

# Dilemma Game - Cards on the Table



KPMG Forensic helps raising the awareness of your employees for integrity dilemmas. With our dilemma game “Cards on the Table” we train your employees in dealing with dilemmas.

## What is a dilemma?

Wherever employees have to observe rules and regulations, dilemma situations may arise. Sometimes different interests are in conflict with each other so that the concerned employees have to make a choice depending on their individual assessment of the situation. In other cases, employees are caught unaware of an issue and the implications it may have and therefore do not know exactly how to respond to it.

## Dilemmas as a risk to and opportunity for integrity and compliance

Clarity concerning rules and procedures is the cornerstone for operating a business with integrity. If employees are familiar with internal rules and procedures and consequently know how to interpret them, it is easier for them to make a responsible decision in a dilemma.

Dilemmas should not only be considered as a threat. They also provide an opportunity for an organization to make clear that it values integrity and understands the need to explore the complexity of it. With giving thoughts to real life dilemmas, an organization can train its employees to be more aware of integrity issues.

## The Cards on the Table Game

For discussing dilemmas, KPMG uses the Cards on the Table game. This game is an excellent instrument to be used in a training course or a meeting, which focuses on the topic of “Integrity and Compliance”.

The cases and respective dilemma discussions that KPMG develops are tailored to the client’s organization in advance. Employees are trained to recognize potential dilemmas that they may become confronted with in daily business practice and learn how to deal with them in a careful and desirable manner.

## Dilemma

### Parking damage

By chance I see that my manager damages another car while pulling out of his parking space. Clearly he has not noticed me. After a cursory inspection of the damage he checks for bystanders and then hurriedly drives off. The problem is that my chance of a promotion will be decided on next week. What do I do?

1. place a note on the damaged car’s windshield informing the owner who caused the damage.
2. pretend I haven’t noticed anything.
3. tell my manager that I have seen him damage the car.
4. report the incident to the management board.

A Cards on the Table session lasts approximately three hours including the introduction to the game and the “feedback cards,” with which players formulate their own dilemmas in order to subsequently discuss these in the group. The results of a dilemma discussion can be used not only for training but also to formulate policy statements on specific topics or to develop a Code of Conduct and to bring attention to the relevance of such a code within an organization.

#### **Client case studies: acting within the spirit of the law**

A financial service provider had to deal with a large volume of legislation and regulations. Staff slowly lost interest in the numerous rules and protocols it had to deal with. With KPMG’s assistance and the aid of tailor-made cases and dilemmas, the understanding for the relevance of the regulations for day-to-day practice was restored. An added benefit of this course was that employees who have doubts about the interpretation of legislation and regulations, now consult the compliance department more frequently.

#### **Client case studies: learning to address and discuss**

Employees at a large government institution experienced difficulty with addressing their colleagues about undesirable behavior. KPMG invited the employees to a confrontation with their dilemmas. According to the staff, these sessions helped them to start a discussion within the organization so that now people are more inclined to examine and accept their own responsibility instead of passing the buck to someone else.

#### **Key points about the KPMG Dilemma Game:**

- Global proven methodology
- Interactive and reflective
- Skill-based and awareness raising training approach
- Positive and hands-on learning method
- Adjustable to small and large groups as well as specific organizational settings

#### **Why KPMG?**

Experienced trainers and facilitators deliver state-of-the-art training that resonates within the organization.

With our expertise and experience we assist in enhancing your compliance and integrity culture.

We have a broad database of cross-industry training dilemmas and have training material available on a range of specific topics:

- Ethics
- Compliance
- Conflict of interests
- Anti trust & fair competition
- Data protection & data privacy
- Health, safety and environment (HSE)
- Sustainability & Corporate Social Responsibility (CSR)
- Anti bribery & corruption compliance (AB&C)
- Anti money laundering (AML)
- Tailored training material

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