

Cultural Change That Sticks:

How Compliance Can Shift Company
Dynamics and Influence Human Behavior

INTRODUCTIONS

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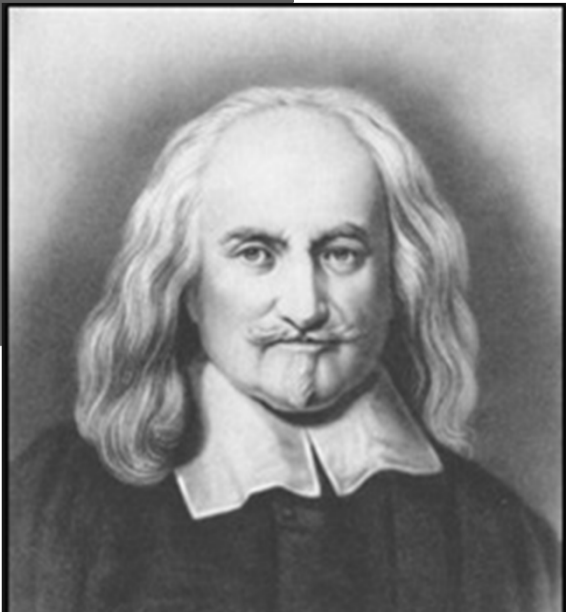
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INTRODUCTIONS

- Your Name
- Your Role
- Describe in a few words the culture of your organization



Our Compliance
Roots?

Why Protect-Detect -Punish Falls Short



Controls are a necessary but not sufficient measure to deliver compliance in practice

Because



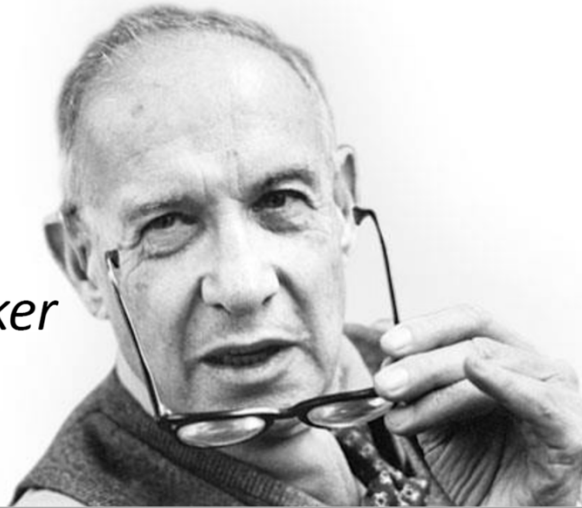
Human motivation is complex and nuanced



1.6 Billion



“Culture eats
strategy for
breakfast.”
– *Dr. Peter F. Drucker*



Infographic published by Neil Bayersdorf
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“Shared values, principles, traditions and practices that influence the way organisational members act, and distinguish the organisation from other organisations.”

Robbins, S. P. and Coulter, M. (2012) “Management”. 11th edition, Prentice Hall: London p. 52

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The ethical culture in an organization can be thought of as a slice of the overall organizational culture. So, if the organizational culture represents “how we do things around here,” the ethical culture represents “how we do things around here in relation to ethics and ethical behavior in the organization.”

EthicalSystems.org

So what is an
organizational
ethical
culture?



Coherence



Leadership



Systems



Rituals

The Human Aspect

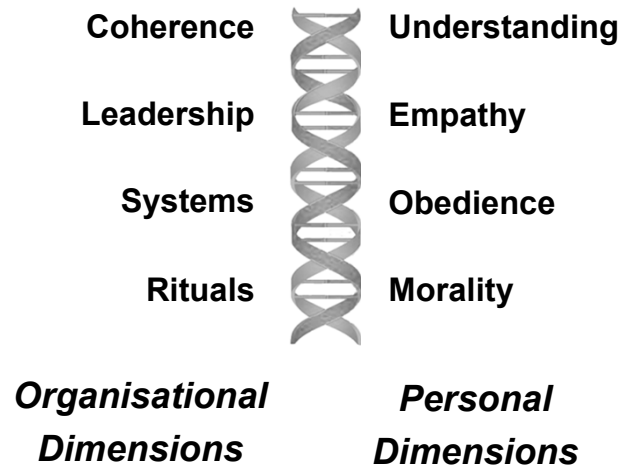
Understanding
(Don't know)

Empathy
(Don't care)

Obedience
(Don't dare)

Morality
(won't care)

Ethical DNA



Building an
ethical culture
that sticks



Know where you stand



Decide where you want to be



Plan how to get there



Execute and repeat



1. Know where you stand

- How to measure ethical culture
 - Surveys
 - Reputational media monitoring



2. Decide where you want to be

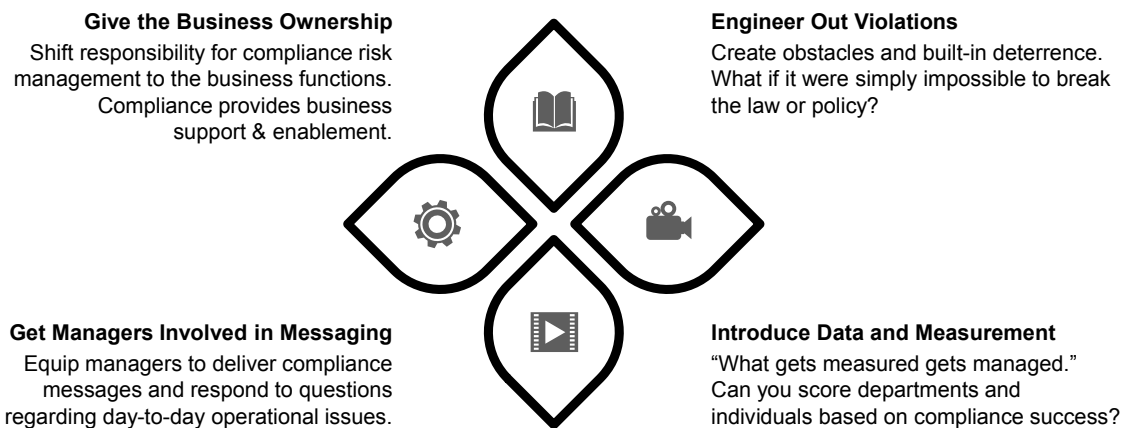
- How to decide what's right in terms of aspirations for your organisation
 - What's the starting point?
 - What's the wider social, economic, political context?

3. How to get there

- Systems thinking
- Advertising/marketing model
- Persuasion and behavioral influence techniques
- Cultivating “influence without authority”

Systems Thinking

How can you operationalize compliance in the business?



Advertising/Marketing Model

Know where your audience is and where you want to move them.

Start with Audience Insights

Start by learning what matters most to your audience, not what matters to you.

Become a Mind Reader

Speak to your audience what they find important, ideally using the words and phrases THEY use.



Ask: What's Interesting Here?

Only the strongest, most interesting content survives. Be concise, catchy, engaging, and well-crafted.

Drive and Measure Behavior

Know the change you want to see and how you'll measure it and build those into your initiatives.

Persuasion and Influence Techniques

Information alone won't change behavior. How can you make your audience care?

Go Beyond Information

Knowing right doesn't always mean doing right.



Connect with People

Most of us make decisions based on emotions and justify with logic.



Create Feedback Loops

People support what they create (or influence).



Use Key Messages

Once you know your audience, you can put your message in their terms.



Create Material Carefully

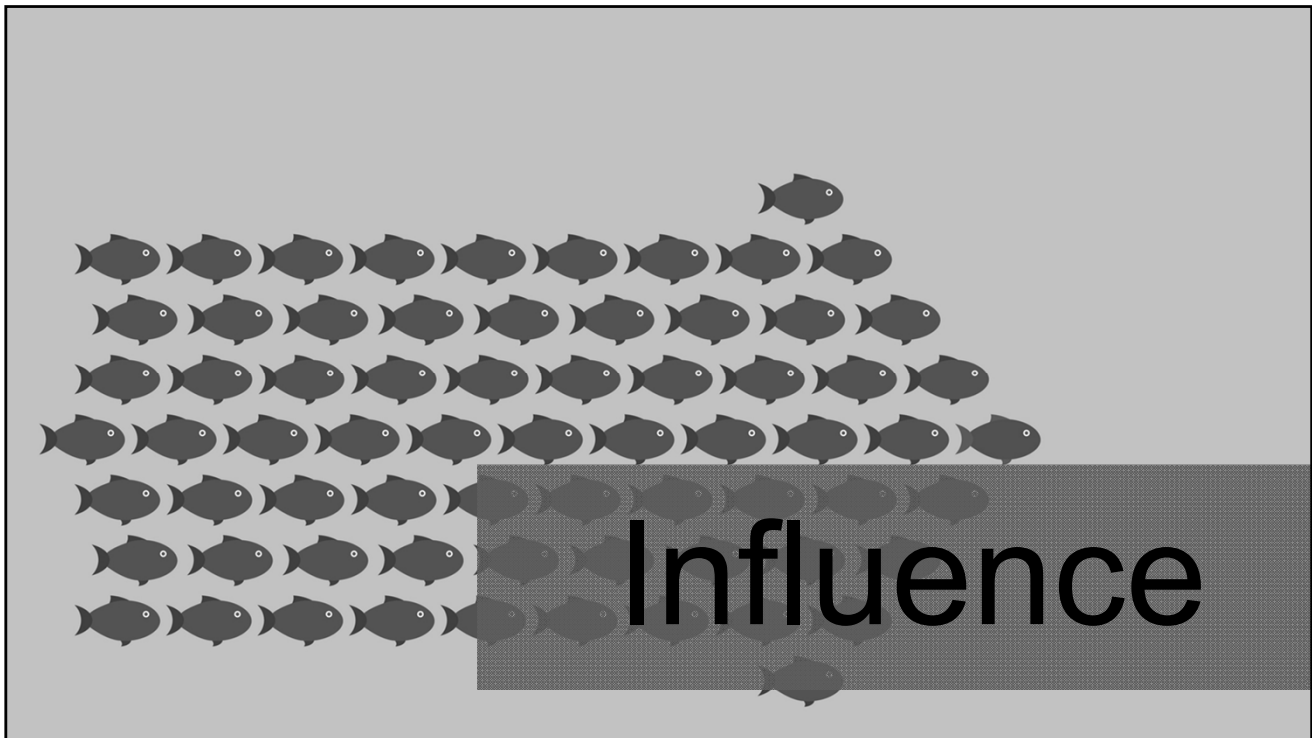
Take advantage of the way the human brain works to make your message "sticky."



Say it Again

Messages are more effective when they are repeated.





4. Execute and repeat

- How to measure impact
- How to maintain momentum
- Communicate and reward successes

Action Planning



If you can do three things...

Thank you