CRISIS OF TRUST: The Value in Difficult Conversations
Dr. Marsha Ershaghi Hames
Steve Wynn Resigns From Company Amid Sexual Misconduct Allegations

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?

Four Directors Will Leave Wells Fargo's Board

We regret that our practices and training led to the reprehensible outcome at our Philadelphia store. We're taking immediate action to learn from this and be better. A statement from CEO Kevin Johnson:

Starbucks CEO: Reprehensible outcome in Philadelphia event

The basis for the call to that led to the arrest of two men in a Philadelphia store and it should never have been made, wrote CEO Ke...

Nike's Head of Diversity Leaves During Review of Corporate Culture

MARK ZUCKERBERG RECOGNIZES THAT FACEBOOK DIDN'T DO ENOUGH TO PREVENT ITS MISUSE –
CULTURE IS A KEY DRIVER OF IMPACT

Regulators have long identified culture as a driver of Compliance & Ethics strategy.

“... undertake an appropriate assessment of corporate efforts to create an organizational culture that encourages a commitment to compliance with the law and ethical conduct...”

“Culture needs to be set from the top. Members of the corporation need to know that the corporation is committed to ethical standards... and that executives... are role models for ethical business conduct”

“... A corporation is directed by its management and management is responsible for a corporate culture in which criminal conduct is either discouraged or tacitly encouraged.”

THE TIME FOR BUILDING RELATIONSHIPS IS NOT IN THE MIDDLE OF A CRISIS

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.

- 57% of people will go to their direct supervisor when they observe misconduct.

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.
CEO expresses the need to have the uncomfortable dialogue:

"I'd like to have a dialogue with them so that I can ensure that we have opportunity to really understand the situation and show some compassion and empathy for the experience they went through, finally as we're working to solve this, I'd like to invite them to join me in finding a constructive way to solve this issue."

Remember:

✓ Regular Training can transfer situational awareness and guidelines.
✓ Simplifying policies into tangible, actionable guidelines has impact.
✓ Workforce needs simulated practice APPLYING guidelines.
SPARK DIFFICULT CONVERSATIONS

RESPECT IN THE WORKPLACE
A Zero-Tolerance Stance on Sexual Harassment for Supervisors

POWER

DO SOMETHING

NO TOLERANCE

Reach across the table: Collaborate cross functionally

Compliance

IT

HR

Marketing

Corporate Communications

Ethics

Learning / Org Development
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