Cultural Change That Sticks:  
How Compliance Can Shift Company Dynamics and Influence Human Behavior

INTRODUCTIONS

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INTRODUCTIONS

- Your Name
- Your Role
- Describe in a few words the culture of your organization

Our Compliance Roots?
Why Protect-Detect - Punish Falls Short

- Controls are a necessary but not sufficient measure to deliver compliance in practice
- Because
- Human motivation is complex and nuanced

1.6 Billion
“Culture eats strategy for breakfast.”
– Dr. Peter F. Drucker

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The ethical culture in an organization can be thought of as a slice of the overall organizational culture. So, if the organizational culture represents “how we do things around here,” the ethical culture represents “how we do things around here in relation to ethics and ethical behavior in the organization.”


EthicalSystems.org
So what is an organizational ethical culture?

- Coherence
- Leadership
- Systems
- Rituals

The Human Aspect

- Understanding
  (Don’t know)
- Empathy
  (Don’t care)
- Obedience
  (Don’t dare)
- Morality
  (won’t care)
Ethical DNA

- Coherence
- Leadership
- Systems
- Rituals
- Understanding
- Empathy
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- Morality

Organisational Dimensions

Personal Dimensions

Building an ethical culture that sticks

- Know where you stand
- Decide where you want to be
- Plan how to get there
- Execute and repeat
1. Know where you stand

- How to measure ethical culture
  - Surveys
  - Reputational media monitoring

2. Decide where you want to be

- How to decide what’s right in terms of aspirations for your organisation
  - What’s the starting point?
  - What’s the wider social, economic, political context?
3. How to get there

- Systems thinking
- Advertising/marketing model
- Persuasion and behavioral influence techniques
- Cultivating “influence without authority”

**Systems Thinking**

How can you operationalize compliance in the business?

**Give the Business Ownership**
Shift responsibility for compliance risk management to the business functions. Compliance provides business support & enablement.

**Engineer Out Violations**
Create obstacles and built-in deterrence. What if it were simply impossible to break the law or policy?

**Get Managers Involved in Messaging**
Equip managers to deliver compliance messages and respond to questions regarding day-to-day operational issues.

**Introduce Data and Measurement**
“What gets measured gets managed.” Can you score departments and individuals based on compliance success?
**Advertising/Marketing Model**

Know where your audience is and where you want to move them.

- **Start with Audience Insights**
  Start by learning what matters most to your audience, not what matters to you.

- **Ask: What's Interesting Here?**
  Only the strongest, most interesting content survives. Be concise, catchy, engaging, and well-crafted.

- **Drive and Measure Behavior**
  Know the change you want to see and how you’ll measure it and build those into your initiatives.

- **Become a Mind Reader**
  Speak to your audience what they find important, ideally using the words and phrases THEY use.

**Persuasion and Influence Techniques**

Information alone won’t change behavior. How can you make your audience care?

- **Go Beyond Information**
  Knowing right doesn’t always mean doing right.

- **Use Key Messages**
  Once you know your audience, you can put your message in their terms.

- **Connect with People**
  Most of us make decisions based on emotions and justify with logic.

- **Create Material Carefully**
  Take advantage of the way the human brain works to make your message “sticky.”

- **Create Feedback Loops**
  People support what they create (or influence).

- **Say it Again**
  Messages are more effective when they are repeated.
4. Execute and repeat

- How to measure impact
- How to maintain momentum
- Communicate and reward successes
If you can do three things...

Action Planning

Thank you