed discussion of the Three-step Checklist).

   The second guideline you can use contains the Five Principles of Ethical Power. The principles deal with some of the underlying issues of an ethical dilemma. By examining those issues, you can test your potential choices against principles that vary in importance to you and are often in conflict with each other. You can also clarify those issues in order to strengthen and reinforce your decision.

   I. **Purpose**— an objective or intention; something toward which you are always striving. It is on-going. A purpose gives meaning and definition to your life. For example, raising responsible children could be an example of a purpose. You could have a purpose statement for each of your various roles in life—family member, friend, boss, employee, etc.

   II. **Pride**— the sense of satisfaction that you get from your accomplishments and the accomplishments of the people you care about, like your family or staff. Pride builds self-esteem, which gives you the strength to do what you know is right— even when there are strong pressures otherwise.

   III. **Patience**— the belief that no matter what happens, things are going to work out all right. Patience involves faith and positive thinking.

   IV. **Persistence**— sticking to your purpose, even when it is inconvenient. When you are persistent, you are not trying to do something; you are actually doing it.

   V. **Perspective**— the capacity to see what is really important in any given situation. This often involves taking time out, stepping back from what you are doing and separating out what is truly important from the less important.

   Above all, the number one action that managers or supervisors want from their employees is honesty— honesty with themselves, their coworkers, and their customers.
Questions to Consider When Making Ethical Decisions Exercise

Time Required:
- 45 minutes

Materials Needed:
- Trainer's Discussion Questions (pages 17-20)
- One copy of the Vignette Scenario Worksheet for each group (pages 21-24)
- Video Vignettes
- Overhead—top portion only containing Three-step Checklist

Objective:
- To practice ethical decision making.

Process:
1. Divide your participants into teams of four. Explain that they will be watching a series of video vignettes in which characters face ethical situations.

2. Distribute the sheets entitled Vignette Scenario Worksheet to each group. Make sure each group has chosen a person to record their group's answers.

3. Display Overhead and read or paraphrase:
   If you were faced with the following ethical situations, what would you do? Your worksheets provide some questions for thinking through each situation presented in the video. In addition, think about the three questions we discussed earlier—Is it legal? Is it win-win? Would you do the same thing if a loved one, friend, or boss was watching? Remember, the questionable situation needs to result in a negative response to only one of the questions in the Three-step Checklist to be considered unethical.

4. Following each vignette, stop the video and have each group discuss the questions on the Vignette Scenario Worksheet. (You may wish to ask the Three-step Checklist questions after each vignette, or pick and choose when it's most effective for you to discuss them).

5. After five minutes, ask one person from each group to explain their answers. After each series of questions, there is room to state your organization's philosophy as it pertains to that particular ethical situation.

6. Continue this process for each vignette.

Alternative Approach: Following each video vignette, have participants role play how they think the scenario should end. You may wish to have them role play the poor ethical choice and also the right ethical choice.
Trainer's Discussion Questions

Trainer's Notes: Allow open, candid, and confidential discussion. The Training Session Tips on page 9 can help you in guiding your discussion on the questionable unethical situations.

Confidentiality:
Ask the participants the following questions:
1. **The electronic advancements in the office environment have caused new types of challenges in ethics. Can you think of times when your ethics could be challenged in similar situations?**
   - Speaker phone conversations, computers, voicemail systems, faxes, recorders, etc.

2. **What are some ways you could avoid this ethical situation?**
   - Move fax to a more confidential, private area and leave the area until the fax is complete.

Now state your organization's philosophy pertaining to this type of situation:

Surplus Supplies:
Ask the participants the following questions:
1. **Does taking a few Post-in-Notes™ really make a difference?**
   - Multiply 75¢ by the number of people in the organization.

2. **What type of ethical breech would it be if she took some supplies?**
   - Stealing office supplies

Now state your organization's philosophy pertaining to this type of situation:

For Appearance Sake:
Ask the participants the following questions:
1. **What type of value and ethical breech would this be?**
   - Possibly lying and stealing the organization's time.

2. **Can you think of a similar incident?**

Now state your organization's philosophy pertaining to this type of situation:
Trainer’s Discussion Questions (cont.)

If You Can’t Say Something Nice . . .:
Ask the participants the following questions:
1. **What can happen as a result of this behavior?**
   If you hear someone speaking badly about others, chances are they could also turn around and speak badly about you. This can also lead others to believe untruths about other coworkers, managers, or the overall status of the organization.

2. **Who does gossip hurt?**
   The person being talked about could have their self-esteem damaged, making it difficult to do their job to the best of their ability. It could also hurt you and your organization—no one is happy in a negative environment.

3. **What can you do when you hear gossip?**
   Leave, or say something positive about the person being talked about.
   Now state your organization’s philosophy pertaining to this type of situation:

__________________________________________________________________
__________________________________________________________________

For a Friend?:
Ask participants the following questions:
1. **What type of value and ethical breach would this be?**
   Lying and using company time to look for a job elsewhere.
   Now state your organization’s philosophy pertaining to this type of situation:

__________________________________________________________________
__________________________________________________________________

After Hours:
Ask participants the following questions:
1. **What type of value and ethical breach would this be?**
   Lying and stealing information. He is stealing information, and if she doesn’t tell, she is helping her coworker steal the information.
   Now state your organization’s philosophy pertaining to this type of situation:

__________________________________________________________________
__________________________________________________________________
Trainer’s Discussion Questions (cont.)

Share and Share Alike:
Ask participants the following questions:
1. **How might you handle this situation?**
   Say, “My job would be on the line if I told you,” or “Look. You wouldn’t want me giving out your personal information to others, would you?”

2. **What type of ethical breech would this be?**
   Confidentiality
Now state your organization’s philosophy pertaining to this type of situation:

----------------------------------------------------------------------------------------------------------------------------------

----------------------------------------------------------------------------------------------------------------------------------

Hey, What’s a Few Minutes?:
Ask participants the following questions:
1. **What type of ethical breech would this be?**
   If a person stopped working 10 minutes early every day—based on 240 work days per year, 40 hours per week—that would equal one week of work stolen from your organization per year.
Now state your organization’s philosophy pertaining to this type of situation:

----------------------------------------------------------------------------------------------------------------------------------

----------------------------------------------------------------------------------------------------------------------------------

Bunch of copies:
Ask participants the following questions:
1. **What type of value and ethical breech would it be to use the company copier for personal copies?**
   Stealing supplies and misuse of equipment.
Now state your organization’s philosophy pertaining to this type of situation:

----------------------------------------------------------------------------------------------------------------------------------

----------------------------------------------------------------------------------------------------------------------------------

If Those Couriers...:
Ask participants the following questions:
1. **What type of ethical breech would it be if she blamed the mishap on the courier?**
   Lying
Now state your organization’s philosophy pertaining to this type of situation:

----------------------------------------------------------------------------------------------------------------------------------
Trainer's Discussion Questions (cont.)

Sick of it:
Ask participants the following questions:

1. **How much do you think it costs an organization when someone does this?**
   Based on an annual salary of $30,000 and 240 work days per year, the cost for your organization is $125 per day. You can double this cost by the amount of work not completed as a result of your absence, and add any other work not completed by others who are having to cover for your responsibilities, as well as their own, in your absence.

2. **What type of ethical breach would this be?**
   Lying and stealing

3. **Can you think of a similar incident?**
   Example: Saying you have a doctor's appointment when you really have a job interview.
   Now state your organization's philosophy pertaining to this type of situation:

   ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~

   ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~

1-800:
Ask participants the following questions:

1. **How might she handle this situation?**
   Say: The 800 number is for business calls only. Can I call you from home?

2. **What type of ethical breach would this be?**
   Stealing money and time

3. **Is a 1-800 number free to an organization?**

4. **Can you think of a similar incident?**
   Example: Faxing or using the computer for personal use.
   Now state your organization's philosophy pertaining to this type of situation:

   ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~

   ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~
Vignette Scenario Worksheet

Instructions: After watching each video vignette depicting a questionable ethical situation, ask yourself these questions and answer them below.

Confidentiality:
1. The electronic advancements in the office environment have caused new types of challenges in ethics. Can you think of times when your ethics could be challenged in similar situations?

2. What are some ways you could avoid this ethical situation?

Surplus Supplies:
1. Does taking a few Post-it-Notes™ really make a difference?

2. What type of ethical breech would it be if she took some supplies?

For Appearance Sake:
1. What type of value and ethical breech would this be?

2. Can you think of a similar incident?
Vignette Scenario Worksheet (cont.)

If You Can't Say Something Nice . . . :
1. What can happen as a result of this behavior?

2. Who does gossip hurt?

3. What can you do when you hear gossip?

For a Friend?:
1. What type of value and ethical breech would this be?

After Hours:
1. What type of value and ethical breech would this be?
Vignette Scenario Worksheet (cont.)

Share and Share Alike:
1. How might you handle this situation?

2. What type of ethical breech would this be?

Hey, What’s a Few Minutes?:
1. What type of ethical breech would this be?

Bunch of Copies:
1. What type of value and ethical breech would it be to use the company copier for personal copies?

If Those Couriers . . . :
1. What type of ethical breech would it be if she blamed the mishap on the courier?
Vignette Scenario Worksheet (cont.)

Sick of It!
1. How much do you think it costs an organization when someone does this?

2. What type of ethical breach would this be?

3. Can you think of a similar incident?

1-800:
1. How might she handle this situation?

2. What type of ethical breach would this be?

3. Is a 1-800 number free to an organization?

4. Can you think of a similar incident?
Ethics Game

Time Required:
• 1 hour

Materials Needed:
• Tape recording of Narration Script (page 27) if not acting those parts out
• Four copies of Instructions for Role Play Participants (page 28)
• Enough copies of Observer Sheet for the remaining participants (page 29)
• Name tags cut out for the four role play participants (page 30)
• Character packet information cut out for the role play participants (pages 31-34)
• Ethics Game Discussion Questions (page 35)

Objective:
• To create a fictional world, which allows participants to examine how poor ethical decisions can affect business.

Preparation:
1. Make four copies of Instructions for Role Play Participants, and enough copies of the Observer Sheet for the remaining number of session participants.

2. Each character has a page of information. Make a copy of each character’s page and cut along the dotted lines to organize each character’s packet. (The character information should be on the first page in each packet, Round One on the second page, and Round Two on the third page). Attach these packets to the back of the Instructions for Role Play Participants’ sheet for each participant.

3. A sheet with name tags is provided to assist the players in the game.

4. Read the narration script for both Round One and Round Two into a tape recorder, or you may wish to personally act out that part during the session.

Process:
1. Choose a group of four participants to role play the characters in the game. (Some individuals may not be comfortable in role play situations, so you may wish to choose the more outgoing people in your group, or ask for volunteers). The remainder of the participants should serve as observers.

2. Hand the role play participants their name tags and character packets. Also hand out the Observer Sheet to the remaining participants. Have role play participants leave the room to prepare for the game, while the remaining observers review the scenarios on their Observer Sheets, and fill in the names of the people playing the characters.
Ethics Game (cont.)

3. Introduce the game to participants by stating:
   You have been ordered to attend a hastily called meeting at XYZ Organization. The division president is on the way to the meeting. You can hear him/her coming down the hall.

4. Play the audiotape with the narration script for Round One, or have someone read the information out loud to the group.

5. Explain that each character may now turn to the next page, but that they must follow their instructions explicitly.

6. At the end of Round One, ask “characters” if they have revealed all of the information they were asked to contribute from their sheets. Allow time for the characters to review or summarize the information revealed in Round One. Participants may ask questions.

7. Play the audiotape with the narration script for Round Two, or have someone read the information out loud to the group.

8. At the end of Round Two, ask “characters” if they have revealed all of the information they were asked to contribute from their sheets. Allow time for the characters to review or summarize the information revealed in Round Two. Participants may ask questions.

9. If you have chosen to facilitate the three-hour session, move on to the Ethics Game Discussion Questions.
Material for the President’s speech to the group:

Round One:

I just got a very disturbing call from Dan Johnson at Johnson Inc. We have lost his account! He is very upset because someone here at XYZ changed the production date for his order from first quarter to second quarter. He can’t get a satisfactory explanation from anyone here, and he even claims we refused to send him a copy of our contract with him. What’s going on?

(The President’s speech can be split into two parts to keep the points simple and avoid the confusion of too much information at once).

Round Two:

Mr. Johnson said there have been other incidents in his relationship with our organization that led him to the decision to take his business elsewhere! For example, he says he called our sales department for specific information and couldn’t reach the salesperson with whom he deals with. He says an account executive negotiated the contract and he never heard from him again. Suddenly he was dealing with Customer Service. And to top it off, he got a chain letter from us which added to his impression of our organization as being totally unprofessional! Why did these things happen?
Instructions for Role Play Participants

Instructions: Please read the following instructions carefully. In order for this game to be successful, they need to be followed correctly and ethically.

Welcome to the fictional world of XYZ Organization. You have each been given a character and job description.

1. The game will be played in two rounds. In each round, there will be information you must contribute and information you must seek. Be creative in justifying why you acted as you did, but when asked, you may not lie about what you did.

2. Have some fun and adopt the attitude that you have been assigned on your character introduction page.

3. This is a conversation exercise, so please try not to read your instructions. Instead, converse as if you are the actual person in the actual meeting.

4. Read and share the information in your packets with the other characters so that you understand what is to take place when you role play in the room for the observers.

5. When you come back into the room, reintroduce yourselves as your character, using the information on the top of your first page entitled, “Please introduce yourself using this character information.”
Observer Sheet

Instructions: Please observe the role play and take notes on the following questions. You will be asked to share your responses.

Scenario for Round One:
The employees of XYZ Organization have been ordered to attend a hastily called meeting. The division president is addressing the loss of the Johnson account due to someone changing the production schedule agreed upon in a contract. The president is trying to get a satisfactory answer.

Scenario for Round Two:
The president now wants to deal with every aspect of poor customer service (or poor ethics decision making) which perpetuated the loss of Johnson Inc. XYZ has been portrayed as being totally unprofessional, and again, the president wants answers.

Constance Fidential—Manager of Accounting
Played by ____________________________________________

William Willing—Sales Representative
Played by ____________________________________________

Angela Agreeable—Customer Service Representative
Played by ____________________________________________

Paul Principle—New Accounts Coordinator
Played by ____________________________________________

1. Who is responsible for losing the Johnson account?

2. Why was the account lost?

3. List the actions you feel were unethical in this role play.

4. Did Johnson Inc. stop doing business with XYZ Organization because of ethics? Explain:

5. If you could ask Johnson Inc why they took their business elsewhere, what would they say?
Name Tags

Hello! My name is . . .
Constance
Fidential

Hello! My name is . . .
William
Willing

Hello! My name is . . .
Angela
Agreeable

Hello! My name is . . .
Paul
Principle
Constance Fidential

Please introduce yourself using this character information.
I manage the accounting department for XYZ Organization and have given the organization my total dedication for years. I feel my seniority gives me a little "latitude" in my job, but would never do anything intentionally to hurt the organization.

Reveal this character information in your attitude while playing:
I feel, for the most part, that I am an ethical person.

Round One:

Information you must contribute during this round:
When Angela asked me to fax the contract to Johnson Inc., I discovered the contract was not in my files because William still had it. William didn't answer his phone, and then I got tied up on the phone with an old friend who was suffering through a real tragedy. By the time I got off the phone, it was five o'clock and too late to let anyone know that William—and the contract—couldn't be found.

Information you must ask about if not revealed in the discussion:
Why did Angela ask me to fax this contract? I thought Paul was the Account Exec. for Johnson Inc., so shouldn't he have been dealing with Johnson Inc.?

Round Two:

Information you must contribute during this round:
I used 25 sheets of the organization's letterhead for a chain letter. I had no way of knowing one would go to someone who worked at Johnson Inc. I have seen many sheets of letterhead "just wasted around here every day."

Information you must ask about if not revealed in discussion:
Why hadn't the contract been signed and put on file in my department, which is normal procedure?
William Willing

Please introduce yourself using this character information.
I am a sales representative for the XYZ Organization. I have been with the organization for one year.

I am an outgoing guy who enjoys the “flexibility” that goes with selling. I know I’m a good salesman, customers like me, and I don’t mind the extra hours I sometimes put in to make sales calls.

Reveal this character information in your attitude while playing:
I feel, for the most part, that I am an ethical person.

Round One:

Information you must contribute during this round:
I knew Johnson Inc. would go along with the change in the production schedule because when I was in my Johnson Inc. client’s office, he left the room for a moment and I sneaked a look at the competition’s proposal that was on his desk. They couldn’t offer production until third quarter, so I know Johnson Inc. had no choice but to stay with XYZ.

Information you must ask about if not revealed in the discussion:
Why did Constance leave me a message that Johnson Inc. wanted a copy of their contract? When I called Dan Johnson at Johnson Inc. the next day, why did he say it wasn’t important anymore, and why was he so upset?

Round Two:

Information you must contribute during this round:
The afternoon in question, I was out playing golf. I had spent the last two evenings entertaining customers and needed a few hours to myself to “unwind.”

Information you must ask about if not revealed in discussion:
Who sent out a chain letter on XYZ letterhead and why?
Angela Agreeable

Please introduce yourself using this character information.
I am a customer service representative for XYZ Organization. I have been in this position for two years, and hope for a promotion to Account Exec. I feel that I already know how to do that job.

Reveal this character information in your attitude while playing:
I feel, for the most part, that I am an ethical person.

Round One:
Information you must contribute during this round:
Dan Johnson of Johnson Inc. called me and said he wanted to talk to the new Account Exec. about the change in the production date on his order. I realized he was upset and felt I had more experience than Paul in this area, so I decided to deal with the situation myself. I tried to reassure him that Paul must have made a mistake because the production date is stated in the contract. He asked me to get a copy of the contract faxed to him immediately.

Information you must ask about if not revealed in the discussion:
Why did Paul try to move the production date on Johnson Inc.’s contract to the second quarter?

Round Two:
Information you must contribute during this round:
An employee from Johnson Inc. called me for some information, and during the conversation I “may have said something about” Paul being “new at his job” and not “totally on top of it.” I was only trying to “smooth things over!”

Information you must ask about if not revealed in discussion:
On the afternoon everyone was trying to find William, was it him I passed coming out of the golf course as I was on my way home?
Paul Principle

Please introduce yourself using this character information.
I am the new Accounts Coordinator for the XYZ Organization. I have been with the company six months. I see myself as a “company person.” I feel strongly about the “bottom line” as part of my decision making.

Reveal this character information in your attitude while playing:
I feel, for the most part, that I am an ethical person.

Round One:

Information you must contribute during this round:
I could land a big new ABC Inc. account by promising production on their order in the first quarter. This means moving Johnson Inc.’s production to second quarter, but William said he could “make up some reason” for doing that, and it would be okay. So I changed the production schedule.

Information you must ask about if not revealed in the discussion:
Why did William tell me he knew “for a fact” that Johnson Inc. would accept the change in the schedule?

Round Two:

Information you must contribute during this round:
The contract with Johnson Inc. had not actually been signed by XYZ because I heard from a banker friend at a party that “Dan Johnson could be looking at Chapter 11 if he isn’t careful.” I passed this on to the V.P. and recommended delaying the signing.

Information you must ask about if not revealed in discussion:
It came back to me that Angela told someone at Johnson Inc. that I was not competent to be an Account Executive. What did she tell them, and why?
Ethics Game Discussion Questions

Time Required:
• 15 minutes

Materials Needed:
• None

Objective:
• To allow participants an opportunity to analyze ethical situations faced by the XYZ organization, and understand the results of the actions taken by the characters in the Ethics Game.

Process:
1. Upon completion of the Ethics Game, ask participants the following questions. Allow time for feedback and discussion.
   1. Who is responsible for losing the Johnson Inc. account?
      Each and every person was responsible for losing the account. (Have each role playing participant list what they did wrong, including the president).

2. Why was the account lost?
   Poor ethical decisions were made by each and every person involved.

3. If you could ask Johnson Inc. why they took their business elsewhere, what would they say?
   They received poor customer service by the employees of XYZ Organization.

4. Do you feel “poor service” was the real reason XYZ Organization lost the Johnson account? Explain:
   XYZ Organization stopped because of the poor service. But the poor service was the result of poor ethics.

2. Read or paraphrase:
   Remember that poor ethics doesn't always look like poor ethics on the outside. In this situation, poor ethics looked like poor customer service to the client, resulting in their decision to take their business elsewhere. Poor ethical decisions can create irreversible damage to any organization and its employees.
Recommendations for Change Exercise

Time Required:
• 30 minutes

Materials Needed:
• Paper and pencils or pens for each group

Objective:
• To give participants an opportunity to analyze their ethical climate and make recommendations for change. This exercise will also demonstrate how the ethical climate in any organization is affected by executive policy, management style, and individual choices.

Process:
1. Divide the session into groups of four to six participants each. (Determine prior to introducing this exercise if the suggestions made by participants will be passed along to the parties).

2. Read or paraphrase:
   You have been appointed to look for ways to improve your organization’s ethical climate. Your objective is to create and prepare three lists of recommendations. The first list is for top management regarding policy changes. The second list is for supervisors, team leaders, and managers regarding ethical practices. The third list is for front-line people in the organization. Behave as if these three lists will be distributed to the appropriate parties (or state that the actual parties will receive the suggestions if they are to be passed along).

3. Allow about 20 minutes for all groups to compile their lists.

4. Remind participants that they are not to deal with specific people. Rather, they should evaluate ethical improvements.

5. At the end of this time period, go around the room asking each group to read one of the suggestions from each list.

Discussion:
The following questions may help to stimulate discussion among participants:
1. Which of the three groups has a stronger role in creating an ethical organization?

2. Do you feel you can teach values and ethics after a person has reached adulthood? If not, why? Or, if so, why?
Review

Time Required:
• 5 minutes

Materials Needed:
• One copy of Values and Ethics Review sheet for each participant (page 38)

Objective:
• To give participants an opportunity to review your organization’s ethics philosophy, identify their own personal ethics philosophy, and discuss actions they will take to improve their own ethical decision making.

Process:
1. Hand each participant a copy of the Values and Ethics Review sheet.

2. Allow five minutes for participants to complete this review.
   • Write your organization’s philosophy on values and ethics.
   • Write your philosophy on values and ethics.
   • List one action you will undertake to improve your value and ethical decision making.

Discussion:
• Have participants volunteer to share their philosophies and actions. Some participants may choose to keep their thoughts and answers private.
• You may wish to reinforce the importance of keeping the information communicated by the session participants strictly confidential.
Values and Ethics Review

Instructions: Take five minutes to complete this review. You may volunteer your philosophies and actions during the discussion that follows, or you may wish to keep your thoughts private.

- Write your organization's philosophy on values and ethics.

- Write your personal philosophy on values and ethics.

- List one action you will undertake to improve your value and ethical decision making.
**Session Evaluation**

Please circle the number that best describes your evaluation of the training program and return.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>This training program concentrates on practical ethical issues.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>This training program helped me understand our organization’s ethical philosophy.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>As a result of this program, I am more confident in <strong>MY</strong> ability to assess ethical situations.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The objectives of the program were clearly presented.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Opportunities to ask questions and discuss issues were sufficient.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The session was well organized.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

The best part of the program was: __________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

This program could be improved by: _______________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Additional comments: __________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

I would recommend this session to others (circle one).                  Yes                   No
Follow-up Letter to Participants

**Trainer's Note:** The letter below should be personalized and sent to participants one week after the training session. By following up, you are giving the key training points an opportunity to work in the participant's work environment.

September 2, 20XX

To: Participant  
From: Trainer, Training Department  
Re: Values and Ethics Training Session

You participated in a training session on August 17 where you learned about our organization's ethics philosophy. As you learned in the session, ethics affects virtually every department in our organization.

Our philosophy is (add your organization's philosophy). As a key person in this organization, it is your responsibility to assure that the highest ethical standards are upheld. Please think about the issues we discussed in our training session, and refer to the attached outline periodically.

If you have any questions, please feel free to contact me or anyone in the Human Resource Department.
Values and Ethics Handout

Making ethical choices is a commitment to expect only the best from yourself. The following outline can help you evaluate your day-to-day behavior. Please keep this handout for future reference.

I. Make a commitment to yourself and your job. By accepting employment from an organization, you are accepting an unwritten contract to:
   A. Work toward the objectives of your position and organization.
   B. Be honest, open, and candid in all dealings.
   C. Perform to the best of your abilities.
   D. Exercise mature and consistent judgement in all dealings.

II. Take responsibility for yourself.
   A. Listen and learn about your organization from others.
   B. Be a solution creator instead of a complainer.
   C. Be a team builder.
      1. Understand how your behavior and actions can affect the organization, other employees, and you.
      2. Be on time. Other employees and the organization depend on you to be at a specific place at a specific time.
      3. Unexpected illness and emergencies will happen. Know the proper way to proceed.

III. Honesty and Trustworthiness—A Lasting Impression.
   A. Personal business is personal time.
   B. Know organizational policy regarding the use of phones and supplies.
   C. Don't lie or cheat yourself or others.
   D. Admit your mistakes. Learn and grow from them. Covering them up will only compound and harm you even more.

IV. Prevent harm to others and yourself.
   A. Don't undermine fellow workers for personal gain.
   B. Reject idle gossip—it is not to your advantage to listen to or spread gossip.

V. Rely on your good judgement.
   A. Initiative is applauded—but know the difference between initiative and assuming.
      1. Initiative—the action of taking the first step or move, responsibility for beginning or originating.
      2. Assume—to take for granted, or without proof; to suppose as fact; as, to assume a principle in reasoning. Taking or disposed to take upon more than is just.
   B. Asking questions when in doubt is a sign of commitment and caring, not stupidity.
Values and Ethics Handout (cont.)

VI. Evaluate your own performance.
   A. Ask yourself, “Did I do my best?” or “If I had the chance, would I change anything?”
   B. Would you want to put your signature on your work?

VII. Set a good example for others.
   A. Work with pride, dedication, enthusiasm, and commitment.
   B. Help instill these qualities in others.

Values and Ethics Three-step Checklist:

1. Is it legal? Does it comply with civil law or organizational policy?

2. Is it a win-win situation? Is it balanced and fair to all concerned in the long run?

3. Would you do the same thing if a loved one, a boss, or a friend was watching? How will it make you feel about yourself? Would you feel good if your decision were published in the newspaper?
Refresher Course

**Trainer's Note:** One way to be sure that your participants are aware of your organization's ethics philosophy is to have a short refresher course approximately four to six weeks after your initial training session.

In having a refresher course you should do the following things:

1. You will need to schedule a time and location for your training.

2. Send a memo explaining to your participants that a refresher course is going to be held to review the key training points of handling ethical situations, and to review the organization's ethics philosophy.

3. Prepare a session outline:
   - **I. Welcome and introduction**
     - Review the organization's ethics philosophy.
   - **II. Video Presentation**
     - Announce that the video presentation will be seen again to refresh their memories on potential ethical situations.
   - **III. Post-Video Questions**
     - A. What areas of your department are affected by ethics?
     - B. What have you done to comply with your organization's ethics philosophy?
     - C. What are some problem areas you have encountered? (Allow feedback from your group on how individual problems could be solved. Tell the group to brainstorm ideas and share them with everyone).
   - **IV. Review Key Areas**
     - A. Your organization's philosophy on ethics.
     - B. The Three-step Checklist for ethical decision making.
   - **V. Conclusion**
     - B. Impress upon participants the importance of an ethical work environment.
THREE-STEP CHECKLIST

1. Is it legal?

2. Is it a win-win situation?

3. Would you do the same thing if a loved one, boss, or friend was watching?

FIVE PRINCIPLES OF ETHICAL POWER

I. Purpose

II. Pride

III. Patience

IV. Persistence

V. Perspective