

Week of Integrity Dialogue

Week of Integrity Dialogue: Integrity in Sustainability – Define Your moral compass together

The Week of Integrity is a powerful opportunity to spark meaningful conversations within your organization about integrity, sustainability, and the impact of your everyday decisions. By engaging in dialogues based on real-world dilemmas, you can learn from each other and gain valuable insights into where your ethical boundaries lie.

The power of shared experiences

Aristotle once said: "Experience is the mother of all wisdom." By sharing and learning from the experiences of others, we can better determine where our boundaries lie. With the Week of Integrity Dialogue, we offer you the opportunity to engage in informal conversations with your colleagues about integrity and sustainability. This helps you make conscious choices and strengthen your moral compass as a set of values and principles that guide your decisions and actions.

Plan of action

Organize a separate team, lunch event or another special event with colleagues from different departments to have an inspiring Integrity Dialogue from different perspectives, such as the business perspective, the legal and compliance perspective. Diversity is key to initiate a good dialogue.

The event may take about **two hours**.

Videos

During the run-up to the Week of Integrity 2024, we will provide you with a number of videos that present dilemmas, related to one of the seventeen UN Sustainable Development Goals (SDGs), meant to inspire for a dialogue. These videos will help you and your organization to reflect on its practices, values, and ambitions in the context of sustainability. It should provide you and your colleagues with a safe space to start the conversation. This may strengthen a moral compass that is needed when exploring further actions toward a more sustainable future.

How to Conduct an Integrity Dialogue: The Role of the Moderator

The role of the moderator is crucial in guiding a productive and open dialogue. They ensure that the conversation stays focused, that every voice is heard, and that the dialogue is respectful and inclusive. If possible, try to secure a champion from management who supports the dialogue and is willing to advocate for further actions based on the dialogue.

Appoint a moderator and a reporter

The moderator can give a short introduction on the mission, ambitions and values of the company.

Then you can choose one of the videos with a dilemma on the Week of Integrity website or start a conversation on one of the dilemmas below. Every video ends with a dilemma and the question : “what would you do?”

Before starting the dialogue the moderator explains the rules of the dialogue.

The moderator ensures that the dialogue is structured.

It is important every participant can respond to every question without interruptions. Only clarification questions or in-depth questions may be asked. The reporter records factual, to prevent misinterpretations, and but anonymously what has been said.

The report and a summary of the report can be shared with participants for comments afterwards. Based on this, an analysis with recommendations can be drawn up.

Steps for the Moderator:

1. **Introduce the Dialogue:** Begin by providing a brief introduction about the purpose of the Integrity Dialogue. Reference the company’s mission, values, and ambitions, particularly in the context of sustainability and integrity. Set the tone for an open and respectful conversation.
2. **Present the Dilemma:** Choose one of the videos with a sustainability-related dilemma available on the Week of Integrity website, or propose a relevant dilemma from your company or the provided examples below. Play the video, or read out the dilemma, and ask the group to reflect on the closing question: "What would you do?"
3. **Facilitate the Dialogue:** Encourage participants to share their perspectives. Ask open-ended questions to ensure a broad dialogue (Open-ended questions are those that cannot be answered with a simple "yes" or "no" response. Instead, they encourage participants to elaborate on their thoughts, share experiences, and provide more detailed insights. These types of questions are useful for promoting deeper conversation, exploring multiple perspectives, and fostering critical thinking):
 - Who are the relevant stakeholders involved in this dilemma?
 - What are the pros and cons of the possible options?
 - Where do personal and organizational boundaries lie in making this decision?
 - What are the potential consequences of each action?
4. **Take Time for Reflection:** Before concluding, allow time for reflection. Encourage participants not to rush to a conclusion but to think carefully about the moral costs and implications of each action.

You can use the following questions to guide **the reflective phase**:

- **What are the long-term consequences of each possible action?** Encourages participants to think beyond immediate outcomes and consider future impact.

- **How would our organization's values and mission align with the decisions being considered?** Prompts a dialogue about how actions align with the company's core ethics (this is especially efficient if you have just introduced a new code of conduct or ethical guideline).
- **What are the potential risks or unintended consequences we need to be aware of?** Helps identify possible complications or challenges not initially considered.
- **How would different stakeholders perceive and be affected by our decision?** Encourages participants to step into the shoes of various stakeholders (e.g., customers, employees, the environment, local communities, regulators).
- **What are the trade-offs between choosing a sustainable solution and other business priorities (such as profitability or efficiency)?** Fosters a dialogue about balancing sustainability with other business goals.
- **Could this decision set a precedent? If so, what would that precedent be?** Encourages the group to think about the broader impact of decisions on organizational culture and future behavior.
- **What role does transparency play in this decision, and how should we communicate our actions internally and externally?** Highlights the importance of honest communication and accountability. To help reflection, you can use the question: **How would you explain this decision to your grandmother or to your children?** This can make the idea of transparency and simplicity clearer, prompting participants to think about how they communicate difficult or complex decisions in an understandable and ethical way.

The moderator moderates the dialogue and pays attention to get as many perspectives as possible on the dilemma. Take the time for reflection and don't jump to conclusions. Encourage everyone to share their thoughts, even if they have different opinions. Reflection creates space for a thoughtful dialogue, ensuring that the group arrives at a well-considered conclusion. You may wish to finalize the dialogue with a summary of the position of the group, but based on the final report you definitely can share a more balanced outcome.

Not only for the moderator, but for all participants, the following points of attention apply: active listening, respect and open-mindedness, clarity and conciseness, ask questions, stay on topic, empathy, avoid assumptions, constructive feedback and patience.

In addition to the dilemmas in the video some other dilemmas to initiate a dialogue on :

- **Dilemma 1:** How much impact does a search query in ChatGPT have on energy consumption? What responsibility do you bear for unethical activities abroad that may be necessary to offer your service in the Netherlands? What is the impact of your smartphone or laptop on communities in mining areas?
- **Dilemma 2:** A specific sustainability-related dilemma from your own company.

After the Dialogue: Putting ideas into action

Some suggested next steps:

1. **Identify Action Points:** Review the discussion and pinpoint actionable insights that can be applied to your organization's processes or policies. How can these ideas help improve sustainability practices or strengthen integrity in decision-making?
2. **Report Back to Leadership:** Summarize the outcomes and suggestions that emerged from the dialogue and share them with leadership or relevant departments. This helps ensure that the conversation leads to real changes within the organization.
3. **Incorporate Feedback:** If multiple dialogues take place within different departments, gather feedback from across the organization and look for common themes. These can be used to shape future integrity and sustainability initiatives.
4. **Keep the Dialogue Alive:** Make the Integrity Dialogue an ongoing process. Plan for regular follow-up sessions to revisit the dilemmas discussed, reflect on any actions taken, and explore new ethical questions as they arise.

Organizing your session:

1. Group Size

- **Ideal Number of Participants:** Aim for 6-8 participants (and a moderator and a reporter) per session. This allows for a variety of perspectives while still enabling everyone to actively contribute.
- **Larger Groups:** If you have a larger group, consider breaking them into smaller groups to maintain engagement and focus, designate one moderator for each subgroup and have a handout ready for them (maybe a checklist with the steps above).

2. Timing

- **Duration:** Plan for around **100 to 120 minutes**. This gives enough time for participants to explore the topic in-depth without rushing, but it's not too long to lose engagement.
- **Schedule Breaks:** If the session is part of a larger event or lasts longer than 90 minutes, consider short breaks to maintain energy and focus.

3. Location

- **Comfortable Space:** Choose a space conducive to open conversation—somewhere quiet, comfortable, and free from distractions. Virtual sessions can work as well, but make sure participants are familiar with the platform.

- **Seating:** Arrange seating in a circle or semi-circle to encourage open dialogue and avoid **creating a hierarchy** (if you know someone will tend to take the lead, make sure they're not sitting at the head of the table).

4. Preparing Materials

- You do not need to share information before the session, but it might be good to have the key questions and steps on a document to make it easier to follow. Be careful when distributing it as people will tend to lose focus when they are getting a document (plan for it). You can also present the information on slides.

5. Moderation and Support

- **Appoint a Moderator:** The moderator should have a basic understanding of facilitation techniques to guide the conversation. The moderator's role is to ensure everyone has a chance to speak and that the dialogue remains constructive. The moderator remains neutral and does not take part into the conversation. he is also the timekeeper.

6. Participation Guidelines

- **Set Ground Rules:** At the beginning, establish ground rules to ensure respectful listening and contributions from all participants. Encourage open-ended questions and a non-judgmental environment.
- **Diversity of Perspectives:** Encourage participation from different departments and roles to get a variety of perspectives on the issues.

7. After the Dialogue

- **Documentation:** If possible, have someone take notes or record key points of the discussion.
- **Follow-Up:** Plan a follow-up action, whether it's sharing a summary with participants or proposing concrete steps based on the discussion.

Tips for the moderator:

1. Be Prepared

- **Understand the Material:** Familiarize yourself with the videos or other dilemmas beforehand so you can guide the dialogue effectively. Know the key points and questions that will stimulate conversation (make sure you've prepare some questions).
- **Clarify the Goals:** Begin the session by explaining the purpose of the dialogue and what the group hopes to achieve, such as gaining diverse perspectives or identifying action steps.

2. Set the Tone

- **Create a Safe Environment:** Make sure participants feel comfortable sharing their thoughts. Emphasize that the dialogue is a non-judgmental space for open and honest conversation.
- **Establish Ground Rules of a dialogue:** Encourage respect, active listening, and equal participation. Remind everyone that all opinions are valid and that interruptions should be avoided. Depending on the dynamic, you can choose for a structured engagement (everyone gets to speak, clockwise) or give free rein.

3. Encourage Participation

- **Involve Everyone:** Gently guide quieter participants to share their thoughts while managing more vocal individuals to ensure balanced input from everyone.
- **Ask Open-Ended Questions:** Use open-ended questions to provoke deeper thinking and discussion (e.g., "What other perspectives could we consider?" or "How would this decision affect different stakeholders?"). You can use the 5x why if you would like to go deeper in some responses.

4. Keep the Discussion Focused

- **Stay on Track:** Keep the conversation focused on the main topics. If participants digress, gently steer the dialogue back to the core issues. It can also be useful for the organization to be flexible if the conversation changes course to talk about a more personal or organization's related dilemma.
- **Manage Time:** Keep an eye on time to ensure that the dialogue progresses smoothly and that key points are covered within the allotted time.

5. Facilitate Reflection

- **Promote Critical Thinking:** Encourage participants to think critically about the issues. Ask follow-up questions like, "What are the potential consequences of this decision?" or "How would we justify this choice to others?"
- **Use silences!** Don't hesitate to ask participants to think for themselves, in silence.
- **Use Examples:** If the conversation stalls, offer or ask for relevant examples or context to prompt further conversation (prepare your relevant examples).

6. Handle Disagreements Tactfully

- **Be Neutral:** Stay neutral and objective, especially when there are differing opinions. Facilitate a constructive dialogue by asking participants to explain their views in more depth.

- **Defuse Tensions:** If disagreements arise, encourage participants to focus on the facts rather than personal opinions. Summarise and acknowledge both perspectives, so people feel understood, and try to move on.

7. Summarize and Clarify

- **Recap Key Points:** Periodically summarize key ideas to help the group stay aligned. This will also give participants a chance to reflect and add new insights. This will also ensure you understand all points and give participants the feeling they are heard even if you don't agree.
- **Clarify Unclear Ideas:** If someone's point is unclear, ask them to elaborate or rephrase, ensuring that the discussion remains productive.

8. Guide the Next Steps

- **Conclude with Actionable Ideas:** End the session by summarizing the main takeaways and proposing potential actions or next steps based on the dialogue. A draft report will be shared later for comments. Based on that, conclusions and actions can be defined.
- **Follow-Up:** Encourage participants to share their experience with a dialogue and the meaningful revenue with their teams or leadership and explore how these insights can inspire others within the organization to have a positive impact.

10. Be Flexible

- **Adapt as Needed:** If the dialogue takes an unexpected but valuable turn, allow the conversation to flow naturally, as long as it remains relevant to the integrity and sustainability themes. The rules of a dialogue must of course be respected. In other words it should not lead to a discussion (an exchange aimed at proving one viewpoint right over another).

Integrity Dialogue Moderator's Guide

Date: _____

Time: _____

Location: _____

Moderator: _____

Reporter: _____

Participants: _____

1. Welcome and Introduction

Duration: 10 minutes

- Introduce yourself and the reporter and the purpose of the session.
- Briefly explain the context of the Integrity Dialogue and the importance of open conversation.

2. Present the Dilemma

Duration: 10 minutes

- Choose a dilemma from the Week of Integrity video series or bring up a real-life scenario relevant to the group.
- Dilemma Title/Video (or other dilemma): _____
- **Main Question:** What would you do? (Or any question based on the video/scenario)

3. Facilitate the Dialogue

Duration: 60-80 minutes

- Ask **open-ended questions** to encourage discussion:
 - What are the different perspectives on this dilemma?
 - Who are the key stakeholders to consider?
 - What are the pros and cons of each option?
 - Where do you or your colleagues draw the line referring to the dilemma?
 - What would be the best option that aligns with the company's mission and values?

4. Take Time for Reflection

Duration: 5-10 minutes

- Ask participants to reflect on their thoughts. Sample questions:
 - How would you feel if this decision impacted you personally?
 - How would transparency on this (or lack of it) affect trust?
 - How would you explain this decision to a family member or colleague?

5. Summarize the Dialogue

Duration: 10 minutes

- Ask the participants about their experiences with the dialogue
- Provide a brief summary of key insights from the dialogue or on the process if it's too early to share those insights.
- Key Points/Group Position: _____

6. Report Back to Leadership

- Main Insights: _____
- Suggested Actions: _____

Moderator's Checklist:

- Ensure a structured dialogue and keep the conversation focused but open.
- Ensure everyone has the opportunity to speak.
- Keep track of time and ensure a balanced dialogue.
- Stay neutral and avoid imposing your own views.

Reporter's Checklist:

- Write down exactly what is said and anonymously

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