



**ORGANISATIONS**  
INTO Learning Workplaces

**TOWARDS A HOLISTIC TRANSFORMATION OF  
ORGANISATIONS INTO LEARNING WORKPLACES**

**Work Package: 6**

**Work Package Title:** Development of Employees: Positive Attitude towards Learning Workplaces and Transversal Skills' Training

**Activity title:** Development of Training Materials, Activity REP1

**Coordinator:**

**MMC** Mediterranean  
Management Centre

**Partners:**



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<b>Programme:</b>	Erasmus+
<b>Sub-programme:</b>	Support for Policy Reform
<b>Programme Guide / Call for Proposals:</b>	EACEA-36-2018
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<b>Project Title:</b>	<b>TOWARDS A HOLISTIC TRANSFORMATION OF ORGANISATIONS INTO LEARNING WORKPLACES</b>
<b>Project Acronym:</b>	<b>LEARN</b>
<b>Project Agreement Number:</b>	612910-EPP-1-2019-1-CY-EPPKA3-PI- FORWARD

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## 1. Video Analysis

<b>Module Number and Title:</b>	4. Responsibility and Ethical Practice
<b>Activity Code and Title:</b>	REP1. Accountability v Responsibility at Work
<b>Activity Aim:</b>	To compare 'responsibility' with 'accountability' explaining that the latter is the result of performance measurement while for the former performance is not necessarily measured, as well as to highlight the role of motivation in improving performance and thus accountability.
<b>Learning Outcomes covered through the Activity:</b>	<ol style="list-style-type: none"> <li>1. Define responsibility.</li> <li>2. Perform tasks according to organisational procedures, rules, and expectations.</li> <li>3. Identify own responsibilities, rights, and limits.</li> </ol>
<b>Hints and Tips for the Trainer to implement the Activity:</b>	<ul style="list-style-type: none"> <li>✓ Encourage the trainees to express freely after having watched the video.</li> <li>✓ Be careful with the play on words used in the video; if you think that it may not be clear to all the trainees, make clarifications after the end of the video.</li> </ul>
<b>Level of Difficulty of the Activity:</b>	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High

<b>Video Title</b>
<i>Accountability vs Responsibility: A Skit</i>
<b>Source (e.g. URL)</b>
<a href="https://www.youtube.com/watch?v=9Hn1yiixa0s&amp;t=148s">https://www.youtube.com/watch?v=9Hn1yiixa0s&amp;t=148s</a>
<b>Creator (person/organisation/authority)</b>
Adam Quattlebaum
<b>Duration (in min)</b>
3.14'
<b>Debriefing Questions</b>
<ol style="list-style-type: none"> <li>1. Who was responsible to solve the problem?</li> <li>2. Who finally solved the problem?</li> <li>3. Could you comment on the reaction of each employee (Everybody, Somebody, Anybody, Nobody) in terms of handling the problem?</li> <li>4. What is, in your opinion, the lesson learnt from this skit?</li> </ol>

*Remarks by the Trainer*

- The responsibility of handling the problem was transferred from everybody to anybody (from Everybody to Anybody).
- (N)nobody held themselves accountable for the problem.
- Everybody could be responsible for handling the problem but nobody demonstrated accountability for it because they were not assigned the task to handle it (their performance on this was not being measured) and thus, all of them lacked motivation.
- Accountability could be also explained as personal responsibility. S(s)omebody, for example, could hold themselves accountable for the problem as a result of their job position and relevant duties.



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**Work Package: 6**

**Work Package Title:** Development of Employees: Positive Attitude towards Learning Workplaces and Transversal Skills' Training

**Activity title:** Development of Training Materials, Activity REP2

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## 1. Open-ended Questions

<b>Module Number and Title:</b>	4. Responsibility and Ethical Practice
<b>Activity Code and Title:</b>	REP2. What Proves High Level of Responsibility at Work?
<b>Activity Aim:</b>	To check the trainees understanding of being responsible at work by asking from them to prove high responsibility level in the way they would react to different incidents that could occur in the workplace.
<b>Learning Outcomes covered through the Activity:</b>	<ol style="list-style-type: none"> <li>1. Perform tasks according to organisational procedures, rules, and expectations.</li> <li>2. Identify own responsibilities, rights, and limits.</li> </ol>
<b>Hints and Tips for the Trainer to implement the Activity:</b>	<ul style="list-style-type: none"> <li>✓ Explain to the trainees that they should answer in a way that shows high responsibility level.</li> <li>✓ Highlight that through the trainees' answers different skills that relate to responsibility may be brought about and can be discussed.</li> </ul>
<b>Level of Difficulty of the Activity:</b>	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High

### *What Proves High Level of Responsibility at Work?*

Please answer all the questions below.

**1. How do you handle projects with varying deadlines and importance?**

**2. How do you handle a situation in which your supervisor assigns a task without providing complete instructions?**

**3. If your manager assigns you a sick colleague's tasks, how do you handle your tasks and his/hers?**

**4. What will you do if you realise that the company policy on going green and minimum waste is regularly violated by one of your colleagues?**

<b>5. What will you do in case something goes wrong in a task that you have handled?</b>
<b>6. What will you do if a colleague of yours has a strict deadline and much workload which indicates that s/he will probably miss the deadline?</b>



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**Work Package Title:** Development of Employees: Positive Attitude towards Learning Workplaces and Transversal Skills' Training

**Activity title:** Development of Training Materials, Activity REP3

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1. Video Analysis ..... 4

## 1. Video Analysis

<b>Module Number and Title:</b>	4. Responsibility and Ethical Practice
<b>Activity Code and Title:</b>	REP3. Ethical Dilemmas at Work
<b>Activity Aim:</b>	To explain to the trainees what work ethics is as well as the types of ethical dilemmas at work and how to handle them when they occur.
<b>Learning Outcomes covered through the Activity:</b>	<ol style="list-style-type: none"> <li>1. Explain ethics and ethical practice.</li> <li>2. Relate ethical practice with work tasks.</li> <li>3. Demonstrate ethical practice (obeying organisation's rules, communicating effectively, taking responsibility, being accountable, showing professionalism, trust, and mutual respect).</li> <li>4. Apply ethical reflection and ethical principles in decision-making.</li> </ol>
<b>Hints and Tips for the Trainer to implement the Activity:</b>	<ul style="list-style-type: none"> <li>✓ Ask the trainees about the key terms explained in the video to start the discussion.</li> <li>✓ Ask the trainees to recall incidents of ethical dilemmas that occurred during their work life in order for you to elaborate on the terms explained in the video.</li> <li>✓ In case the trainees appear hesitant about sharing examples from their own work life, explain that they can also refer to incidents that they have only heard about, without providing any personal/sensitive information, to trigger discussion.</li> <li>✓ You can also provide examples of ethical dilemmas and ask the trainees how they would handle them.</li> </ul>
<b>Level of Difficulty of the Activity:</b>	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High

### Video Title

*Business Ethical Dilemmas and Stakeholders*

### Source (e.g. URL)

[https://www.youtube.com/watch?v=ahH\\_P\\_5yVSo&t=95s](https://www.youtube.com/watch?v=ahH_P_5yVSo&t=95s)

### Creator (person/organisation/authority)

Global Ethics Solutions

*Duration (in min)*

6.30'

*Debriefing Questions*

1. *What is ethics and work ethics?*
2. *What are the two types of ethical dilemmas at work described in the video?*
3. *Could you provide one example of ethical dilemma of conscience and one example of ethical dilemma that comes from outside your sphere of influence?*
4. *Do you think that ethical dilemmas occur frequently at work? Is it difficult to handle them, in your opinion? If yes, why so?*
5. *Could you elaborate on any of the examples of ethical dilemmas at work described in the video?*
6. *Could you recall any ethical dilemma that occurred during your career? How did you handle it? What were the consequences of your decision?*
7. *What do you think is the role of stakeholders when taking decisions on an ethical dilemma that occurs?*

*Remarks by the Trainer*

- The trainees should have a clear understanding of what work ethics is and what skills and behaviours it includes.
- Both in case of ethical dilemmas of conscience and in ethical dilemmas outside their sphere of influence, the trainees should have ethics and work ethics in mind when taking decisions on their actions.
- The trainees should always consider the stakeholders when taking decisions on ethical dilemmas, because they are also affected by their ethical/unethical decisions.





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**Work Package: 6**

**Work Package Title:** Development of Employees: Positive Attitude towards Learning Workplaces and Transversal Skills' Training

**Activity title:** Development of Training Materials, Activity REP4

**Coordinator:**

**MMC** Mediterranean  
Management Centre

**Partners:**



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1. Case Study..... 4

## 1. Case Study

<b>Module Number and Title:</b>	1. Responsibility and Ethical Practice
<b>Activity Code and Title:</b>	REP4. Ethical Principles and Reflection in Decision-making
<b>Activity Aim:</b>	To present to the trainees the application of ethical principles in real-life scenarios in order to help them practice ethical reflection in decision-making at work.
<b>Learning Outcomes covered through the Activity:</b>	<ol style="list-style-type: none"> <li>1. Relate ethical practice with work tasks.</li> <li>2. Demonstrate ethical practice (obeying organisation's rules, communicating effectively, taking responsibility, being accountable, showing professionalism, trust, and mutual respect).</li> <li>3. Apply ethical reflection and ethical principles in decision-making.</li> </ol>
<b>Hints and Tips for the Trainer to implement the Activity:</b>	<ul style="list-style-type: none"> <li>✓ Divide the trainees into gender-balanced groups of equal number.</li> <li>✓ Ask the trainees to watch the video more than once, take notes, and answer the questions.</li> <li>✓ Explain to the trainees that they can either watch the video from a single device all together or they use their mobile phones to watch it separately.</li> <li>✓ Ask the trainees to take into consideration the learning points referred at the end of the video but also elaborate themselves on the plot and the actions taken.</li> </ul>
<b>Level of Difficulty of the Activity:</b>	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input checked="" type="checkbox"/> High

### Case Study 1 Title

*Do Not Let Your Friends Suffer*

### Source

Video: <https://www.youtube.com/watch?v=KWz7ekIL9cl>

Duration: 3.25'

Creator: Institute of Singapore Chartered Accountants
<i>Description</i>
<p><i>John is a chartered accountant in small to medium-sized accounting firm and recently he got a promotion. He is now in a meeting with Mr. Tan, the Director of KS Pte Ltd, which is one of the most important clients of the company.</i></p> <p><i>During the meeting, an argument arises regarding the financial reports' administration of KS Pte Ltd, which undoubtedly raises an ethical dilemma for John.</i></p>
<i>Task</i>
<b><i>What was John's workplace ethical dilemma about?</i></b>
<b><i>How did he apply ethical principles in his decision-making? (What did he do right?)</i></b>
<b><i>What did his partner do to change his mind?</i></b>
<b><i>What are the benefits and possible consequences of his decision?</i></b>

***What would be the consequences if he decided to do what was proposed to him by his partner?***

*Remarks by the Trainer*

- The employees should have a clear understanding of the ethical aspect of John’s decision and the benefits and possible consequences that such a decision can have.
- The employees should be in a position to reflect on relevant ethical dilemmas and apply ethical principles in their decision-making, respecting work ethics.

### ***Case Study 2 Title***

*It was Just a Careless Mistake*

*Source*

<https://www.youtube.com/watch?v=ZwFyASop8nc>

Duration: 3.01’

Creator: Institute of Singapore Chartered Accountants

*Description*

*David works as the Financial Manager at a company. He has been informed that a very significant client, Super Pte Ltd, has returned a large part of the inventory that was sent to them at the end of the previous year.*

*David suggests some adjustments to be made in the company's financial reports, so that they include this return, however this suggestion is opposed by the rest of his company's management team. This raises an ethical dilemma for him.*

**Task**

***What was David's workplace ethical dilemma about?***

***How did he apply ethical principles to his decision-making? (What did he do right?)***

***What did his colleague do to change his mind?***

***What are the benefits and possible consequences of his decision?***

***What would be the consequences if he decided to do what was proposed to him by the management team of the company?***

*Remarks by the Trainer*

- The employees should have a clear understanding of the ethical aspect of David's decision and the benefits and possible consequences that such a decision can have.
- The employees should be in a position to reflect on relevant ethical dilemmas and apply ethical principles in their decision-making, respecting work ethics.



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**Work Package: 6**

**Work Package Title:** Development of Employees: Positive Attitude towards Learning Workplaces and Transversal Skills' Training

**Activity title:** Development of Training Materials, Activity REP5

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**Partners:**



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1. Group (Experiential) Exercise..... 4

## 1. Group (Experiential) Exercise

<b>Module Number and Title:</b>	4. Responsibility and Ethical Practice
<b>Activity Code and Title:</b>	REP5. Green Practices in the Workplace: What to Adopt and What to Avoid?
<b>Activity Aim:</b>	To help the trainees reflect on practices that should be adopted in the workplace to establish an environmentally friendly behaviour as part of workplace responsibility and ethical practice, and to make them think of workplace practices that are harmful to the environment and should be reconsidered.
<b>Learning Outcomes covered through the Activity:</b>	1. Implement an environmentally-friendly behaviour in the workplace through green practice.
<b>Hints and Tips for the Trainer to implement the Activity:</b>	<ul style="list-style-type: none"> <li>✓ Explain to the trainees that they can add categories to the provided worksheet if they identify practices that do not fall under the predefined ones; this will enrich the discussion that will follow.</li> <li>✓ Ask the trainees to recall their workplace experience as well as any internal policies/procedures in place, and good practices they are aware about to fill out the worksheet.</li> <li>✓ Try to compare the results of the groups matching the practices that should be adopted with practices that should be avoided.</li> </ul>
<b>Level of Difficulty of the Activity:</b>	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High

### Exercise Title

*Green Practices in the Workplace: What to Adopt and What to Avoid?*

### Implementation Instructions

- The trainer divides the group of trainees into two or four gender-balanced groups of equal number.
- The worksheets are distributed to the groups; one per group or one per participant.
- The trainees are given 15 minutes to fill out the worksheet with practices that should be adopted or avoided in the workplace in order to promote an environmentally-friendly work culture, divided into at least three categories, with regards to the ecological issue they address/provoke (energy saving/energy waste, waste recycling/resource depletion, improvement of air quality/air pollution). The trainees should also assign a group representative to present and explain the recorded practices.

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**Work Package [6] [Development of Employees: Positive Attitude towards Learning Workplaces and Transversal Skills' Training, Development of Training Materials, Activity REP5]**

- The group representatives, one-by-one, present the group results in 5 minutes.
- The trainer asks clarifying questions, if necessary.
- The trainer keeps notes on the practices mentioned per category on a Flip Chart paper.
- The trainer asks from the trainees to reflect on the aggregate results and discuss their views in 10 minutes.
- The trainer draws conclusions.

#### Number of Persons/Groups Involved

The trainees should be divided into an even number of groups (two, four etc.); each group should preferably be gender-balanced and of equal number of participants.

#### Task(s)

1. Discuss in groups practices that should start being implemented in the workplace to promote environmental protection/are implemented in the workplace and harm the environment, and should stop being implemented.
2. Fill out the worksheet with the practices discussed and pertain to at least three categories of environmental issues addressed/provoked by those practices.
3. Assign a group representative to announce the results.
4. Make clarifications, if necessary.
5. Reflect on the aggregate results and provide your views.

#### Allocation of Tasks

- One/two group(s) to write down practices to be adopted and one/two group(s) to write down practices to be avoided.
- One representative per group to announce the group results.

#### Duration (in min)

35 minutes:

- 15 minutes to discuss and fill out the worksheet in groups.
- 5 minutes for each group to announce/share their discussion points.
- 10 minutes for reflecting and drawing conclusions.

#### Material and Equipment (if applicable)

- Copies of worksheets
- Flip Chart paper
- Pens
- Marker

#### Classroom Setting (if applicable)

In clusters (groups of 4 persons or more).

#### Exercise Worksheet (if applicable)



REP5\_1\_Workplace  
Practices to Adopt.doc



REP5\_2\_Workplace  
Practices to Avoid.doc

### *Debriefing Questions*

1. *What kind of practices should be adopted for a workplace to go green?*
2. *What do we in the workplace that harms the environment and should stop doing?*
3. *How can corrective actions be taken? Who should undertake the responsibility?*
4. *What employees can do to support the process?*

### *Remarks by the Trainer*

- The trainees should understand that a change in workplace culture to a greener one equals changes already made in households in terms of benefits for the environment and can bring about a big change in environmental issues, and thus, commit to adopting new practices in the workplace and/or substituting old ones.
- The trainees should link green practice in the workplace with both ethical practice and being responsible at work.