

2021 ETHICS AWARENESS TRAINING

# Voicing Our Values

DO WHAT'S RIGHT — RESPECT OTHERS — PERFORM WITH EXCELLENCE



ASK QUESTIONS • OBTAIN DATA • TALK TO OTHERS • REFRAME THE ISSUE • REPORT VIOLATIONS

## OUR VALUES

**Do What's Right** - We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of our business. We abide by the laws of the United States and other countries in which we do business. We strive to be good citizens and we take responsibility for our actions.

**Respect Others** - We recognize that our success as an enterprise depends on the talent, skills and expertise of our people and our ability to function as a tightly integrated team. We appreciate our diversity and believe that respect – for our colleagues, customers, partners, and all those with whom we interact – is an essential element of all positive and productive business relationships.

**Perform With Excellence** - We understand the importance of our missions and the trust our customers place in us. With this in mind, we strive to excel in every aspect of our business and approach every challenge with a determination to succeed. We seek not only the highest accomplishments as individuals, but also seek to help our fellow team members achieve at the highest levels.

## COMMITMENT TO DIVERSITY AND INCLUSION

Diversity and inclusion are the foundation of our culture and reflect our values of "Do What's Right, Respect Others and Perform with Excellence." Lockheed Martin is committed to leveraging our employees' unique talents and experiences in order to deliver innovative, affordable solutions and unparalleled customer value.

Dear Training Leader:

Thank you for leading this year's 2021 Ethics Awareness Training. Leader-led sessions are the keystone of our entire ethics program.

Our goal is to make these sessions easy to lead while keeping them engaging and thought provoking for the participants. We endeavor to provide you with case scenarios that are current and relevant to issues our employees face, recognizing that many decisions we face present nuanced choices. This year we grapple again with respect and civility in the workplace, focusing specifically on collaboration tools and race-based harassment. We also address how to deal with employees facing difficult personal crises, such as addiction to opioids.

The *Voicing Our Values (VOV)* Techniques are powerful tools in any situation to help us develop the strategy we need to take action. As a training leader, your role is to stimulate a robust conversation on the questions presented and to encourage the group to practice the skills we need to effectively address ethical dilemmas in the workplace.

In this 2021 edition of our training, for each case, an on-screen host sets the stage with background information on each video case, which focuses on the key issues. The host will then introduce the discussion you will lead.

The discussion begins with looking at what the characters should do. The answer to that question will be fairly clear. However, the core issue is in exploring why they might not choose to do the right thing. What's holding them back, and what can they do to overcome those barriers? We ask you to pose the question to your group: what would each of us do if we were in this situation?

I encourage you to spend some time reviewing this guide to become familiar with how to best facilitate a discussion focused on the VOV Techniques.

The example you set for employees couldn't be more important. Inspiring our employees to recognize their obligation to take action is at the core of building the culture we need to be successful in the dynamic and changing world in which we operate.

Thank you for supporting Ethics Awareness Training and for your efforts in leading our workforce in *Voicing Our Values*.



**Leo S. Mackay Jr.**  
Senior Vice President,  
Ethics and Enterprise Assurance

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**All video cases were either filmed in January 2020 before COVID restrictions were imposed, or filmed in accordance with COVID precautionary guidance for video production.**

## What's New for 2021

How to effectively use the VOV Techniques remains at the heart of the training



### Emphasis in 2021 is on how to stop and think about next steps before taking action

Participants will see characters making assumptions and jumping to conclusions through inferences and incomplete facts.

Yet, if they had in fact used the VOV Techniques effectively, they might have proceeded differently.

Focus is on the key decision points when the characters must decide to take action...or not.

### New Format for 2021

#### Setup

- New procedure to stream video directly from Skype.
- On screen “host” sets the scene before each case and then after the opening segment, will set up the discussion questions leading into your group discussion.

#### Discussion

- Given the situation, what should each of the characters do?  
(easy code/policy question)
- What might be holding them back from doing the right thing?  
(identifying rationales and excuses)
- How do they overcome what is holding them back?

#### Closing Video

- Characters engage in a debrief of what happened and ask the kinds of questions that employees may want to ask, but might be hesitant to.
- Senior Lockheed Martin Executives close with a brief discussion of why voicing one's values is so critical to that situation.

#### What's expected for leaders

- This year, leaders will choose two or three of six cases to discuss in the 60 minute session.
- Leaders are expected to review this Leader's Guide and view all six cases before selecting cases for their sessions.
- Case 5, which addresses racial discrimination and harassment, and misuse of collaboration tools, is required in all EAT sessions.

# Planning Your Session and Case Topics

It's important to review this section before your session

**"Anticipate the typical rationalizations given for ethically questionable behavior and identify counterarguments. These rationalizations are predictable and vulnerable to reasoned response."**

— Mary Gentile

In each case, one or more of the characters is at a key decision point. Effectively using the *Voicing our Values* techniques would help them make the right decision. You are responsible for understanding these techniques before leading the session.

**- Ask Questions    - Talk to Others    - Obtain Data    - Reframe the Issue**

Definitions of these techniques are provided on page 18 of this guide with a link to a printable reference page for use by attendees when discussing the cases.

The VOV Techniques presented in these cases are representative of what employees can do in similar circumstances. They are not intended to be the only VOV Techniques or approaches that can be helpful in more effectively voicing one's values.

The heart of *Voicing our Values* is the ability to raise issues and use the techniques to prevent a violation from occurring, but when that is not successful, we must **Report Violations**. The case summaries, pages 20 to 31, provide discussion points for your use. You will have time to discuss 2 or 3 cases during your one-hour session.

CASE TOPICS

## CASE 1 – IT'S JUST A PART NUMBER? [7:54]\*

Falsification of Records; Leadership Interpersonal Skills; Customer Relationships  
*Executive Close – Rod McLean, Vice President and General Manager of the Air Mobility & Maritime Missions*

## CASE 2 – OPIOIDS AT WORK [8:05]

Drug-free Workplace; Charging Practices; Privacy  
*Executive Close – Dean Acosta, Senior Vice President, Communications*

## CASE 3 – BADGE OF HONOR? [8:23]

Safety, Program Integrity, Customer Relationships  
*Executive Close – Paul Lemmo, President, Sikorsky*

## CASE 4 – TRUST BUT VERIFY [7:31]

Conflicts of Interest; Business Courtesies; Leadership Interpersonal Skills; Expense Reporting Fraud  
*Executive Close – Ken Possenriede, Executive Vice President, Chief Financial Officer*

Here are some basic steps to take before the training session

**Know** the Ethics Officer for the group you are training. You'll need this for the closing message on page 34. You can find their name on Enterprise White Pages; remember that there may be different officers for employees at different locations.

**Identify** how many people you are responsible for training and schedule enough sessions to accommodate your team needs. Consider how training will be most effective for small or large groups.

**Send** participants a meeting notice as far in advance as possible with the time and place for the session. A session is required to last at least one hour. Include directions on how to charge labor for the session.

**Attach** to your meeting notice pdf files of the *Voicing our Values* Techniques and Our Values which are available online at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <http://www.lockheedmartin.com/en-us/who-we-are/ethics/training.html>.

**Determine** current COVID restrictions and parameters in your facility before scheduling any in-person sessions.

**Reserve**, if leading a partial or full in-person session, reserve a room with internet access and enough tables and chairs for comfortable seating. Test the equipment and the connections ahead of time.

**Familiarize** yourself with the cases by reading the summaries in this Leader's Guide and watching each of the videos. After watching each video, select the cases you will be discussing in your sessions. **Note: Case 5 is required for all sessions.**

Remember, the Case Summaries are discussion guides, and are not intended to be the definitive correct response.

If you are using Skype, download the PowerPoint versions of the case files from the EAT website and upload them into the Skype meeting **after** your Outlook meeting has been sent to calendars. (see page 12).

**Print** for yourself hard copies of the Case Summaries you will be using as well as the Additional Resources page. Having these resources handy will aid in your discussion.

CASE TOPICS

## CASE 5 – JUST SLACK OFF [10:07] **[REQUIRED CASE]**

Racial Discrimination and Harassment; Misuse of Collaboration Tools; Leadership Failure to Act; Charging Practices  
*Executive Close – Yvonne Hodge, SVP Enterprise Business Transformation*

## CASE 6 – NO CONFLICTS HERE [8:15]

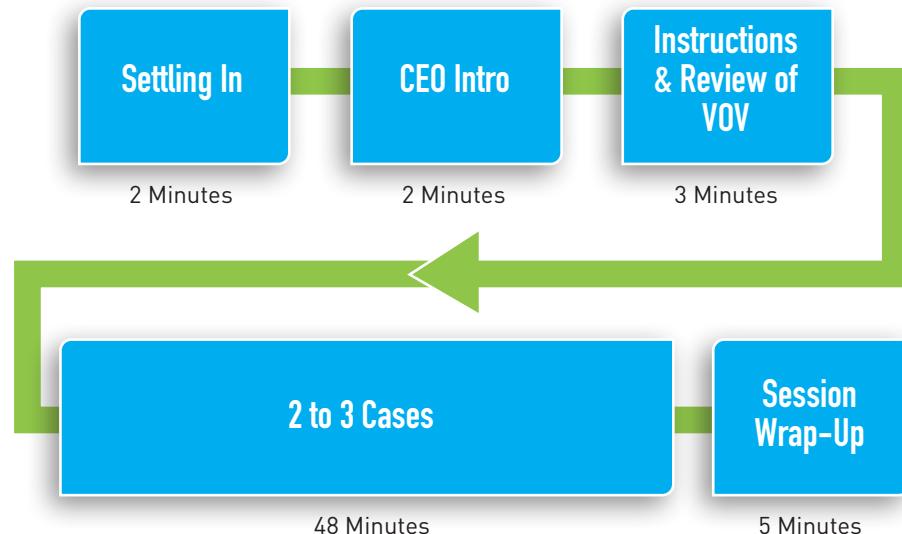
Sensitive Information; Conflicts of Interest  
*Executive Close – Tim Cahill, Senior Vice President, Global Business Development*

All video cases were either filmed in January 2020 before COVID restrictions were imposed, or filmed in accordance with COVID precautionary guidance for video production.

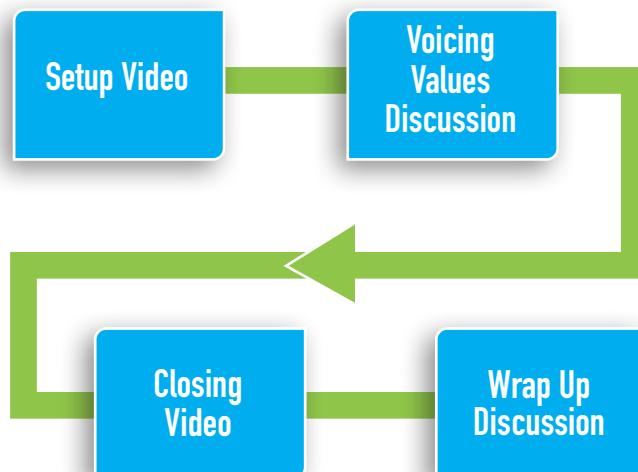
\*Total length of combined Part 1 and 2 videos

This year you will guide the discussion of two or three cases. The video scenarios run between 7.5 and 10 minutes. See pages 4 and 5 for the timing of each case. For some cases your discussions may extend beyond the allocated 8 minutes. Use your discretion to either move on to a third case or extend the discussion of two cases.

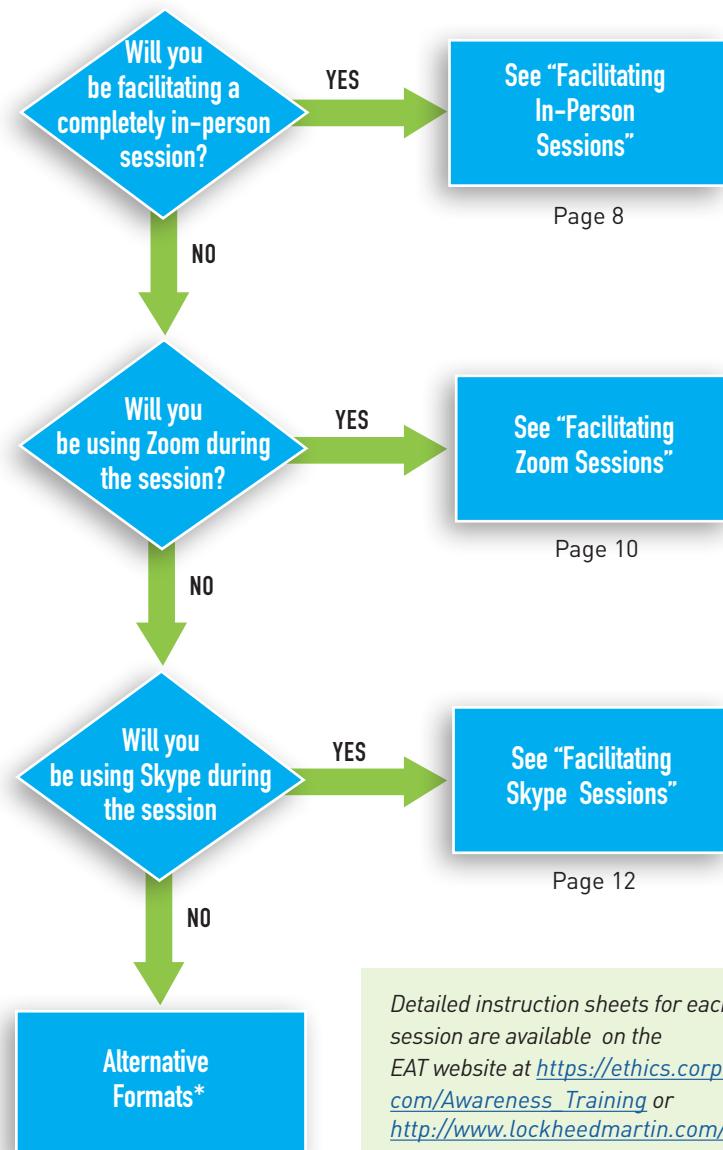
#### SESSION FLOW: 60 Minutes



#### CASE DISCUSSION



Use this flowchart to choose your specific session format:



\*If none of these methods are suitable for your session, please contact your Ethics Officer to discuss resources for alternative delivery and facilitation.

# Facilitating In-Person Sessions

## Preparing for your Session

For in-person sessions you will need to be sure that your computer is connected both to the internet to stream the videos from the web-player, and to a monitor for viewing.

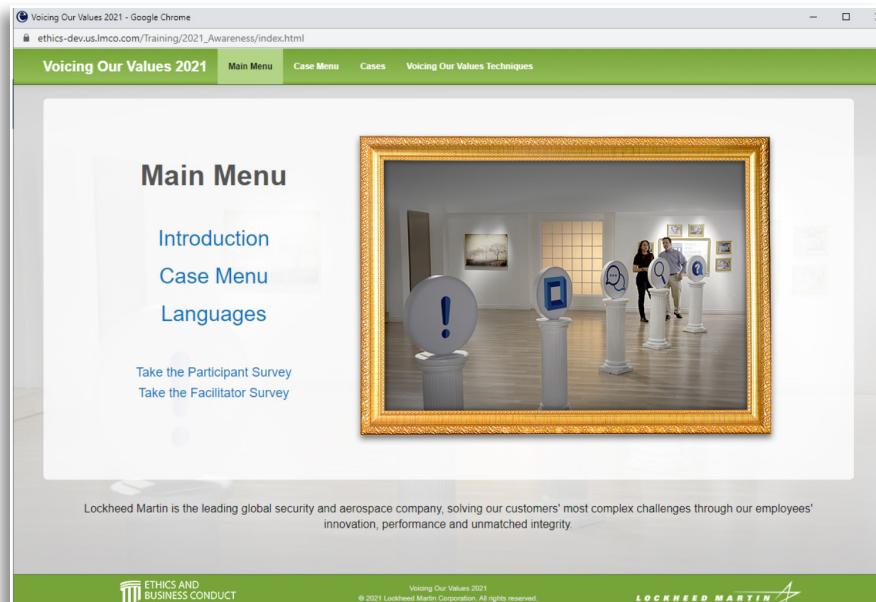
If you are facilitating a session without internet connectivity, you will need to download the cases from the EAT website [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html> beforehand and launch from your local drive.

## Settling In

**Provide** directions on how to charge labor for the training session and how to acknowledge completion.

**Launch** the Voicing our Values Online Training web player from the EAT website [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html> and be sure it is projecting to attendees in the room.

**Choose** “Languages” on the Main Menu of the online training to select a language other than English if desired. Note: Closed captioning will need to be used to view translated text.



## Running the Session

**Click** “Introduction” on the Main Menu to launch the first video.

**Play** the Introduction video segment which includes a message from Jim Taiclet and an overview of the session and the *Voicing our Values Techniques*.

**Select a Case** – After the introduction video completes, navigate to the Case Menu by clicking the “Case Menu” item in the menu bar at the top of the screen or via the link below the video window. Select the case you will discuss first.

**Play** a case. When the video concludes, you may click the “Discussion” link above the video to view the Discussion questions if the questions are not displayed automatically.

## Discussion

**Engage** in a group discussion of the questions on the screen.

**Encourage** participants to ask questions or make comments in the chat function.

## Part 2 Video

**Click** the “Continue” link beneath the discussion questions and then the Play icon to view the Part Two video.

**Wrap-Up** the discussion by asking participants how the scenario could occur at Lockheed Martin and adding any additional context or information from the case summary (pages 20-31) and additional information on page 32.

**Return** to the Case Menu.

**Repeat** the process to discuss the next case.

# Facilitating Zoom Sessions

If some or all of the attendees are attending virtually, and you have access to creating or requesting a Zoom meeting, this option is recommended. Once the meeting has been scheduled, the leader needs only to access the online training via a browser to facilitate the training. The video and audio will be displayed to all participants in the Zoom meeting.

## In the Meeting Invite

- Send a Zoom meeting request to the participants.
- Attach to the invite the Voicing our Values Techniques pdf files. It can be found at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html>.
- Ask your participants to download the attachments before the meeting.

## Settling In

**Open** the web player.

**Screen Share** – Share your screen of the web player by clicking on the green “Share Screen” button on the bottom of the screen. In selecting the screen (not the app) to show, check both the “Share sound” button and the “Optimize for video clip” button at the bottom of the window.

Screen resolution for the participants will clear as the video buffers.



**Sound and Video Check** - When you are ready, ask each participant to acknowledge in the chat that their Zoom app is working. If a participant is unable to hear or be heard, encourage them to dial into the meeting from their phone or open the web player themselves [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html>.

**Provide** directions on how to charge labor for the training session and how to acknowledge completion.

**Choose** “Languages” on the Main Menu of the online training to select a language other than English, if desired.

**Prepare** to watch the first video.

## Running the Session

**Click** “Introduction” on the Main Menu to launch the first video.

**Play** the Introduction video segment which includes a message from Jim Taiclet and an overview of the session and the *Voicing our Values* Techniques.

**Select a Case** – After the introduction video completes, navigate to the Case Menu by clicking the “Case Menu” item in the menu bar at the top of the screen or via the link below the video window. Select the case you will discuss first.

**Play** a case. When the video concludes, you may click the “Discussion” link above the video to view the Discussion questions if you the questions are not displayed automatically.

## Discussion

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**Encourage** participants to ask questions or make comments in the chat function.

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**Wrap-Up** the discussion by asking participants how the scenario could occur at Lockheed Martin and adding any additional context or information from the case summary (pages 20-31) and additional information on page 32.

**Return** to the Case Menu.

**Repeat** the process to discuss the next cases.

# Facilitating Skype Sessions

There are two ways to use Skype in facilitating your session.

In Option 1, it is now possible to stream the video with higher resolution in Skype sessions by using the PowerPoint presentations found on the EAT website. **However, you will need to spend a few minutes ahead of time preparing for the session.**

In Option 2 all participants go on mute at the same time and view the videos through their own internet connection to the web player.



If you haven't previously downloaded the PowerPoint decks, please use Option 2 as you will not have time to complete the session if you attempt to download the PowerPoint decks and then upload them into Skype during the meeting.

## Option 1 – Presenting Video from within Skype

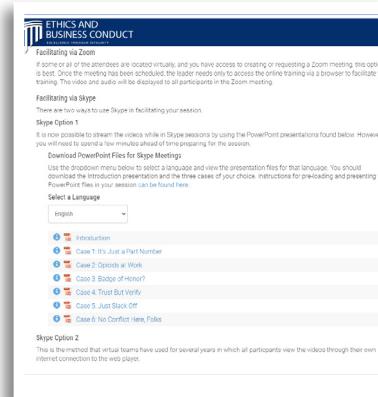
### Preparation

#### Preparing for Your Ethics Awareness Training Skype Session

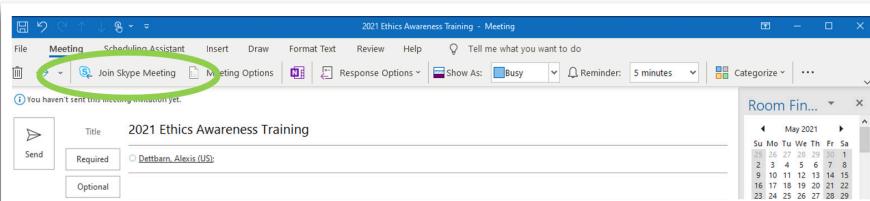
These preparations may be done by the facilitator or anyone else scheduling meetings on the facilitator's behalf.

These steps should be taken at any time after the meeting notice has been created, even days or weeks before your session.

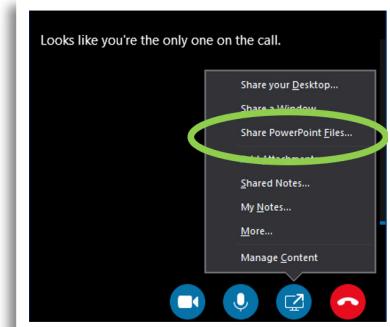
- From the EAT page at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html> download to your local computer the Introduction presentation and the .ppt files for the cases you would like to present. The cases are available in English, Spanish, French, Polish, and Turkish.



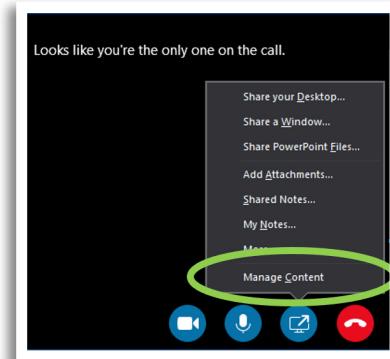
- Click the "Join Skype Meeting" link from the meeting notice you previously sent to the participants.



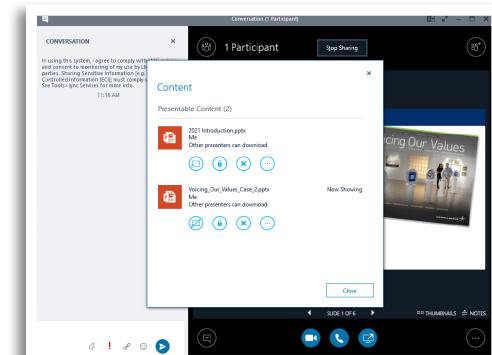
- In the Skype meeting window, click the "Share Content" button and choose "Share PowerPoint Files..." Select the .ppt files that you previously download and click the "Open" button. This will upload the files to the meeting event space.



- Click the "Manage Content" link to be sure the content has been uploaded.



- Close the Skype meeting. You are now prepared to conduct the meeting when the time arrives.



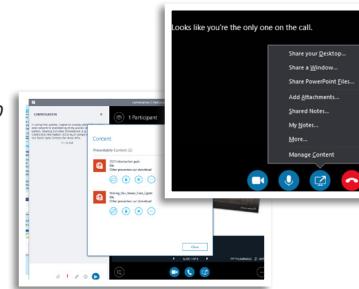
<https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html>

**Confused? Contact your Ethics Officer**

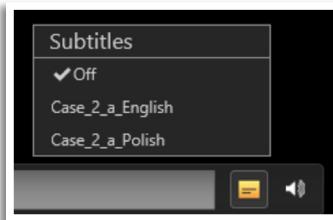
<sup>1</sup> If your system does not permit sharing content, please download Alternative Skype Instructions from the Ethics Awareness Training Website.

## Running the Session

If you haven't previously downloaded the PowerPoint decks, please use Option 2 as you will not have time to complete the session if you attempt to download the PowerPoint decks and then upload them into Skype during the meeting.



- Open and join the Skype meeting as usual. Click the "Share Content" button and select "Manage Content" item. This will display the presentations you have previously uploaded.
- Sound and Video Check - When you are ready, ask each participant to acknowledge in the chat that they can see the presentation and that they are ready to begin.
- Provide directions on how to charge labor for the training session and how to acknowledge completion.
- Click the Introduction presentation. The file will load and play the video segment which includes a message from Jim Taiclet and an overview of the session and the *Voicing our Values* Techniques.
- Subtitles - Subtitles may be displayed by clicking the square icon next to the volume control at the right end of the video playback bar.
  - Navigate through the presentation using the slide arrows at the bottom of the screen.
  - Play the opening Video. When the video concludes, click to the next slide to view the Discussion questions.



## Discussion

**Engage** in the *Voicing Our Values* discussion, as a group, by discussing the questions on the screen.

**Encourage** participants to ask questions or make comments in the Skype chat window. Ensure that you or another member of the team addresses comments in the chat.

**Click** the next slide and view the Closing Video.

When you reach the end of each presentation, **Wrap-Up** the discussion by asking participants how the scenario could occur at Lockheed Martin and adding any additional context or information from the case summary and Additional Resources page (page 32).

**Click** the "Share Content" button, "Manage Content" item and select the next presentation until you have completed your chosen cases.

## Skype Session Tips

- Uploading the PowerPoint files to the meeting in advance will save significant time when your meeting is held.
- When you play a video, everyone, including yourself, will be automatically muted. Be sure to tell everyone to unmute for the Discussion screens.
- You don't need to have run the Skype meeting in full-screen. Even if the Skype meeting is not full-screen on your display, it will be presented in full-screen in the attendees' Skype meeting. This will allow you to have the Leader's Guide open simultaneously if you'd like.
- If you haven't previous downloaded the PowerPoint decks, please use Option 2 as you will not have time to complete the session if you attempt to download the PowerPoint decks and then upload them into Skype during the meeting.



# Facilitating Skype Sessions

## Option 2 – Coordinated individual viewing of video

This is the method that virtual teams have used for several years in which all participants view the videos through their own internet connection to the web player.

### In the Meeting Invite

Send a Skype meeting request to the participants.

Attach the Voicing our Values Techniques pdf file to the invite. It can be found at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html>.

### Facilitating the Session

**Screen Share** – With the web player open, share your screen to show participants where they will start their web player. Send in the chat the link to the web player at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html>.

**Sound and Video Check** - When you are ready, ask each participant to acknowledge in the chat that their Skype app is working and they have the web player open and are ready to go.

If a participant is unable to hear or be heard, encourage them to dial into the meeting from their phone.

**Provide** directions on how to charge labor for the training session and how to acknowledge completion.

**Choose** “Languages” on the Main Menu of the online training to select a language other than English, if desired, and ask the participants to do the same.

### Getting Started

**Inform the Participants to Click** “Introduction” on the Main Menu to launch the first video. Coordinate the launching of the video so that you all begin at the same time. **Also, be sure to ask participants to mute their phone lines while the video plays.**

**Play** the video segment which includes a message from Jim Taiclet and an overview of the session and the *Voicing our Values Techniques*.

**Select a Case** – After the introduction video completes, select the case you will discuss first. Inform the participants to navigate to the Case Menu by clicking the “Case Menu” item in the menu bar at the top of the screen or via the link below the video window. Coordinate with any virtual participants and click on “View This Case” to launch the video.



**Play** a case. When the video concludes, you may be prompted to click the “Discussion” link below the video to view the Discussion questions.

### Discussion

**Engage** in a group discussion of the questions on the screen.

**Encourage** participants to ask questions or make comments in the chat feature.

**Refer to the call participant list in the Skype window and encourage anyone who is not participating to offer their views.**



### Part 2 Video

**Prepare** to watch the closing video. Coordinate the launching of the video so that you all begin at the same time. Remind the participants to mute their phone lines while the video plays.

**Click** the “Continue” link beneath the discussion questions and then the Play icon to view the Part Two video.

**Wrap-Up** the discussion by asking participants how the scenario could occur at Lockheed Martin and adding any additional context or information from the case summary and Additional Resources page (page 32).

**Return** to the Case Menu.

**Repeat the process to discuss additional cases.**

# Voicing Our Values Techniques

The *Voicing our Values* (VOV) Techniques are a powerful first step to address challenging issues and conflicts. To effectively give voice to values we need to stop and think about what is the right approach before taking action. And, effectively voicing our values means we can often stop breakdowns in ethics before they start, while also accelerating innovation, inclusion, and productivity.

Use these Techniques as tools to help you effectively voice your values.



## ASK QUESTIONS

### CHECK YOUR MOTIVATIONS

- Why do I feel I'm right?
- Am I asking questions to get information, or to drive home my point?
- What kind of questions should I ask, and of whom?
- What about this situation is bothering me?

When you ask questions of yourself, and of others, don't assume you are right or know everything about the issue in question. Ask questions that gather information and help everyone involved in the discussion achieve a clearer and more complete picture of the issue at hand. Asking questions in this manner can help you understand the situation in a way that may resolve the issue. Alternatively, it may cause the other person involved in the conflict to reconsider his or her own course of action.



## OBTAIN DATA

### CHECK YOUR FACTS

- Do I have all the relevant information I need?
- Could I be jumping to conclusions?
- What data would be most impactful to my intended audience?
- How do I know what is objective fact and what are subjective assumptions?

Take a breath before acting and then assess the situation. Check your assumptions, and then use fact-based data and logic to support your position. Don't assume that the other person already knows and has disregarded this information. Understand their point of view, even if you disagree. Explain how your data can lead to a different outcome or conclusion. By voicing your values using facts, you will avoid unnecessarily emotional arguments that likely will place the other person on the defensive.



## TALK TO OTHERS

### GET OUTSIDE YOUR OWN HEAD

- Who can I talk to about what I'm going through?
- How can I practice my approach?
- What objections will I likely encounter and how should I best respond?

Identify people – your colleagues or leaders – with whom you feel comfortable discussing ideas and issues. Bouncing ideas off an ally or a colleague will help you see the issue more clearly. Talk to them about the conflict that you face. Sometimes just talking over an issue helps you figure out how to handle it. Also, they may have experienced a similar situation. Find out how they handled it. A difficult conversation requires preparation.

Practicing what you're going to say will help take the emotion out. Asking for feedback will only help you be more effective.



## REFRAME THE ISSUE

### SEE THE BIGGER PICTURE

- What are the things we can all agree on?
- What approach will bring the best outcome for all parties?

Reframe the issue in a manner that shows the other person that your intent is not to question his or her integrity. Rather, you have a real concern that needs to be resolved for you to feel comfortable with the action you are being asked to take, or with the situation in which you find yourself. Your goal is seeking a resolution you both can feel comfortable with. For example, a potentially unethical action can be reframed to show how the action creates a risk that the other person would also want to avoid.



## REPORT VIOLATIONS

Should you be unable to resolve the issue using these techniques, or in the event of a compliance breach, you should report the violation to your manager, Human Resources, the Legal Department, Security, Internal Audit, the Environment, Safety and Health (ESH), or the Ethics Office.

# CASE 1 – IT'S JUST A PART NUMBER

Repairs are behind schedule and Nick is under pressure to deliver the aircraft. Just one unmarked part stands in the way.



**Nick**  
Project Manager

**Key Issues: Falsification of Records; Leadership Interpersonal Skills; Customer Relationships**



**Liz**  
Team Member



**Diana**  
Team Member

Given the situation, what **should** each of the characters do?

Nick should tell Anthony exactly what's going on, as well as direct Diana to pull out the non-conforming fuel hose.

Liz spoke up, but she wavered. She needs to find a way to effectively communicate with Nick about both the fuel hose and his need to be respectful in his interactions with the team.

Diana must take responsibility for what she did and ensure that the non-conforming fuel hose is removed.

What might be holding them back from doing the right thing?

Nick feels pressure as the other teams have already delivered. He fears losing face with Anthony so he is starting to rationalize that Diana may be right - it's just a technicality.

Given her role in the fuel hose swap and Nick's display of anger, Liz might be reluctant to be assertive with Nick.

Diana might be making unfounded judgments about Nick and his team being too risk-averse. She may also be a little too strident in her desire to make change happen.

## What would you do if you were in this situation?



**What questions should I be asking myself and others?**

Why haven't I spoken to Anthony? Why am I hesitant? Can Diana explain why what she did would be acceptable?

Why did I let myself be part of Diana's scheme? What more can I say to Nick to show him that delivering the aircraft with the nonconforming part is unacceptable?

Why did I feel I was so right? Why did I assume Nick was out of step with new ways of making fast decisions? Why wouldn't I considering the opinions of my team?



**Do I know the whole story? What don't I know that might impact my decision-making?**

Am I making assumptions about how Anthony might react if I tell him the truth? Do we know how the customer would react?

Does Diana have any basis for insisting that the fuel hose swap is inconsequential?

I could speak with engineering about how long it would take to verify the part. Do I understand the consequences of installing a non-conforming part?



**Who can I speak with to help me see the issues more clearly?**

I could talk with the other team leads in our program to bounce off ideas on how to best approach Anthony.

I could speak with one of Nick's leaders and ask members of the other teams how they would handle a situation like this.

I could talk with my former manager to get her take on this and how I should approach this situation.



**How can I reframe the issues so everyone can see the bigger picture?**

I should speak with Diana and the team about how agility and avoiding gridlock cannot go so far as to violate policy.

I could remind Nick of the reputational impacts to him, Anthony and our team if and when the customer learns about the non-conforming part. And there could be an even longer schedule delay to sort it out after the fact.

This isn't a safety issue and flight operations will not be impacted by replacing the part when it comes in. Can we present this as a temporary fix to benefit the customer?

## Report Violations / Relevant Policies



Diana's falsification of records must be reported.

**Code of Ethics and Business Conduct**  
– Accurate Books and Records  
– Labor and Other Costs  
**CPS-564 Harassment-Free Workplace**

**CLOSING REMARKS** (See Page 32 for Additional Information and Resources.)

Nick's focus on his personal reputation clouded his ability to hear Liz and contributed to his inappropriate leadership behavior. Liz's persistence in breaking through to Nick, especially after admitting her own misconduct, reflected her skill in reframing the issue. Diana's employment could have been terminated.

## CASE 2 – OPIOIDS AT WORK

### Key Issues: Drug-Free Workplace; Charging Practices; Privacy

Miguel returns to work after a car accident and is in denial about his addiction to painkillers.



**Miguel**

Project Manager



**Andray**

Director



**Ryan**

Colleague

**Given the situation, what should each of the characters do?**

Miguel needs to acknowledge that he needs help. He should contact the Employee Assistance Program (EAP) for help and have a conversation with HR or his supervisor, Andray.

If Andray reflected on the conversations he just had he might realize he needs to contact HR for help, or have a private conversation with Miguel. He should NOT have had that conversation in the hallway.

Ryan could contact Andray or HR to learn ways to help Miguel.

**What might be holding them back from doing the right thing?**

Miguel is in denial. He sees himself as a tough person who can just work through it, and he is afraid he will lose his security clearance, or his job.

Andray has tunnel vision. He's focused on getting the work done, and because he has always relied on Miguel, it does not occur to him that Miguel's performance could be related to substance abuse.

Ryan doesn't want to say anything that might hurt Miguel.

### What would you do if you were in this situation?



**What questions should I be asking myself and others?**

Am I being honest with myself? I've never gone through something like this before. Who can I turn to for guidance? Have I come back too early? What options do I have for charging my time when I am not feeling well?

Why haven't I discussed Miguel's return with him? What support does Miguel need – I wonder who can help me? HR?

I'm clearly not satisfied with Miguel's answers. How can I ask better questions?



**Do I know the whole story? What don't I know that might impact my decision-making?**

I don't really know how my condition impacts my security clearance. I need to check the policy documentation.

Miguel isn't pulling his weight, but I really don't know why. Is there a labor charging issue?

What resources are available to Miguel? Are there appropriate actions I can take?



**Who can I speak with to help me see the issues more clearly?**

I need to speak with HR or EAP to learn how to speak with Andray and Ryan about my challenges.

Andray is not thinking in terms of "helping Miguel" – he just seems frustrated about the productivity. HR could help facilitate a conversation with Miguel.

I could speak with EAP or my HRBP and ask general questions about how to handle situations like this.



**How can I reframe the issues so everyone can see the bigger picture?**

Why should I reframe if I don't think I have a problem?

I could first speak with Miguel privately to express my concern for him, and then discuss the effect his performance is having on others in the team. Miguel needs to be part of the solution.

I need to explain to Miguel that the company will provide resources to get the help he needs, but he's compounding his troubles with mischarging time. That's reportable and could even lead to him losing his job.

### Report Violations / Relevant Policies



Abusive use of legal drugs must be reported.

CRX-545 Drug-Free Workplace  
CRX-016 Privacy (US)  
Code of Ethics and Business Conduct – Labor and Other Costs; Drug-Free Workplace

### CLOSING REMARKS (See Page 32 for Additional Information and Resources.)

Not wanting to get involved is not an acceptable option when someone's health, and possibly their life, is at stake. Each of them had a role to play in helping Miguel get through this crisis. But we can't forget that privacy is important too. Andray needs to get guidance on what information is permissible to discuss and with whom. And despite our empathy towards him, Miguel will be held responsible for any mischarging.

## CASE 3 – BADGE OF HONOR?

A high-profile flight demonstration has been scheduled when a problem arises with the generator oil system and Karl isn't comfortable signing off on the test results.



**Karl**  
Senior Engineer

## Key Issues: Safety, Program Integrity, Customer Relationships



**Jon**  
Program Manager



**Margaret**  
Director of Engineering

**Given the situation, what should each of the characters do?**

Karl should better detail why he is concerned instead of insisting that Margaret trust his intuition.

Jon should resist jumping to conclusions about Karl's motivation. He can seek to fully understand the issues while also acknowledging Karl's expertise.

Margaret should have set expectations for respectful dialogue between Jon and Karl. She should have picked up Karl's badge and gone to speak with him.

**What might be holding them back from doing the right thing?**

Karl may be making incorrect assumptions about Jon's experience, keeping Karl from collaborating in addressing the issue.

Being new, Jon may have been overly focused on not failing and may have made assumptions about jeopardizing his career.

Margaret respects Karl but her assumptions about his ego may cause her to yield to pressure to not delay the demo.

### What would you do if you were in this situation?



**What questions should I be asking myself and others?**

Is there any way to modify the flight test plans to allow us to proceed but still ensure safety?

I could ask Karl to explain in more detail what he has seen before on similar systems.

Margaret demonstrated this technique when she asked how the fuel could have leaked into the oil system - trying to help further diagnose the problem.



**Do I know the whole story? What don't I know that might impact my decision-making?**

Are there any alternative test approaches that might speed up diagnosing a problem?

How can I explain my reasoning to Karl without making the issue feel so personal?

I need to learn more about the full extent of the customer's requirements. Is Jon right?



**Who can I speak with to help me see the issues more clearly?**

I could speak with others on the team to help me better explain the risks and impacts to Jon and Margaret.

I could speak with my customer counterpart about the issue - both for informational purposes and for any suggestions.

I could talk with chief engineers on other programs about the situation as well as the customer's engineering team.



**How can I reframe the issues so everyone can see the bigger picture?**

I need to show Jon that I am not attacking him personally but only sharing my experience and what I believe is best for the customer.

I could explain to Karl that nobody wants to take unacceptable risks. But that doesn't mean there isn't a valid discussion to have as to what is acceptable.

Integrity is critical to maintaining trust with our customers. How can we best convey the significance of Karl's concern?

### Report Violations / Relevant Policies



Although there may not be a violation requiring reporting, there are always multiple paths available for discussing any concerns (e.g., Ethics, ESH, HR, GD&I, security, internal audit).

CPS-001 Ethics and Business Conduct  
CPS-002 - Quality, Mission Success and System Safety  
CPS-203 Employee Communications  
CPS-070 Program Management Policies

### CLOSING REMARKS (See Page 32 for Additional Information and Resources.)

Karl's frustration with Jon and Jon's fear of postponing the demonstration hindered an open discussion of the risks of going forward. Margaret attempted to find a solution and defuse the tension in the room.

## CASE 4 – TRUST BUT VERIFY

**Samantha relies so heavily on Matt for support that she is in denial of serious issues of financial mismanagement.**



**Samantha**  
Vice President

**Key Issues: Conflicts of Interest; Business Courtesies; Leadership Interpersonal Skills; Expense Reporting Fraud**



**Matt**  
Executive Assistant



**Amy**  
Team Member

**Given the situation, what should each of the characters do?**

Samantha needs to take action. She should thank Amy and then follow up on her concerns, as well as contact Travel Audit to review Matt's and her own expense records.

Matt needs to be honest with Samantha and tell her what he's done.

Even though she's new, Amy should take action by talking with her immediate supervisor.

**What might be holding them back from doing the right thing?**

Because of her reliance on Matt, her sympathy towards his situation, and her VIP treatment at the conference center, Samantha is biased in assessing Matt's actions, leading to a conflict of interest.

Once Matt crossed the line he finds it easier to keep rationalizing his actions. He's convinced himself that he's entitled to the loyalty points, and as long as he pays back the expenses, personal use of the company card is ok.

Amy may not fully understand Lockheed Martin's culture of integrity. Instead she's been shut down by two people in her department, one of whom is the VP, so she may be questioning whether she is in the right, or wrong.

### What would you do if you were in this situation?



**What questions should I be asking myself and others?**

Why am I protecting Matt, even at the expense of policy violations? I need to meet with him as soon as possible and ask some tough questions.

Why haven't I learned from my past experiences? How can I make it right? Have I been fair to Samantha, who has been trying to help me?

Who else can I talk to about this? Is it ever OK to keep loyalty points? I should check with my Ethics Officer.



**Do I know the whole story? What don't I know that might impact my decision-making?**

I am not providing effective oversight. I don't know how much misconduct Matt committed. I need to request a thorough audit of Matt's expenses.

What do the policies say? Do I understand the consequences of my actions for me and for Samantha?

What do our policies say about loyalty points?



**Who can I speak with to help me see the issues more clearly?**

I should speak with my Ethics Officer to better understand all of the issues at stake.

I don't know if I would listen to anybody at this point.

I need to speak with my direct supervisor about this.



**How can I reframe the issues so everyone can see the bigger picture?**

I can speak with Amy and commend her for doing what's right.

If I were Matt, reframing wouldn't make sense here. I already crossed the line.

I would like to share that as a new team member, I want to assume that we all follow the policies.

### Report Violations / Relevant Policies



Matt's mischarging and abuse of the Gifts policy must be reported.

CRX-014 Individual Conflicts of Interest  
CPS-008 Gifts, Hospitality, Other Business Courtesies  
CRX-326 Business Meetings, Events, and Entertainment

### CLOSING REMARKS (See Page 32 for Additional Information and Resources.)

Samantha had many opportunities to correct the situation, but she ignored clear signs that even Amy could see. We are all vulnerable to the same biases and therefore should all be open to probing questions, no matter from where they come. Matt rationalized using loyalty points and falsifying expense reports for years; as a result, his employment was terminated. Samantha was blinded by her long-standing working relationship with Matt and received a written reprimand for dismissing Amy's concerns.

## CASE 5 – JUST SLACK OFF (REQUIRED)

The powerful collaboration tools at our disposal can be abused. There are times when someone who wouldn't use discriminatory and offensive language out loud will be less thoughtful when they are online.



**Dave**  
Engineer

**Key Issues: Racial Discrimination and Harassment, Misuse of Collaboration Tools, Leadership Failure to Act; Charging Practices**



**Roxie**  
Engineer



**Lauren**  
Manager

**Given the situation, what should each of the characters do?**

Dave should seek a constructive way to handle his disappointment, recognizing the destructive consequences of his words and actions.

Roxie should continue to seek help in addressing her concerns, and should not feel obligated to engage in online debate.

Lauren needs to assert a leadership role to restore respect and to take appropriate action when a team member expresses concern about the behavior of another.

**What might be holding them back from doing the right thing?**

Dave is not open to seeing how he isn't a victim and how his words are offensive.

Roxie may think that her defense of James justifies any action she takes.

Lauren may be conflict adverse and hoping that she can skirt past the issue instead of taking action.

### What would you do if you were in this situation?



**What questions should I be asking myself and others?**

Do I really understand why I wasn't promoted? Why does Roxie think what I said could be considered racist language?

If I separate out the offensive language, what are Dave's real concerns? How do I encourage Dave to raise those concerns with Lauren?

Am I using James' promotion as an excuse to avoid difficult conversations? Do I really understand why Roxie is so upset?



**Do I know the whole story? What don't I know that might impact my decision-making?**

Do I have any development needs of which I am not aware? Do I know for a fact that James wasn't qualified for the promotion or am I just making assumptions?

I need to check to see what policies there are defining harassment, discrimination, and how to handle any inappropriate online comments.

Do I even know what is deemed acceptable and unacceptable language? I better go back and read every post. I also need to learn more about the possible time mischarging.



**Who can I speak with to help me see the issues more clearly?**

I am obviously not connecting with Roxie. Who can I speak with to help me have a constructive conversation about these issues?

I could discuss this issue with my GD&I representative to help develop a better strategy for confronting offensive language.

I could request guidance on how to address these behaviors from my HR Business Partner and our business area's GD&I leader.



**How can I reframe the issues so everyone can see the bigger picture?**

I would need to start with some basic diversity and inclusion training before I would be able to reframe the issue.

I know James is on the team Slack channel. I could ask Lauren if she realizes the impact this is having on James. And what if the customer hears about this?

I need to show that the issue is not about James but is about how we work together as a team with mutual respect in a harassment-free work environment.

### Report Violations / Relevant Policies



Dave's and other team members' offensive posts should be reported.

CPS-003, Nondiscrimination and Equal Employment Opportunity.  
CRX-253 Social Media.  
CMS-505 Direct charging.

CPS-564 Harassment Free Workplace.  
CPS-001 Ethics and Business Conduct  
CPS-203 Employee Communications

### CLOSING REMARKS (See Page 32 for Additional Information and Resources.)

We need to be very mindful of our words to ensure that collaboration tools don't become collaboration weapons. Dave, as well as Roxie and Lauren, needed to focus on their individual responsibility for their actions or inaction. For their own reasons, all three members of the team let biases and assumptions guide their decision-making. For Lauren, her failure to act as a leader had significant consequences.

# CASE 6 – NO CONFLICT HERE, FOLKS

## Key Issues: Conflicts of Interest; Sensitive Information

In his drive to advance professionally, Joseph forgets his obligation to protect proprietary information.



**Troy**  
Project Manager



**Joseph**  
Engineer



**Danielle**  
Supplier

Given the situation, what **should** each of the characters do?

Troy should immediately report Joseph's information sharing to Legal, and speak to her leadership about the relationship with Base5.

Joseph should come clean with Troy about his relationship with Danielle and Base5, and disclose what documentation he shared with her, as well as his potential conflict of interest.

Danielle should speak with her new leadership and/or the Legal department at Base5 to disclose her relationship with Joseph.

What might be holding them back from doing the right thing?

Embarrassed by her lack of oversight for Joseph, Troy may be hesitant to take full responsibility for the issue.

Joseph dug himself in a deep hole. He may feel too embarrassed to admit he is in over his head.

Danielle's desire to win the business is leading her to rationalize putting Joseph in a compromising position and using him to obtain information she knows she should not have.

## What would you do if you were in this situation?



**What questions should I be asking myself and others?**

Why wasn't I more firm with Joseph about the conflict of interest disclosure when he first approached me? What exactly is the nature of Joseph's relationship with Danielle and Base5?

In my current role, how can I develop my abilities toward my goal of program management? Are there any limitations to my working with Danielle as a mentor? Why is Danielle so eager to help me?

Am I jeopardizing Base5's relationship with Lockheed Martin? I really do think Joseph has tremendous potential - am I jeopardizing his career as well as my own?



**Do I know the whole story? What don't I know that might impact my decision-making?**

I should refresh my understanding of the policy on sharing proprietary information.

I need to learn more about what's going on with Base5. I also need to review my restrictions on releasing confidential information, as well as my obligation to disclose even potential conflicts of interest.

I should check both my post-employment agreement with the company as well as Base5's policy on proprietary information. It's too late now though. I should have done that BEFORE I got the data from Joseph.



**Who can I speak with to help me see the issues more clearly?**

I need to speak with a colleague, Legal, or Ethics to identify all of the issues and what to do next.

I could schedule some time with Troy to talk about my career path, maybe even ask about an internal mentor...or meet with my HR Business Partner for development advice.

I need to speak with some of my colleagues at Base5 to get a reality check on expectations.



**How can I reframe the issues so everyone can see the bigger picture?**

I need to work with Joseph to help him understand the damage he caused and that his leadership growth depends on his ability to see the bigger picture.

At this point I don't think I can reframe.

Sometimes there isn't a way to reframe the issue if someone like Danielle has so clearly and willfully crossed the line.

## Report Violations / Relevant Policies



Joseph's failure to protect sensitive information as well as his conflict of interest should be reported.

**Code of Ethics and Business Conduct – Sensitive Information**  
**CRX-014 Individual Conflicts of Interest**  
**CRX-015 Protection of Sensitive Information**

## CLOSING REMARKS (See Page 32 for Additional Information and Resources.)

Short-sighted behavior took over everyone's thinking. In the rush for personal gain, Joseph and Danielle risked jeopardizing the business relationship between Base5 and Lockheed Martin. Joseph was "disrespectful" in his relationship with Troy, but she was not able to manage the situation. Joseph's two-week suspension without pay was a discipline. In most instances Joseph's employment would have been terminated for sharing a competitor's pricing data with another supplier.

# Additional Information and Resources

Along with the Closing Remarks in each case summary, the details below may be useful in a brief wrap-up discussion after the closing video

## Case #1

Thanks to the team at Sikorsky Australia for their subject matter guidance.

## Case #2

- Behaviors at work that may indicate impairment from drugs may include: arriving late and leaving work early, commonly appearing drowsy at work, taking longer time than normal to accomplish tasks, and making unexplained work errors.
- Although private health matters are a personal issue, when a medical condition adversely affects work performance it is the responsibility of the employer to address it. Addiction is not just based on physical dependence on a substance. One of the criteria for diagnosis is "failure to fulfill major role obligations at work, school, or home."

Lockheed Martin offers the services of the [Guidance Resources Employee Assistance Program](#)

844.880.6914

312.595.0074 (expats)

800.697.0353 (TDD)

24/7 access

[Guidanceresources.com](#)

Username: LockheedMartin

Password: Employee1

In addition SAMHSA has a national substance abuse hotline that may be a useful resource:

<https://www.samhsa.gov/find-help/national-helpline>

## Case #3

There are many examples of Lockheed Martin employees stepping up and doing the right thing even when the pressure is great. Annually, one such employee is recognized with the NOVA Award for Ethics, a prestigious award that recognizes a Lockheed Martin employee for extraordinary actions or behavior that exemplify the Corporation's commitment to "setting the standard" for ethical business conduct and integrity.

While Karl's commitment to doing what's right was commendable, his slamming his badge on the table was not. He would likely be counseled on this behavior.

[https://ethics.corp.lmco.com/Nova\\_Award](https://ethics.corp.lmco.com/Nova_Award)

## Case #4

Section 4.6 of [CRX-326](#) Business Meetings, Events, and Entertainment states:

Event arrangers must not accept supplier incentives such as meeting planner points, but may keep frequent flyer/guest miles/points that they incur in the course of related travel.

See [CPS-008](#), Gifts & Business Courtesies.

## Case #5

Slack posts must adhere to Lockheed Martin policies.

- Remember to keep it respectful, professional and in line with Lockheed Martin's values [CPS-001: Ethics and Business Conduct](#) and our [Code of Conduct](#) on page 32 and 33.
- Disrespectful, offensive or harassing content including posts, memes, linked content, or graphics to included channels and content in violation of Lockheed Martin policies will not be tolerated.
- Be mindful of your use of Lockheed Martin computing assets and the time you spend for non-work purposes; non-work use should be limited to a reasonable duration and frequency. Time should be accurately recorded. See [CPS-007: Personal Use of Lockheed Martin Assets](#) for further guidance.
- If you want to report a post, identify the misconduct (i.e., violation of policy, etc.) and follow the [instructions](#) on how to flag an inappropriate comment using the Report as Inappropriate app. An appropriate functional representative will be notified, and appropriate action will be taken.
- [The Ethics Office produced a video on Respectfully Using Collaboration Tools](#)

Support a Safe Inclusive Environment In and Out of the Workplace

- Remain committed to [CPS-003 Non-Discrimination, Equal Employment Opportunity policy](#), which ensures equal employment and treatment without regard to race, ethnicity, religion, veteran status, sexual orientation, gender identity or expression, and other factors. This includes recruitment and aspects of employment such as promotions, compensation and training. Ensuring equal opportunity for all employees is critical to maintaining an inclusive work environment.
- Take action to intervene when behavior occurs that goes against our commitment to maintain a professional work environment that is free from harassment, threats and acts of violence. Examples of unacceptable conduct may range from inappropriate language to bullying to abusive or intimidating acts. Review [CPS-564 Harassment-Free Workplace](#) and [CRX-053 Workplace Security](#) for additional information.
- Be prepared to share your concerns early with EEO Investigations [eo-investigations\\_lm@lmco.com](#), your leader, HR Business Partner, and [Global Diversity and Inclusion](#). You can also [email](#) or call Ethics at 800-LM-ETHIC (800-563-8442) or 800-441-7457 (for the hearing or speech impaired).

## Case #6

There are numerous resources for employees looking for more information on issues relating to sensitive information:

Lockheed Martin's Counterintelligence Operations & Corporate Investigations -  
<https://eo-sharepoint.external.lmco.com/sites/ConnectSecurity/Web/index.html#/coi/Counterintelligence>

Lockheed Martin Counterintelligence Operations Slack Channel-#lm-counterintelligence, <https://lockheedmartin.slack.com/archives/C0135UWJ891>

FBI Economic Counterintelligence Awareness -  
<https://www.fbi.gov/investigate/counterintelligence>

Director of National Intelligence Counterintelligence Awareness -  
<https://www.dni.gov/index.php/ncsc-how-we-work/ncsc-know-the-risk-raise-your-shield/ncsc-awareness-materials>

Lockheed Martin's Corporate Information Security Cyber Crossroads, Sensitive Information Quick Reference Guide -  
[https://eo-sharepoint-restricted.external.lmco.com/sites/ICampaign/CybersecurityTutorials/Sensitive\\_Info\\_Quick\\_Ref\\_Guide.pdf](https://eo-sharepoint-restricted.external.lmco.com/sites/ICampaign/CybersecurityTutorials/Sensitive_Info_Quick_Ref_Guide.pdf)

## Session Wrap Up

### Your Concluding Message

- Thank the participants.
- Remind employees to go online to acknowledge completion of the training. (Or make sure all participants have signed the participation and acknowledgment sheet if online form is not available.)
- Inform employees that their feedback is important and ask that they complete the online feedback survey for participants when they receive email notification of the survey from Atlas Learning.
- Provide your concluding message.

### Sample Concluding Message

Thank you for your participation. I want to encourage you all to continue to talk and think about the importance of taking action and voicing our values. This should not be a once-a-year dialogue. Also, I want to emphasize that as Lockheed Martin employees, we are all encouraged to seek advice, express concerns, or report violations to the person with whom we are most comfortable; your manager, the local Ethics Officer, Human Resources, EEO, Audit, Legal, or ESH.

Our local Ethics Officer is: \_\_\_\_\_ Phone: \_\_\_\_\_

*(Information available in Enterprise White Pages and LMPeople)*

Acknowledge your completion of this session online at Atlas Learning > My Learning Assignments > 2021 Ethics Awareness Training (000001ILT21). > Take Credit. All participants who acknowledge completion of the training through Atlas Learning will receive a request to complete the Participant Survey via email. If you led a session, we have an additional survey we ask you complete. Your feedback is important and you can complete the survey at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) and click on the appropriate "Survey" link OR Outside the firewall, go to <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html> and click on the appropriate "Survey" link.

## Facilitation Dos and Don'ts

Facilitation Dos	Facilitation Don'ts
<b>Do</b> send out a meeting notice to all participants well in advance of the scheduled session. Include labor charging direction.	<b>Don't</b> wait until the last minute to schedule your session to avoid unnecessary make-up sessions.
<b>Do</b> take the time to review the training materials, understand the Voicing Our Values Techniques, and select cases that are most relevant for your group. Your Ethics Officer can help you with this.	<b>Don't</b> wait until you're in the room to figure out how to facilitate the training.
<b>Do</b> know the name and phone number for your team's Ethics Officer. See "Your Ethics Officer." ( <a href="https://ethics.corp.lmco.com/Your_Ethics_Officer">https://ethics.corp.lmco.com/Your_Ethics_Officer</a> )	<b>Don't</b> forget to encourage employees to contact their Ethics Officer at any time, even for advice.
<b>Do</b> test the computer you will use in the session before the meeting date. Call IT Service Desk at 800-435-7063 for assistance if needed.	<b>Don't</b> wait until the day of your session to test the computer and projection system you'll be using.
<b>Do</b> set the expectation that remote employees will use Skype or Zoom if that capability is available.	<b>Don't</b> forget to involve employees participating remotely.
<b>Do</b> take the initiative to get everyone involved in the activity and keep the conversation flowing around the room.	<b>Don't</b> let people "sit out" the session without participating, or allow one or two people to dominate the entire discussion.

**NOTE:** This page is available online in printable format.

**Internal:** [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training)  
**External:** <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html>

# Participation and Acknowledgment

**Every employee is required to record his or her participation in a training session**

**Online:** Most employees use the online training acknowledgment feature. Visit the Atlas Learning website and "My Learning Assignments" to take credit for 2021 Ethics Awareness Training (000001ILT21).

**Manual:** For sites not using this online feature, a hard copy of the participation and acknowledgment form is included as an insert with kits or may be downloaded at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training).

## Training Evaluation Form

All participants who acknowledge completion of the training through Atlas Learning will receive a request to complete the Participant Survey via email.

If you led a session, we have an additional survey we ask you complete. Your feedback is important and you can complete the survey at [https://ethics.corp.lmco.com/Awareness\\_Training](https://ethics.corp.lmco.com/Awareness_Training) and click on the appropriate "Survey" link OR Outside the firewall, go to <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training-resources.html> and click on the appropriate "Survey" link.

# 2021 ETHICS AWARENESS TRAINING

## PARTICIPATION AND ACKNOWLEDGMENT FORM



*Note: Use of this form may not be required if your business unit tracks training online.*

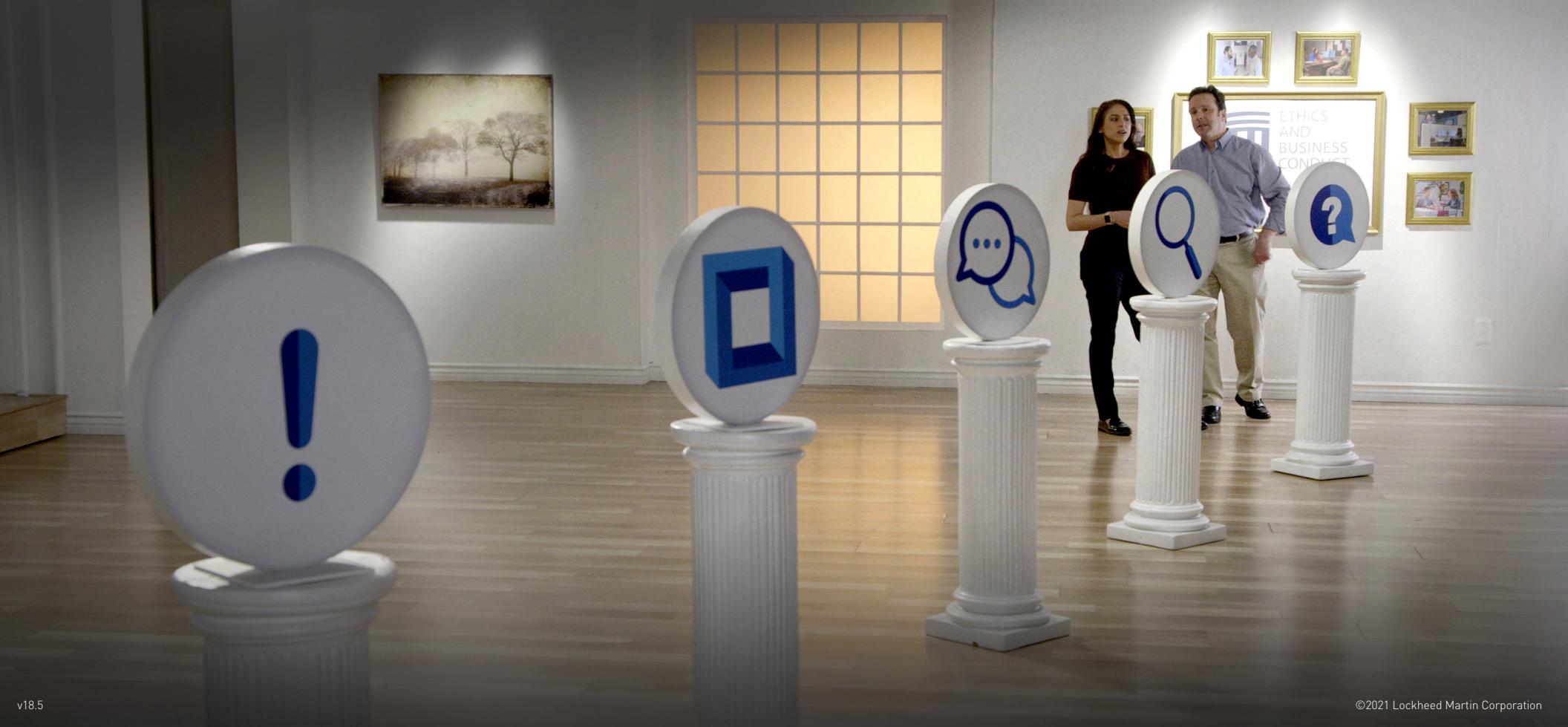
LM Company: \_\_\_\_\_ Training Leader: \_\_\_\_\_

Facility: \_\_\_\_\_ Employee Group: \_\_\_\_\_

Session Location: \_\_\_\_\_ Date: \_\_\_\_\_

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Return signed forms to your Ethics Office.



v18.5

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[www.lockheedmartin.com/us/who-we-are/ethics.html](http://www.lockheedmartin.com/us/who-we-are/ethics.html)

With permission of the author, the techniques suggested for dealing with values conflicts identified herein are based on the book *Giving Voice to Values: How to Speak Your Mind When You Know What's Right*, by Mary C. Gentile, New Haven: Yale University Press, 2010.

If you are interested in further exploring the ideas behind the techniques addressed in this year's training and/or finding out where to purchase the book, please visit [www.GivingVoiceToValuesTheBook.com](http://www.GivingVoiceToValuesTheBook.com).

The scenarios reflect real situations that have occurred or might occur at Lockheed Martin, but they do not replicate actual cases.