

**Ethics at Work Café Overview**

The Ethics at Work Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Ethics at Work topic. The Ethics at Work topic will help managers:

* *Apply a framework for resolving right-versus-right ethical dilemmas*
* *Build a culture of integrity at work*
* *Make ethical decisions across borders*

The learning experience has three components:

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Ethics at Work topic:
* Understand Workplace Ethics
* Resolve Ethical Dilemmas
* Foster Integrity
* Why Good Managers Behave Badly
* Apply Ethics Across Borders
* Complete the practice activity from the “Resolve Ethical Dilemmas” lesson from the Harvard ManageMentor Ethics at Work topic.
* Complete the online comprehension test from the Harvard ManageMentor Ethics at Work topic.

Part 2: Café session (live, group)

The Café session represents the core element of the learning experience. The session provides an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Ethics at Work topic:

* Foster openness and integrity in the workplace
* Identify commonly held beliefs that can encourage unethical behavior
* Apply a structured approach to resolving ethical dilemmas

Facilitating the Café session as outlined should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | * Show icebreaker question while participants are arriving to the session (WHAT ARE SOME EXAMPLES OF CORPORATE SCANDALS CAUSED BY UNETHICAL BEHAVIOR?) * Introduce facilitators. * Review tips for using technology during the session. * Debrief icebreaker question. * Set context: It can take years for an organization to build a good reputation, but only a single event to destroy it. It’s increasingly important that everyone at all levels of an organization knows how to foster ethical behavior and make ethical decisions. * Review session objectives. | 8 minutes |
| **Skill focus:**  **Foster integrity** | * Facilitate practice activity. Participants:   + Review a short "What would you do?” scenario about a new manager joining an established team that has become increasingly complacent about ethical issues.   + Identify steps the manager can take to ensure that integrity/ethical behavior becomes a core value.   + Review a list of practices that help build an ethical culture. Reflect on how the broader organizational and leadership culture supports those practices. * Facilitate reflection activity. Participants:   + Reflect on the question “What is your biggest challenge in creating and maintaining a culture of integrity in your team?”   + Discuss the challenges (personal, organizational, structural) that can hinder efforts to create a culture of integrity.   + Identify and discuss possible solutions to those challenges. | 17 minutes |
| **Skill focus:**  **Address barriers to ethical behavior** | * Facilitate practice activity. Participants:   + Review a scenario illustrating how a normally conscientious manager can behave unethically using a faulty rationalization of her action (e.g., “just doing what’s best for the company”)   + Identify what managers can do to keep their  "ethical compass" in working order and avoid the temptation to make unethical choices. * Facilitate practice activity. Participants:   + Review a list of common barriers to ethical behavior (e.g., blind spots, pressure to fit in, misguided goals and rewards)   + Suggest what they and their team can do to overcome these barriers | 15 Minutes |
| **Skill focus:**  **Make ethical decisions** | * Facilitate practice activity: Participants:   + Review a short "What would you do?" scenario that involves a decision with ethical implications   + Discuss the responses and any differences in participants’ views * Facilitate reflection activity. Participants:   + Reflect on the practice activity from the “Resolve Ethical Dilemmas” lesson in the Harvard ManageMentor topic. Identify which element of the three-part framework for ethical decision making (gather and analyze facts; consider consequences; test the decision) was most helpful.   + Discuss the results of participants’ decisions and what they might do differently next time. | 16 Minutes |
| **Applying what you’ve learned** | * Review session objectives and skill areas discussed. * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Ethics at Work topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill. Note: If your organization does not include the On-the-Job section in your configuration of Harvard ManageMentor, ask participants to think of two things they can do over the next 90 days to further apply and develop their skills in this area.
* Execute their action plan over a specified time frame (e.g., 60 or 90 days).
* After the specified time frame (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Ethics at Work topic to update the action plan and reflect on the experience.