Putting Integrity into Practice

- **Scenario A: The No-Receipt Return.** A customer attempts to return an expensive item without a receipt, well outside the normal return window. They become increasingly agitated when the policy is explained, claiming they are a loyal customer and threatening negative online reviews. The sales associate followed policy but is now visibly upset. The store policy is clear, but the manager feels pressure to appease the customer to avoid negative publicity. *Dilemma: Upholding company policy (Fairness, Consistency) vs. Customer appeasement/Reputation management vs. Employee support.*



- **Scenario B: Suspected Employee Theft.** You notice small amounts of cash missing from the register over several weeks, coinciding with shifts worked by a long-term, generally reliable employee who you know is facing significant personal financial hardship. You have no direct proof, only suspicion. *Dilemma: Addressing potential misconduct (Accountability, Honesty) vs. Loyalty/Compassion vs. Acting without proof (Fairness).*

- **Scenario C: Pressure to Mislead.** Corporate introduces a new loyalty program with complex terms and conditions. Management strongly pressures the team to sign up as many customers as possible, implying that hitting targets is more important than fully explaining the terms, some of which could be disadvantageous to infrequent shoppers. *Dilemma: Meeting performance targets vs. Honest communication/Transparency with customers vs. Potential for misleading sales tactics.*

- **Scenario D: Handling Favoritism Claims.** A new, highly motivated employee quickly becomes a top performer and you rely on them heavily, often giving them preferred shifts or tasks. Other team members start complaining about perceived favoritism, and morale dips. *Dilemma: Recognizing/Utilizing high performance vs. Ensuring fairness and equity in opportunities/workload vs. Maintaining team morale and trust.*

- **Scenario E: Confidential Information Dilemma.** An employee confides in you, as their manager, about a serious health issue (e.g., recurrence of cancer) that is impacting their performance (e.g., lower sales figures, fatigue). They ask you not to tell anyone but are clearly struggling to meet targets. *Dilemma: Respecting employee confidentiality/privacy vs. Addressing performance issues (Accountability) vs.*

Ensuring fair workload distribution for the team vs. Company policies on performance management/support.

- **Group Task (25 mins):**
  - Read the Assigned Scenarios.
  - Discuss:
    - Core ethical dilemma? Conflicting values?
    - Stakeholders involved? (Team, Customer, Company, Self)
    - Risks of different actions?
    - Most integrity-based response? (Apply Honesty, Fairness, Accountability, Transparency).
    - Specific steps to take?
  - Prepare to share analysis & action plan.
- **Debrief (15 mins):** Groups share highlights. Facilitator guides the discussion, links back to integrity components, and emphasises ethical reasoning process.[10] Often about balancing conflicting stakeholder needs ethically.