

VOICING OUR VALUES TECHNIQUES

The Voicing our Values Techniques are a powerful first step to address challenging issues and conflicts. To effectively give voice to values we need to stop and think about what is the right approach before taking action. And, if we effectively voice our values, breakdowns in ethics can be stopped before they start, and innovation, inclusion, and productivity, can be accelerated.

Use the VOV Techniques as tools to help you effectively voice your values.

Of course, should you be unable to resolve the conflict using these techniques, or in the event of a potential compliance breach, you should report the matter to your manager, Human Resources, the Legal Department, Security, Internal Audit, ESH, or the Ethics Office.



REPORT VIOLATIONS

Should you be unable to resolve the issue using these techniques, or in the event of a compliance breach, you should report the violation to your manager, Human Resources, the Legal Department, Security, Internal Audit, the Environment, Safety and Health (ESH), or the Ethics Office.



ASK QUESTIONS

CHECK YOUR MOTIVATIONS

- **Why do I feel I'm right?**
- **Am I asking questions to get information, or to drive home my point?**
- **What kind of questions should I ask, and of whom?**
- **What about this situation is bothering me?**

When you ask questions of yourself, and of others, don't assume you are right or know everything about the issue in question. Ask questions that gather information and help everyone involved in the discussion achieve a clearer, and more complete, picture of the issue at hand. Asking questions in this manner can help you understand the situation in a way that may resolve the issue. Alternatively, it may cause the other person involved in the conflict to reconsider his or her own course of action.



OBTAIN DATA

CHECK YOUR FACTS

- **Do I have all the relevant information I need?**
- **Could I be jumping to conclusions?**
- **What data would be most impactful to my intended audience?**
- **How do I know what is objective fact and what are subjective assumptions?**

Take a breath before acting, and then assess the situation. Check your assumptions, and then use fact-based data and logic to support your position. Don't assume that the other person already knows and has disregarded this information. Understand their point of view, even if you disagree. Explain how your data can lead to a different outcome or conclusion. By voicing your values using facts, you will avoid unnecessarily emotional arguments that likely will place the other person on the defensive.



TALK TO OTHERS

GET OUTSIDE YOUR OWN HEAD

- **Who can I talk to about what I'm going through?**
- **How can I practice my approach?**
- **What objections will I likely encounter and how should I best respond?**

Identify people – your colleagues or leaders – with whom you feel comfortable discussing ideas and issues. Bouncing ideas off an ally or a colleague will help you see the issue more clearly. Talk to them about the conflict that you face. Sometimes just talking over an issue helps you figure out how to handle it. Also, they may have experienced a similar situation. Find out how they handled it. A difficult conversation requires preparation. Practicing what you're going to say will help take the emotion out. Asking for feedback will only help you be more effective.



REFRAME THE ISSUE

SEE THE BIGGER PICTURE

- **What are the things we can all agree on?**
- **What approach will bring the best outcome for all parties?**

Reframe the issue in a manner that shows the other person that your intent is not to just question his or her integrity. Rather, you have a real concern that needs to be resolved for you to feel comfortable with the action you are being asked to take, or with the situation in which you find yourself. Your goal is seeking a resolution you both can feel comfortable with. For example, a potentially unethical action can be reframed to show how the action creates a risk that the other person would also want to avoid.