



WARMER

Get the students to answer and discuss the following questions:

1. Can you think of any types of behavior that are unethical in the workplace?
2. Can you think of any specific examples of people who have behaved unethically?
3. Do you think it is your responsibility to report such behavior to management?

DISCUSSION

In the Students' Notes you will find a table with eighteen points on ethical behavior. Cut them out and distribute them around the class. They were written by The Ethics Office at Texas Instruments Corporation.

The students need to read through their points and present the following to the class:

1. What is their point about?
2. Can they think of any practical scenarios where this would happen?
3. Do they agree that the point is important and/or relevant?

VOCABULARY

The students need to fill the missing words into the questions. They then need to ask each other the questions and discuss.

Answers:

1. underhand
2. fraudulent
3. integrity
4. whistleblower
5. accountability
6. mission statement
7. reputable
8. principled

IDIOMS

Get the students to match the idiom with the definition:

Answers:

1f, 2e, 3b, 4i, 5a, 6j, 7c, 8d, 9g, 10h

Give each of the students an A4 blank piece of paper. They need to draw an illustration for each idiom on their page so when they are finished they should have 10 pictures on their paper. Get them to swop their pages, and guess which illustration refers to which idiom, and then write the correct idiom underneath the drawing.

To further revise the idioms, write them onto flashcards and place them face down on the table. The first student needs to pick up a card, and start a story with their idiom. The students need to take turns choosing an idiom and continuing with the story.

HOMEWORK

The students need to read the article, 'Importance of ethical behavior in the workplace'.

<p>Scapegoating -- blaming others for missed commitments, bad decisions or poor results</p>	<p>Allowing the boss to fail by withholding information and not pointing out risks</p>	<p>Budget games -- padding the budget in anticipation of cuts, end-of-year spending sprees to match estimates to actuals</p>
<p>Overpromising to win a customer, gain support for a pet project or avoid a confrontation</p>	<p>Turf-guarding -- protecting yourself from losing control or power</p>	<p>Endless meetings and memos to make sure that you are covered or that you can distance yourself from a bad decision</p>
<p>Under delivering on commitments because the other person's priorities are not important to you or because you look good by looking better than someone else</p>	<p>Risk aversion -- not doing what is needed to succeed because you fear the consequences of failure more than you value the reward of success</p>	<p>Sharp penciling -- fudging on reported results because everyone else does it so you have to do it to stay competitive for pay and promotions</p>
<p>I've got a secret -- Not keeping others informed of the situation. This can happen at all levels and in all directions</p>	<p>Credit taking -- Taking credit for something that someone else or another group has done. An example of this might be the weekly report. Are group results being reported as individual efforts?</p>	<p>Lack of recognition -- It is important to let other people or other work groups know that they are doing a good job and that their efforts are appreciated. This could go along with credit taking</p>
<p>Attention to detail -- This relates to the little things in our lives and in the business of our customers and suppliers. Let people know that a FAX has been sent. Follow through on commitments</p>	<p>Let people know that you need more time or that you do not fully understand. Don't let people hang by not doing all of your job</p>	<p>Nursing a Grievance -- Certainly problems and stress occur in our daily work activities. But how do you address them? Do you allow them to linger and cut into your relationships and your productivity or do you try to resolve them?</p>
<p>Smoke, but No Fire -- There is a vast difference between actions and productivity. Do you know those who make it a point to look busy or talk of all they are doing, yet produce little? Is time wasted in unproductive activities? Are diversions created to mask lack of progress?</p>	<p>Emergency, or Just Poor Planning -- A sign on a secretary's desk stated, "Lack of Planning on Your Part Does Not Create an Emergency on My Part." Can you identify those who allow a crisis to develop before taking action? The price paid for this habit is loss of trust, support and respect</p>	<p>Pushing the Limits -- I was once told that the minimum must be good enough, otherwise it wouldn't be the minimum. Do you know those who live by that code, who do the absolute minimum to get by? They know what the limits are and are always there. They track their attendance and always hit right at the minimum. They push the supervisor on their work ethic until the supervisor is forced to take action</p>

VOCABULARY

mission statement	whistleblower	principled	underhand
fraudulent	integrity	accountability	reputable

1. If you owned your own company, and you found out one of your employees was doing something _____ (like taking credit for someone else's work), what would you do?
2. Would you consider working for a company that had been convicted of _____ activities?
3. Do you think it's possible to succeed in business with _____, honesty and principles?
4. If your colleague wasn't pulling their weight, and doing his/her fair share of the work, would you be the _____ and inform your boss?
5. How important is _____ to you in business and in your personal life? Are you answerable to anyone?
6. If you had a company, what would the _____ and goals be?
7. Would you rather pay more and work with a _____ company that has been recommended, or would you pay less and work with a company you know nothing about?
8. Would you describe yourself as being _____ and having high moral standards?

IDIOMS

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- | | |
|------------------------------------|--|
| 1. belt tightening | a. to make money, benefit financially |
| 2. bite the bullet | b. bad news, something difficult to accept |
| 3. a bitter pill to swallow | c. a short period with high pressure to achieve something |
| 4. brownie points | d. to be very careful, pay attention to detail |
| 5. cash in on | e. to take a difficult step, make a difficult decision |
| 6. compare apples with oranges | f. reduction of expenses |
| 7. crunch time | g. to admit there's a problem, deal with an unpleasant situation |
| 8. cross your t's and dot your i's | h. to keep something secret |
| 9. face the music | i. credit for doing something well, doing a good deed |
| 10. keep something under wraps | j. to compare 2 unlike things, to make an invalid comparison |
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IMPORTANCE OF ETHICAL BEHAVIOR IN THE WORKPLACE

<http://www.onlineethics.org/cms/4745.aspx>

THEFT

A good indicator of high levels of corporate, and hence, employee ethics is how well employees protect their company's assets. Employees who are treated with dignity and respect, who take pride in their organization and its ethics, tend to respect the assets of that organization. One of the most evident indicators of the employees' opinion of their organization is their conduct at work.

Employees who have respect for their organization and co-workers will avoid such practices as

- Padding of labor charges and expense accounts
- Personal long distance phone calls on company accounts
- Untidy work areas, break areas and rest rooms
- Taking office supplies home
- Excessive breaks or sick days
- Improper use of copy machines and computer equipment

There are many forms of theft. In addition to lost supplies and equipment, an employee with little self- or organizational pride can subject that organization to losses in time, production, overhead charges, initiative, professionalism, customer respect, reputation, attitude, spirit and drive.

SILENT SABOTEURS

Much time and effort are spent discussing these obvious ethical problems and situations. Sometimes, however, our work relationships, our productivity, job satisfaction, and trust in our colleagues are damaged by the subtle and subversive games that people play.

Ethical scandals in today's businesses quickly make it to the national spotlight. Almost every newspaper highlights some situation or issue reeking of unethical behavior, questionable business practices, or outright law violations. However, Frank Navran writes in a recent issue of Training and Development magazine that those spectacular scandals account for only about 10% of the business losses attributable to poor ethical behavior.

That other 90% accounts for billions of dollars annually across the U.S. and appear in the way we treat each other when we try to protect our own turf, or get ahead at the expense of others, or do the wrong thing because we believe that is what our company wants us to do. Mr. Navran lists these examples of the "silent saboteurs"

- Scapegoating -- blaming others for missed commitments, bad decisions or poor results.
- Allowing the boss to fail by withholding information and not pointing out risks.
- Budget games -- padding the budget in anticipation of cuts, end-of-year spending sprees to match estimates to actuals.
- Overpromising to win a customer, gain support for a pet project or avoid a confrontation.
- Turf-guarding -- protecting yourself from losing control or power.
- Endless meetings and memos to make sure that you are covered or that you can distance yourself from a bad decision.
- Under delivering on commitments because the other person's priorities are not important to you or because you look good by looking better than someone else.
- Risk aversion -- not doing what is needed to succeed because you fear the consequences of failure more than you value the reward of success.
- Sharp penciling -- fudging on reported results because everyone else does it so you have to do it to stay competitive for pay and promotions.
- I've got a secret -- Not keeping others informed of the situation. This can happen at all levels and in all directions.

- Credit taking -- Taking credit for something that someone else or another group has done. An example of this might be the weekly report. Are group results being reported as individual efforts?
- Lack of recognition -- It is important to let other people or other work groups know that they are doing a good job and that their efforts are appreciated. This could go along with credit taking.
- Attention to detail -- This relates to the little things in our lives and in the business of our customers and suppliers. Let people know that a FAX has been sent. Follow through on commitments.
- Let people know that you need more time or that you do not fully understand. Don't let people hang by not doing all of your job.
- Nursing a Grievance -- Certainly problems and stress occur in our daily work activities. But how do you address them? Do you allow them to linger and cut into your relationships and your productivity or do you try to resolve them?
- Smoke, but No Fire -- There is a vast difference between actions and productivity. Do you know those who make it a point to look busy or talk of all they are doing, yet produce little? Is time wasted in unproductive activities? Are diversions created to mask lack of progress?
- Emergency, or Just Poor Planning -- A sign on a secretary's desk stated, "Lack of Planning on Your Part Does Not Create an Emergency on My Part." Can you identify those who allow a crisis to develop before taking action? The price paid for this habit is loss of trust, support and respect.
- Pushing the Limits -- I was once told that the minimum must be good enough, otherwise it wouldn't be the minimum. Do you know those who live by that code, who do the absolute minimum to get by? They know what the limits are and are always there. They track their attendance and always hit right at the minimum. They push the supervisor on their work ethic until the supervisor is forced to take action.

The cost of these activities is high...in the areas of motivation and morale, productivity, pride, and customer satisfaction, all of those areas that we want to emphasize in a highly ethical company.

GUIDELINES

Most of our decisions have some ethical issues or impact, here are some guidelines that should raise sensitivity and improve our decision-making process.

Labeling a decision as an "ethical decision" may disguise the fact that almost every decision holds some ethical issue or impact. Perhaps a better approach would be to develop an ability to judge the ethical implications. What role do my ethics play in this decision? How do I recognize an ethical situation or problem? What are the warning signs that this may be a tougher decision with deeper issues and wider impact? Here are some guidelines. Not all apply every time, but they should raise sensitivity and improve our decision-making process.

- Do I put a monetary value on this decision? Would I make this decision differently if cost were not a factor? Am I putting a monetary value on my ethics?
- Do words such as right, fairness, truth, perception, values, or principles appear in my reasoning when I am making my decision?
- Do questions of fair treatment arise?
- Do my personal goals or values conflict with my professional ones?
- Could this decision generate strong feelings or other controversy?
- Would this pass the newspaper test? How would I feel if this were to appear in my local newspaper tomorrow?
- What does my heart tell me? Do I ponder this decision on the way home?
- Do I offer myself excuses such as everybody does it, or no one will find out, or I did it for TI?
- Does this decision really need to be made by someone else? Did I inherit it because someone else doesn't want to make it?
- How am I going to feel tomorrow if I do this?

If you face a tough decision and you feel as if you need help, there are many places to turn. Your supervisor or manager is generally the best for that is the one who understands your situation the best.

Know what's right. Do what's right.