



Developing a Culturally Competent Compliance Program

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Introduction

In today's interconnected and globalized world, it is now commonplace for people of dissimilar world views, faiths and races to live side by side. It is a matter of great urgency, therefore, that we find ways to cooperate with one another in a spirit of mutual acceptance and respect.

Dalai Lama

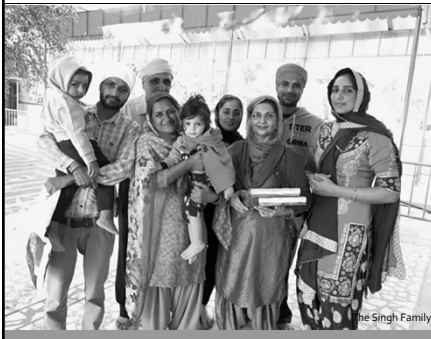
The Compliance and Ethics office through policies, training and communications must set standards that promote and embrace cultural differences, eliminate exclusion, reduce fear, and ensure that it is everyone's responsibility.



Developing Cultural Competence

Effectively manage and collaborate with people from different cultures as an important component of managing a successful compliance program.

Developing Cultural Competence



Cultural Awareness

- **What is Cultural Awareness?**
Cultural awareness is the first step in developing cultural competence and is the foundation of communication as an integral part of understanding cultural differences.
- **How do we define culture?**
In organizations, culture refers to the values and principles that guide employee behavior as a collective group for the benefit of the business and communities they serve. Understanding that individual culture impacts organizational culture.

Developing Cultural Competence

Our Own Cultural Values and Beliefs


- Understand our own cultural values, beliefs, and individual culture
- Understand how our actions, attitudes and communications may be perceived by others
- Understand the influences that shape who we are

Developing Cultural Competence

The Impact of Individual Cultural Values and Beliefs?


- Our cultural values and beliefs influence the way we interact with other people.
- These values descend from national, gender, corporate culture, and our communication styles, and influence:
 - our perception of issues, situations and others
 - how we behave
 - how we perform our work
 - our style
 - our use of language
 - how we solve problems or deal with conflicts

Most importantly, it influences how we relate to others.




Sab & Megha

Developing Cultural Competence



Understanding the Value of Cultural Differences

- Culture is not "one size fits all"
- Bridge the cultural knowledge gap
- The role leaders play in promoting a culture of diverse perspectives



Values, Attitudes, and Prejudices

Personal beliefs drive behavior and how we feel about the world and people around us, and ultimately how we judge other people. Personal biases play an important role in the success or failure of a compliance program.

Values, Attitudes and Prejudices

Values and Beliefs

- Values can be defined as principles that an individual or group of people hold in high regard
- A 'value' is commonly formed by a particular belief that is related to the worth of an idea or type of behavior
- Beliefs are the tenets or convictions that people hold to be true

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Values, Attitudes and Prejudices

Values and Beliefs

Beliefs

Beliefs come from real experiences and affect the quality of our work and our relationships

Pre-existing beliefs

Pre-existing beliefs are related to stereotypes that have developed over time



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Values, Attitudes and Prejudices

Attitudes

The word 'attitude' can refer to a lasting group of feelings, beliefs and behavior tendencies directed towards specific people, groups, ideas or objects.

The influence of attitudes

- Develop over time reflect where we have come from
- A powerful element in our life, long enduring and hard to change...

but not impossible!

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Values, Attitudes and Prejudices

Attitudes

The problem with attitudes

- Inconsistency
- Become selective
- Loss of objectivity

Awareness of personal attitudes


- Reflect on your life
- Identify significant events that have shaped who you are
- Qualities that you admire in yourself and others

By developing insights about our attitudes we reduce the risk of making decisions at work based on our unconscious, pre-existing perceptions, allowing us work more professionally with our colleagues and clients.

Values, Attitudes and Prejudices

Respecting the Values of Others

- It is inevitable that you will face situations that will challenge or compromise your own values when working with and/or managing others.
- It is important to keep in mind that your way may not be the only way to achieve the same result and that your style may not be the same as others.



Values, Attitudes and Prejudices

Prejudice, Bias and Stereotypes

Let's take a look at some popular assumptions that result from the lack of cultural awareness.



Values, Attitudes and Prejudices


Prejudice, Bias and Stereotypes

- What are some of the stereotypes portrayed in this scenario?
- How do you feel about the man's behavior in this scenario?
- What is your reaction to the woman's response?

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Values, Attitudes and Prejudices

Prejudice, Bias and Stereotypes



Implicit or Unconscious Bias

The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner

Explicit or Conscious Bias

The attitudes and beliefs we have about a person or group on a conscious level

Cultural bias

Interpreting and judging others by standards inherent to one's own culture

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Training and Communication Strategies

Incorporate diversity values into your compliance training and communications to mitigate risks and help the organization meet its business goals.

Training and Communication Strategies

Training for Cultural Competence

- Training initiatives should represent the cultural diversity of your employees
- Assess your employee base
- Design training that relates to your employees
- Train management
- Address the subtle differences within the employee audience

Training and Communication Strategies

The Role Communication Plays

- Build ground rules that are values based, not rules based
- Ensure messages convey and reiterate cultural values across the enterprise
- Communications should be inclusive and related to your employee culture at all levels
- Communicate the importance of your global organization
- Create targeted communications for managers
- Use consistent communications
- Brand your program and communications
- Leverage opportunities

Training and Communication Strategies

Intercultural Communications

- Rules for speaking and writing varies by culture and even within a culture
- Understanding that U.S. centric communications, are just that, U.S. centric and may exclude a large population of employees if your organization is a global organization
- Rules for speaking and writing varies by culture and even within a culture

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Training and Communication Strategies

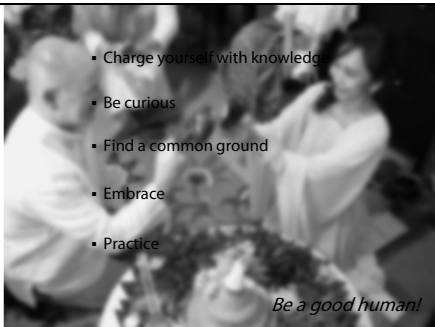


Best Practices

- Train employees
- Make use of employees' cultural skills
- Promote cultural diversity
- Be flexible
- Ensure employees are aware of discrimination laws
- Consider cultural differences during conflicts
- Treat employees fairly
- Do not make assumptions

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Summary



- Charge yourself with knowledge
- Be curious
- Find a common ground
- Embrace
- Practice

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Questions?

Danke! Tak skål du ha! Дзякую!
Teşekkür ederim! Dziękuję!
Terima kasih! Благодарю! 고맙습니다!
Merci!
Mulţumesc! Thank you! Ākujem!
謝謝! tack! Kiitos!
Dank je! Obrigado! ¡Gracias! Grazie! Dankie!
tak skål du have! Cảm ơn bạn! धन्यवाद!
شكراً!! ありがとうございます! Köszönöm!
Σας ευχαριστώ! Дёкуји! धन्यवाद!
