



VIVID EDGE PRODUCTIONS

GOOD  
*people*  
BAD  
*choices*

*A guide to ethical decision making*

## **Leader's Guide**

What is right is right, even if no one is doing it.  
What is wrong is wrong, even if everyone is doing it.  
-Source Unknown-

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## A Note from the Producer

Almost every day, we hear a new story about an organization being accused of ethical misconduct. Nearly all of these organizations had a code of ethics, detailed policies and specific procedures. It's important to keep in mind, it's not the organization that behaved unethically; it was the individuals for one reason or another. Individuals make ethical choices, not organizations.

In most cases, we are not talking about bad people. Granted, there are a few bad people who are making conscious unethical choices, but this is the exception, not the rule. It's usually good people that make bad choices. This program is for all the good people.

We have all made a few bad choices. It happens to the best of us. At one of my first jobs, I used company letter head to write a few notes to college buddies. I was proud of my job and wanted to share what I was doing. One day, the office manager called me into her office. She had in her hand one of the exuberant notes that I had written to a friend. I had forgotten to put enough postage on the letter. And as you can guess, it was sent back to the return address – which was printed clearly on the company's envelope and letterhead that I had used.

I was embarrassed – but still didn't really understand that I had done anything ethically wrong. I was horrified to learn that it was considered stealing to use company resources for personal use and as I thought about it further – on company time.

Gratefully I wasn't fired – and the company even understood that I had not set out to do anything wrong. That experience has stuck with me through the rest of my working career. We all have these kinds of 'aha' moments. We have all made bad choices. Share them. Talk about them. It is the best way to help good people to make good choices.



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# PROGRAM OVERVIEW

## The Message

The training video and guide for **Good People, Bad Choices** are designed to help reinforce:

- Standards of ethical behavior in the workplace
- Methods for employees/managers to self evaluate own choices
- Expected professional behaviors and responsibilities

At the end of this course, employees/managers will be able to:

- Recognize choices or actions that could be considered ethical misconduct
- Have the knowledge to avoid making choices that could be interpreted as ethical misconduct
- Understand the possible consequences of ethical misconduct

### The Video Synopsis

*Good People, Bad Choices* features nine case studies based on true events that depict a variety of ethical dilemmas or acts of ethical misconduct common in the workplace. The narrative is provided by two former executives and a graduate student who explore the different aspects of ethics, choices and personal accountability. This dramatic guide to ethical decision making provides an excellent vehicle for discussion based training that includes such topics as confidential information, gift giving, financial accountability, copyright infringement and more.

#### Important Notice:

This video program is a training guide only and in no way constitutes legal or professional advice. If professional legal service is needed, please consult with your attorney or professional advisor.

#### Permission to Reproduce:

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## HOW TO USE

Follow the directions in this guide to conduct your session, or modify them to meet your needs. After conducting the introductory discussions, view the video *Good People, Bad Choices*. Then complete the discussions and activities included in this guide. For your convenience, the vignettes are provided without narrative on both the VHS and DVD version of this program.

### Additional Tips

The most common reasons an employee acts unethically are:

- Poor role models
- Pressure from peers
- Pressure from superiors
- Unclear about certain policies, procedures, or laws
- Corporate culture

Don't assume that participants know your organization's code of ethics, laws, or policies and procedures. This is an opportunity to make sure they not only know them but have them on hand for future reference. Ethics training begins with awareness.

Before beginning your training session, you will want to have copies of all guidelines or policies related to ethics, including:

- Code of Ethics
- Organizational policy statements
- Complaint or investigation procedures

Possible uses for this program:

- Ethics Awareness Training
- New Employee Orientation
- Annual Employee Meeting
- Compliance Training
- Internal Controls/Sarbanes-Oxley Training

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# PLANNING YOUR SESSION

## *For the Trainer*

### PLANNING YOUR SESSION

#### 1-4 WEEKS AHEAD

- Determine the date, and select participants for the training session.
- Consider inviting a member of your senior management to kick off your training session reinforcing organization's commitment to an ethical culture.
- Send an e-mail, memo, or letter inviting your participants at least one to two weeks in advance.
- Ask each participant to come prepared to discuss ethics. Have each participant find an article on-line or in a newspaper that featured ethical misconduct or an ethical dilemma and bring it to your training session.
- Secure a location for the training session that allows for easy video viewing and listening, as well as provides a relaxed, informal discussion environment. The location should have an adequate writing surface for taking notes and be accessible for participants with disabilities.
- Review case study discussions in this Leader's Guide. Acquire and review all ethics related policies and procedures appropriate for this training session.

#### 1 WEEK AHEAD

- Create an agenda for your training session.
- Acquire and review your organization's strategic plan for ethics related actions. Contact any ethics process owners and ask them to review your efforts.

#### 1-2 DAYS AHEAD

- Test the VCR/DVD player and monitor at your selected training session location. Make sure both are properly connected and that you understand how to control volume, tracking and color.
- Make copies of any information or handouts for participants.

#### 1 HOUR BEFORE

Do you have...?

- The video/DVD *Good People, Bad Choices*? If you are using a video make sure it is re-wound.
- The Leader's Guide?
- Notepads and pencils for participants?
- Copies of handouts needed for participants?
- Soft drinks, water or coffee (optional)?

#### WHILE VIEWING THE VIDEO/DVD

- Make sure the volume is adjusted so everyone can easily hear.
- Make sure enough light is available for note taking.

# PROGRAM INTRODUCTION

## **Trainer's Instructions:**

Introduce yourself to the group, describing your job and responsibilities. Then ask each participant to make a personal introduction and to explain his or her job responsibilities. Once everyone has been introduced, provide a short overview of this program and its objectives.

## **Read or State in Your Own Words:**

Our organization is committed to creating an ethical culture. That's why we are here today. We will be discussing different guidelines, policies and procedures, as well as reviewing the training program "Good People, Bad Choices" which contains several different examples of everyday situations that we all face from time to time.

Every one of us is responsible for acting ethical. It's not just the organization, our leaders, or your manager. To create an ethical culture, we all have to be committed to and engaged in the effort.

## **Read or State in Your Own Words:**

Today, we will be discussing:

- Our organization's standards for ethical behavior
- Ways that you can better evaluate your own choices in difficult situations and
- What is expected from each of you in different kinds of situations

As we move through today's session, please write down any thoughts, questions or examples that come to mind that you would like to discuss.

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## PRE-VIDEO DISCUSSION

### Discussion/Activity:

Collect the online or newspaper articles that participants have brought to the training session. Select two or three (or more if time permits) articles to read out loud and discuss.

- What was the ethical dilemma?
- What was the first poor choice that was made that led to the ethical misconduct?
- What were other choices that were made that led to ethical misconduct?

Break participants into small groups of 4-6. Ask each group to discuss the following questions/statements for ten to fifteen minutes and be prepared to share one example of the group's choice.

- A personal story or example of a time when you or someone you know of made a poor choice
- An ethical issue being faced at work
- What do you think is the most common ethical misconduct that occurs in our organization? Why do you think it is so common?
- Is it ever okay to be unethical?

### Read or State in Your Own Words:

There is never a time in which being fair, being honest or doing the right thing is not the better path to take. But the reality is that we all make mistakes. We are good people that sometimes make bad choices.

### Self Assessment Activity:

Hand out the questions on the following page. Ask participants to reflect upon the questions as you read them out loud slowly. Let participants know that you do not expect them to respond or answer the questions – just to use the questions as an informal self assessment.

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***In the last six months, have I:***

- *Called in sick when I wasn't?*
- *Broken a confidence?*
- *Ignored a policy or procedure?*
- *Told a joke that might have offended someone?*
- *Covered up a mistake made by someone else?*
- *Covered up a mistake that I made?*
- *Used organization's resource(s) for personal use?*
- *Received too much change when making a purchase and kept the extra money?*
- *Made a copy of something without paying for it?*
- *Told a little white lie?*
- *Taken credit for someone else's efforts?*
- *Gossiped about someone in the office?*
- *Fudged on an expense report?*
- *Broke a "stupid" work rule?*
- *Reproduced some personal documents on a printer or copier at work?*

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## SHOW THE VIDEO

Time: 24 minutes

**Trainer's Instructions:**

Encourage participants to make note of any thoughts or questions they may have for discussion after the video.

Play the video.



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## DEFINING ETHICS

### Trainer's Instructions:

Define ethics for your participants. You may:

- Use our definition as stated in the video.
- Provide one that your organization prefers.
- Create one with your participants.

For your convenience, the key ideas from the video program *Good People, Bad Choices* will be provided throughout this guide. These pages may be given to your participants.

### Read or State in Your Own Words:

Almost 48% of employees admit to doing something unethical or illegal in the workplace because of pressure: social, professional, or personal. The most common infractions involve cutting back on quality, covering up mistakes, abusing benefits and privileges, or misstating the facts. In the video, it was stated that sometimes the most ethical route to take is the most difficult because of the pressure placed on employees.

### Discussion:

Ask participants to state:

- Examples of *social pressures* that employees may face being as specific as possible
- Examples of *economic pressures* that employees may face being as specific as possible
- Examples of *professional pressures* that employees may face being as specific as possible

List any examples that come up so they can be viewed by all participants. Talk as a group about how to stand up to social, economic or professional pressures. Be prepared to talk to employees about how to face each challenge.

### Read or State in Your Own Words:

Making good choices can be tough. However, there are some key areas in our organization where we have no room for error or mistakes.

We must always:

- Follow the letter of the law
- Follow safety policies and procedures
- \_\_\_\_\_

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## ACTIVITY AND DISCUSSION

### Discussion/Activity:

Hand out the worksheet on the following page. Ask participants to think about the specific principles that are most important to them when making tough choices. Once they have listed those principles, have participants briefly describe how that principle has helped be a guide successfully in the past. Or describe how the principle has been in action at work.

After ten minutes, ask participants to share his or her work if comfortable. Or share your own definitions of your organization's core principles.



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## Principles That Guide Us...

Honesty ■ Integrity ■ Trust ■ Respect ■ Responsibility  
Loyalty ■ Fairness ■ Caring ■ Citizenship

Instructions: In the space provided below, write down the five or six principles that are important to you and guide you in your decision making. Briefly describe how that principle has helped guide you or someone else you know successfully in the past. Or describe how you have seen the principle in action at work.

Principle One:

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Principle Two:

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Principle Three:

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Principle Four:

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Principle Five:

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Principle Six:

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## GOOD *people*, GOOD *choices*

Ethics refer to principles — **honesty, integrity, trust, respect, responsibility, loyalty, fairness, caring, and citizenship**. Principles help evaluate and ultimately decide what is best or the most ethical among many competing choices to make in any given situation.

Ethics is a choice. The choices to look out for are the ones where that voice inside says “this just isn’t right”.

Only an individual has the power to decide what he/she will do and say. And only he/she will be responsible for the consequence of his/her choice. It can't be blamed on anyone else.

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## CASE STUDY DISCUSSION

### **Trainer's Instructions:**

For your convenience, the vignettes are provided without narrative. If you are using a VHS, you will find them after the conclusion of the main program. If you are using a DVD, you will find them individually on the main menu.

Use the discussion questions provided or develop your own. Before moving to the next case study, review any appropriate organizational policies or information.

Have on hand, or be prepared to discuss, your organization's guidelines or policies regarding:

- Confidential/Privileged Information
- Fraud/Deception
- Financial Responsibility
- Truthful Communications
- Accurate Reporting
- Sarbanes-Oxley
- Use and Disclosure of Insider Information
- Personal/Sick Time
- Use of Organizational Resources
- Expense Reporting
- Copyright Infringement
- Gift Giving

During the case study discussions that follow, break your participants into small groups of 4-6 participants. Ask each group to be prepared to share their ideas and thoughts back to the larger group at the conclusion of each case study discussion. You will likely be more successful getting participants to open up in the safety of a smaller group. The group can then represent thoughts as a collection of ideas.

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## CASE STUDY DISCUSSION

**Replay vignette:** “Bad Day at Work”

**Subject matter:** Confidential/Privileged Information



### Discussion Questions:

- ? Can you share a time when you or someone you know faced a similar situation related to breaching confidential information? What did you do?
- ? What kinds of information are considered confidential in our organization?
- ? What are the unique things about our organization that should be kept confidential?
- ? Is it okay to discuss confidential information with anyone outside your organization? Who? Why?
- ? How might you handle it if you are directly asked about something confidential?
- ? Who might be a “safe” person to talk with?

### Review with Participants:

- Organization’s policies related to Confidential or Privileged Information
- Organization’s policies regarding Electronic Communications

### Activity:

Acknowledge that we’ve all made this mistake. Share with participants a relatable example in your organization where a confidence was breached. Change the names and situation. Ask participants (in small groups) to come up with a solution for how the situation could have been handled better. What could have been done or said differently to change the outcome of the situation. Share each group’s solution.

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## GOOD *people*, GOOD *choices*

Managers and employees have an ethical responsibility to keep privileged information confidential. To safeguard privileged information:

- **Think ahead.** If a difficult situation is encountered, stop for a moment, think it through and leave the conversation.
- **Steer clear** from any kind of conversation that could compromise confidentiality even when it seems 'safe'.
- **Decide how you would respond** if directly asked about something confidential before the fact.

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## CASE STUDY DISCUSSION

**Replay vignette:** “No Harm, No Foul”

**Subject matter:** Fraud/Deception



### Discussion Questions:

- ? How would you handle this situation?
- ? Can you share a time when someone asked you or someone you know to ignore a mistake?
- ? If you are asked to cover up a mistake by someone (even your boss) what would be the appropriate action to take?
- ? Is it ever okay to cover up a mistake?

### Review with Participants:

- Organization’s policies related to Fraud/Deception, Covering Up Mistakes, Falsifying Records

### Read or State in Your Own Words:

Plain and simple, covering up or even ignoring mistakes is fraud. Fraud is an intentional deception; a false representation.

It is always best to conduct your work in a way that is not hidden from anyone! If you can’t “go public” with all of your actions and decisions in the workplace, then you are likely not making an ethical choice.

When you are asked to do something that you know is not right, talk to someone immediately.

- Provide the appropriate resources for your organization.

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## GOOD *people*, GOOD *choices*

Never keep quiet about anything you have knowledge of that:

- breaks the law
- breaks policy
- puts others at risk
- is just not right

Although it may be difficult, you have the responsibility to **find** the right person to tell. To be ethical – you must be willing to speak up.

If you are not clear on what's right:

- Think about what the most ethical person you know would do in a similar situation.
- Think about how you would feel if everyone knew publicly what had happened – would you regret your decision?

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## CASE STUDY DISCUSSION

**Replay vignette:** “Better Than Budget”

**Subject matter:** Financial Responsibility



### Discussion Questions:

- ? What do you think about this situation?
- ? Can you think of a similar situation that you or someone you know has faced?
- ? Do you think its common for people to make sure they spend their entire budget? If so, why?
- ? What kinds of financial responsibility do you have to consider in your job?  
Examples: Expense reporting, credit cards, phone, travel budget

### Review with Participants:

- Organization’s policies or procedures related to the participant’s financial responsibility such as budgets and expense reporting
- Organization’s policy related to Accurate Records

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## GOOD *people*, GOOD *choices*

Every employee has some degree of financial accountability

- Understand your own personal responsibility in an organization – thoroughly.
- Don't make assumptions about what is right or wrong. Ask.

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## CASE STUDY DISCUSSION

**Replay vignette:** “There’s Always Potential”

**Subject matter:** Truthful Communications



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### Discussion Questions:

- ? Can you think of a similar situation that you or someone you know has faced?
- ? Have you ever felt pressured to present information so it appears better than it is?
- ? Have you ever felt obligated to do or say something that you knew to be wrong?
- ? How else might a person be deceptive in his/her communications? Example: half-truths, silence, exaggeration, out-of-context statements.
- ? Who might be helped by misstating or exaggerating facts?
- ? Who might be hurt by misstating or exaggerating facts?
- ? Who are our organization’s stakeholders?

### Review with Participants:

- Identify your organization’s stakeholders. These are all the people and organizations that have a stake in the health of your organization. They could be customers, vendors, employees, families, owners, shareholders, suppliers, or your community.
- Organization’s policies regarding Truthful Communications and Accurate Reporting

### Read or State in Your Own Words:

If you are faced with a situation where someone pressures you to do or say something that is just plain wrong — you may feel like you have no choice — but you do! If you go along with something that is wrong, you are knowingly doing something unethical. That is a choice. The other choice is to take a stand. Say no.

It’s easier said than done. But here’s how to make the right choice.

1. State your case. Let the person know that you can’t say or do what you believe is not right.
2. State what you can do instead. If there is an ethical alternative to accomplishing the objective, suggest what might work instead.
3. Ask for the other person’s agreement to do the right thing.
4. If you are still being pressured to do something that is knowingly wrong, go to a higher person of authority and review the situation.

## GOOD *people*, GOOD *choices*

Always communicate the truth as you best know it – not in a way that is misleading or deceptive. Stakeholders or shareholders make decisions on how to move forward based on communications. A person's intention is critical. Being wrong is not the same as lying.

- Be truthful: Always present the facts as best known.
- Never present facts that are knowingly wrong or not realistic.
- It is illegal to misrepresent the health of a publicly traded organization.

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## CASE STUDY DISCUSSION

**Replay vignette:** “Let it Ride”

**Subject matter:** Following Policy



### **Discussion Questions:**

- ? What do you think about this situation?
- ? Can you think of a similar situation that you or someone you know has faced?
- ? Can you name a few policies or procedures that you think commonly get ignored? Why?
- ? What rules should never be broken? (policies, regulations, laws)
- ? Which rules could or should be bent?

### **Review with Participants:**

- Organization’s expectations regarding following policies and procedures.
- Sarbanes-Oxley if appropriate for your organization. If it does not apply, you might consider offering some additional information to help participant understand what other organizations are required to do and why.
- Where your employees/participants can go to within your organization for guidance and help with any suspected ethical misconduct.

### **Read or State in Your Own Words:**

Policies and procedures are designed to help us run smoothly. They are there to help us avoid trouble and make sure we run our organization successfully.

It’s important to always compare what you are about to do with the specific policy or procedure related to that action.

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## GOOD *people*, GOOD *choices*

If an organization has a policy to do something a certain way – it should be followed.

Some organizations have SOX or the Sarbanes-Oxley Act to consider as well. All publicly traded companies are now required by law to set in place accounting internal controls – ones that measure the organization's effectiveness. Policies, like getting three bids, is an example of the many kinds of internal controls that must be followed – noncompliance is against the law.

If concerned about retaliation – before or after you:

- do something that your job requires you to do,
- report a possible violation,

talk to someone in your organization immediately.

Use an ethics hotline if available. If there is no hotline, talk to human resources, your boss's boss, another respected manager, or some other designated professional within the organization.

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## CASE STUDY DISCUSSION

**Replay vignette:** “That’s What I’m Hearing”

**Subject matter:** Insider Information



### Discussion Questions:

- ? What do you think about this situation?
- ? Can you think of a similar situation that you or someone you know has faced?
- ? What kinds of information might be considered insider information?
- ? Who is an Insider? Answer: Someone who is privy to information yet to be disclosed to the general public.
- ? What is “material” information? News released by a company that might affect the value of its securities or influence investors’ decisions. Examples: merger information, earnings announcements, market share increases or declines, financial performance, tender offers.

### Review with Participants:

- Organization’s policies regarding Use & Disclosure of Insider Information
- The Law - SEC, Rule 10b5-1

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## GOOD *people*, GOOD *choices*

**Insider information** – material information about an organization's activity that has not yet been communicated to the general public. It's illegal for anyone with access to insider information to buy or sell stock based on it.

Be careful when:

- Buying or selling stock (including 401k allocations) of any organization when you have knowledge of non-public information concerning that organization.
- Talking about or disclosing material, non-public information about your organization to any other person including co-workers, family and friends.

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## CASE STUDY DISCUSSION

**Replay vignette:** “Mine to Take”

**Subject matter:** Abusing Privileges and Benefits



### Discussion Questions:

- ? What do you think about this situation?
- ? Can you think of a similar situation that you or someone you know has faced?
- ? What kind of small infractions do you believe happen daily?
- ? How common do you think misusing company resources is?
- ? What are you entitled to as an employee of this organization?
- ? What is not an entitlement but may be perceived as one?

### Review with Participants:

- Organization’s policies and procedures related to Personal/Sick time; use of organizational resources; expense reporting; other relevant areas.

### Read or State in Your Own Words:

Most of the ethical misconduct in an organization is the small bad choices that employees make day to day. It may not seem significant, but it is. Why?

- All behavior sets an example – what one person does will impact what others will do.
- Your behavior is a reflection of your personal integrity. Make sure what you do, stands for what you are.

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## GOOD *people*, GOOD *choices*

Breaking simple policies or taking advantage of privileges and benefits may not seem like serious ethical misconduct – but these infractions are a reflection of what kind of employee you are or could become. Small bad choices may lead to bigger bad choices.

“I’m entitled” thinking leads to abusing sick time or personal time, justifying personal phone calls or using office supplies for personal use.

Abusing these simple policies can affect success in the workplace.

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## CASE STUDY DISCUSSION

**Replay vignette:** “Every One Does It!”

**Subject matter:** Copyright Infringement



### Discussion Questions

- ? What do you think about this situation?
- ? Can you think of a similar situation that you or someone you know has faced?
- ? Why do you think copyright infringement is so common?
- ? What other examples or methods of copyright infringement can you think of? Examples: Unauthorized copies of VHS, CD-R, DVD, books, music, games, software, artwork, photography.

### Review with Participants:

- Organization’s policy and the law related to copyright infringement

### Read or State in Your Own Words:

Let’s do an informal poll. Raise your hand if you have heard any the following statements.

*(Give participants a chance to raise hand and acknowledge each statement heard.)*

- Everyone else does it.
- The boss does it.
- No one will ever know.
- No one will get hurt.
- It will never be missed.
- It’s good enough.
- Rules are just meant to be broken.
- Maybe just this once.
- Seems too good to be true.
- We didn’t have this talk.

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If you’ve heard any statements like these, it’s a situation that could be ethical misconduct. Take it one step further and ask yourself if the action you are considering is legal. If you don’t know whether it is or not – find out. Not knowing is not an excuse for breaking the law.

## GOOD *people*, GOOD *choices*

Copyright infringement. It's common. It's easy to do. **It's illegal!**

Copyright infringement is the unauthorized use of copyrighted material in a way that violates one of the original copyright owner's exclusive rights, such as the right to reproduce or perform the copyrighted work, or to make copied works that build upon it.

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## CASE STUDY DISCUSSION

**Replay vignette:** “It’s All Good”

**Subject matter:** Gift Giving



### Discussion Questions

- ? Can you think of a similar situation that you or someone you know has faced?
- ? What kind of gifts do you think are too much?
- ? What kinds of gifts do you think are appropriate?
- ? What is our organization’s policy regarding gifts?
- ? What kinds of non-monetary gifts or benefits might also be questionable in your mind?
- ? What kinds of “favors” might be a conflict of interest?

### Review with Participants:

- Organization’s policies regarding Gift Giving or Conflict of Interest

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## GOOD *people*, GOOD *choices*

Understand your organization's policy on gift giving. Always comply with that first and foremost.

Keep in mind that accepting gifts from outside vendors or other potential business partners might cloud your objectivity in the future.

Ask yourself:

- Does the person giving the gift or benefit expect something in return?
- Would the gift or benefit have been given if there had been nothing to gain?

Professional decisions should always be made on merit. Accepting gifts can create a conflict of interest.

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## ACTIVITY AND DISCUSSION

### **Discussion/Activity:**

Break into small groups of 4-6 participants. Have the group decide upon what they believe to be a common ethical misconduct or infraction in your organization. Emphasize that participants should not use actual names or describe events that will be recognizable to the group.

### **Read or State in Your Own Words:**

Take five minutes to write a brief example of a situation that your group believes could be an ethical choice/dilemma. This might be something one of you has experienced, heard of, or witnessed. **Do not use actual names or describe events that will be recognizable to others in the group.**

After five minutes, ask each group to voluntarily share their examples. Encourage discussion and be prepared to offer participants information and solutions as appropriate.

### **Discussion/Activity:**

Hand out the worksheet on the following page. Ask participants to write down one person that he or she sees as an ethical role model. This could be a parent, co-worker, boss, mentor, or friend.

Once participants have finished the worksheet on the following page ask those who are comfortable to share who and why they chose a particular person. At the conclusion of this activity, encourage participants to seek out this person for advice when they face difficult situations in the future.

### **Discussion/Activity:**

Ask participants to break into small groups of 4-6 participants. Ask them to decide who is the one person in your organization that they could go to with an ethics issue and be assured that he or she would take appropriate action. Additionally ask the group to share why they have chosen this one person.

Once all groups have shared their thoughts and ideas, encourage participants to seek out these special people when faced with a difficult situation. It can and will be difficult at times to make good choices, these are the kinds of people that participants and organizations need to rely upon to help make the right choices.

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## PERSONAL ROLE MODEL

**Directions:** Take a moment and think about one person that you believe is the most ethical person you know. This person could be a parent, friend, coach, boss, or co-worker.

### Role Model:

Briefly describe your role model and why you have chosen him/her:

You have chosen your role model, your personal hero.  
Now, when you face a difficult situation think about how **this** person would act in the same situation. Think about whether or not this person would respect the choice that you will make.

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## CONCLUSION: GOOD PEOPLE, BAD CHOICES

### Read or State in Your Own Words:

There are many, many reasons for making good ethical choices. But the most important reason is that being ethical is simply *the right thing to do*. And to be successful in our organization, we expect you to make ethical choices.

### To Make Good Choices:

Know what is ethical in your own mind. Rely on your principles: honesty, integrity, trust, respect, responsibility, loyalty, fairness, caring, and citizenship to help guide the way.

If you have any doubt what the ethical choice is, ask yourself:

- Is my action or behavior legal?
- Does my action or behavior comply with our organization's policies, procedures, and code of ethics?
- Does my action or behavior align with my personal principles and values?
- Does my action or behavior align with my organization's principles and values?
- Would I be embarrassed if I read about my action or behavior in a publication?
- Would someone I respect (your personal role model) be proud of my action or behavior?

Use these questions to test your actions or behavior in every aspect of your life. Remember, being ethical is a choice and doing the right thing isn't always easy. It may seem easier to not do what you know to be right in the short term. However, your long term success depends on your ability to sometimes make **tough** choices — the ethical choices.

Remember, to make the right choice:

1. State your case. Let the person know that you can't say or do what you believe is not right.
2. State what you can do instead. If there is an ethical alternative to accomplishing the objective, suggest what might work instead.
3. Ask for the other person's agreement to do the right thing.
4. If you are still being pressured to do something that is knowingly wrong, go to a higher person of authority and review the situation.

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## GOOD *people*, GOOD *choices*

- Have I gotten as much information as I need to make a good choice?
- Have I thought through the short and long term consequences for my choice?
- What would the most ethical person that I know do in this same situation?
- Does my choice align with my personal principles or values?
- Would I still feel good about my choice if it was known by my peers, parents, employers, or the media?

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Always do right — this will gratify  
some and astonish the rest.

- Mark Twain



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