

# HOW TO KEEP YOUR ETHICS PROGRAM FRESH

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## AGENDA

1. Turning investigations into engaging training & communication
2. Utilizing workforce for relevant and accessible materials
3. Figuring out logistics – who, what, when
4. Walk through an example – start to finish.

We'll share Lockheed  
Martin best practices AND  
hear from you.

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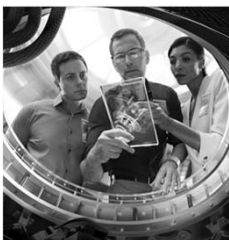
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WE'RE ENGINEERING A  
**BETTER  
TOMORROW**



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## OUR ETHICS PROGRAM

**SETTING THE STANDARD**  
 CODE OF ETHICS AND BUSINESS CONDUCT

**TRAINING ON THE STANDARD**  
 VOICING OUR VALUES

**LIVING THE STANDARD**  
 PERFORM WITH EXCELLENCE  
 RESPECT OTHERS  
 DO WHAT'S RIGHT

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### Case 5: Flight Check

**MAIN CHARACTERS**

- Agata – LM employee
- Josh – LM sales manager
- Sharon – Agata's manager
- Lester – Josh's colleague
- Dominic – Potential customer's pilot

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### TURNING REAL-LIFE INTO TRAINING

Where to find material.  
 How to dramatize and find learning points.  
 Examples of training & communications.

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## WHERE TO FIND MATERIAL

### Internal investigations

- Case files from Ethics, HR, Security, Counter-Intelligence, Legal

### Issues on the horizon

- Conferences & webinars
- Headlines

### Risk-based issues

- ERM results
- Audit findings

Training vs  
Communications might  
require different source  
material.

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## HOW TO DRAMATIZE



Recent  
Issues



Highlight  
Key Points



Anonymize



Combine  
Multiple  
Issues



Represent  
Workforce



Focus on Small  
Details

Entertainment and  
learning points  
are both  
important.

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## TRAINING & COMMUNICATION EXAMPLES

SOURCE MATERIAL	ANNUAL TRAINING	COMPLIANCE TRAINING	SHORT BURST AWARENESS	"POLICE BLOTTER"
	Internal investigations from Counter-Intelligence, Ethics, HR, Legal, Security	Specific policy violations related to identified risks for organization	News stories, industry concerns, and issues on the horizon	Internal investigations from Counter-Intelligence, Ethics, HR, Legal, Security
DRAMATIZATION	Yes; heavily. Combine real-life issues and take dramatic liberty	Yes; focus on learning points	Yes; heavily. Focus on telling story simply	No; combine similar real-life issues to protect identities
EXAMPLES				

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## TEAM EXERCISE

1. EACH PERSON IDENTIFY ONE REAL-LIFE ISSUE ON WHICH YOU WANT TO TRAIN
2. AS A TEAM COMBINE AT LEAST 2 OF THESE ISSUES INTO ONE SCENARIO
3. USE THE 6 STEPS OF DRAMATIZATION TO DEVELOP AN OUTLINE



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## ENSURE GLOBAL RELEVANCE

Start with your source material

- Gather investigative material from your operations around the globe
- Reach out to partner organizations in international operations

Use global Ethics personnel to

- Identify local investigations
- Review training outlines
- Review training scripts / content

Before you translate,  
ensure your original text is  
globally relevant.

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## TRANSLATE INTO KEY LANGUAGES

Ask who needs what

- Identify targeted employees
- Ask them for language preference

Translation process

1. Identify internal POCs for each language
2. Have POCs review original text
3. Connect external translation company with internal POCs before translation
4. Have internal POCs review translation

Engage internal POCs early.

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## SOLICIT FEEDBACK

Ask for specific feedback

- From leaders, employees
- Directly after participation in training
- During training development
- Months after training

Methods for feedback

- Short survey
- Email requests
- One-on-one discussions
- All-employee survey

Ask your training users and facilitators for feedback.

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## TEAM EXERCISE

1. AS A TEAM IDENTIFY WHO YOU WILL NEED TO ENGAGE FOR GLOBAL RELEVANCE
2. IDENTIFY YOUR TRAINING'S TARGET AUDIENCE AND NEEDED TRANSLATIONS
3. SUGGEST METHODS FOR COLLECTING FEEDBACK

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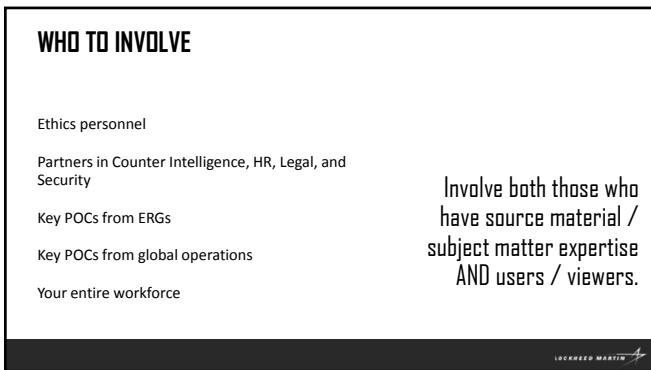
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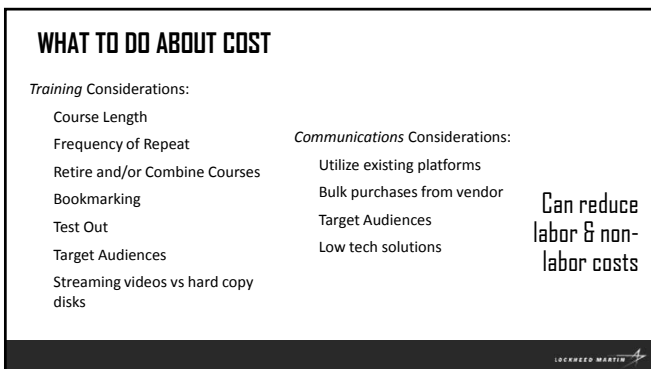
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WHEN TO REFRESH				
	ANNUAL TRAINING	COMPLIANCE TRAINING	SHORT BURST AWARENESS	"POLICE BLOTTER"
GENERAL TOPICS	Annually	Annually (review)	Annually	Annually
SPECIFIC CONTENT	Annually	Annually (review)	Annually	Monthly
FORMAT	Every 3-4 years	Every 3 years	Every 3-4 years	Every 3-4 years

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## TEAM EXERCISE

1. AS A TEAM IDENTIFY OTHERS WHO SHOULD REVIEW YOUR SCENARIO BEFORE RELEASE
2. DETERMINE THE MOST EFFECTIVE METHOD FOR PROVIDING THIS TRAINING
3. DETERMINE THE REFRESH CYCLE FOR YOUR TRAINING'S CONTENT AND FORMAT/METHOD

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**EXAMPLE**



Walk through a specific example - Lockheed Martin Ethics Awareness Training

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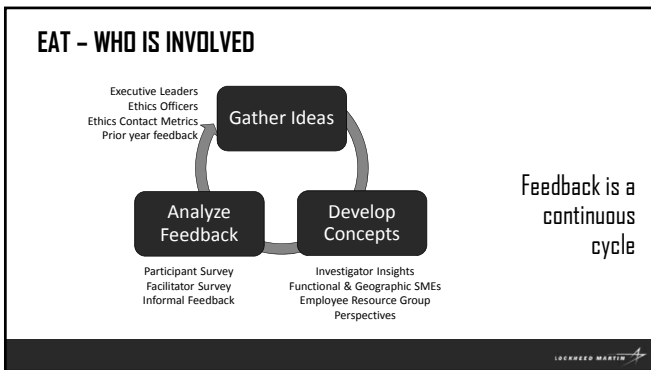
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### HOW

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Ethics Awareness Training

VOICING OUR VALUES

CONTACT CORPORATE ETHICS

Leaders facilitate training from video streaming (access from internet), and DVDs when needed.

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# TEAM EXERCISE

DEBRIEF / SHARE

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## WRAPPING UP

Spicing up the "real" stuff,  
engaging your audience,  
and refreshing on a  
consistent schedule can  
make your training "fresh"

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# BACK-UP

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## OTHER COMMUNICATION TOOLS

- Posters
- Decals
- Embed in Other Functional Training
- Executive Speeches
- Social Media (internal / external)
- Giveaways
- Employee Contests
- You Tube videos

Ideas are only limited to  
your imagination.

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## LOW TECH SOLUTIONS



Reframe,  
Repeat,  
Reinforce.

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## EAT VIDEO

### Case 3: Complicit or Clueless

MAIN  
CHARACTERS

- Sabrina – LM employee
- Rupert – Site manager
- Burt – Sabrina's colleague



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<https://www.lockheedmartin.com/us/who-we-are/ethics/training.html>

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