

ESM 1

*Example of vignette and value statements*

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Vignette example (original in German)

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The organization Prime Industries Inc. has decided to strengthen its resources in the area of external communication to be able to appropriately deal with the currently tense and difficult market situation. For this reason, a new position has been advertised in the communications department and numerous promising applications have applied for this position. The Human Resources (HR) department is responsible for the selection. Following extensive testing, the HR department has been able to reduce the number of potential candidates to two. Just before the start of the last selection round, the department receives an internal request from a customer advisor at Prime Industries Inc.: A long-standing customer of the organization has expressed the wish that his daughter should be incorporated into the company. A factual examination of the submitted dossier shows that the daughter has sufficient qualifications for the vacant position. However, the HR department is uncertain about how to proceed in this situation.

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Corresponding value statements (original in German)

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[PERFORMANCE]: Employees should primarily deliver good results and contribute to the success of the company.

[PROFITABILITY]: Companies should always choose new revenue opportunities.

[REPUTATION]: An employee's or company's reputation is critical to his or her chances of success.

[COMPETITION]: One should pay attention to how stand out from the competitors.

[RESPECT]: A person's privacy and self-determination must be respected.

[NON-MALEFICENCE]: One must make sure that one's actions do not harm others.

[LOYALTY]: A company should be able to rely on the loyalty of its employees.

[FAIRNESS]: No one should be unjustifiably favoured.

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*Note.* Values in [] were not presented to the participants.