Building Culture through Communication and Engagement
Keturah Pestel ~ March 2, 2018 ~ SCCE Regional Conference

Agenda
Practical Tips for Success
- My Background
- Smart Idea Sourcing
- Communication that Works
- Building Champions
- It Starts with One Step

My Background

How to leverage what you've got
- Project Management ➔ Ethics Program Leader
- Launched Thrivent's Code of Conduct in 2006
- Worked solo until sabbatical (2013-2015)
- Thrivent added part-time staffer in 2014
- Transitioned to alternate staffing model in 2016
- Created Business Ethics & Legal Support Office in 2017; Lead Ethics portion + full time Sr. Specialist
Smart Idean Sourcing

Philosophy: Don’t Create What You Can Edit

- Industry networking groups (forums, newsletters, Daily Digest, conversations, etc.)
- Conferences, seminars, and webinars
- Industry Peers
- Awards (e.g., Ethisphere WME application)
- Training (repurpose content; consider off the shelf)
- Books, blogs, podcasts, articles, TED Talks

Communication that Works

Know Your Audience; Pick Channel(s)

- Communications from your group (draft your own or use turnkey content)
- Daily News (intranet articles, targeted emails, newsletter)
- Training (yours and that owned by others)
- Blogs
- Manager toolkit
- Lunch and Learns
- Special Events
- Roadshows
- Cultivate champions to carry your message

Samples of Success since 2006

Training (at launch and then annually)

- Varied format
- CBTs (most frequently)
- In person discussions (every 4-6 years)
- Internal development vs. vendor content
- Interactive, targeted subject matter
- Utilize evolving best practice training techniques
- Sometimes internal development, sometimes vendor
- Periodic manager training
- Sometimes solo content owners and sometimes partner with other business areas
2018 Training

Meeting in a Box Format
- Recorded a “Talk Back” session after the 2017 annual ethics event
- Former HealthSouth CFOs Aaron Beam and Weston Smith talked about their experience and lessons that could be applied at work
- Table Talk sessions throughout the 1 hour session provided discussion opportunities
- Intention: opportunity to discuss the gray w/ peers
- Feedback: I came in apprehensive, but this was the best training I’ve had. This training was not a waste of my time.

Samples of Success since 2006

Internal Communication
- Intranet websites
- FAQs
- Resources
- Self-service guides
- Policy links
- Collateral links (Code of Conduct, escalation chart, hotline)
- Training information
- Archived newsletters, ethics events
- Articles
  - Annual communication/reminders (e.g. gifts policy in November)
  - Ethics Awareness Month, Training Launch, Special Events

Thriventcodeofconduct.com
External Hotline & Publically Available Resources
Self Serve Resources

Decision Tree: Giving Gifts & Business Entertainment

- What is the gift for? (Is it for personal use or a gift for business?
- Is the gift worth more than $50?
- Does the gift need to be acknowledged in a gift register?
- Is there an issue with conflict of interest?
- Can the gift be considered a bribe?
- Is the gift given to someone who could influence the outcome (e.g., a customer, employee, or friend)?

Resources:
- Gifts and Business Entertainment Guidelines
- Code of Conduct
- Internal Resources

Infographics publically available at Thriventcodeofconduct.com

Key Policies

- Frequently asked about
- People should know (but don’t)
- Things they might worry about

Newsletters and Blogs

- Initially started with lengthy disclosure
- Over time, got buy-in to just share stories
Newsletters and Blogs

- Real stories build confidence in your processes
- Share good as well as bad
- Anonymized information is fine

The case of the spirited wine

At an out-of-town business dinner a few years ago, a political member of a smaller town办实事ly
Anecdotally, the hotel’s service and food were
The businessperson apologized profusely and offered a round of drinks instead.

Upon returning home, the leader contacted the hotel’s customer service to find an acceptable resolution.

Samples of Success since 2006

Roadshows

- At program launch and periodically since
- With Executives (annually; initiated with Ethics Perception Survey results; now discuss that and/or culture trends, flags, concerns, investigations)
- With divisions or departments
- Following launch of something new
- Newly acquired business entities
- Boards of Directors of parent company and subsidiaries

What can you use to create a natural connection point?

Sample Roadshow Slide

CODE OF CONDUCT OVERVIEW

We promote trust throughout the organization by creating a comfortable place for people seeking legal support, guidance on business ethics or who wish to report a concern.

- Doing what’s right (common sense)
- Following the law
- Asking if you don’t know
Samples of Success since 2006

**Ethics Perception Surveys**

- Utilized Corporate Executive Board (now CEB Global/Gartner) and Ethisphere
  - First survey in 2008; repeated annually then stretched to biannually over time
  - Provided objective feedback about our own ethical perceptions and differences among divisions/sales groups
  - Open ended comments helped convince leaders we needed to share more real stories (to help build confidence that our processes worked as we said)
- Primary focus: Organizational Justice and Comfort Speaking Up

**Ethics Awareness Events**

- March (Financial Services); September (SCCE)
- Initially just a poster and article
- 2012: started annual Ethics Awareness Event
  - Recorded for later playback
  - Ethics speakers (experts and convicted felons who have served their time)
  - Leader panel
  - Decade Retrospective
  - Opening the Black Box (Investigations Process)
  - Case Studies (real cases from our company and the news)

**Ethics Event Posters**

- Opening the Black Box: What really happens during an investigation?
- Case Studies: Real Examples, Real Lessons
Overcoming Objections

**How do I get buy-in?**

Generally

- Appeal to best practices, legal requirements & outside sources
- What are others doing, how is it helping (and how didn’t it hurt)
- Board or Executive mandates help
- Demonstrate value add (and risk avoidance)
- Team: start with what you can control
- Ensure your team is engaged. If it’s just you, or you and a manager, it’s critical that your manager supports you.
- **Start with just one thing.** Build success one piece at a time.
Creating Champions

**Winning Management Support**

Counter objections with data

- Increased engagement
- Higher ethics survey scores (focus especially on organizational justice and comfort speaking up)
- Problems that have come from ethics failures
- Best practices examples
- Where it hasn’t gone wrong
- Start with something smaller and less controversial or at a level they will support even if it’s not everything you want.

Creating Champions

**Winning Business Partner Support**

- Can you help solve their problems?
  - Ideally, get a champion to help you
  - Barring that, create a champion. What are their concerns? How can you address them?
  - What would they support? Can you do it together?
  - Would it be better to draft something and run past them for support/review? Or would it be easier to try something you control and show them it worked?
  - 1:1s, group meetings (Harmonization Team)

Where do I Start?

**There’s never enough (time – people – resources)**

- Start with one thing
- Modify something you already do
  - E.g. training - can you have a mini-module?
- Can you write one article or one email (adapt to your corporate culture/norms)?
- Can you adapt/reuse/share one item with managers? E.g. ECI case study #RespectAtWork see ethics.org
- Ask your champions to help
Questions?

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