

# Stronger Together:

Tackling Critical HR and Ethics & Compliance  
Communication Needs at the Speed of Now



## Lisa Beth Lentini



Lisa Beth Lentini is currently the Assistant General Counsel and Chief Compliance Officer at Deluxe Corporation. She also co-Chairs the Deluxe Enterprise Risk Council with the CFO. Her previous positions included Vice President of Global Compliance for Carlson Wagonlit Travel (CWT), a global travel management company present in over 150 countries and territories and Senior Corporate Counsel and Assistant Secretary of Best Buy Co., Inc. Ms. Lentini also served with US Securities and Exchange Commission in Washington, DC, in the Divisions of Corporation Finance and Enforcement.

Ms. Lentini has a B.A. degree from Lawrence University, a JD/MBA degree from Tulane University and a L.L.M. specializing in securities and financial regulation from Georgetown University School of Law.



## Julie Loosbrock



Julie Schissel Loosbrock is the senior vice president of HR and a member of the Executive Leadership Team at Deluxe Corporation where she helped lead the organization during a time of significant change and business transformation. Her approach to mindful growth, self-aware leadership and the employee life cycle has fundamentally shifted how Deluxe attracts, develops and retains its talent. It is also the foundation for the company's culture of well-being and learning.

Julie has been a featured speaker at many national conferences focused on talent development, leadership and culture. Prior to Deluxe, Julie spent more than 20 years leading HR for brands such as Pillsbury, IMPACT Consulting and Ryerson Steel. She is the current Chair for the Tubman Family Alliance Board of Directors and serves on the Board of Directors for the Deluxe and Hotchkiss Foundations. Julie earned her doctorate in Organization Development from the University of St. Thomas and is certified by the NeuroLeadership Institute.



## Ayme Zemke



Ayme Zemke is senior vice president, client service, for Beehive Strategic Communication. In this role, she is part of the agency's executive leadership team, is responsible for delivering Beehive's client service promise and leads a client portfolio that includes financial service and health care brands. Ayme guides client organizations in solving complex business challenges, internally and externally, including crisis and issues management.

Ayme is a leader in PR Council's SHEquality Minnesota project and has been recognized by *PR News* as a Top PR Professional and PR Team Leader. She is an accredited member of PRSA and earned her bachelor's degree from Hamline University.



## Susan Eilefson



Susan Eilefson is a Senior Compliance Advisor on the Deluxe Compliance team overseeing corporate ethics and compliance training and awareness initiatives and policy management. Her prior experience includes a variety of training and legal positions in academic, legal, and corporate settings. Susan holds a BS degree in English Education, as well as a JD degree.

## Creating a Toward State

## Reasons collaboration is important

- Brings different perspectives & views to the forefront
- Reinforces messaging to employees
- Fosters trust & buy-in amongst employees
- Avoids finger pointing
- Drives overall company performance & increased revenue
- Allows for better execution of business strategies



 DELUXE



## Stumbling blocks to collaboration

### Problems

- Lack of buy-in
- Absence of trust
- Groupthink
- Poor relationships
- Not enough conversations

### Solutions

- Lay the proper groundwork
- Encourage speaking & listening
- Stress importance of all views
- Introduce teams right away
- Encourage 1:1 discussions



 DELUXE

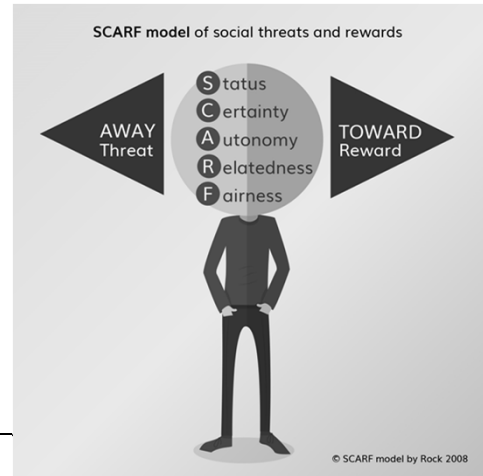


# Brain's Organizing Principle

AWAY  
THREAT

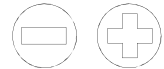


TOWARD  
REWARD



 DELUXE

## Prime for Positive Versus Negative



- Daily messages and inputs impact how we process and view our environment
- Our brains get trained to look for the negative



- What are the inputs you will choose?
- How will you choose to prime your brain?

It is not reality that shapes us;  
it is the lens within  
which we view reality.

 DELUXE

 B

# Industry Trends for Partnering

## Engagement and Ethics Go Hand-in-Hand

- 94% of employees say it is “critical” or “important” that the company they work for is ethical. (LRN Ethics Study)
- Positive perceptions of an organization’s ethical culture are associated with higher levels of engagement (National Business Ethics Survey)
- Lack of employee engagement costs organizations \$450-550 B annually in lost revenue, injuries and quality defects. (Gallup 2013)
- There is a positive correlation between an organization’s ethical behaviors and activities and bottom line results (Journal of Business and Economics Research 2006)

# Empower Employees to Make a Difference

*Strategic communication strengthens ethics and compliance programs*

- Educate employees about ethics expectations and reporting procedures
- Inspire accountability through open dialogue and modeling desired behavior
- Encourage employees who "see something" to "say something"
- Reinforce the obligation and opportunity to embody company ethics
- Equip leaders and supervisors to communicate consistently

# Why a Communication Partner?

- Deliver objective, third-party views
- Bring strong understanding of best practices
- Provide a wide range of capabilities and resources
- Share creative ideas to engage and activate
- Ability to simplify, streamline and connect with employees

## Communication Best Practices

- Listen, be inclusive and ask for input
- Reinforce key messages consistently
- Use examples to provide clarity, celebrate progress and accomplishments
- Use a multi-channel communication approach
- Enable candid conversation, emotional connection and clear actions

## Partnership Tactics that Work



## Key collaboration touchpoints

- Identifying and addressing legal & regulatory updates
- Identifying and addressing major people risks
- Developing and updating content for the Code of Business Ethics
- Creating E&C communications
- Educating employees on how to Speak Up
- Reviewing annual E&C training
- Monitoring and auditing the Hotline and investigation process



 DELUXE

 B

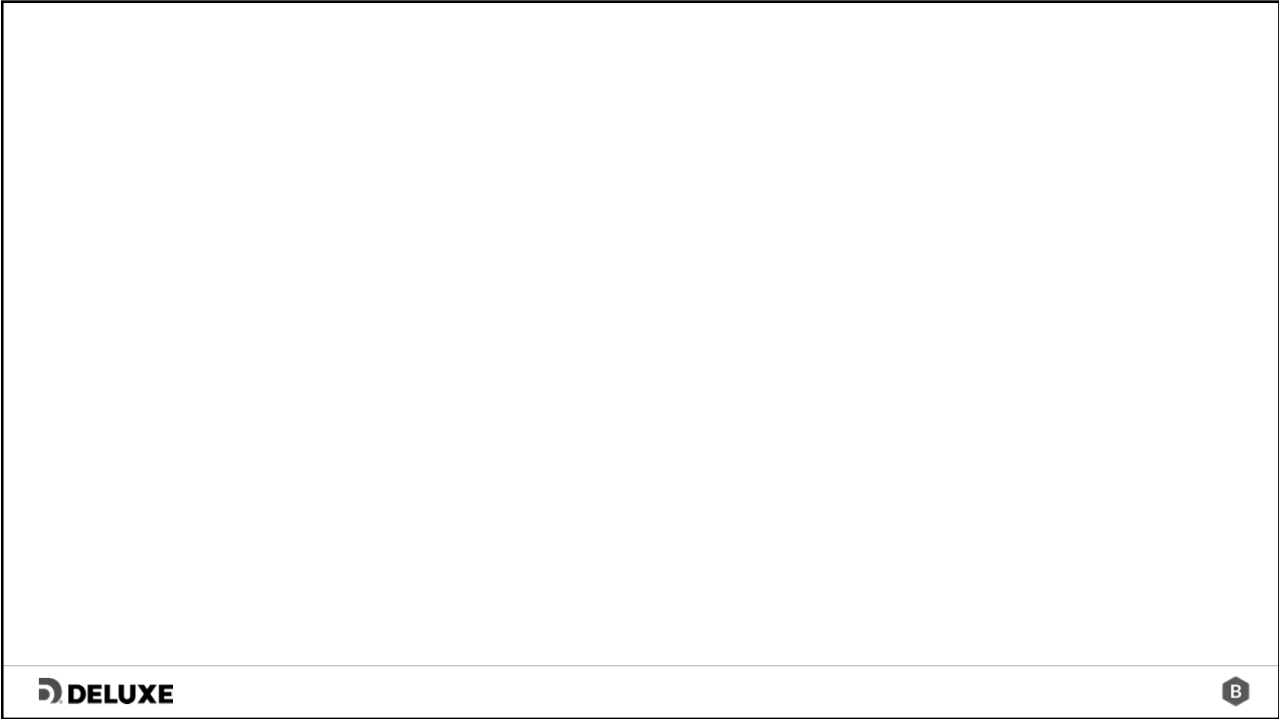
## Aspirational collaboration touchpoints

- Conducting recruitment & exit interviews
- Conducting new employee orientation
- Responding to government investigations
- Creating an employee rewards/incentive system for ethical behavior
- Delivering employee surveys regarding ethical perceptions
- Identifying “Ethics Champions/Ambassadors”



 DELUXE

 B



**DELUXE**

B