

*Two of your subordinates routinely provide their children with school supplies from the office. How do you handle this situation?*

## Potential Answers

- A. Lock up the supplies and issue only as needed and signed for.
  - B. Tell these two subordinates that supplies are only for office use.
  - C. Report the theft of supplies to the head of security.
  - D. Send a notice to all employees that office supplies are for office use only and that disregard will result in disciplinary action.
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**Answer A: Lock up the supplies and issue only as needed and signed for.**

Lockheed Martin's Comment: -5 points

This response is an example of locking everybody up; therefore, there can be no more crime. Not an efficient way to work either.

Comment from Caroline Whitbeck: Locking everything up does nothing to engender a sense of employee responsibility. Attempting to rigidly control everyone's behavior, especially in ways that interfere with their work, undermines trust.

**Answer B: Tell these two subordinates that supplies are only for office use.**

Lockheed Martin's Comment: 10 points

This response is directed at solving the immediate problem. But isn't this only the tip of an iceberg? Are there more pilferers?

**Answer C: Report the theft of supplies to the head of security.**

Lockheed Martin's Comment: -5 points

While technically correct - this response is overkill.

**Answer D: Send a notice to all employees that office supplies are for office use only and that disregard will result in disciplinary action.**

Lockheed Martin's Comment: 10 points

This is a solution aimed at the immediate problem and any continuing problem. A reiteration of the policies of the company for comprehensive understanding.

*You miss a day of work because you have partied too hard the night before. The following day, during a meeting, your supervisor asks why you were not in. What do you say?*

## Potential Answers

- A. Explain to your supervisor that you were ill.
  - B. Explain to your supervisor that an emergency came up in your home and it entirely consumed you.
  - C. Tell your supervisor you were absent for personal reasons.
  - D. Tell your supervisor you were ill because of over-partying
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**Answer A: Explain to your supervisor that you were ill.**

Lockheed Martin's Comment: **5 points**

Is partially true, but --.

**Answer B: Explain to your supervisor that an emergency came up in your home and it entirely consumed you.**

Lockheed Martin's Comment: **-10 points**

Is a lie by commission.

**Answer C: Tell your supervisor you were absent for personal reasons.**

Lockheed Martin's Comment: **5 points**

Is also only partially true.

**Answer D: Tell your supervisor you were ill because of over-partying.**

Lockheed Martin's Comment: **10 points**

Is the truth. Honesty is the greatest ethical value of all.

*You are aware that a fellow employee uses drugs on the job. Another friend encourages you to confront the person instead of informing the supervisor. What do you do?*

## **Potential Answers**

- A. You speak to the alleged user and encourage him to get help.
  - B. You elect to tell your supervisor that you suspect an employee is using drugs on the job.
  - C. You confront the alleged user and tell him either to quit using drugs or you will "turn him in".
  - D. Report the matter to employee assistance.
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**Answer A: You speak to the alleged user and encourage him to get help.**

Lockheed Martin's Comment: **5 points**

May do some good.

**Answer B: You elect to tell your supervisor that you suspect an employee is using drugs on the job.**

Lockheed Martin's Comment: **5 points**

May do some good.

**Answer C: You confront the alleged user and tell him either to quit using drugs or you will "turn him in.**

Lockheed Martin's Comment: **0 points**

Too confrontational.

**Answer D: Report the matter to employee assistance.**

Lockheed Martin's Comment: **10 points**

Gets the right people involved in solving the problem.

*At a management offsite meeting, you and your boss are in the same golf foursome, but on opposite sides. The boss never likes to lose. How is your game that day?*

## Potential Answers

- A. Smile and say to yourself: "I'm better than my boss, so I'm going to win."
- B. "I will play cautiously, one hole at a time."
- C. "Beating the boss is no big deal, so I don't mind losing."
- D. "She plays her game, I play my game. Low score wins."

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**Answer A: Smile and say to yourself: "I'm better than my boss, so I'm going to win."**

Lockheed Martin's Comment: **5 points**

No one will fault you for being competitive. But play the round in a friendly way, not an arrogant way.

**Answer B: I will play cautiously, one hole at a time.**

Lockheed Martin's Comment: **-5 points**

What does that mean? That you'll throw the round if she's slipping behind?

**Answer C: Beating the boss is no big deal, so I don't mind losing.**

Lockheed Martin's Comment: **-10 points**

What else can your boss expect you to throw?

**Answer D: She plays her game, I play my game. Low score wins.**

Lockheed Martin's Comment: **10 points**

Isn't fair competition the whole purpose of sport?

*An employee in a machine shop objects to the type of music that is played on the shop radio all day long. The shop supervisor has informally polled all the employees in the shop, and the majority favor the music currently played. The aggrieved employee appeals to you, the division manager, for help. What do you do?*

## Potential Answers

- A. You don't like the current music either, so you order the supervisor to play other kinds of music.
- B. Since the majority favor the music currently played, you do nothing.
- C. You are tired of hearing complaints about music, so you order the supervisor to remove the radio.
- D. Suggest to the supervisor that he consider playing different music periodically, e.g. one day per week.

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**Answer A: You don't like the current music either, so you order the supervisor to play other kinds of music.**

Lockheed Martin's Comment: **-5 points**

Forcing a unilateral decision on the shop is unfair--and will probably decrease productivity.

**Answer B: Since the majority favor the music currently played, you do nothing.**

Lockheed Martin's Comment: **0 points**

A defensible stance. However, it doesn't help the minority of employees who object to the music.

**Answer C: You are tired of hearing complaints about music, so you order the supervisor to remove the radio.**

Lockheed Martin's Comment: **-10 points**

The easy way out, but it doesn't solve the problem nor do much for morale.

**Answer D: Suggest to the supervisor that he consider playing different music periodically, e.g., one day per week.**

Lockheed Martin's Comment: **10 points**

The best solution with enough flexibility to allow everyone to feel a sense of satisfaction.

*You are the engineer responsible for the design of a project. A subcontractor has completed the design drawings, but you feel that there are some shortcomings in the drawings. Your division manager and the government representative, while conceding that the drawings are not completely accurate, are pressuring you to sign the drawings because failure to meet the budget milestone will jeopardize the entire project. They have assured you that the corrections can be made during project construction. What should you do?*

## **Potential Answers**

- A. You want to be known as a team player and want to please your manager and customer, so you reluctantly sign the drawings.
- B. You refuse to sign the drawings, even though you realize that the project may be terminated.
- C. You sign the drawings but document your concerns in an attachment to the drawings.
- D. You ask for assistance from the Ethics Office.

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**Answer A: You want to be known as a team player and want to please your manager and customer, so you reluctantly sign the drawings.**

Lockheed Martin's Comment: **-20 points**

Not only have you set yourself up for potential liabilities, but you have compromised the integrity and credibility of the company.

**Answer B: You refuse to sign the drawings, even though you realize that the project may be terminated.**

Lockheed Martin's Comment: **0 points**

You have refused to compromise your integrity, but an important multimillion dollar project may collapse.

**Answer C: You sign the drawings but document your concerns in an attachment to the drawing.**

Lockheed Martin's Comment: **10 points**

A wise solution. You protect yourself and the company from potential liability while not compromising your integrity.

**Answer D: You ask for assistance from the Ethics Office.**

Lockheed Martin's Comment: **10 points**

By contacting the Ethics Office your concerns are documented, and with help from the Ethics Office you should be able to find a reasonable compromise.

*A co-worker is injured on the job. You are a witness and could testify that the company was at fault. What do you do?*

## Potential Answers

- A. Don't get involved.
  - B. Contact the injured coworker and offer to appear in her behalf.
  - C. Report to the company what you saw to ensure that the safety hazard is corrected.
  - D. Protect the company by refusing to appear as a witness for the injured.
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**Answer A: Don't get involved.**

Lockheed Martin's Comment: **-10 points**

Not getting involved is a cop-out and a cop-out seldom gets points.

**Answer B: Contact the injured coworker and offer to appear in her behalf.**

Lockheed Martin's Comment: **5 points**

Shows compassion on your part but does nothing to eliminate the unsafe condition.

**Answer C: Report to the company what you saw to ensure that the safety hazard is corrected.**

Lockheed Martin's Comment: **10 points**

Gets at the cause of the injury. Whatever happens after that, happens. If the injured wants you as a witness, that is both your rights.

**Answer D: Protect the company by refusing to appear as a witness for the injured.**

Lockheed Martin's Comment: **-10 points**

Does not solve the problem nor does it treat an employee fairly.



*You are a quality inspector. After making your own calculations, you disagree with your supervisor as to the acceptable quality of the item you have been asked to pass through. With a rolled-up newspaper in his hand, your supervisor swings it in your direction, hitting the back of the chair you are sitting in. What do you do?*

## Potential Answers

- A. Swing back at him
- B. State unequivocally that such behavior is unacceptable in business and advise him you intend to take this matter up with the manager, to whom you both report.
- C. Get up and go straight to the EEO office.
- D. Since the boss says, "I was only joking," you ignore the act.

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**Answer A: Swing back at him.**

Lockheed Martin's Comment: **-10 points**

Why stoop to his level?.

**Answer B: State unequivocally that such behavior is unacceptable in business and advise him you intend to take this matter up with the manager, to whom you both report**

Lockheed Martin's Comment: **10 points**

Not only will this response get the item a third-party inspection, but it will also put your supervisor on notice that you don't accept his action.

**Answer C: Get up and go straight to the EEO office.**

Lockheed Martin's Comment: **5 points**

This is your privilege, but it doesn't solve the quality problem.

Comment from Caroline Whitbeck:

The Equal Employment Office or "Equal Opportunity Office" handles complaints of discrimination from employees and is most appropriately used if an employee suspects discrimination and does not feel comfortable raising that issue with the manager.

You are a quality inspector. After making your own calculations, you disagree with your supervisor as to the acceptable quality of the item you have been asked to pass through. With a rolled-up newspaper in his hand, your supervisor swings it in your direction, hitting the back of the chair you are sitting in. What do you do?

**Answer D: Since the boss says, 'I was only joking,' you ignore the act.**

Lockheed Martin's Comment: **-5 points**

Intimidation unchecked is intimidation encouraged. Lack of response will encourage this sort of behavior to expand.

**Material Excerpted from:**

**Mini-cases from Lockheed Martin Corporation" Online Ethics Center for Engineering 6/20/2006 National Academy of Engineering**

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