

Reframe
the
Issue

Report
Violations

Talk
to
Others



Obtain
Data



Ask
Questions

2024 ETHICS AWARENESS TRAINING • LEADER'S GUIDE

Voicing Our Values

Do What's Right | Respect Others | Perform With Excellence

Dear Leader:

Our corporate values of Do What's Right, Respect Others, and Perform With Excellence are foundational to the way we conduct business at Lockheed Martin.

Our commitment to integrity cultivates a diverse workforce, sustains a strong supply chain, and serves our customers with excellence.

This Leader's Guide will help you facilitate an Ethics Awareness training session with your team. Discuss and practice the Voicing Our Values techniques to speak up and take action when needed.

Assure your team there is help available to resolve issues.

Thank you for leading with integrity and modeling excellence in all you do.



Leo S. Mackay
Senior Vice President
Ethics and Enterprise Assurance

2024 ETHICS AWARENESS TRAINING

Encourage and facilitate discussions to practice effectively speaking up.

Voicing Our Values (VOV) Techniques



Ask Questions

Gather a Variety of Information



Obtain Data

Focus on Facts, Not Emotions



Talk to Others

Ask for Input from Trusted Sources



Reframe the Issue

Offer a Different Perspective



Report Violations

See Something, Say Something

GETTING STARTED

- Review** the case summaries in the table below and select two to three cases to view.
- Follow** the instructions for **virtual/hybrid** (MS Teams) or **in-person** sessions at tiny.lmco.com/EAT.
- View** Jim Taiclet's introductory video.
- View** Part 1 of the case video and facilitate discussion.
- View** Part 2 of the case including the executive closing.
- Wrap up** by asking "How could this scenario end?"
- Read aloud** the Leader Closing remarks.

VOV Techniques



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CASES AND EXECUTIVE CLOSINGS	SUMMARY	KEY ISSUES	CHARACTERS
Case 1: Loan Ranger Warren "Macca" McDonald VP ANZ, GBD	At an OCONUS customer site, employee borrows money indiscriminately, proposes fraudulent paycheck scheme to repay debts.	Remote Sites, Customer Relations, Document Falsification	Troy, Brian, Monica, Zack, Frank, Inger, Ryan, Colonel
Case 2: Out of Time Chauncey McIntosh VP/GM IWSS, RMS	Manufacturing team leader shows favoritism, while a team member may be submitting falsified doctor's notes and struggles with personal challenges.	Leadership, Privacy, Document Falsification, Workplace Safety, Drug-Free Workplace	Tim, Ed, Emily, Rhomeyn, Aaron
Case 3: All About You Chris Wronsky SVP Human Resources	Leader treats new hire poorly, lets social media bias her opinion, and plots retaliation.	Leadership, Social Media, Harassment, Retaliation	Judy, Brittani, Mehedi, Inger, Jason
Case 4: Not My Model Mike Baylor VP, Chief Digital & AI Officer	Employee relies on AI tools from prior job at a tech start up causing issues at customer demonstration.	Program Integrity, Ethics & Artificial Intelligence, Customer Relations, Gifts & Business Courtesies	Faye, Jeff, Ryan, Gabe
Case 5: Parts Palace Shelly Stoneman SVP LM Government Affairs	Machine Shop employees create an LLC, intending to use recycling items from work to refurbish and sell back to the company.	Supply Chain Integrity, Conflict of Interest, Theft, Protection of Sensitive Information	Olivia, Eric, Juan, Aja
Case 6: It's Relative Joel Johnson VP CISO	Cybersecurity issues develop when Program Manager's son is hired by a key supplier that lacks sufficient cyber controls.	Cybersecurity, Leadership, Conflict of Interest	Amy, Edward, Richard, Joe, Michael

CASE 1 "Loan Ranger"

KEY ISSUES: REMOTE SITES, CUSTOMER RELATIONS, DOCUMENT FALSIFICATION



Troy
Site Lead



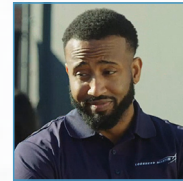
Brian
Customer



Monica
Logistics Engineer



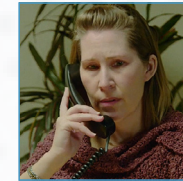
Zack
Technician



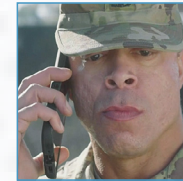
Frank
Monica's Colleague



Inger
Program Leader



Ryan
Program Sr. Mgr.



Colonel
Base Commander

Summary

Zack borrows money from co-workers and the customer. He comes up with a questionable plan to repay his debts.

PART I: DISCUSSION

What issues do these characters encounter?

- **Zack** borrows money from colleagues and the customer and is delinquent in paying them back.
- **Zack** believes **Troy** is having an inappropriate workplace relationship with the customer, **Brian**.
- **Troy** is threatened by **Zack**, who suggests he'll keep quiet if she approves fraudulent per diem.
- **Monica** is conflicted by **Zack's** questionable repayment scheme.
- The **Colonel** has to address the issue of **Zack's** "Wanted" poster around the base.

Which Voicing Our Values (VOV) techniques could help resolve these issues?

- Monica **talks to others** and **obtains data** about Zack's borrowing habits.
- Troy **asks questions** about Zack's choices that could impact his security clearance.
- Frank **reframes the issue** when Monica asks about accepting 'per diem' from Zack as pay-back.
- Inger **talks to others** about the on-base concerns **reported** by the Colonel.



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

PART II: WRAP-UP

Ask: "How could this scenario end?"

Leader Closing

When we behave in ways that are contrary to our values, we can put our team's reputation at risk with the customer. Zack's actions may impact his ability to maintain his security clearance. Troy needs to file a Conflict of Interest if her relationship with Brian becomes personal. Monica demonstrates courage by persistently asking questions, talking to others, and reporting the issue.

Bottom Line: The true test of our integrity is doing the right thing even when it's difficult.

Governance

LM Code of Conduct: *Demonstrate Accountability*
 CPS-001: *Ethics and Business Conduct*
 CPS-564: *Harassment-Free Workplace*
 CPS-569: *Security; CRX-053 Workplace Security*
 CRX-014: *Conflict of Interest*
 CRX-056: *International Security Operations*

CASE 2 "Out of Time"

KEY ISSUES: LEADERSHIP, PRIVACY, DOCUMENT FALSIFICATION, WORKPLACE SAFETY, DRUG-FREE WORKPLACE



Tim
Fabricator



Ed
Senior Manager



Emily
Fabricator



Rhomeyn
Fabricator



Aaron
Senior Manager

Summary

Tim's personal issues spill over at work.
Ed questions absences and clinic notes.
Tim accuses Ed of favoritism.

PART I: DISCUSSION

What issues do these characters encounter?

- **Tim** has personal issues spilling over at work.
- **Emily's** personal situation leads her to request a modified work schedule.
- **Rhomeyn** and **Tim** believe **Ed** is favoring **Emily** with a special work schedule.
- **Ed** discusses **Tim's** personal information and shares **Tim's** clinic note with **Aaron**.

Which Voicing Our Values (VOV) techniques could help resolve these issues?

- Emily **reframes the issue** with Ed and Rhomeyn about their paternity leave comments.
- Aaron **asks questions** of Ed about the optics of Emily's modified schedule.
- Aaron **reframes the issue** to help Ed understand the importance of transparent leadership.
- Ed **reports concerns** about the validity of Tim's clinic notes and behavioral issues.



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

PART II: WRAP-UP

Ask: "How could this scenario end?"

Leader Closing

While Ed has good intentions by helping Emily, the team views it as favoritism. Ed needs to be aware of how his comments about paternity leave and calling the women on his team "girls" can be offensive. Aaron reminds Ed that leaders who engage in fair, consistent, and transparent communication build trust with their teams. But transparent communication doesn't mean compromising an employee's privacy. Ed should only discuss his team's personal information with those who have a business need-to-know.

Bottom Line: You're not alone when facing personal challenges. Ask for help from your leader, HR, Medical, Employee Assistance Program, or your Ethics Officer.

Governance

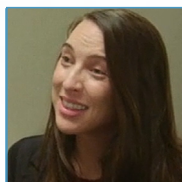
LM Code of Conduct: *Our Work Environment*
CPS-001: *Ethics and Business Conduct*
CRX-016: *Privacy*
CRX-053: *Workplace Security*
CRX-545: *Drug-Free Workplace*

CASE 3 "All About You"

KEY ISSUES: LEADERSHIP, SOCIAL MEDIA, HARASSMENT, RETALIATION



Judy
Director



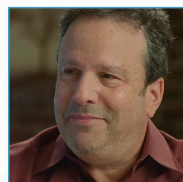
Brittani
New Hire



Mehedi
Senior Manager



Inger
Judy's VP



Jason
Brittani's
Colleague

Summary

Judy's impressed with new hire Brittani until she sees her social media posts. Judy takes aggressive action.

PART I: DISCUSSION

What issues do these characters encounter?

- **Brittani** is uncomfortable when **Judy** asks her to connect on social media.
- **Judy** is irritated by **Brittani's** use of American Sign Language (ASL).
- **Brittani** is concerned with the change in **Judy's** demeanor and treatment of her.
- **Mehedi** feels pressure from **Judy** to remove **Brittani** from the team.
- **Brittani** turns to **Jason** with her concerns but his advice doesn't improve the situation.
- **Inger** is increasingly displeased with reports of **Judy's** leadership behavior.

Which Voicing Our Values (VOV) techniques could help resolve these issues?

- Mehedi **asks questions** of Judy about her attitude toward Brittani's personal activities.
- Brittani **talks to others** by confiding in Jason and asking for his advice.
- Jason **reframes the issue**, but his advice is ineffective.
- Inger **asks questions** of Judy about her poor leadership and warns her against retaliation.
- Brittani **reports concerns** about Judy to Human Resources.



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

PART II: WRAP-UP

Ask: "How could this scenario end?"

Leader Closing

Judy asks Brittani to connect on social media, and doesn't like what she sees. Judy's behaviors don't align with our expectations for leaders to create a positive, diverse, open and inclusive work environment. Asking Brittani not to sign ASL at work violates LM policies. Brittani turns to Jason when the situation with Judy deteriorates. Jason is kind, but his advice to ignore Judy's behavior falls short. Brittani ultimately reports Judy's behaviors to HR.

Bottom Line: We encourage employees to become involved in their local communities, and expect respectful conduct towards one another in the workplace.

Governance

LM Code of Conduct: *Lead with Integrity and Our Work Environment*
 CPS-001: *Ethics and Business Conduct (3.19 Retaliation)*
 CPS-003: *Non-discrimination and Equal Employment Opportunity*
 CPS-004: *Political Activity*
 CPS-564: *Harassment-Free Workplace*
 CRX-253: *Social Media*

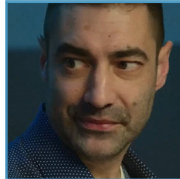
CASE 4 "Not My Model"

KEY ISSUES: PROGRAM INTEGRITY, ETHICS & ARTIFICIAL INTELLIGENCE, CUSTOMER RELATIONS, GIFTS & BUSINESS COURTESIES



Faye

Recent Hire;
AI Expert



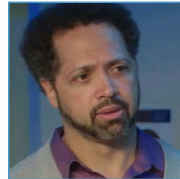
Jeff

Software Engineer



Ryan

Program
Manager



Gabe

Customer

PART I: DISCUSSION

What issues do these characters encounter?

- **Faye** feels limited without access to unapproved open source models.
- **Ryan** is concerned **Faye** doesn't appreciate the importance of complying with company policy.
- **Jeff** is troubled by **Faye** accepting an airline ticket from a vendor.
- **Faye** feels unsupported when she asks for **Jeff's** guidance.
- **Faye** ignores **Ryan** and **Jeff's** guidance to decline **Gabe's** request for a preview.
- **Jeff** is unhappy when **Faye** makes excuses after the failed customer demo.

Which Voicing Our Values (VOV) techniques could help resolve these issues?

- Faye **asks questions** about company practices regarding the use of Artificial Intelligence.
- Ryan and Jeff **reframe the issue** when Faye questions existing protocols.
- Ryan wants to **obtain more data** on potential issues created by Faye using an unapproved model.
- Jeff **asks questions** of Faye about using a free airline ticket she won at a vendor conference.



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

Summary

Faye uses open source software without following testing protocols. A surprise customer visit doesn't go well.

PART II: WRAP-UP

Ask: "How could this scenario end?"

Leader Closing

Faye is new to the team and brings important AI expertise. She wants to be more aggressive in using AI but overlooks the importance of established protocols and guidelines. When Faye uses an unapproved model, she puts the program at risk. AI can be an extraordinary tool but we need to consider the long range benefits and implications the data could have. Faye's acceptance of a free airline ticket from a vendor likely violates our policy on gifts.

Bottom Line: We can maintain our competitive edge while staying within the boundaries of our policies and protecting sensitive data and intellectual property.

Governance

LM Code of Conduct: *Demonstrate Accountability*

CPS-001: *Ethics and Business Conduct*

CPS-008: *Gifts, Hospitality, Other Business Courtesies and Sponsorships*

CPS-022: *Ethical Development and Use of Artificial Intelligence*

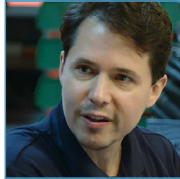
CAP 02-125: *Supply Chain Security, Protection of Sensitive Information and Cybersecurity*

CASE 5 "Parts Palace"

KEY ISSUES: SUPPLY CHAIN INTEGRITY, CONFLICT OF INTEREST, THEFT, PROTECTION OF SENSITIVE INFORMATION



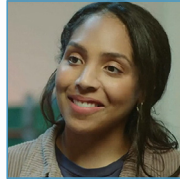
Olivia
Facilities
Manager



Eric
Machinist



Juan
Machinist



Aja
Procurement
Manager

PART I: DISCUSSION

What issues do these characters encounter?

- **Olivia** is concerned about scrap items missing from the recycling area.
- **Eric** avoids disclosing a possible conflict of interest when he establishes Parts Palace.
- **Juan** worries about **Eric's** plans to acquire inventory for their new side business.
- **Olivia** is suspicious when she doesn't get answers from **Eric** and **Juan**.

Which Voicing Our Values (VOV) techniques could help resolve these issues?

- Olivia **obtains data** to resolve discrepancies with recycling area inventory.
- Juan **asks questions** of Eric about how Parts Palace will operate and fulfill orders.
- Eric **reframes the issue** for Juan, but not in an ethical way.
- Olivia **talks to others** by partnering with her colleague Aja to ensure integrity of the supply chain.



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

Summary

Olivia can't find some recycling area items.
Eric and Juan start a refurbishing business.
Is there a connection?

PART II: WRAP-UP

Ask: "How could this scenario end?"

Leader Closing

Eric and Juan establish an outside business, but don't disclose it as a potential conflict of interest. They use company resources and sensitive information to benefit Parts Palace. Olivia correctly takes action by partnering with Aja, uncovering Eric and Juan's plan to steal and resell recycling area parts. We must be confident in the quality of our suppliers and their products.

Bottom Line: Maintaining the highest levels of supply chain integrity in our procurement process is essential. If you have an actual or potential conflict of interest, submit a Conflict of Interest disclosure for review. Do not use Lockheed Martin materials, nor its technical, financial, or proprietary information for personal use.

Governance

LM Code of Conduct: *Demonstrate Accountability*
CPS-001: *Ethics and Business Conduct*
CPS-007: *Personal Use of LM Assets*
CPS-113: *Acquisition of Goods and Services*
CRX-014: *Conflicts of Interest*
CRX-015: *Protection of Sensitive Information*

CASE 6 "It's Relative"

KEY ISSUES: CYBERSECURITY, LEADERSHIP, CONFLICT OF INTEREST



Amy
Software
Engineer



Edward
Software Senior
Manager



Richard
DIBCO CEO



Joe
Software Engineer



Micheal
DIBCO IT Manager
(Edward's son)

Summary

Amy questions DIBCO's compliance status. Edward and Joe are dismissive, but a crisis forces a closer look.

PART I: DISCUSSION

What issues do these characters encounter?

- **Amy** is concerned about DIBCO's compliance status.
- **Amy's** leader, **Edward**, and her colleague, **Joe**, are frustrated by **Amy's** persistent questions.
- **Michael** is underqualified and overwhelmed in his new role at DIBCO.
- **Amy** and **Joe** disagree with **Edward's** direction to assist DIBCO.
- **Edward** is worried the crisis at DIBCO will reveal his personal conflicts of interest.

Which Voicing Our Values (VOV) techniques could help resolve these issues?

- Amy **asks questions** of Edward and Joe about DIBCO's compliance status.
- Amy frequently **reframes the issue** of what could happen if DIBCO isn't compliant.
- Joe joins Amy in **asking questions** when Edward insists they go to DIBCO's site to help.



ASK QUESTIONS



OBTAIN DATA



TALK TO OTHERS



REFRAME THE ISSUE



REPORT VIOLATIONS

PART II: WRAP-UP

Ask: "How could this scenario end?"

Leader Closing

Amy's persistent questioning of DIBCO's compliance status helps protect our data and networks. Even though Edward is under pressure to perform, he should consider Amy's concerns. Amy needs to recognize that her communication style distracts from the effectiveness of her message. Edward fails to disclose the conflict of interest created by his relationship with DIBCO's CEO and his son's employment.

Bottom Line: It's important our transactions and relationships are free from even the appearance of impropriety. We are all responsible for protecting and safeguarding sensitive data and the integrity of our networks against unauthorized access.

Governance

LM Code of Conduct: *Lead with Integrity and Demonstrate Accountability*

CPS-001: *Ethics and Business Conduct*

CPS-008: *Gifts, Hospitality, Other Business Courtesies and Sponsorships*

CPS-718: *Disclosures to the US Government*

CRX-014: *Conflict of Interest*

CRX-015: *Protection of Sensitive Information*

OPM-003: *Supply Chain Security Program*

SESSION WRAP-UP

Leaders

Remind everyone in your session to **take credit** for completing training.

Online

Visit Atlas Learning to acknowledge [2024 Ethics Awareness Training](https://atlaslearning.com/2024-Ethics-Awareness-Training).
(tiny.lmco.com/EAT24)

Manual Credit

For the few sites not using Atlas to certify training, contact your local Ethics Officer, or the Corporate Ethics Office for guidance:
corporate.ethics@lmco.com.

Charging Information

Leaders will provide time charging direction to participants as necessary.

VOV Techniques



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Gather a Variety of Information



Obtain Data

Focus on Facts, Not Emotions



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