

ETHICS 4 EVERYONE

A WORKSHOP ON PERSONAL BUSINESS ETHICS

BASED ON THE BOOK BY ERIC HARVEY AND SCOTT AIRITAM

NARRATED BY ERIC HARVEY

LEADER'S GUIDE

LEADER'S GUIDE WRITTEN BY SKILLBUILDERS, INC.

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Despite the codes of ethics, the ethics programs and special departments, corporations don't make the ultimate decisions about ethics.

Ethical choices are made by individuals.

– M. Euel Wade, Jr.

INTRODUCTION

You need look no further than today's business section or front page to get a sense of the value of this workshop's topic. Over the past few years, it has become clear that many organizations have played it loosely when it comes to the ethical standards, rules and guidelines intended to protect their customers, employees, and clients.

Half of all employees surveyed in a recent national study admitted to acting unethically or illegally while on the job in the past year.¹

At the same time, 55% of US consumers take into account a company's ethics and values when buying a product or service.²

CRM Learning's *Ethics 4 Everyone* captures the essence of the issue surrounding the ethics crisis in our organizations: Organizations don't make the ultimate decisions about ethics — ethical choices are made by people. If people are given the right tools and support, they will be able to make better decisions when placed in difficult situations. The benefits to both the organization and its employees will be significant.

This fast-paced workshop helps managers, supervisors, and staff understand the role ethics plays in their organization, and suggests ways to improve their thought processes and decision-making around ethical issues.

This workshop has some unique characteristics that may affect the way you present it:

- People *want* to talk about ethics. They relate to the topic in a very personal way. Virtually every participant has encountered ethical situations directly, or as an observer.
- Because ethics is not an easy topic to discuss openly with others, people appreciate a chance to air their concerns and thoughts about the subject, and are eager for techniques and tools to guide them.

¹EOA News, Spring 1997, survey by EOA and the American Society of Chartered Life Underwriters and Chartered Financial Consultants

²EOA News, Fall 1996

- The workshop's design makes it comfortable for participants to think about their own experiences and to share their ideas. It acknowledges that, from time to time, everyone experiences influences and pressures that threaten to compromise their standards and affect their decisions.
- The workshop exercises combine individual exercises (with safeguards for comfort and confidentiality) with opportunities to share general concerns and ideas with others.
- The workshop design is structured to deliver — if you choose — feedback to management on areas where improved communication and guidance is needed to improve the quality of the decisions that each employee can make.

Maintaining an organization's ethical compass requires persistence and vigilance. A company culture based on high ethical standards is built and strengthened, decision-by-decision and choice-by-choice. CRM Learning's *Ethics 4 Everyone* workshop provides valuable perspective and tools to help that process along.

HOW THIS WORKSHOP BUILDS AWARENESS AND ETHICAL DISCIPLINE

The *Ethics 4 Everyone* workshop is based on a fast-paced, engaging and impactful video, hosted by Eric Harvey. The video vignettes demonstrate and discuss a broad range of ethical choices and dilemmas encountered in the workplace.

The video and workshop content will:

- Help session attendees identify situations that commonly occur in the workplace. These are situations and behaviors that every participant will recognize.
- Emphasize that ethical choices are made by people, not by the organization. The workshop gives participants tools and techniques for working through difficult ethical situations.
- Set the basis for improvements the organization's management can make in communicating their values, expectations, requirements and performance standards throughout the organization.
- Facilitate discussion around the benefits of ethical behaviors and the impacts of poor ethical choices. The workshop demonstrates how personal decisions about ethical issues have the potential to spread into the organization's culture.

WORKSHOP GOALS

The activities in this workshop help build confidence and a sense of the importance of ethical discipline and ethical choices.

The overall goals of the workshop are:

1. To explore how your organization can more clearly define and communicate what is “right, fair, honest and legal.”
2. To illustrate the day-to-day, decision-by-decision nature of ethics issues in every organization.
3. To go beyond awareness and recognition to discuss and demonstrate specific techniques to help participants make ethical decisions or respond to ethical conflicts.

Specific workshop objectives can be found on page 21 of this Leader’s Guide, and are summarized on Slides 3–4.

WHO SHOULD ATTEND?

CRM Learning’s *Ethics 4 Everyone* workshop is designed for managers, supervisors and line staff—virtually every level and every department of the organization.

Workshop material should be presented in a group setting where the responses of others can be shared. We recommend limiting the group to no more than 12–14 participants in order to promote active discussion of the workshop topics and your organization's methods of supporting ethical choices.

WHEN TO USE THIS PROGRAM

As with any training activity, a clear purpose for using the program will encourage participation and follow-through. Use the *Ethics 4 Everyone* workshop:

- As part of your orientation for new or recently-hired employees.
- As one component of a management or staff development program.
- As part of the process of reviewing or introducing new policies and procedures.
- Following an ethics-related incident, as part of a lessons-learned process. In this case, the discussions and suggestions related to the best ways to support individuals in ethical choices take on added importance and value, as do the post-session follow-through tasks described on page 17.

WORKSHOP AGENDA

The recommended workshop agenda runs 3-1/2 hours. Leaders are encouraged to add or remove activities from the overall plan to meet specific needs or time constraints.

PREPARING FOR A SUCCESSFUL PROGRAM

CRM's *Ethics 4 Everyone* workshop can be facilitated by a manager, trainer, or human resources professional. The video, exercises, and discussions are structured to allow presenters a maximum amount of flexibility while exploring the main points of the content.

Because this program deals with personal perceptions and choices that affect business actions, it requires careful consideration of how your group may respond to the activities, the questions they raise, and ways to set the appropriate tone.

WORKSHOP RESOURCES

Review the Materials

CRM recommends that you read *Ethics 4 Everyone* by Eric Harvey and Scott Airitam before leading the workshop. The handbook is a brief, but resource-rich 45 pages. Then, preview the video to see how Eric Harvey's basic concepts are demonstrated through a series of vignettes and presentations.

Next, thoroughly review the other materials in the workshop kit. Study this Leader's Guide and review the worksheets in the Participant's Workbook.

Think about the contents of the program, keeping in mind who your audience will be and the types of decisions they typically have to make. Make notes in the Leader's Guide about situations in your organization that you can use as examples.

The Workshop kit includes all the materials you'll need to run an effective program:

- The *Ethics 4 Everyone* Videotape and DVD, hosted by Eric Harvey, provides the theory and examples to illustrate the Workshop topics.
- Copies of *Ethics 4 Everyone*, by Eric Harvey and Scott Airitam, will provide valuable backup and support.
- This **Leader's Guide** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises.
- The **Participant Workbook** contains worksheets for the suggested exercises. Additional workbooks can be ordered from CRM Learning.
- **PowerPoint** slides, included on a CD, can be used to highlight key discussion points and activity instructions.
- **Reminder Cards** are distributed to participants during the workshop for their use following the session. Additional cards can be ordered from CRM.

Know Your Participants

Before the workshop begins, learn as much as you can about the participants, their positions in the organization, and the types of ethical situations they encounter. The workshop's icebreaker activity provides an opportunity to learn more about the participants and their work environment.

Know Your Organization's Resources

Most organizations have some form of employee manual; others describe their rules of conduct and professional standards on the company's intranet. Check it out: What references do these tools make to the kinds of situations portrayed in the video? Where can employees look for guidance? Or, does your company operate more on the "people are just expected to know these things" philosophy?

Exercise 4 is specifically designed to collect feedback on organizational resources and how often participants consult them. Beyond generating workshop discussion, this is one form of feedback from the workshop that could be forwarded to management for review and follow-through.

Consider Working with a Partner

Consider co-facilitating this workshop with another manager or a representative from your organization's Legal Office or Human Resources Department who can take notes on important issues that are raised during the workshop. Documenting concerns and issues (without tying comments to individual participants) is a key to achieving the workshop's full potential.

One section of the workshop has been identified as a good point for a short (15-20 minute) guest presentation. Managers or executives from HR or the legal department can discuss the organization's policies on personal conduct in depth with the participants.

It may also be helpful to distribute copies of the organization's values statement, key industry guidelines on ethical practices, etc. as available and appropriate. If you or a guest speaker plan to distribute copies of the organization's guidelines, be sure to review them ahead of time to anticipate questions. Point to areas where the guidelines work together with other sections of the workshop material.

Get Ready

The Presentation Outline (page 18) is designed to take you through the workshop step-by-step, with the information and guidelines you'll need to ensure a dynamic, well-organized program. Your role is to guide the workshop participants through the activities, and you will therefore be instrumental in helping them improve their ability to work through ethical challenges.

We suggest that you go through each activity, plan the questions you will ask and the statements you will make, and then practice your presentation before the session.

USING THE PRESENTATION OUTLINE

Each time you present the *Ethics 4 Everyone* workshop, you will become more comfortable with the content and format of the training. We recommend that you follow the Presentation Outline closely your first time through. Then, as you become familiar with the flow of activities, you can make changes in your presentation to fit your group and available time.

Be sure you understand the activity icons located on the left side of each page in the Presentation Outline.

Where this icon appears, you will either:

SAY

Deliver the suggested information in a casual style. Modify the statements as needed to fit your organization's requirements and workshop focus.

ASK

Ask the participants the indicated question(s), or pose questions similar to those listed. Where appropriate, possible responses are provided in this Leader's Guide. Discuss the material with the group and encourage them to share their opinions.



SLIDES

Slide icons indicate when a PowerPoint slide should be used. The Participant Workbook includes copies of most of the information on the slides.



FLIP CHART

Write the information on a flip chart or white board.

If you are using a white board rather than a flip chart, and if a co-facilitator is available, ask them to write down important comments with notes from the white board before they are erased. These notes should not identify contributors.

**VIDEO**

Show the video.

**NOTE**

These icons indicate suggestions to help you conduct an activity. These statements are not repeated to the participants.

**WORKBOOK**

Refer the participants to their Workbook to complete an exercise. Or, this icon may refer to a worksheet or Reminder Card that you hand out.

CREATE AN EFFECTIVE LEARNING ENVIRONMENT

Group Size

A group size of 12 – 14 participants is preferred because the topic of ethics is likely to generate in-depth discussion. This relatively small group size also allows you to manage the program logistics.

Invitation Memo

Send an invitation memo to all participants about the topic and the purpose of the workshop, along with the required time and place information several weeks ahead of time.

Training Room

Use a training room that is quiet, comfortable, and far enough away from the participants' offices to prevent distractions. The training room should be close to restrooms. Drinking water should be available in the room. Other refreshments (e.g. coffee, soft drinks, juice) are, of course, desirable.

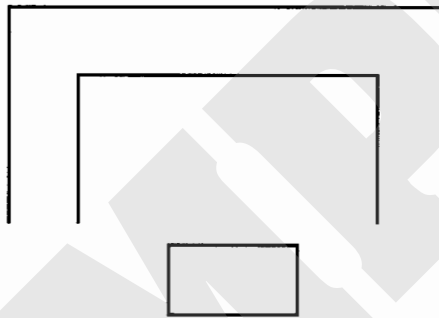
Ask participants to leave their cell phones and pagers off. Explain that they will have time during breaks to check for messages.

If the workshop is to extend over a lunch break, plan in advance for food to be brought in, or allow enough time for participants to leave the session for lunch.

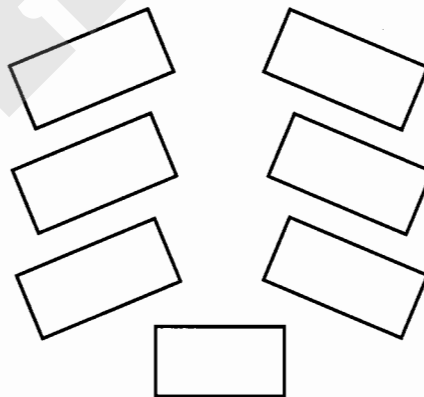
Desks and Furniture

Participants will need a surface they can write on when working on the exercises. Be sure that each participant has plenty of room to sit and work comfortably.

Tables or individual desks should be arranged so that everyone can clearly see the videotape and the front of the room. A U-shape arrangement is ideal; a chevron arrangement also works well. Avoid a standard classroom-style seating arrangement if possible.



U-Shaped Seating



Chevron Seating

WORKSHOP CHECKLIST

Use the following checklist to make sure all pre-class setup has been completed prior to training.

1. Set Up A/V Equipment

- Clean the white board and make sure pens are on hand. If you prefer, substitute a flip chart for the white board.
- Check to be sure the video equipment is working properly and the video is inserted at its start position.
- If you will be using the PowerPoint presentation, have it loaded on your PC with the appropriate projector set up. Check the position and focus of the projector.
- Avoid tripping hazards by taping all electrical cords to the floor or moving them out of the way.
- Check the operation of the room's air conditioning, heating, and lighting.

2. Training Materials

- Participant Workbooks
- Copies of *Ethics 4 Everyone* (Eric Harvey's book) to distribute to the participants.
- Copy the Handout for Exercise 2: Behavior Polling Score Sheet from the Leader's Guide
- Copy the Handout for Exercise 4: Sources of Guidance and Assistance from the Leader's Guide
- Pens/pencils, note pads
- Reminder cards

3. Classroom Requirements

- Table tents for names of participants
- Drinking water and water glasses/cups
- Tables and/or desks, chairs
- Clean the room and arrange the tables and chairs

4. Behind the Scenes

- Refreshments should be ordered and scheduled

5. Pre-Class Communication with Participants

- Several days in advance of the workshop, send a Reminder memo confirming location, time, and workshop purpose. Sending a reminder to the participants' supervisors is also advised.
- Meet with any guest presenters several days before the workshop. Review workshop objectives, time allowances, and how their information will tie into the workshop content.
- Let participants know in advance that use of cell phones and pagers will not be allowed during the workshop, except during breaks.