



STEVE
Team member



JACK
Coworker



HEATHER
Coworker

SCENARIO

It's Just Golf

Employee Perspective

Discussion Questions

- What issues do you identify in this scene?
 - Using the Decision-Making Model as a guide, what values are at play in this scene? How might the issues be presented in a way that focuses on their shared concerns and sets them up for a productive conversation?
 - What might the characters say, and how could they open a discussion? What would it sound like, and to whom would it be addressed?
 - What strategies to communicate and resolve the problem would you use if you were in the characters' position? And what would you say?
 - Using the Decision-Making Model, how could the characters work through this situation?
-

It's Just Golf

Employee Perspective

Scenario Summary

Steve asks his coworker Jack to help him set up a golf outing for visiting new customers that their Program Manager, Abdullah, has requested. Jack agrees to help, considering his brother-in-law is a member of the local private golf club. Later that day, Jack talks with Heather in the break room. Heather is surprised to hear that the golf outing was approved, considering that the new customers are affiliated with their country's government. Jack lets her know that he's just helping arrange it, and Steve is taking care of the rest. A month or so later, Steve sees Jack and thanks him for setting up the golf outing, which was a great success. Jack tells Steve he was surprised it was approved, considering the gifts and hospitality policy. Steve says he had no idea; he didn't look at the policy, he just did what Abdullah requested.

Key Learning Points

- Everyone is responsible for being aware and holding themselves and others accountable. In this situation, it means raising questions. Both Steve and Jack incorrectly assumed someone else would.
 - Offering or giving any benefit to a government official may be construed as a bribe. Steve and Jack are responsible for knowing what their business guidance allows and asking what the law permits in their own country of operation and that of the recipient.
 - Steve should have sought guidance and approval before giving or providing any gift or hospitality.
 - Steve will need to be truthful and honest, and report the golf trip, even if it could reflect poorly on him.
-