Mind the Gap!
Equipping middle managers to champion ethical cultures

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What do the numbers tell us?

50,000/7,000  21st
+10  80%  1 in 3
43%  3 out of 4
14% V 36%

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The mood in the middle?

MoralDNA™ by leadership levels

Source: ethicability®
Getting to the desired state

Tone at the Top
Standards / Rules / Rewards / Structure
Strategy / Vision / Values

Filters

Emotions

UNWRITTEN RULES
ORGANISATION / PERSONAL GAIN / LOSS
OBSERVATIONS
PERSONAL EXPERIENCES
LEVEL OF ENFORCEMENT
ORGANISATIONAL NORMS

Interpretation

Speaking Up / Respect / Doing the right things / Lead by Example / Challenge appropriately / Take responsibility / Accountability / Role Model

Desired State

What are your filters...

?
Top take-away tips

- Get to know your managers
- Watch out for the red flags
- Learn to listen to language
- Technical skills don’t = people skills
- Help them to understand themselves
- Make them responsible
- Give them time and resource