

THE REALITY OF SPEAKING UP



AN IBE PRACTICAL TOOL FOR MANAGING
EXPECTATIONS OF THE SPEAK UP
JOURNEY

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HEAD OF ADVISORY SERVICES
INSTITUTE OF BUSINESS ETHICS

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ABOUT THE IBE



The IBE was established in 1986 to promote high standards of business behaviour based on ethical values.

- Advice
- Forums
- Publications
- Research
- Training
- Education



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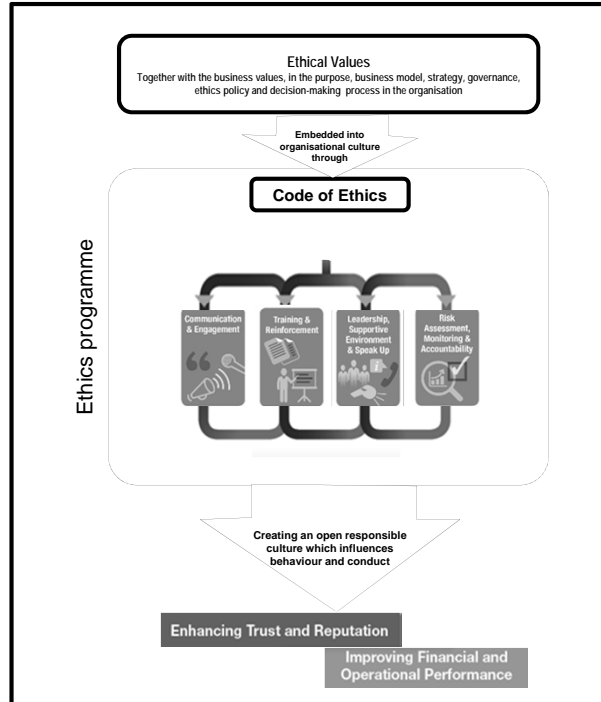
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THE IBE BUSINESS ETHICS FRAMEWORK

***“The application
of ethical values
to business
behaviour”***

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AGENDA



1. Key risks and experiences within a Speak Up journey; group discussion
2. IBE Speak Up Toolkit – a tool to manage expectations and encourage people to Speak Up

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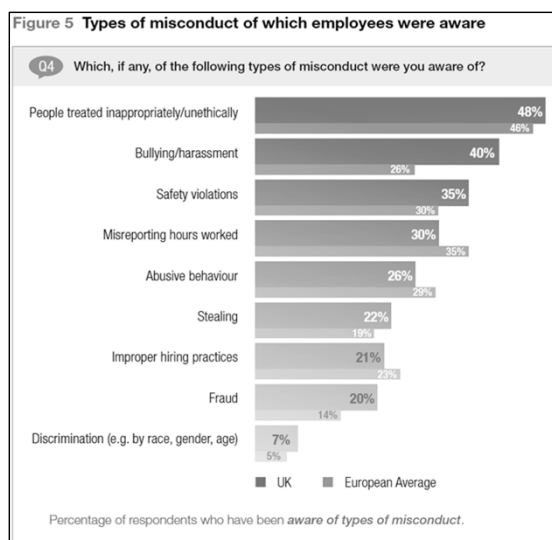
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THE JOURNEY OF THOSE WHO SPEAK UP – RISKS AND EXPERIENCES

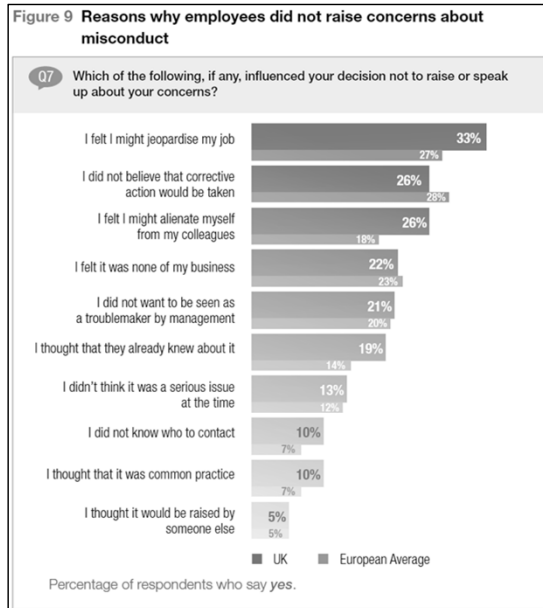
Discussion questions

- What do people need to speak up about?
- Why might people not speak up?
- How do they people feel during this process?

WHAT DO PEOPLE NEED TO SPEAK UP ABOUT? UK AND EUROPE



WHY PEOPLE DON'T SPEAK UP



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Source: IBE, Ethics at Work, 2018 survey of employees – United Kingdom (2018)

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HOW DO PEOPLE FEEL?

It's much harder when you're dealing with misbehaviour at the senior level, there's grey areas around is it bullying or a firm discussion. They have a different standard.

Clarity

An individual who was bullied by a very senior manager, they didn't want to make a formal report because of the fear of retaliation. Didn't want the stress of it all.

Perception

Issues that have been raised don't get discussed with the other person (respondent) in the right way. They have a lot of stress too.

Realistic expectations

I reported to my boss at the time and head of the team about a senior person sexually harassing someone in my staff. Nothing happened. I should have pushed harder, that was very disappointing.

Training deficit

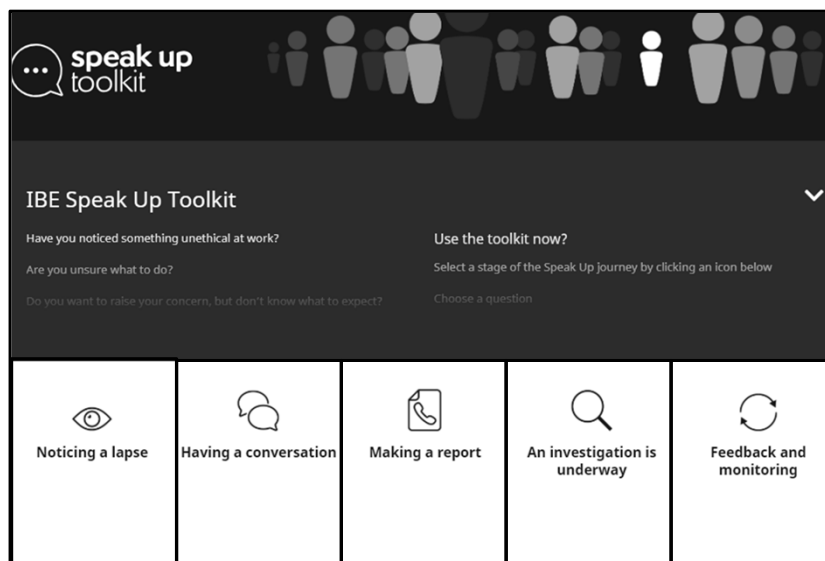
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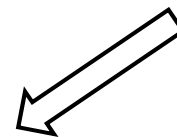
CONCLUSIONS

- The emotional investment is significant
- People are being asked to engage in a process for which they are not equipped.
- People managers are key enablers of an open trusted culture
- Achieve impact and balance in all situations so it's a process of education and on-going communication
- Wide range of emotions that people experience throughout the process
- Is it worthwhile?

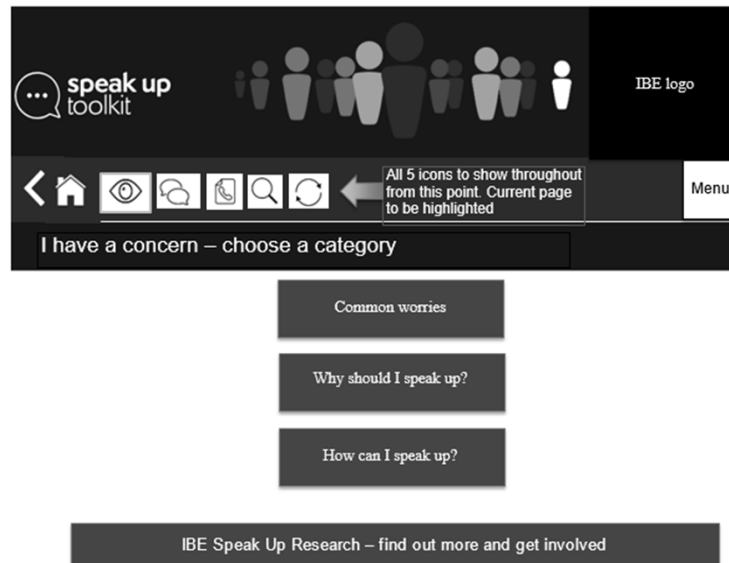
IBE SPEAK UP TOOLKIT (*DRAFT*)



Five stages of the
Speak Up journey



IBE SPEAK UP TOOLKIT (DRAFT)

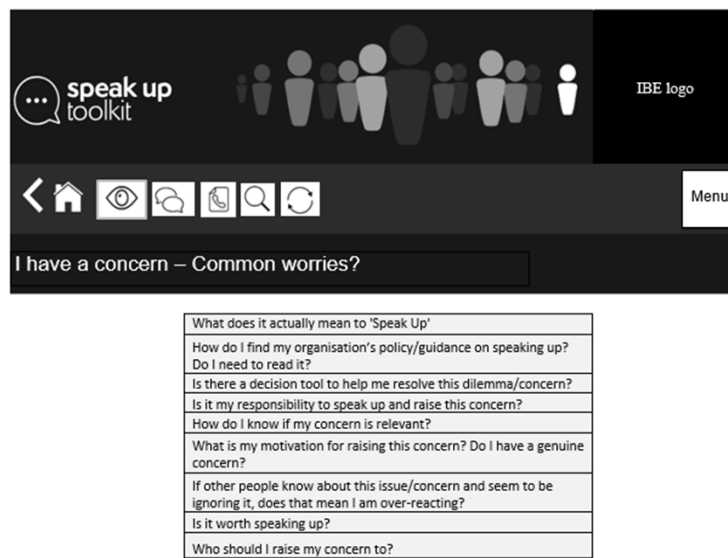


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IBE SPEAK UP TOOLKIT (DRAFT)



Why should I speak up?

How can I speak up?

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IBE SPEAK UP TOOLKIT (*DRAFT*)



IBE Guidance - How will I describe my concern?

Even if you feel confident in describing your concern, the discussion itself can sometimes cause unexpected stress.

It can be helpful to list out the points you want to make chronologically, such as the date, who was involved and what happened. Keep each point brief so that it will act as a prompt for you to discuss.

Don't worry if you become muddled; just pause for a moment and continue. If you repeat yourself, that is fine too.

What resources can I look for?

Organisation

Guidance - how to detail a concern. Information to be provided by a reporter; date order; people involved etc.

Training : receiving concerns & supporting reporters by allaying fears and acknowledging the emotional strain of speaking up.

IBE support material

Resource: describing a concern

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IBE RESOURCES – SOME EXAMPLES



IBE resources



Example 2				
2. Concern – mis-selling information to customer				
When?	Where?	Who?	What?	How?
3 October 2018	UK Oxford DeWitter Shares Ltd	Amos Hassan Sales Manager Managing the sale of shares to customers	AH ran a 1-1 training session with me Advised me how to adjust/increase figures (incorrectly) of shares sold to increase my bonus at the end of the year.	Disappointed, confused
6 October 2018	As above	As above and: Lisa Heston Assistant Manager, Sales Selling shares to customers	AH asked me to work on a Saturday. LM was at the office with AH, no one else there Lisa and AH discussed their respective sales at end of day and AH told LM he had sold an extra 15% to customers 'based on rubbish'.	Frightened
13 October 2018	UK Oxfordshire 11 Great Sesame Street, Whitney	AH and LM	End of day/week (12th), AH came to my desk, told me he was having a dinner for the team at his house on 13th and he'd accidentally forgotten to include me in the email as I was new: He invited me personally at this desk. Party on 13th, it was only AH and LM. Seemed very close and personal with one another. AH was sarcastic and said the rest of the team had 'more important plans'. Spent evening talking about sales they had made which were dishonest. LM giggling and making comments about 'poor performers in the team not lasting long'.	Vulnerable Threatened

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THANK YOU ANY QUESTIONS?



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