Ethics in Academics
From Campus to Career

LOCKHEED MARTIN

MODULE 1
"Dust Up"

TOPICS

Leadership Skills, Safety (Foreign Object Debris), Reporting Violations

SUMMARY

Nori is a newly hired mechanic working on landing gear assemblies on the F-35 flight line. She receives mixed signals from three different managers, Quincy, Wrench, and Joel, potentially delaying a key test flight by replacing a part sooner than was required. In Nori's rush to make up for lost time, she drops fasteners by the aircraft creating a major FOD (Foreign Object Debris) incident that goes unreported.

DISCUSSION QUESTIONS

1. Does Nori do enough when pressured to replace the downlock actuator ahead of schedule?
2. How can Nori's teammates help her and potentially avoid this FOD incident?
3. What can leaders do to make Nori feel comfortable speaking up?
4. If Nori's mistake is not reported and addressed, what can happen?

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"Wheels on the Bus"

TOPICS

Unconscious Bias, Leadership Issues, Respect in the Workplace

SUMMARY

Neil is fired up about the project, but his demeanor and assumptions are starting to negatively impact the operation of an already effective team that consists of Olivia, Sharon, Eric and James. Neil sees James as a high-potential protégé mostly because James reminds Neil of himself. But Neil's bias from his own stereotyping of James and his colleagues is negatively impacting the entire team and could even jeopardize the relationship with the customer.

DISCUSSION QUESTIONS

1. Neil's blatant biases are obvious. Do others on the team exhibit any biases – unconscious or otherwise?
2. Does Sharon adequately address Neil's behaviors? What more can she do?
3. How can Olivia respectfully respond to Neil's disrespectful comments and behaviors?
4. Unconscious bias can be subtle. Have you experienced unconscious bias personally?

MODULE 3

"Can You Believe These People?"

TOPICS

Political Affiliations, Politics, Respect in the Workplace

SUMMARY

It is inevitable to work with colleagues who will share different views than you in the workplace. Aaron and Tiffani have different political views and have trouble expressing their views in a respectful manner, but their differences are becoming personal. They don't trust one another, and it is starting to impact the team which consists of Brad, Allision, and their lead, Isaac.

DISCUSSION QUESTIONS

1. Why are Aaron and Tiffani unable to work together and tolerate each other's views?
2. How do Aaron and Tiffani's colleagues help - and hurt - their relationship?
3. Does Issac do enough to resolve the conflict and create a work environment of respect?
4. How can leaders promote and enforce civility in the workplace?

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"Not Enough Runway"
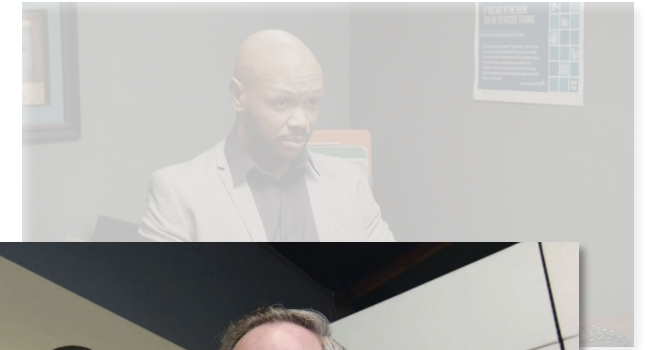
TOPICS

Age Discrimination/Bias, Document Falsification, Social Media

SUMMARY

Jeff is a persuasive leader who favors the early-career employees on his team, Mahedi and Aja, and expects loyalty. Te feels excluded from the team even though she has knowledge and experience to offer.

DISCUSSION QUESTIONS

1. How is Jeff's treatment of Te impacting the work group and influencing Aja and Mahedi?
2. Does Jeff have the right to tell Mahedi to remove his social media post? Why or why not?
3. How can Te be more effective when she talks to Jeff about her concerns?
4. If you are in this workgroup, do you report the situation to Ethics? Take other actions?

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"Don't Offend Our Hosts"

TOPICS

Labor Concerns, Human Trafficking, Conflict of Interest, Leadership

SUMMARY

Gary and Michael visit a potential supplier, EuroCrypto, outside the United States to review new technology for a significant program. They encounter some challenges during the visit with EuroCrypto's CEO, Martin, and Software Engineer, Naomi. Martin also has Yanna employed who appears to be working long hours in many roles while attending to children.

DISCUSSION QUESTIONS

1. How is Gary's intense focus on signing this supplier impacting his leadership style?
2. Are Michael's persistent questions about accepting gifts from the supplier appropriate?
3. Do Yanna's circumstances make you question her employment status? What should be done?
4. How effective is Michael in giving Gary feedback? Does he do the right thing by calling a friend?

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"Five Star Review"

TOPICS

Conflict of Interest, Hybrid/Flex Time, Reporting Misconduct

SUMMARY

Jenny has a second job. Her irregular work schedule is having a negative impact on the team. Michael is a new employee and is unable to perform his job until Jenny provides him with the application programing interface. Senior Manager, Sharon, provides little support to Michael and his co-worker, Frank, does not offer any help with the situation.

DISCUSSION QUESTIONS

1. Is Jenny fully aware of how her second job is impacting Michael and the team?
2. Does Michael do enough to speak up about Jenny's lack of performance?
3. Why does Sharon initially cut Michael off when he tries to talk to her about Jenny?
4. Does Frank do enough to support Michael to address Jenny's situation?

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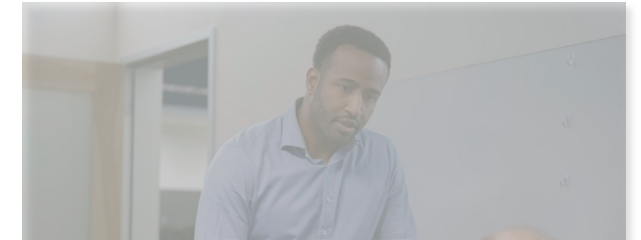
MODULE 7

"It's a Trust Issue"

TOPICS

Safety, Program Integrity, Customer Relationships

SUMMARY

Karl, a newly promoted Lead Flight Engineer reports to Margaret who is the Program Engineer. John is an up-and-coming Program Manager who is already facing the pressure of his role. 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.

DISCUSSION QUESTIONS

1. How can Karl more effectively explain his concerns and options with the team?
2. What could Jon do differently to respectfully engage with Karl?
3. Does Margaret do a good job encouraging diverse perspectives and a team solution?
4. Can pressure to perform and customer expectations impact taking the right course of action?

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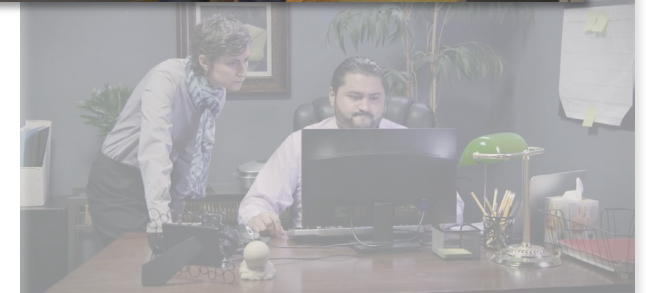
MODULE 8
"Tag, You're It"

TOPICS

Social Media, Proprietary Information, Misuse of Assets

SUMMARY

Miguel is excited about his new job and wants to share the news with his loved ones. Miguel videos and shares proprietary information in the workplace. Miguel's colleague, Catherine, tells Miguel to remove the proprietary and personal information from social media.

DISCUSSION QUESTIONS

1. How can Miguel's video at work, posted by his mom on Facebook, be problematic?
2. Once his coworker tells him about the post, should Miguel inform his leader?
3. Is discussing personal information, like a coworker's salary, unethical?
4. Can companies limit how employees use company assets like cell phones and computers?

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Voicing Our Values Techniques

In each of these modules, several characters face ethical dilemmas. Effectively using the *Voicing Our Values* techniques could help them make the right decisions.

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?

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?

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?

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?

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.

With permission of the author, the techniques suggested for dealing with values conflicts 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.
www.GivingVoiceToValuesTheBook.com

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