THE QUEEN HAS SPOKEN: CLEAN THE HIVE!

Mastering Tone at The Top in your organization

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TONE FROM THE TOP?
THE FOUNDATION

What is Tone From the Top?
Who is responsible for it?
What are the drivers?

WHAT IS TONE FROM THE TOP?

It is like a pressure cooker!
THREE KINDS OF BEES

BAD BEES
Should be kept out of the hive and if found be eradicated

IGNORANT (YOUNG) BEES
Should be fed and trained

STRESSED BEES
Change the conditions

WHERE DOES IT ALL START?

THE LIFE OF BEES

The Queen Bee?
Worker Bees?
Beekeeper?
Guard Bees?

CORPORATE LIFE

CEO?
Employees?
Board?
Compliance?

WHAT IF THERE IS NO TONE FROM THE TOP?
TONE FROM THE TOP FRAMEWORK

Communication

Tone from the Top

Response

Action

Feedback and Assessment

TONE FROM THE TOP DRIVERS

Recruitment

Build Legends

Whistle Blowing

Floor Inspections

Employee Surveys

Compliance Reports

Board Sub-committees

Values Based Approach
TONE FROM THE TOP DRIVERS – Incentives

Rewards pressuring worker bees to misbehave

Rewards that encourage ethical behavior

NO TONE OR TOXIC TONE

THREE STEPS TO TACKLE A TOXIC CULTURE:

- Assess the Governance Structures and strengthen it where you can
- FEED your program
  - Front End Engineering Design (FEED) your program to seamlessly fit with existing governance structures
- Meet with the Beekeeper (Chairperson of the Board)
  - If the Beekeeper is not an option, approach the Queen (CEO). If the CEO is not an option, then you start the revolution from within, by mobilizing the middle
ASSESS GOVERNANCE STRUCTURES

Elements to consider when assessing the Governance Structures:

- Drive performance through accountability
- Comply and explain
- Grow through feedback loops
- Leverage values
- Walk the talk

FEED YOUR PROGRAM

Know the business
Focus on existing strengths and weaknesses
Provide for the 3 different kinds of bees:
- Bad Bees
- Ignorant Bees
- Stressed Bees
MEET WITH THE BEEKEEPER

Approach the discussion from a business challenge perspective
Steer the discussion to values
Introduce your Front End Engineering Design (FEED)
Show how your FEED could address business challenges as well as compliance concerns
Secure commitment

TAKE AWAYS

The Beekeeper (Board) is responsible for Tone from the Top
Compliance could assist in starting a revolution if the board is not there yet
Compliance has powerful tools
The wind of change is blowing...
- Herold MacMillan

QUESTIONS?

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