

VOICING OUR VALUES



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 doing what's right, respecting others and performing 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.

FULL SPECTRUM LEADERSHIP IMPERATIVES

- Deliver results
- Shape the future
- Build effective relationships
- Energize the team
- Model personal excellence, integrity, and accountability

Dear Training Leader:

Thank you for leading this year's 2019 Ethics Awareness Training. The discussions you lead in the session play a critical role in enabling every Lockheed Martin employee to feel safe and empowered to live our values of Do What's Right, Respect Others, and Perform with Excellence.

It's not always easy to speak up, even when we know it's the right thing to do. The ability to effectively question and respectfully challenge is at the core of our capability to maintain high standards of integrity. You are providing a forum for your group to see the roadblocks they can face in mustering the courage to address issues, and to explore how they might handle similar circumstances.

The Voicing our Values Techniques are powerful tools to help us in any situation to 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.

The case scenarios are based on real-life issues our employees face and reflect the complexities and realities of the workplace. The scenarios highlight the Voicing our Values Techniques (including the need to report) while also noting any unique compliance issues that may apply to your teams. In each case there are examples of employees effectively, and ineffectively, using the VOV Techniques to raise concerns and issues. The participants in your session will be asked to identify what needs to be done for the onscreen characters to have an effective dialogue.

The format of this year's training is a bit different than in years past. 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 crosses the boundaries of department, business unit and business area. Inspiring our employees to recognize their obligation to act is a key component in 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*.



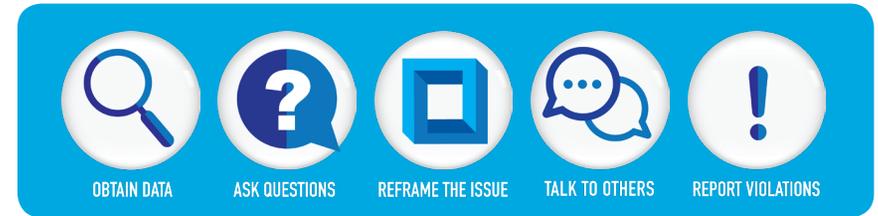
Leo S. Mackay Jr.
Senior Vice President,
Ethics and Enterprise Assurance

TABLE OF CONTENTS

Table of Contents	2
What's New for 2019	3
Prepping for the Session	4
Before the Session	5
Case Topics	4-5
Leading the Session.....	6-7
Voicing our Values Techniques	8-9
Case Summaries	10-21
Session Wrap Up.....	22
Facilitation Do's and Don'ts.....	23
Participation and Acknowledgment	24
Additional Resources	25
Quick Start Guide	26
Acknowledgement Form	27

What's New for 2019

VOV Techniques are at the heart of the training



- Updated Voicing our Values Techniques.
- New icons integrated into the Leader's Guide and in the videos.

Focus on how to effectively voice one's values

- Discussion focuses on how effectively the characters voice their values.
- The VOV Techniques are used to determine why one character was effective and why another was not.
- Discussion concludes by determining what the character who was ineffective should do to effectively voice his or her values.

Understanding what drives each character's actions is critical

- Format makes it easier for learners to relate to the situations faced by the characters.
- Training helps learners gain a better understanding of:
 - What keeps a good person from speaking up?
 - Why do well-intentioned people sometimes stifle others by not effectively listening?

What's expected for leaders

- Leaders are expected to **view all five cases** before selecting cases for their sessions. Because of the importance in today's political environment of reaffirming civility and respect, it is expected that **ALL** employees will view and discuss Case #4 this year. Additionally, for sessions in which most of the participants are leaders, it is expected that Case # 2, which addresses responses to incidents of harassment, will be discussed as well.
- Single case leader's guides are available for download at https://ethics.corp.lmco.com/Awareness_Training so leaders can easily lead additional sessions at a later date for cases not included in their required training.

Prepping for the Session

It's important to review this section before your session.

“What if you were going to act on your values — what would you say and do?”

Mary Gentile

In each case the characters face challenges in speaking up. The case scenarios demonstrate how the VOV Techniques are used to effectively address ethical dilemmas or values conflicts that we may encounter in the workplace. 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 8 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.

For some of the scenarios, there may be a reportable violation. You will have the opportunity to discuss the issues that are raised and whether they should be reported. 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 10 to 19, provide some discussion points for your use. You will have time for two cases in your one-hour session.

CASE TOPICS

CASE 1 – What's it Like to Feel all Alone?

Offsite employees; Sensitive Information; Personal Conflicts of Interest; Suppliers

Executive Close – Dan Schultz, President, Sikorsky

CASE 2 – Just Make it Go Away *(for sessions with leaders)*

Harassment-free workplace; Diversity and Inclusion; Leadership Interpersonal Skills; Retaliation

Executive Close – Robert Mullins, Senior Vice President, Corporate Strategy and Business Development

CASE 3 – But He Looks like a Spy

European Union Privacy Regulations; Disclosure of Export Controlled Information; Interpersonal Relations

Executive Close – Michael Williamson, Vice President, Missiles and Fire Control

Before the Session

Here are some basic steps to take before the training session.

Know who is the Ethics Officer for the group you are training. You'll need this for the closing message on page 20. 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 for training groups of 12–24 people, although the training can be done with smaller or larger 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.

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.

If your session participants are mostly leaders, you will discuss Case #2 and #4. For other sessions, you will discuss Case #4 and any other of the four remaining cases that would be most compelling and relevant to your group.

Virtual Groups - If your sessions include participants at other locations, be sure in advance that all locations have access to the web-based version of the training or the training DVD. When playing the video, ask all the virtual participants to mute the phone as well as muting the phone in your room. Consider calling on attendees by name to provide everyone an opportunity to participate in the discussion.

DVDs - If you are unable to use the website to run the training, please contact your Ethics Officer to coordinate delivery of DVDs and players if necessary.

Print - Print hard copies of the Voicing Our Values Techniques and Our Values to distribute to each participant. These documents can be found online at https://ethics.corp.lmco.com/Awareness_Training or <http://www.lockheedmartin.com/en-us/who-we-are/ethics/training.html>.

CASE TOPICS

CASE 4 – Is There the Slightest Chance You Can Work Together? *(for all employees)*

Civility in the workplace; Human Rights; Mischarging Time; Interpersonal Skills
Executive Close – Kay Sears, Vice President, General Manager, Military Space

CASE 5 – Stand Up

Manufacturing; Following Safety Procedures; Nuanced Gender and Age Discrimination; Onboarding

Executive Close – Michele Evans, Executive Vice President, Aeronautics

Leading the Session

Settling In

Distribute to the attendees in your training session copies of the “Voicing our Values Techniques” and “Our Values” documents.

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

Choose “Subtitles” if using a DVD.

Choose “Languages” on the Main Menu of the online training to select a language if desired.

Prepare to watch the first video. If your session includes virtual participants, 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.

Getting Started

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

Subtitles - If any participants are hearing-impaired, the “CC” icon at the bottom of the video will turn on the Closed Captions. Caption language options may be displayed by clicking on the “Settings” (gear) icon.

Play the video segment which includes a message from Chairman, President and CEO Marilyn Hewson, as well as an overview of the session and the Voicing our Values Techniques.

Case Discussions

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. Coordinate with any virtual participants and click on “View This Case” to launch the video.

Play a case. When the video concludes, click the “Discussion” link below the video to view the Discussion questions.

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

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 10-19) and additional information on page 23.

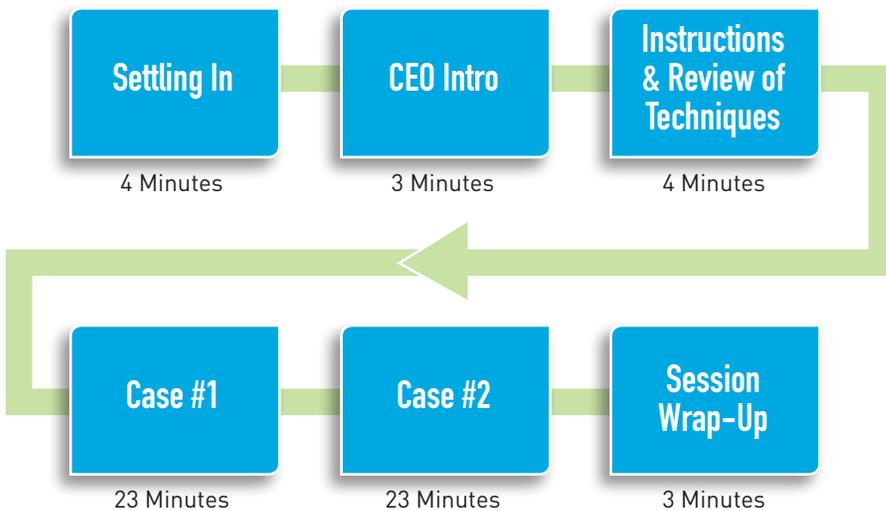
Return to the Case Menu.

Repeat the process to discuss the second case.

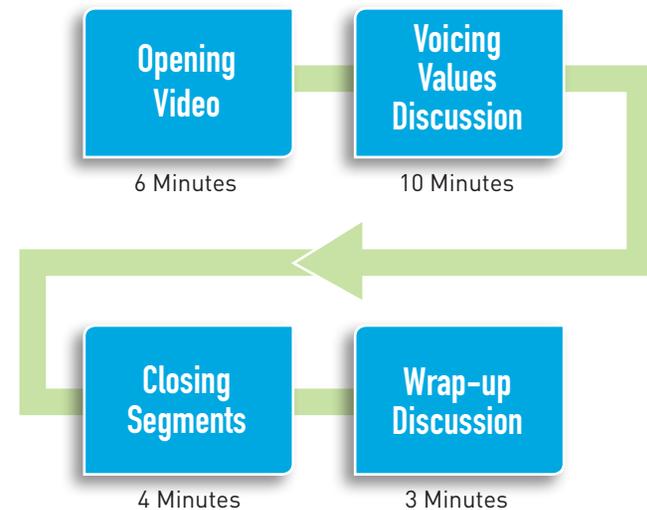
Deliver a concluding message. See page 20.

Note: For virtual and remote sessions, see page 5.

SESSION FLOW



CASE FLOW



VOICING OUR VALUES TECHNIQUES

The Voicing our Values 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, if we can effectively voice our values, breakdowns in ethics be stopped before they start, but innovation, inclusion, and productivity, can be accelerated.

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

Of course, should you be unable to resolve the conflict using these techniques, or in the event of a potential compliance breach, you should report the matter to your manager, Human Resources, the Legal Department, Security, Internal Audit, ESH, or the Ethics Office.



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.



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 just 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.

CASE #1 – WHAT'S IT LIKE TO FEEL ALL ALONE?



Isaac

Amy

Michael

Tim

Summary: Isaac works offsite at a Supplier's facility. The Supplier is not meeting delivery requirements. Isaac feels isolated from his team and from his boss, Michael. He is wooed by the project manager, Tim, to join the Supplier, which exposes Isaac to several challenges and code violations.

Take 10 minutes to discuss these four questions

#1 - WHAT ISSUES NEED TO BE ADDRESSED?

LIST THE ISSUES

- Isaac accepting the invitation to the game (**Gifts and Business Courtesies**).
- Isaac not telling Michael about his divided loyalties (**Individual Conflict of Interest**).
- Isaac viewing **third party proprietary information**.
- Michael's behavior towards Isaac (**Respect Others**).
- Michael not recognizing Isaac's stress (**Perform with Excellence**).

What needs to be reported?



REPORT VIOLATIONS

• Isaac needed to report to leadership his attending the game and dinner, a potential violation of the Gifts and Business Courtesies policy, and his attendance at a meeting where he viewed third-party proprietary data.

• Isaac should discuss Michael's actions with his HR Business Partner.

POLICIES

- Ethics and Business Conduct CPS-001
- Gifts and Business Courtesies CPS-008
- Third Party Proprietary Information CRX-015(D)
- Individual Conflict of Interest CRX-014

#2 - WAS AMY EFFECTIVE IN VOICING HER VALUES? WHY?

Speaking with the other project leads helped Amy get the facts needed to support her position.

Amy avoids confrontation.

"What would I be able to say to Tim? You know he doesn't like to be challenged, and I'm not the challenging type."



What's Driving Their Actions?

Tim will do whatever it takes to succeed.

"And so far Isaac hasn't blown the whistle on the delays."

What did Amy do to get through to Tim?

TALK TO OTHERS



Amy gained confidence after she spoke with Isaac to address Tim's actions.

OBTAIN DATA



Speaking with the other project leads helped Amy get the facts needed to support her position.

REFRAME THE ISSUE



Amy informed Tim he could be putting all of the projects at risk and that they may have already crossed the line.

Characters: Isaac – LM Engineer at Supplier site, Amy – Lead Engineer with Supplier, Michael – Isaac's Manager, Tim – Amy's Manager

Key Issues: Offsite employees; Sensitive Information; Personal Conflicts of Interest; Supplier relationships

#3 - WAS ISAAC EFFECTIVE IN VOICING HIS VALUES? WHY?

He hadn't reflected on his own ambivalence nor how to address Michael's concerns.

Isaac feels isolated:
"I'm not with my Lockheed Martin team and I'm sure not part of things here."



What's Driving Their Actions?

Michael isn't seeing past his immediate needs:
"Isaac, this call better be about those units!"

What didn't happen?

ASK QUESTIONS



Isaac needs to reflect on what's bothering him: his desire to join the supplier or the problem with the units.

TALK WITH OTHERS



Isaac didn't speak with anyone who could help him prepare for his call with Michael.

REFRAME THE ISSUE



The issue shouldn't be "Michael vs. Isaac" but about the units and Tim.

"Isaac, are they helping us or helping themselves? Whose side are you on anyway?"

#4 - WHAT DO MICHAEL AND ISAAC EACH NEED TO DO FOR ISAAC TO EFFECTIVELY VOICE HIS VALUES?

What should they do to prepare?

ASK QUESTIONS



Michael needs to better understand Isaac's issues and concerns.

Isaac needs to understand his personal risks.

TALK WITH OTHERS



Isaac could talk with someone like Amy who understands the situation, colleagues back at Lockheed Martin, or his HR Business Partner. He should be looking to brainstorm new approaches to be more successful in working with Michael.

REFRAME THE ISSUES



Work to get each other on the same page to better challenge Tim on the specs and the delays.

Closing Remarks

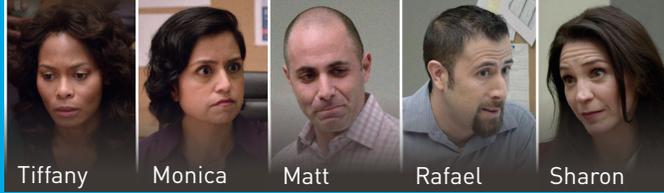
If Isaac hadn't spoken with Amy, he might never have addressed his issues with Michael. Amy had to overcome her conflict-avoidance or else she may never have challenged Tim.

Michael was sanctioned for his failure to stay connected with his remote staff, understand what challenges they face, and provide support.

If time permits, discuss how a situation like this might occur, or be avoided within your team or elsewhere in the company.

See page 25 for additional resources

CASE #2 – JUST MAKE IT GO AWAY



Characters: Rafael – Sr. Manager, Tiffany and Monica – members of Rafael’s team, Matt – new Director, Sharon – Matt’s replacement

Key Issues: Harassment-free workplace; Diversity and Inclusion; Leadership Interpersonal Skills; Retaliation

Summary: Two years ago Tiffany was sexually assaulted by Matt. In fear, Tiffany took a position across the country, but now Matt has been brought in to head her division. Tiffany is still afraid and is reluctant to report, but Monica helps her come forward. When Matt’s actions are reported and his employment is terminated, Tiffany’s manager, Rafael, opts out from being in a one-on-one meeting with female colleagues. Sharon helps Rafael adjust his attitude.

Take 10 minutes to discuss these four questions

#1 - WHAT ISSUES NEED TO BE ADDRESSED?

LIST THE ISSUES

- Matt’s sexual assault (**Harassment-Free Workplace, Workplace Violence**).
- Tiffany’s need to report Matt and her fear of retaliation (**Reporting Violations**).
- Monica should report Rafael’s inappropriate opting out of interactions with female employees. Rafael’s actions were contrary to our value of **Respect Others** and reflected poor leadership.

What needs to be reported?



REPORT VIOLATIONS

- Despite her understandable fear, ideally Tiffany would have felt safe reporting Matt’s actions immediately.
- Monica also has an obligation to report the violation once she becomes aware of it.

- Although Tiffany first spoke with Ethics, this matter would be referred to Security and EEO.

POLICIES

Code of Conduct – Reporting Violations
Harassment-Free Workplace CPS-564
Nondiscrimination and Equal Employment Opportunity CPS-003
Workplace Security CRX-053

#2 - WAS MONICA EFFECTIVE IN VOICING HER VALUES? WHY?

Despite her conflict about the need to report versus respecting Tiffany’s wishes, Monica prepared herself to effectively guide Tiffany to report.

Tiffany is scared and wants to put the past behind her.



What's Driving Their Actions?

Monica wants to respect her friend’s wishes.

What did Monica do to get Tiffany to report?

ASK QUESTIONS



After speaking with her friend, Monica had the resolve to ask effective questions of Tiffany:

“What if Matt has done this to other women?”

TALK TO OTHERS



Monica wanted to respect Tiffany’s wishes to not say anything. She reached out to a close friend to talk about her dilemma and bounce off ideas.

REFRAME THE ISSUE



Monica helped Tiffany see that the incident had impact beyond just her: other women might be victims of Matt’s actions.

#3 - WAS RAFAEL EFFECTIVE IN HEARING MONICA’S CONCERNS? WHY?

Rafael’s fears clouded his ability to see the situation clearly.

Rafael is fearful for his own fate and lacks confidence in his own values, and in his ability to be an effective leader.



What's Driving Their Actions?

Monica sees Rafael as ineffective for not standing up to Matt, and for ignoring Tiffany.

What didn't happen?

OBTAIN DATA



Rafael’s personal fears led him to make broad assumptions not based on facts, especially regarding the intentions of his female colleagues.

ASK QUESTIONS / TALK TO OTHERS



Apparently Rafael had not spoken with anyone after Matt’s departure to help him work through the issues. Rafael would benefit from exploring why he feels the way he does and engaging with HR and Global Diversity and Inclusion.

#4 - WHAT DOES RAFAEL NEED TO DO TO EFFECTIVELY LEAD HIS TEAM?

How does Rafael prepare?

ASK QUESTIONS



Ask himself why he is so scared if he hasn’t done anything wrong.

OBTAIN DATA



Check his assumptions about Tiffany’s intentions and understand how to separate fact from his subjective assumptions.

TALK TO OTHERS



Find a colleague with whom he can talk about his feelings or consult with his HR business partner.

REFRAME THE ISSUE



Seek guidance on how to see the bigger picture and how his actions are impacting his team.

Closing Remarks

Tiffany’s courage should be commended. While this case addresses an extreme example, aggression based on sex or gender can also be manifested in more subtle ways.

Voicing our values techniques apply to listening as well. Rafael was open to grow, and he worked through his own challenges to create an environment where he could effectively listen to Tiffany and be an effective leader.

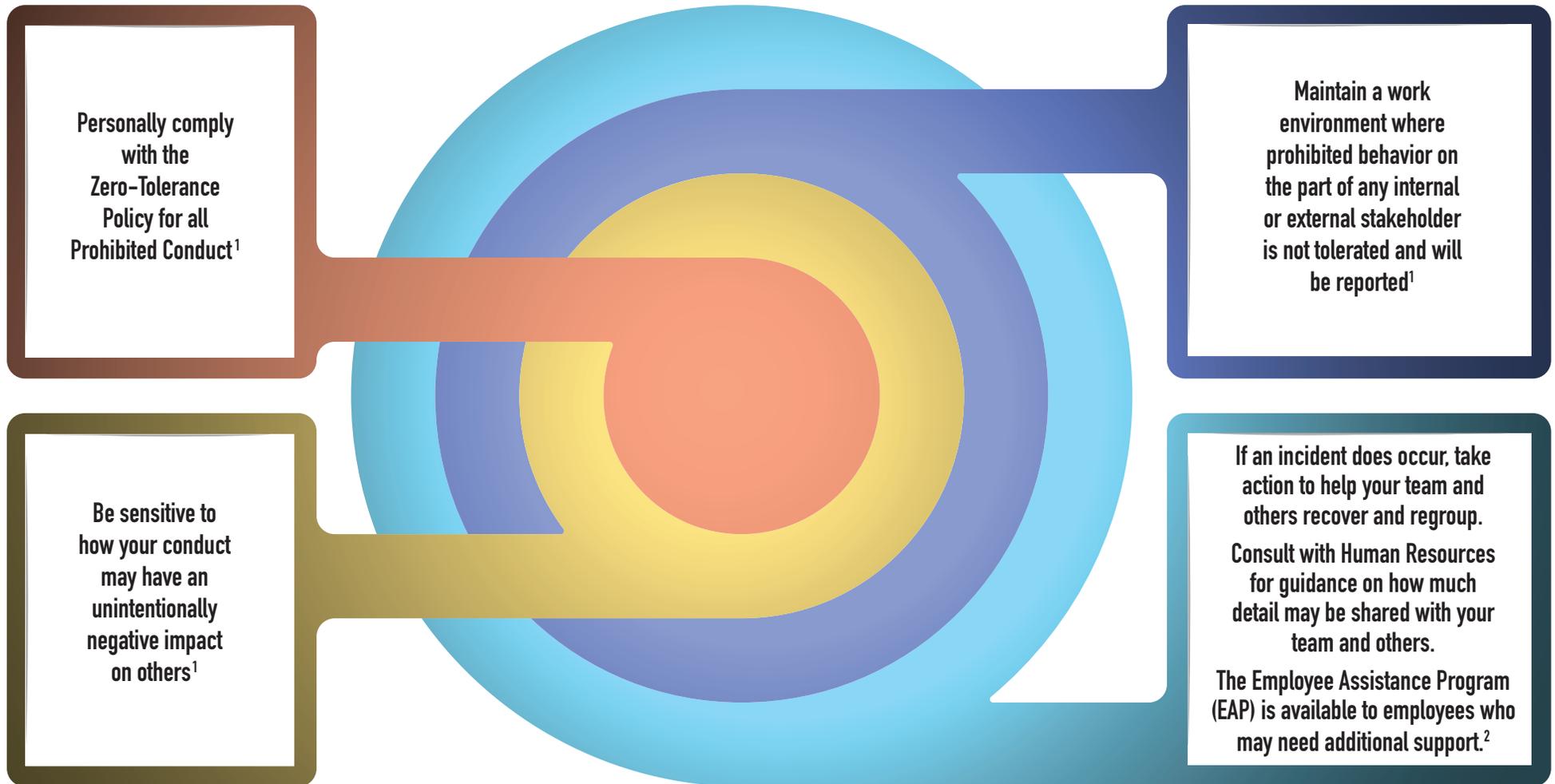
If time permits, discuss how a situation like this might occur, or be avoided within your team or elsewhere in the company.

See the following page and page 25 for additional information

CASE #2 – LEADER RESPONSIBILITIES IN MAINTAINING A HARASSMENT-FREE WORKPLACE

Leaders at Lockheed Martin have responsibilities that go beyond their own personal adherence to our policies.

Our leaders have an affirmative responsibility to foster a work environment that supports our goal of a harassment-free workplace, both before and after an incident occurs.



¹Lockheed Martin is committed to maintaining a work environment that is free of physical, psychological, and verbal harassment, or other abusive conduct. Harassment-Free Workplace CPS-564

²EAP is available by calling 844-880-6914 or online at www.guidanceresources.com. The username is "LockheedMartin" and the password is "Employee1".

CASE #3 – BUT HE LOOKS LIKE A SPY



Characters: Laurent – Colonel in foreign customer’s military, Troy – Program Manager, Philip – Security Officer, Natalie – Privacy Officer

Key Issues: European Union Privacy Regulations; Disclosure of Export Controlled Information; Interpersonal Relations

Summary: A Colonel from a foreign customer’s military enters into a controlled area in an LM facility inside the EU. The Colonel wants to have any video of him deleted under EU privacy laws. The program manager pushes hard to accommodate her customer’s request, but the video footage may show export control violations.

Take 10 minutes to discuss these four questions

#1 - WHAT ISSUES NEED TO BE ADDRESSED?

LIST THE ISSUES

- Under the EU’s GDPR, the Colonel has the right to request that his personal data be erased, but his rights are not absolute. **(Personal Data Protection – Non US).**
- Natalie and Philip saw a potential export control violation when a foreign person may have accessed protected information. **(Export Controlled Information).**
- Troy’s pressuring Philip and Natalie to delete the data **(Harassment-Free Workplace).**

What needs to be reported?



REPORT VIOLATIONS

- Philip should have raised the issue of Troy’s requests to have the video footage deleted.
- Under the GDPR, Natalie is required to notify the Colonel within 30 days of his data erasure request with the Privacy Office.
- Natalie recognized that export control experts needed to be aware of the Colonel’s entering a controlled area.

POLICIES
 Protection of Sensitive Information CRX-015
 Export Controlled Information CRX-015(B)
 Personal Data Protection (Non-US) CRX-017
 Workplace Security CRX-053
 Harassment-Free Workplace - Bullying CPS-564

#2 - WAS NATALIE EFFECTIVE IN VOICING HER VALUES? WHY?

While the Colonel thought he could control their conversation by threats, Natalie was able to redirect him to see the seriousness of the issue and the potential consequences.

Natalie is making assumptions about the Colonel’s intentions.



What's Driving Their Actions?

The Colonel is more concerned about the export control issue than his uniform. He is used to having his orders carried out without question.

How did Natalie help the Colonel see the issues more clearly?



OBTAIN DATA

Natalie made assumptions about the Colonel without facts to back it up. Her bias could have clouded how she handled the conversation.

REFRAME THE ISSUE

Natalie’s firm resolve helped the Colonel see that this was not an issue in which he could dictate the outcome, but one in which his cooperation with the International Trade Compliance team would help everyone involved.

#3 - WERE TROY AND PHILIP EFFECTIVE IN VOICING THEIR VALUES TO ONE ANOTHER? WHY?

Troy confronted Philip who wasn’t prepared to adequately respond. He correctly stated the policy but wasn’t able to deflect Troy’s insistence. Troy was using her position to bully Philip who is new to the company.

Troy is very concerned about the risks of losing her biggest customer.



What's Driving Their Actions?

As a new employee Philip is hesitant to speak his mind.

What didn't happen?

OBTAIN DATA

Neither Troy nor Philip knew what kind of information would defuse the situation and lead to a positive outcome.



ASK QUESTIONS

Neither Troy nor Philip were asking questions to achieve a clearer result.



REFRAME THE ISSUE

Both Troy and Philip would benefit by finding points they could both agree with.



#4 - WHAT DOES PHILIP NEED TO DO TO BE EFFECTIVE IN VOICING HIS VALUES TO TROY?

What should he do to prepare?

ASK QUESTIONS

Ask Troy questions to help her get a clearer picture of the situation.



TALK WITH OTHERS

Talk with colleagues who know Troy to develop the right strategy.



REFRAME THE ISSUES

Guide Troy to see the bigger picture and that deleting the video is not worth the risk.



Closing Remarks

In order to effectively do what’s right, it is important to be sure the facts are clearly laid out, and decisions are not being made based on false assumptions. Respecting our customers and performing with excellence are never at the expense of doing what’s right or respecting others.

If time permits, discuss how a situation like this might occur, or be avoided within your team or elsewhere in the company.

See page 25 for additional resources

CASE #4 – IS THERE THE SLIGHTEST CHANCE YOU CAN WORK TOGETHER?



Characters: Olivia – Engineer, Neil – Engineer, Miguel – Analyst, Rhomeyn - Manager

Key Issues: Civility in the workplace; Human Rights; Mischarging time; Interpersonal Skills

Summary: Olivia and Neil’s vocal differences on customers’ use of armaments has spilled over into the workplace. Rhomeyn attempts to maintain civility in the workplace by living the value of “Respect Others.”

Take 10 minutes to discuss these four questions

#1 - WHAT ISSUES NEED TO BE ADDRESSED?

LIST THE ISSUES

- The running argument between Neil and Olivia is a **Respect Others** issue.
- The potential mischarging by Neil and Olivia by using company time and resources to build their cases against each other (**Accurate Labor Charging**).
- The impact of Neil and Olivia’s volatility on the team’s morale, especially Miguel (**Respect Others**).

What needs to be reported?



REPORT VIOLATIONS

- Miguel should have reported the observed mischarging earlier.
- Rhomeyn needed to address the mischarging once he was made aware of it, so an investigation could be performed.

POLICIES

- Code of Conduct – Commitment to Human Rights and Accurate Labor Charging
- Personal Use of Assets CPS-007
- Ethics and Business Conduct – Civility CPS-001
- Harassment-Free Workplace – Bullying CPS-564
- Respect for Human Rights CPS-021
- Disclosures to the US Government CPS-718

#2 - WAS NEIL EFFECTIVE IN VOICING HIS VALUES TO OLIVIA? WHY?

Neil did not prepare for his conversation with Olivia. He knew what he wanted to say but wasn’t able to avoid getting dragged into a “me vs. you” situation.

Neil is quick-tempered and impatient. He thinks he can easily “solve” the problem. He is very quick to draw inferences and conclusions about others.



Neil and Olivia’s laser-focus on their issue leads them to ignore the impact of their actions on their colleagues and their work.

What didn’t happen?

ASK QUESTIONS

Neil and Olivia weren’t asking questions, they were only trying to drive home their points. This back and forth was not going to resolve anything.

REFRAME THE ISSUE

Neil’s attempt to reach a truce with Olivia failed because he couldn’t find any outcome that would be meaningful to her.

OBTAIN DATA

Neil is making false inferences about Olivia. He doesn’t understand her perspective.

TALK WITH OTHERS

Neil needed to talk through not just the goal of his conversation, but how he was going to engage Olivia.

#3 - WAS RHOMEYN EFFECTIVE IN VOICING HIS VALUES TO OLIVIA? WHY?

Though Rhomeyn looked for a way to get Neil and Olivia to work together, he might have failed his team by letting the disruptive behavior continue as long as it did.

Rhomeyn’s frustrations are often expressed through impatience and quick decisions. He wants the problem to just go away.



Olivia sees Neil as the issue, not Neil’s point of view

What did Rhomeyn do to get through to Olivia?



ASK QUESTIONS

Rhomeyn saw that his previous approach wasn’t working. After some reflection, he was able to ask Olivia questions that prompted her to see the issue differently.



TALK WITH OTHERS

In his conversation with Neil, Rhomeyn saw that he needed to approach the problem differently.



REFRAME THE ISSUE

Rhomeyn helped Olivia see that the issue was not about whether she or Neil were right, but that they needed to work together civilly.

#4 - WHAT DO NEIL AND OLIVIA EACH NEED TO DO TO BE EFFECTIVE IN VOICING THEIR VALUES TO ONE ANOTHER?

What should they do to prepare?



ASK QUESTIONS

Ask each other real questions to engender mutual respect.



TALK WITH OTHERS

Rhomeyn’s conversation helped Olivia think about the issue without demonizing Neil.



REFRAME THE ISSUE

Diffuse the issue from only being me vs. you. Seeing a broader context may not always generate agreement, but it can serve to humanize the dispute so it’s about issues and not people.

Closing Remarks

Colleagues we work with every day may have diametrically opposed views on significant political and social issues. Ensuring that we respect one another, as people, regardless of our differences, is essential to create an inclusive environment where we all feel valued. Respect can also reduce risks of misconduct, such as labor mischarging and misuse of company resources.

If time permits, discuss how a situation like this might occur, or be avoided within your team or elsewhere in the company.

See page 25 for additional resources

CASE #5 – STAND UP



Sarah

Chaz

Aaron

Jason

Summary: Chaz and Aaron make work life hard for Sarah through inappropriate comments and gender biased, sexist treatment. She is baited into using a safety shortcut to prove herself. Jason helps the group work through the resulting accident.

Take 10 minutes to discuss these four questions

#1 - WHAT ISSUES NEED TO BE ADDRESSED?

LIST THE ISSUES

- Chaz and Aaron operating equipment with a known safety issue (ESH).
- Chaz and Aaron making inappropriate comments to Sarah (Harassment-Free Workplace).
- Sarah operating the mill without the safety interlock (procedure and policy compliance).
- Jason not wearing his safety glasses during his meeting with Sarah (ESH).

What needs to be reported?



REPORT VIOLATIONS

- Chaz and Aaron were obligated to report and correct the safety issue when it occurred one year earlier.
- If Sarah was unable to address the unacceptable gender comments directly with Aaron and Chaz, she should have reported their comments to GD&I, her HR Business Partner, or to her Ethics Officer.

POLICIES
 Code of Conduct – Reporting Violations
 Harassment-Free Workplace CPS-564
 Environment, Safety and Health (ESH) CPS-015
 Ethics and Business Conduct CPS-001
 Nondiscrimination and Equal Employment Opportunity CPS-003

#2 - WAS JASON EFFECTIVE IN VOICING HIS VALUES TO SARAH? WHY?

Jason was at risk of talking “at” Sarah in such a way that she would tune out what he was trying to say. He caught himself and redirected the conversation.

Jason perceived that he was not being taken seriously.



Sarah feels that she is always being tested and challenged as a woman and as a new operator.

What did Jason do to get through to Sarah?

ASK QUESTIONS

Jason asks questions and engages Sarah to build trust between them.

REFRAME THE ISSUE

Jason reframes the issue so Sarah doesn't feel personally attacked, but rather is able to help her see the issue in a broader context.

Characters: Sarah – New machine operator, Chaz – Operator with 20 years of experience, Aaron – Supervisor, Jason – Area Manager

Key Issues: Following Safety Procedures; Nuanced Gender and Age Discrimination; Onboarding

#3 - WAS AARON EFFECTIVE IN VOICING HIS VALUES TO HIS TEAM? WHY?

Aaron didn't convey any sense of conviction in his presentation to the team.

Aaron wants to maintain his friendship with Chaz who now reports to him.



Chaz is happy to follow Aaron's lead and continue doing what they have always done.

What didn't happen?

ASK QUESTIONS

If the team asked questions about why they were defeating the interlock (e.g. not seeing the tool path), they might have come up with a solution that didn't ignore a safety issue.

TALK WITH OTHERS

Aaron just jumped in without taking stock of what he needed to do to convey the message effectively.

OBTAIN DATA

Aaron didn't consider what would be an effective way to reach his team.

#4 - WHAT DOES AARON NEED TO DO TO BE EFFECTIVE IN VOICING HIS VALUES TO HIS TEAM?

What should he do to prepare?

ASK QUESTIONS

Aaron and Chaz were not on board with the safety procedures. Before they could change their attitudes, they needed to ask themselves why they were holding back. Aaron should ask himself why he took the risk of not having the safety issue fixed and what did it gain him.

OBTAIN DATA

Aaron, Chaz, and even Sarah were making assumptions that led to their actions without really determining if those inferences were based in fact: e.g., their ability to meet targets with a working interlock.

TALK TO OTHERS

Aaron could talk with Jason or another leader about how to talk about these issues with his team. He could also ask questions of the team to frame exactly what needed to be discussed.

REFRAME THE ISSUE

Aaron needs to reframe the discussion with his team. He needs to find a way to break through the groupthink dynamic that he himself has perpetuated.

Closing Remarks

Effectively asking questions might have led the team to solve the root problem which was not the door, but the window. All employees should feel empowered to report unsafe conditions to their leader and to follow site specific procedures to address the issue. Chaz and Aaron's sexist treatment of Sarah showed not only a lack of respect, but led to a safety violation and a near-miss serious injury.

If time permits, discuss how a situation like this might occur, or be avoided within your team or elsewhere in the company.

See page 25 for additional resources

Session Wrap Up

Your Concluding Message

- Thank 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
 - Internal Network: https://ethics.corp.lmco.com/Awareness_Training
Click on the "Participant Survey" link.
 - Public Internet:
Outside the firewall, go to
<https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training.html>
Click on the "Participant Survey" link.
- 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, Audit, Legal, ESH, or Ethics.

Our local Ethics Officer is: _____ Phone: _____

[Information Available In White Pages or LMPeople]

Acknowledge your completion of this session online at MyLearning > Learning Plan > 2019 Annual Ethics Awareness Training (000001ILT19) > Take Credit. Your feedback on this training program is extremely important. The feedback survey is online and is part of the online training acknowledgment process at the Corporate Ethics website; go to the Corporate Ethics Awareness Training Resources page at https://ethics.corp.lmco.com/Awareness_Training or <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training.html>

Thank you for participating in today's program.

Facilitation Dos and Don'ts

Facilitation Dos	Facilitation Don'ts
Do send out a meeting notice to all participants well in advance of the scheduled session. Include labor charging direction.	Don't wait until the last minute to schedule your session to avoid unnecessary make-up sessions.
Do 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.	Don't wait until you're in the room to figure out how to facilitate the training or use the audio visual equipment.
Do know the name and phone number for your team's Ethics Officer. See "Your Ethics Officer". (https://ethics.corp.lmco.com/Your_Ethics_Officer)	Don't forget to encourage employees to contact their Ethics Officer at any time, even for advice.
Do use online resources if available.	Don't train using the DVD if you don't need to.
Do test the DVD in the player/computer you will use in the session before the meeting date. Call IT Service Desk at 800-435-7063 for assistance if needed.	Don't wait until the day of your session to test the DVD in the machine if you use this option.
Do consider virtual training if your team is widely distributed (if needed, seek help from your IT Services).	Don't forget to involve employees participating via phone.
Do take the initiative to get everyone involved in the activity and keep the conversation flowing around the room.	Don't 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
External: <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training.html>

Participation and Acknowledgment

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

Online: Most business units use the Online Participation and Acknowledgment feature. Visit either the internal or external LMPeople website and click on "MyLearning" and then on the "Learning Plan" link. Click on "2019 Ethics Awareness Training" and scroll to the "Self Completion" section and click on "Take Credit for this Course." Enter the date you completed your training and click "Take Credit."

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.

Training Evaluation Form

Your feedback is important and we encourage all participants and facilitators to complete a feedback survey. Inside the firewall, visit

https://ethics.corp.lmco.com/Awareness_Training and click on the appropriate

"Survey" link. Outside the firewall, go to

<https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training.html> and click on the appropriate "Survey" link.

Additional Resources

Case #1 - Offsite Employees; Supplier Relationships

The *Offsite Insight* newsletter (as seen in Isaac's workspace) is a quarterly newsletter written specifically for our employees who work outside of a Lockheed Martin facility.

Leaders can visit the Ethics Tools for Leaders (https://ethics.corp.lmco.com/Leadership_Tools) for additional resources.

Poor interpersonal skills should be reported when a leader's behavior negatively impacts others or the performance of the group/organization.

Case #2 - Harassment; Retaliation

Matt's behavior and similar concerns must be brought to the direct attention of the Ethics Officer, Security, Corporate EEO Investigations team, a member of the Global Diversity & Inclusion team in the Business Area, any LM leader, or Human Resources.

Rafael's responsibility to his team is to help them recover and regroup. Rafael should consult with his HR Business Partner to determine how much information about the incident may be revealed.

In addition, Rafael may tap into Lockheed Martin's Employee Assistance Program (EAP) which is available to all employees who may need support regarding the topics presented in this case or other matters.

Employees may email the EEO Investigations team at: eeo-investigations@lmco.com. A representative will be in contact within the next business day.

Case #3 - International; Privacy and Export Control

The General Data Protection Regulation (GDPR) is a regulation of the European Union that protects the personal data and privacy of natural persons in the European Union (EU). Under the GDPR, individuals have the right to request that personal data be erased. This right, however, is not absolute, and the request triggers an analysis as to whether the request falls into one of the limited circumstances where the request should be honored.

If you have any questions about Data Protection, please contact your local Human Resources Business Partner or the Corporation's Data Protection Officer at privacy.fc-lm@lmco.com.

Case #4 - Civility in the Workplace

All international military sales are inextricably intertwined with the practices of specific states, including the U.S. and its allies. These activities are regulated by the U.S. Government and are reviewed and approved by both the Executive Branch and Congress to ensure that they support U.S. national security and foreign policy objectives. Lockheed Martin's business activities are subject to multiple policies, procedures and contractual obligations, including those itemized in Lockheed Martin's human rights policy and related codes of conduct.

Federal law on this topic includes: The Arms Export Control Act (AECA), the International Traffic in Arms Regulations (ITAR), and the U.S. Conventional Arms Transfer Policy, which was updated in April 2018 in National Security Presidential Memorandum-10 which states the Executive Branch shall consider the risk that an arm transfer contributes to abuses of human rights.

Case #5 - Safety

More information can be found on the Target Zero home page (<https://ebs.global.lmco.com/eesh/target-zero/>) sponsored by ESH, our Environmental, Safety and Health organization. Jason isn't perfect. Sarah should have reminded him to put on his safety glasses.

Quick-Start Guide

Note: This guide is not meant to replace the more detailed instructions in Leader's Guide.

Before the Session

Make sure room is ready and all equipment works.

- ▶ Using Online Resources;
 - Internal: https://ethics.corp.lmco.com/Awareness_Training
 - External: <https://www.lockheedmartin.com/en-us/who-we-are/ethics/ethics-awareness-training.html>
- ▶ Using DVD;
 - Call IT Service Desk at 800-435-7063 for assistance if needed.
- ▶ View all five cases beforehand. For sessions with mostly leaders you will discuss Cases 2 and 4. For other sessions you will discuss Case 4 and another case most appropriate for that group.
- ▶ Determine if your business unit has an Online Acknowledgment option. (If online is not used, photocopy the participation form which can be downloaded from https://ethics.corp.lmco.com/Awareness_Training)

Getting Started

- ▶ Explain using online acknowledgment or have participants sign the printed participation form.
- ▶ Give leader's introduction and explain how activity works. (Instructions are also in the introductory video.)
- ▶ Click on "Introduction" to begin the video.
- ▶ Play Introduction video. Use subtitles for hearing-impaired participants.

Case Discussion

- ▶ Select case and play video, and then click on Discussion link below video.
- ▶ Discuss case and answer Discussion Questions on screen.
- ▶ Continue video to end.
- ▶ Conclude case by reading from Leader's Guide any perspectives not previously covered.
- ▶ Wrap-up by discussing how the scenario could happen at Lockheed Martin.
- ▶ Repeat process for the next case.

Wrapping Up

- ▶ Thank participants.
- ▶ Remind employees to go online to acknowledge training.
- ▶ Remind employees to provide feedback using the online evaluation form at "Participant Survey."
- ▶ Read concluding message.
- ▶ Use the online "Facilitator Survey" to provide your feedback.

2019 ETHICS AWARENESS TRAINING

PARTICIPATION AND ACKNOWLEDGEMENT 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: _____

	NAME	SIGNATURE	EMPLOYEE ID#
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Return signed forms to your Ethics Office.



**ETHICS AND
BUSINESS CONDUCT**
EXCELLENCE THROUGH INTEGRITY

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.

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

