Scenario 1

**Whatever it takes**

Two colleagues, Jennifer and Julian, are discussing a recent business success.

### Part One

**In discussion…**

**Jennifer**

“Well done, winning this new business has been difficult, but we finally did it.”

**Julian**

“I know. We had so many challenges – the key thing was building the relationship, so I tried something a bit different.”

### Part Two

**Three weeks earlier, Julian meets with his line manager, Mo…**

**Mo**

“How close are you to securing this new contract, Julian? You know we’re all counting on you.”

**Julian**

“I’m doing my best Mo, you know it’s been difficult! I’m struggling to even set up a meeting!”

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**Mo**

“I know it’s difficult Julian, but I’m really being pressured to sort this. It’s not just our bonuses at stake, you know that a lot of jobs here depend on this contract being won, don’t you? Julian, do whatever it takes, just win this contract. I’m sorry to put the pressure on you, but you’re the lead on this.”

**Julian**

“I didn’t realise it was that serious, you’re saying that livelihoods are at stake? Lots of the people working here have families to support.”

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**A few days later, Jennifer is having lunch with Tom from the Legal department…**

**Jennifer**

“Hi Tom, heard about Julian’s big win?”

**Tom**

“Yes, that’s caused a bit of work for me! There are a few question marks over the charity event Julian went to with the customer. Has he talked to you about it?”

### Discussion...

Julian

“Mo said to do whatever it takes, so I took the client to an event in aid of a charity that his wife is involved in, and bought him a few items in an auction at the event.”

Jennifer

“That doesn’t sound good to me Julian…”

Tom

“Hmm. I’m not certain that Julian understood exactly what Mo meant by “do whatever it takes”. I’m sure Mo didn’t mean take the customer to the charity event and buy auction items like tickets for concerts or sporting events. I’m sure he meant it for the best reasons. But that doesn’t mean we don’t have a problem.”

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**Mo**

“I got the impression that Julian was just doing what Mo had asked him to do, whatever it took to secure the new contract.”

**Tom**

“Hmmm. I’m not certain that Julian understood exactly what Mo meant by “do whatever it takes”. I’m sure Mo didn’t mean take the customer to the charity event and buy auction items like tickets for concerts or sporting events. I’m sure he meant it for the best reasons. But that doesn’t mean we don’t have a problem.”
Consider the following...

Part One

1. How would you describe the behaviours shown by Jennifer, Julian and Tom? Define the issues.

2. What are BAE Systems’ expectations regarding the behaviours observed?

Part Two

1. What are the pressures in Part Two and how did those pressures lead to the behaviours shown by Jennifer, Julian and Tom in Part One?

2. What are the best responses that Jennifer, Julian and Tom could have made to ease or prevent these pressures?

3. Share experiences where you have observed similar pressures. What behaviours did these pressures lead to and what could have been done differently?

Our responsible decision-making model

Gather the facts
Gather the relevant information. Determine what other information you may need and where to find it.

Understand the rules
Check you’ve read and understood the Code of Conduct, Company policies and procedures. Be aware of laws and regulations, contract language, industry standards and practices.

Consider the situation
Think about accountability, honesty, integrity, openness and respect. Consider team, cultural and personal values. Think about how the situation affects others and how it might be perceived.

Validate with others
Speak to your manager or someone else in your management structure. Consult with local Ethics Officers, Human Resources or Legal. Use the Ethics Helpline.
Scenario 2
Speaking out

Colleagues Alan and Erica are talking about how Alan is being treated by his line manager.

Part One
Discussing this morning’s meeting...

Erica
“Hello Alan, where were you this morning? I didn’t see you at the meeting.”

Alan
“No, I’m not supposed to go anymore. Brian told me that they’re limiting the number of people who attend.”

Part Two
Two weeks earlier, two managers, Brian and Daria, are discussing challenging project delays...

Brian
“I’ve had enough with all these delays on the project. Those morning meetings are taking too much time, and I don’t even think they’re very helpful for everybody on the team. What the team really needs is more time to get back on track.”

Daria
“Well, I know what you mean, but the meetings are useful to make sure everyone is focused on what needs doing.”

Erica
“That doesn’t make any sense. I thought the point of that meeting was for all of us to talk about production, safety and ethics issues, the things that affect us all.”

Alan
“That’s what I thought, but Brian came to me yesterday and said that he didn’t need me at the meeting, and that it would ‘help free up some of my time’. I think he’s just trying to make sure I’m not around to raise any issues.”

Brian
“I wonder if we could try to make the meetings shorter, maybe with fewer people? I’m not sure Alan needs to be there, as he really slows things down. It seems like every few days, he raises a tiny safety or environmental issue that only he experiences, and it takes 30 minutes to discuss. He’s clearly not the best performer, and I’d rather give him more time to do better work.”

Daria
“Maybe, but it’s not like he’s wrong about the concerns he brings up, he’s just not focused on what’s most important. Does he know that you have concerns about his performance?”

Brian
“He must do by now. He’s quite stubborn, and he takes up a huge amount of my time already. Listen, he’s a problem that will just go away, he’ll be retiring soon, and there’s no reason to make his life, or ours, more complicated. When I think of managing his performance, I don’t think I can do it respectfully any more. The way I see it, leaving him out of the morning meetings helps give him more time to do his job, and leaves us with a quicker, more productive meeting.”
Our responsible decision-making model

Consider the following...

Part One

1. How would you describe the behaviours shown by Erica and Alan? Define the issues.
2. What are BAE Systems’ expectations regarding the behaviours observed?

Part Two

1. What are the pressures in Part Two and how did those pressures lead to the behaviours shown by Erica and Alan in Part One?
2. What are the best responses that Erica, Alan, Brian and Daria could have made to ease or prevent these pressures?
3. Share experiences where you have observed similar pressures. What behaviours did these pressures lead to and what could have been done differently?

Our responsible decision-making model

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Consult with local Ethics Officers, Human Resources or Legal.
Use the Ethics Helpline.
Sara is talking to Jeff, one of her team, who works at her site.

Part One

Catching up over a coffee...

Jeff
“Hi Sara, would you like a quick coffee?”

Sara
“Definitely, I need my coffee first before getting bombarded by work issues!”

Jeff
“I agree! Look, I wanted to let you know that I can’t meet your Friday deadline for the stats for this month’s customer report. I’m sorry.”

Later, Sara is talking on the phone to Alex, one of her team, based at a different location...

Alex
“Good morning Sara, it’s been forever since we’ve seen each other, or even spoken on the phone. How’re things going?”

Sara
“Hello Alex. Things are good, just a little busy. How is that new manager working out – what’s her name?”

Alex
“Diane? She’s been with us for six months I don’t really consider her new…”

Part Two

Two weeks earlier, Sara is meeting with her Director, Stephan...

Stephan
“I’ve been meaning to ask you, how’s your mother’s medical treatment going?”

Sara
“She recently moved in with me, so I’ve been helping make sure she gets to her appointments; her prognosis isn’t good.”

Stephan
“I’m glad you’ve been able to help. Let me know if there’s anything I can do. So, I’ve been meaning to talk with you about last month’s customer’s report. It was lacking significant information, and I’m not entirely sure it was all accurate. What happened?”

Sara
“Really? Again? Well, I know that your evenings have been busy getting the under six’s ready for their first football game this week. Daniel was so pleased he’s on the team, thanks for picking him.”

Jeff
“No problem, and I’m sorry about the report.”

Sara
“Well okay, give me those numbers as soon as you can. I doubt I’ll get the numbers from Alex’s team either.”

Alex
“Speaking of Diane, I’m afraid that she is not going to be able to get the customer report stats you needed in time for this month’s customer report.”

Sara
“That’s ridiculous. I expect that you will manage her and meet the schedule. She needs to be given a written warning for this failure. I’ve got to go, I’m late for a meeting, just send it to me so that I can review it.”

Stephan
“I understand, but you know this next report gets sent to the most senior people in the Company at the end of the month, so it’s got to be right. Are you sure you can get what you need from everybody?”

Sara
“Well, I have lost touch a little with one of the remote sites. I haven’t been out to meet with the staff in over eight months. I’m accountable for the report! I’ll make sure we get it done.”
Scenario 3
Fair treatment

Consider the following...

Part One

1. How would you describe the behaviours shown by Jeff, Sara and Alex? Define the issues.

2. What are BAE Systems’ expectations regarding the behaviours observed?

Part Two

1. What are the pressures in Part Two and how did those pressures lead to the behaviours shown by Jeff, Sara and Alex in Part One?

2. What are the best responses that Jeff, Sara and Alex could have made to ease or prevent these pressures?

3. Share experiences where you have observed similar pressures. What behaviours did these pressures lead to and what could have been done differently?

Our responsible decision-making model

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Scenario 4
Maintaining standards

Two employees, Anthony and Craig, are discussing the process for a job they are involved in.

Part One
Discussing processes...

Anthony
“What are you doing there Craig? That doesn’t look like the process they taught me in training. Are you sure that’s right?”

Craig
“This is the way that Harry told me to do it.”

Later, Craig finds Harry, the supervisor, to discuss training...

Craig
“Hi Harry, I’m glad I found you. I’ve a question about training.”

Harry
“What do you want to know?”

Part Two
One month before, Harry is meeting with Amy, his manager...

Amy
“How’s the new training going? Have you recorded all of your team’s attendance?”

Harry
“I’m still working on getting everyone through the training. Do I really have to have a record of everyone’s attendance? That is way too much paperwork, and I don’t have the time to document this individually. Isn’t it good enough that I said everyone on the team knows what they are doing?”

Anthony
“Have you had the training? Mind you, the way you’re doing it looks quicker!”

Craig
“I’ve done ten already. I’ve got to get five more of these done today, and there’s nobody here to supervise me. Anyway, I looked up the process in our guide, and what’s written in the guide is the same as Harry showed me, so I’m pretty sure what I’m doing is just fine. Besides, you’re here and seem to know what you’re doing. Isn’t that good enough?”

Amy
“I know we’ve got tight deadlines and you’re short two members of your team, but we agreed that all supervisors would have their teams trained by the end of the quarter. We’ve got to record that we’ve done the training and we still need to meet the customer deadline.”

Harry
“My team is experienced and they all know what they are doing, training or no training! And we will meet our deadline.”
Consider the following...

**Part One**

1. How would you describe the behaviours shown by Anthony, Craig and Harry? Define the issues.

2. What are BAE Systems’ expectations regarding the behaviours observed?

**Part Two**

1. What are the pressures in Part Two and how did those pressures lead to the behaviours shown by Anthony, Craig and Harry in Part One?

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Jennifer is discussing her travel arrangements to attend a workshop with Sam, her line manager.

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### Part One

**Discussing travel plans...**

**Sam**

“Hi Jennifer, have you managed to arrange your travel? Did you speak to the reception team, they seem to know the best taxi firms.”

**Jennifer**

“I asked Paula on reception, she recommended her brother-in-law’s taxi. Is it okay to use him?”

**Sam**

“Oh, I didn’t know that. I used that one last week too. I know this is the first time you’ve had to do this, leave it with me to check.”

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**Sam**

“A few minutes later, Sam contacts Paula, the reception supervisor, to ask about the taxi...”

**Sam**

“Hi Paula, I’m helping Jennifer sort out a taxi to the station today. She said that the taxi firm you recommended is owned by one of your family?”

**Paula**

“Yes, it’s much cheaper than the company we used to use.”

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**Sam**

“Did you let someone know that the company is owned by your brother-in-law?”

**Paula**

“I didn’t know I had to do that. I’m doing the right thing for the Company, I’m reducing costs and helping my family at the same time. Surely there’s nothing wrong with that?”

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**Sam**

“It sounds fine when you say it like that, but if I were you, I would check it out. Now, I’m not sure which taxi firm to use and Jennifer needs a taxi right now. To be on the safe side, can you call a different taxi firm, and we’ll look into this later? It’s probably fine, but you might want to check with your manager or an Ethics Officer.”

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**Sadia**

“Yes and you’ve made a big difference. Can you think about what else you can do to reduce costs? It doesn’t matter how small, these things can add up to significant savings.”

**Paula**

“I’ll take a look straight away. In fact, I think I know just the place to start.”

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### Part Two

A month earlier, Paula is in a meeting with her line manager Sadia, discussing process improvements and cost reductions...

**Sadia**

“Making improvements is really important for us, Paula. There isn’t a lot of money around at the moment, and we all need to try to do more for less.”

**Paula**

“I’m not sure what else I can do. I’ve done everything I can.”
Scenario 5
Ticket to ride

Consider the following...

Part One

1. How would you describe the behaviours shown by Sam, Jennifer and Paula? Define the issues.

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Scenario 6
Where’s the data?

Anita, a recent new starter at the Company, shares information with a trusted friend to help improve the quality of an urgent piece of work. Sam, her line manager, is asking when the work will be complete.

Part One

Discussing the status of the data...

Sam
“Hi Anita. I know you’re just back from vacation, and getting caught up is always tough, but you’ve been back a week now, and I’ve simply got to have that data.”

Anita
“Sam, I am getting it done. I checked the data, but it just didn’t look right, so I sent it to someone I know to get their view. You’re always telling us that ‘two heads are better than one’.”

Sam
“Normally, that’s true. Who has the data now?”

Part Two

Earlier that week, Sam is talking to Glen, a senior manager...

Glen
“Look Sam, you know we can’t move forward without this analysis. Many other parts of the project depend on the analysis being done first, and done right. You and your team just aren’t showing the kind of commitment I need.”

Sam
“Glen, we’re very close to being on schedule, and my team is VERY committed.”

Anita
“One of my old school friends. She doesn’t work here, she lives abroad now. She works with this type of data all of the time – she’s an expert in this area and will take one look at the data and spot any issues. I should be hearing back from her later today, so don’t worry.”

Sam
“You sent the data to somebody outside the Company – and in a different country? We have an obligation to protect that data. How can we do that when it’s outside our control? And you know Glen was expecting the data yesterday.”

Glen
“Sam, I didn’t see you here this weekend – I trust you’re done with your analysis?”

Sam
“It should be done in another day or so. I’m waiting on some input from Anita, she’s been travelling. I just need to incorporate that, and then I can send you the report.”

Glen
“Look, when I was hired twenty years ago we were in every day of the week because we cared about the customer and our Company. I don’t get the impression that you and Anita can handle the slightest of pressure, much less the pressure of this place. Show me that you’ve got what it takes, ‘cause if you’re not man enough to deliver when it matters, you’re useless to me!”

Part One

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Scenario 6
Where’s the data?

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2. What are BAE Systems’ expectations regarding the behaviours observed?

Part Two

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