

Real Play Exercise
Building Trust

Scenario 2:

Following on the discussion between the CEO and the Human Resources Manager at Progressive Health Clinic, an executive decision has been made by the company to adopt a management strategy that condones dual standards (Rung 5 of the Integrity ladder). Your regional clinics have hired all male doctors. This hiring practice has become known to the government's human rights Ministry and to human rights advocates outside the country. This human rights advocacy group asks for a meeting with you to discuss Progressive Health Clinic's integrity commitments and actions.

You are the Public Relations Director for Progressive Health Clinic: You are the 30 year old manager of public relations for Progressive Health Clinic. You are a female and personally very committed to equal opportunity employment. But, in your role as the PR director for the company, you understand that your employer has adopted a practice of dual standards. Your employer is complying with local laws.

You are the local representative for Human Rights Watch: You are a 60 year old human rights advocate. You want companies to operate in a way that does not discriminate, wherever they operate. You detest dual standards. You assert that Progressive Health Clinic has no integrity.

Role play a meeting between the Public Relations Director for Progressive Health Clinic and the representative of Human Rights Watch. Consider the following questions. Can this exchange be conducted with credibility and authenticity, and in a way that builds trust?

Ask yourself:

- ***Where is Progressive Health Clinic, as an organization, on the Integrity Ladder?***
- ***Where does Human Rights Watch expect Progressive to be on the Integrity Ladder? Where does Human Rights Watch perceive Progressive to be on the Integrity Ladder?***
- ***Where is the PR director for Progressive in her personal capacity, and how can this individual best navigate any gaps between individual and organizational motivators?***