



VOICING OUR VALUES TECHNIQUES

Resolving ethical dilemmas or values conflicts effectively by voicing our values requires us to recognize that such conflicts are not uncommon in the workplace. You can, and should, strategize how you might respond if faced with different types of ethical dilemmas or conflicts. By approaching conflicts in this manner, they become business problems that can be resolved by using an appropriate strategy, rather than emotional situations that you feel paralyzed to resolve. Should you be unable to resolve the conflict 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 EESH Office, or the Ethics Office.

The following are some of the techniques or actions you should consider using to address ethical dilemmas or values conflicts:

Ask Questions

- » **Gather information in a non-threatening way**
- » **Don't assume you're right**
- » **Probe for information rather than arguing.**

Ask questions that demonstrate that you don't assume you are right or know everything about the issue in question. Ask questions designed to 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 resolves your values conflict. Alternatively, it may cause the other person involved in the conflict to reconsider his or her course of action. For example, you could ask: "What factors did you consider in deciding XYZ?" or "Could you help me understand the basis for your decision?"; "Did you consider that your approach could be viewed by some as high risk?" or "What mitigation plan do we have to address the risk?"

Obtain Data

- » **Use fact-based data to support your position. Don't assume that the other person already knows and is disregarding this data**
- » **Explain how your data leads to a different outcome or conclusion.**

Use fact-based logic and data to support your position. Ensure that those who are proposing actions that are causing you a conflict understand the data that should lead to a different outcome or conclusion. By voicing your values using data, you will avoid unnecessarily emotional arguments that likely will place the other person on the defensive.

Talk to Others

- » **Identify a network of people with whom you are comfortable**
- » **Look for those who have related experience**
- » **Be honest about your dilemma.**

Identify people – your colleagues or leaders – with whom you feel comfortable discussing ideas and issues. 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.

Reframe the Issue

- » **Use neutral language**
- » **Highlight a different perspective**
- » **Present risks of the current course and suggest alternatives.**

Speak with the person on the other side of your dilemma. Rephrase the situation and options in more neutral language or in ways that highlight a different perspective that suggests an alternate course of action that is more consistent with your values. Reframe the issue in a manner that shows the other person that you are not questioning 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 the situation in which you find yourself. For example, a potentially unethical action can be reframed to show how the action creates a risk that the other person would want to avoid.