#SHIFTHAPPENED

Jen Farthing and Marsha Ershaghi Hames, LRN

March 9, 2018
SCCE Regional Forum, New York

Steve Wynn Resigns From Company Amid Sexual Misconduct Allegations

Every member of USA Gymnastics' board of directors has resigned

Oxfam's deputy CEO resigns over sex crimes scandal

Credit Suisse launches investigation into sex assault claims

Did Michigan State fail to stop Larry Nassar like Penn State did with Jerry Sandusky?

2 U.S. Swimming Officials Resign Amid Accusations of Ignored Abuse
sexual harassment

The Tipping Point...
Why Now?

2017 Word of the Year
complicit

Source: Dictionary.com
#HashtagActivism — Turning Whispers Into Shouts and Fighting Stigma With Story

Facebook said that within 24 hours of Harvey Weinstein Scandal, 4.7 million people around the world engaged in the #metoo conversation, with over 12m posts, comments, and reactions.

Source: The Guardian October 2017

DO YOU Know your Audience?
Proactively Foster a Dialogue around Trust

Nearly 235 million women worldwide lack legal protections from sexual harassment at work

UCLA’s WORLD Policy Analysis Center report examines all 193 U.N. member states

UCLA Newsroom | October 25, 2017

Is sexual harassment explicitly prohibited in the workplace?

- No prohibition
- Only harassment of women
- Yes, for both women and men
Building Moral “Muscle”

• 59% of employees think that their organizations would be more successful when taking on their biggest challenges if their leadership had more moral authority

• 23% of employees say that they have observed their managers demonstrating the qualities and behaviors of moral leaders

• 30% say that their CEOs demonstrate the qualities of moral leadership

Accountability starts with Leaders: Develop the Front-Line

| Setting the tone of a speak-up culture within the company often starts with leaders. |
| Employees report misdeeds 71% of the time when they believe top management is committed to ethics. |
| Front-line management are the gatekeepers of culture. They are in the most INFLUENTIAL position to foster an environment for employees to raise concerns and speak out. |
| Do they LISTEN UP? |
| • Less than 2% of managers are formally trained around active listening |
| • Average manager interrupts employees within 17 seconds when someone is speaking. |
LEADERS NEED TO MODEL #WALKTHETALK

1. Set the Tone
2. Practice having uncomfortable conversations
3. Be accessible
4. Be an active LISTENER
5. Take Action

REACH ACROSS THE TABLE: Collaborate Cross Functionally
Cycle of Learning

- Introduce (Communicate)
- Learn (Awareness)
- Review (Remember and Connect)
- Reinforce (Refresh and connect)
- Apply (Assess)
- Synthesize (Do the Right Thing)

Continuous Approach to Engagement and Retention

SPARK DIFFICULT CONVERSATIONS

- RESPECT IN THE WORKPLACE
  - A Zero-Tolerance Stance on Sexual Harassment for Supervisors
  - Do Something
  - No Tolerance
  - Power
  - Listen
  - Lead

- Bullying Harms Everyone
  - Speak Up
  - Listen

- ALLY
  - An ally is a person who supports victims of harassment in the workplace and stands up for what's right. Here are a few ways to show that you're an ally:
  - Educate yourself
  - Be respectful
  - Be aware of and act against harassment
  - Encourage your colleagues
  - Advocate for change

LRN Inspiring Principled Performance
Active Learning, Modularize

Silent Behavior and Sexual Harassment

Research shows that speaking out about concerns is instinctive behavior for humans. If you've ever watched young children playing in a nursery school setting or playground, you've inevitably witnessed a child "telling" another for being unfair, not sharing, or name-calling. Essentially, we are "wired" to tell authority figures when we see misconduct.

Yes, as we progress through school and enter society, our behavior changes. We learn that playing quiet—not speaking out—often the more acceptable and safest course of action. When this approach is embraced in the workplace, however, corporate cultures can become toxic and develop patterns of cruelty, power inequity, and poor leadership where organizational justice is nonexistent, and employees don't trust their leaders. Moreover, silence is not just the more acceptable behavior in these cultures. It is expected.

A corporate culture that is both silent and toxic can be an enabling environment for sexual harassment. Since sexual harassment is often not reported, it can become systemic and grow deeper, likely the well of silence and assert their power over others. They know their claims or memories won't say anything, be believed, or have any recourse. Precariously supported in these environments and allowed to exert their power repeatedly over time, possibly for years or even decades. This has to stop.

Does this mean we should never return to "telling" like we did in our nursery school days? Not exactly. It does mean we need to open the lines of communication between employees and frontline leaders, as employees know that speaking out is both encouraged and safe.

Before this can happen, employees have to trust their frontline leaders. They need to know not only that leaders will believe them but support them as well. When a frontline leader appears to be fair, trustworthy, and proactive, employees will be more likely to raise concerns. Without leadership support and a clear path to organizational justice, employees will continue to remain silent.

A Reality Check

Sexual harassment and other forms of misconduct across all industries have been in the spotlight, taking over headlines globally because people are finally speaking out about these issues. This part is good.

While.wit, Hyper-transparency among victims empowered to share their narratives is that it is still shockingly, toxic, and corporate leadership is at an all-time low—which is not good.

Let's look at a few statistics. According to the 2010 Tennessee Trust Barracuda annual survey, today's young men and women
Stories with Impact