Core Competencies for E&C Professionals

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Soft Skills Every E&C Professional Needs

- Strategic Thinking
- Influencing/Problem & Conflict Resolution
- Innovation
- Leadership
Are you strategic?

- Do your objectives/goals look like this?
  - Rollout annual E&C training by Dec. 31
  - Update Code of Conduct by Oct 1
  - Conduct specialized FCPA training for Sales by June 1

- What is the primary basis of your objectives/goals?
  - Information from conferences/peers
  - Regulatory requirements
  - Internal company data
  - Company Mission/Vision/Strategy

Strategic Thinking

- Can you define and distinguish:
  - Mission
  - Vision
  - Values
  - Strategy
  - Objectives

- Can you articulate your organization’s?
Strategic Thinking

Definitions:
- Vision: Aspirational description of the future of the organization
- Mission: How you will achieve the vision
- Strategy: How you will achieve your mission
- Objectives: How you will achieve your strategy
- Goals: Specific milestones and timelines for achieving objectives
- Values: Principles/behaviors that will guide the achievement of all of the above

Example: Strategy/Objectives/Goals, cont.

Company Strategy: Expand current service offerings through acquisition

E&C Objectives:
- Ensure acquisition due diligence processes are up-do-date and reflect best practice
- Ensure acquired employees are effectively on-boarded with respect to organizational values and policies
Example: Strategy/Objectives/Goals, cont.

- **Objective:** Ensure due diligence processes are up-to-date and reflect best practices
  - **Goal:** Have current process reviewed by outside counsel for updates by Nov. 1
  - **Goal:** Review recommendations with compliance team by Jan. 1

- **Objective:** Effectively onboard acquired employees relative to our organizational values and policies
  - **Goal:** Conduct analysis of E&C training evaluations from past acquisitions by Oct. 1
  - **Goal:** Conduct 3 focus groups with employees from past acquisitions to determine strengths/weaknesses of the company's approach by Nov. 15

Influencing/Problem & Conflict Resolution

1) Listen -- REALLY REALLY Listen
Are You Listening? Are You Sure?

- Or are you multi-tasking?
- Or are you formulating a rebuttal?
- Or are you feeling defensive?
- Or are you preoccupied with other things?
- Or are you angry?
- Or are you thinking that “This is a waste of my time, how do I cut this off?”

Influencing/Problem & Conflict Resolution

1) Listen -- REALY REALLY Listen
   - Remove distractions
   - It’s okay to delay
   - Do you have the “right” meeting objective?

2) Ask MORE questions and make FEWER statements - beware “gag reflex”
## Statements vs. Questions

<table>
<thead>
<tr>
<th>SHUTS DOWN</th>
<th>OPENS UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>We’re not allowed to do that.</td>
<td>How might we adapt/modify your idea so that it complies with our regulatory guidelines?</td>
</tr>
<tr>
<td>We don’t have the resources this year.</td>
<td>What could be done to reduce costs so that it falls within budget?</td>
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<tr>
<td>That’s not permitted by our policies.</td>
<td>What are you trying to accomplish?</td>
</tr>
<tr>
<td>Senior management will never agree to that.</td>
<td>How can we pitch this to senior leaders? What might be their concerns?</td>
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</tbody>
</table>

## Influencing/Problem & Conflict Resolution

1) Listen -- REALLY REALLY Listen
   - Remove distractions
   - It’s okay to delay
   - Do you have the “right” meeting objective?
2) Ask more questions and make fewer statements - beware the “gag reflex”
3) Help them get to agreement
   - Know the objectives of the other person
   - Know the other person’s “currency”
   - Handle objections: “So if we can . . .then would you agree to . . .”
4) “People will forget what you said, people will forget what you did, but people will never forget how you made them feel” (Maya Angelou)
Innovation

- Make sure you have ‘psychological safety’ on your team

Psychological Safety

- Environment where everyone is free to take appropriate risks, voice opinions, ask judgement-free questions, be vulnerable

- Members feel valued and respected; there is no blaming/shaming for honest mistakes. Errors are viewed as learning opportunities

- Managers provide air cover and create safe zones so employees can relax, and be themselves

- Everyone speaks an equivalent amount in meetings. A few people/small sub groups do not dominate discussion. All feedback is welcome, irrespective of “expertise”

- There are no pre-meetings or post meeting - issues are discussed directly and immediately in the meeting itself.
Innovation

- Make sure you have ‘psychological safety’ on your team
- Keep your focus on the vision/mission/strategy and not “tasks”
- Recognize and reward innovation - even if not successful
- Go take a hike . . . (literally) . . .

Leadership

- Be strategic
- Be results oriented
- Be a coach
  - Do not micromanage
  - Pick your battles
- Be a role model at all times and especially with your team
  - Keep anger out of the workplace
  - Practice what you preach

. . . and perhaps the most important of all . . .
A Different Kind of “Elevator Pitch”
(that will ensure people will follow where you lead . . .)

Questions Now?

Questions Later?
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