THE REALITY OF SPEAKING UP
AN IBE PRACTICAL TOOL FOR MANAGING EXPECTATIONS OF THE SPEAK UP JOURNEY

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ABOUT THE IBE
The IBE was established in 1986 to promote high standards of business behaviour based on ethical values.

- Advice
- Forums
- Publications
- Research
- Training
- Education
THE IBE BUSINESS ETHICS FRAMEWORK

“The application of ethical values to business behaviour”

AGENDA

1. Key risks and experiences within a Speak Up journey; group discussion
2. IBE Speak Up Toolkit – a tool to manage expectations and encourage people to Speak Up
THE JOURNEY OF THOSE WHO SPEAK UP – RISKS AND EXPERIENCES

Discussion questions

• What do people need to speak up about?
• Why might people not speak up?
• How do they people feel during this process?

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WHAT DO PEOPLE NEED TO SPEAK UP ABOUT? UK AND EUROPE

WHY PEOPLE DON’T SPEAK UP

Figure 9 Reasons why employees did not raise concerns about misconduct

<table>
<thead>
<tr>
<th>Reason</th>
<th>UK Percentage</th>
<th>European Average Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I felt I might jeopardise my job</td>
<td>18%</td>
<td>28%</td>
</tr>
<tr>
<td>I did not believe that corrective action would be taken</td>
<td>26%</td>
<td>24%</td>
</tr>
<tr>
<td>I felt I might alienate myself from my colleagues</td>
<td>19%</td>
<td>26%</td>
</tr>
<tr>
<td>I felt it was none of my business</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>I did not want to be seen as a troublemaker by management</td>
<td>21%</td>
<td>26%</td>
</tr>
<tr>
<td>I thought that they already knew about it</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>I didn’t think it was a serious issue at the time</td>
<td>17%</td>
<td>18%</td>
</tr>
<tr>
<td>I did not know who to contact</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>I thought that it was common practice</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>I thought it would be raised by someone else</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Percentage of respondents who say yes.

WHY PEOPLE DON’T SPEAK UP

HOW DO PEOPLE FEEL?

It’s much harder when you’re dealing with misbehaviour at the senior level, there’s grey areas around is it bullying or a firm discussion. They have a different standard.

An individual who was bullied by a very senior manager, they didn’t want to make a formal report because of the fear of retaliation. Didn’t want the stress of it all.

Issues that have been raised don’t get discussed with the other person (respondent) in the right way. They have a lot of stress too.

I reported to my boss at the time and head of the team about a senior person sexually harassing someone in my staff. Nothing happened. I should have pushed harder, that was very disappointing.
CONCLUSIONS

- The emotional investment is significant
- People are being asked to engage in a process for which they are not equipped.
- People managers are key enablers of an open trusted culture
- Achieve impact and balance in all situations so it’s a process of education and on-going communication
- Wide range of emotions that people experience throughout the process
- Is it worthwhile?
**IBE SPEAK UP TOOLKIT (DRAFT)**

What resources can I look for?

- **Organisation**
  - Guidance - how to detail a concern. Information to be provided by a reporter; date order; people involved etc.
  - Training: receiving concerns & supporting reporters by allaying fears and acknowledging the emotional strain of speaking up.

- **IBE support material**
  - Resource: describing a concern

Even if you feel confident in describing your concern, the discussion itself can sometimes cause unexpected stress.

It can be helpful to list out the points you want to make chronologically, such as the date, who was involved and what happened. Keep each point brief so that it will act as a prompt for you to discuss.

Don’t worry if you become muddled; just pause for a moment and continue. If you repeat yourself, that is fine too.
IBE RESOURCES – SOME EXAMPLES

IBE resources

Example 2

2. Concern – upselling information to customer

<table>
<thead>
<tr>
<th>Date</th>
<th>Store</th>
<th>Action</th>
<th>Manager</th>
<th>Sales Manager</th>
<th>Marketing Manager</th>
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<td>2 October 2019</td>
<td>As store</td>
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<td></td>
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<tr>
<td>8 October 2019</td>
<td>As store</td>
<td>As store</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>12 October 2019</td>
<td>As store</td>
<td>As store</td>
<td></td>
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</tbody>
</table>

Any questions?

Thank you for more information contact:
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