




#SHIFTHAPPENED

Jen Farthing and Marsha Ershaghi Hames, LRN

March 9, 2018
SCCE Regional Forum, New York

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Steve Wynn Resigns From Company Amid Sexual Misconduct Allegations




Every member of USA Gymnastics' board of directors has resigned

The USAG announced the resignations on the deadline set by the United States Olympic Committee in response to the crimes of Larry Nassar.

By Chris Greenberg | @ChrisGreenberg | Jan 31, 2018, 4:15pm EST

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More Than 60 Advertisers Have Dumped Bill O'Reilly's Show After Sexual Harassment Allegations

By Abigail Abrams
Jan 6, 2017


Fox News has said it didn't credit O'Reilly

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Oxfam's deputy CEO resigns over sex crimes scandal

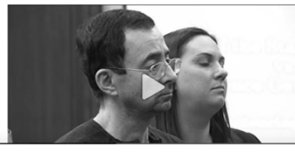
Credit Suisse launches investigation into sex assault claims



HARVEY WEINSTEIN ACCUSED OF SEXUAL HARASSMENT

Did Michigan State fail to stop Larry Nassar like Penn State did with Jerry Sandusky?

By Eric Lipton, CNN
Updated 2:55 PM ET, This February 5, 2018



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2 U.S. Swimming Officials Resign Amid Accusations of Ignored Abuse

By MATT STEVENS FEB 26, 2018



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The Tipping Point... Why Now?



Source: Dictionary.com

#HashtagActivism — Turning Whispers Into Shouts and Fighting Stigma With Story

#MeToo
#AskMoreofHim
#MentorHer
#TimesUp
#SilenceBreakers
#YesAllWomen
#NotAllMen
#AbuseofPower
#Complicit

#MeToo: how a hashtag became a rallying cry against sexual harassment

Facebook said that **within 24 hours of Harvey Weinstein Scandal, 4.7 million people around the world engaged in the #metoo conversation, with over 12m posts, comments, and reactions.**

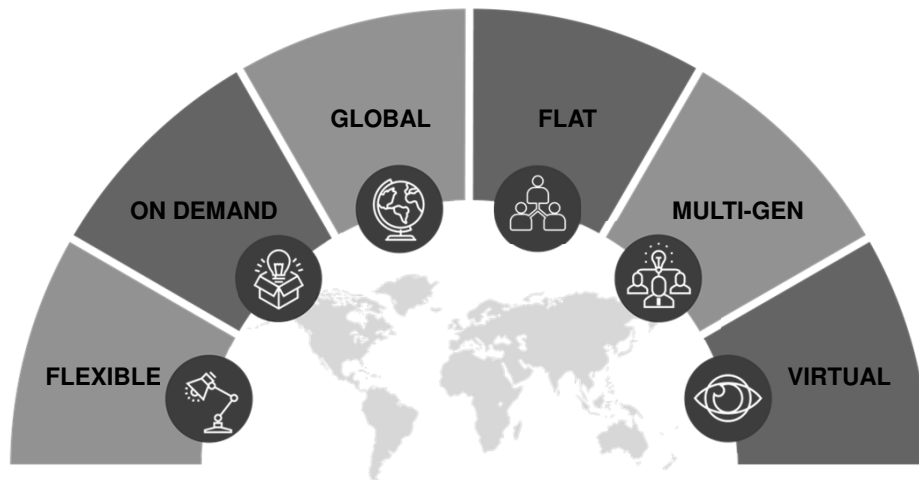
Source: The Guardian October 2017

DO YOU Know your Audience?



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Proactively Foster a Dialogue around Trust



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Nearly 235 million women worldwide lack legal protections from sexual harassment at work

UCLA's WORLD Policy Analysis Center report examines all 193 U.N. member states

UCLA Newsroom | October 25, 2017

Is sexual harassment explicitly prohibited in the workplace?



Building Moral “Muscle”

- **59%** of employees think that their organizations would be more successful when taking on their biggest challenges if their leadership had more moral authority
- **23%** of employees say that they have observed their managers demonstrating the qualities and behaviors of moral leaders
- **30%** say that their CEOs demonstrate the qualities of moral leadership



Accountability starts with Leaders: Develop the Front-Line



Setting the tone of a speak-up culture within the company often starts with leaders.



Employees report misdeeds 71% of the time when they believe top management is committed to ethics.



Front-line management are the gatekeepers of culture.

They are in the most **INFLUENTIAL** position to foster an environment for employees to raise concerns and speak out.

- **57% of people will go to their direct supervisor** when they observe misconduct



Do they LISTEN UP?

- **Less than 2%** of managers are formally trained around active listening
- Average manager interrupts employees **within 17 seconds** when someone is speaking.

LEADERS NEED TO MODEL #WALKTHETALK

1. Set the Tone
2. Practice having *uncomfortable conversations*
3. Be accessible
4. Be an active LISTENER
5. Take Action



The Value in Difficult Conversations

Published on November 15, 2017 | Edit article | View stats

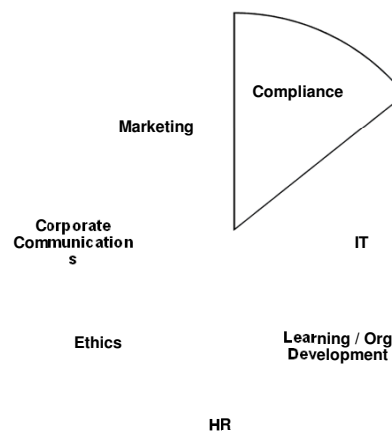


Dr. Marsha Ershaghi Hames, CCEP
Governance, Risk & Compliance | Corporate Culture | E...

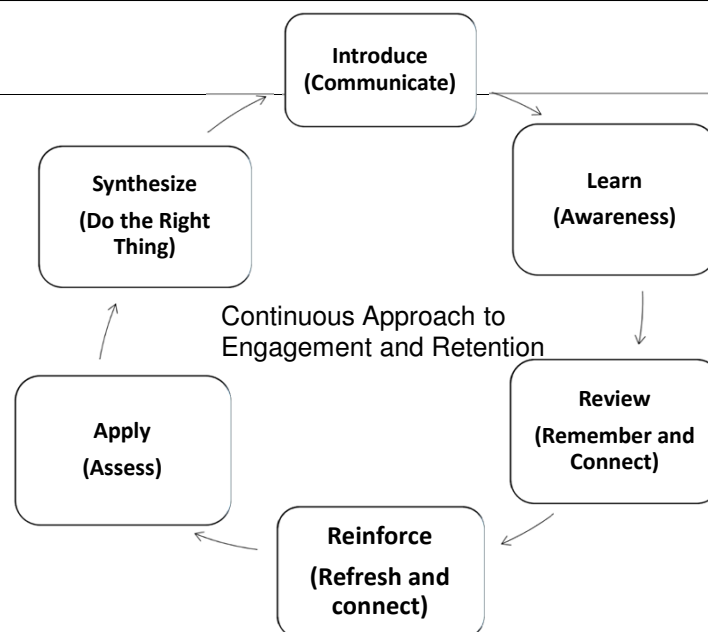
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REACH ACROSS THE TABLE: Collaborate Cross Functionally



Cycle of Learning



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SPARK DIFFICULT CONVERSATIONS

RESPECT IN THE WORKPLACE

A Zero-Tolerance Stance on Sexual Harassment for Supervisors

DO SOMETHING

Respect is a responsibility every accountability and right action and a culture of sexual harassment in the workplace.

NO TOLERANCE

Respect is a responsibility every accountability and right action and a culture of sexual harassment in the workplace.

Power implies an even greater responsibility to act in an ethical manner!

POWER

PROVIDE

Set the example and create a culture where time is taken and resources are available to respond to employee allegations and concerns.

ENSURE

Set the example and create a culture where time is taken and resources are available to respond to employee allegations and concerns.

WARNINGS SIGNS

Set the example and create a culture where time is taken and resources are available to respond to employee allegations and concerns.

ENSURE

Set the example and create a culture where time is taken and resources are available to respond to employee allegations and concerns.

LISTEN UP

- Be approachable with an open-door policy.
- Listen up – time and attention should be meaningful.
- Take allegations seriously.
- Report concerns accurately and timely.
- Accurate policy and a reporting mechanism.

LEAD

- No biases or shared motives.
- Unconditional supervisor care.
- Be an approachable leader.
- Speak up – encourage zero tolerance for inappropriate behavior.
- Know your responsibility as a leader.

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Bullying Harms Everyone

What is bullying?

It's a pattern of behavior that is intended to harm, intimidate, or humiliate another person. It's not just a one-time incident; it's a pattern of behavior that is intended to harm, intimidate, or humiliate another person.

What are the impacts?

It's a pattern of behavior that is intended to harm, intimidate, or humiliate another person. It's not just a one-time incident; it's a pattern of behavior that is intended to harm, intimidate, or humiliate another person.

What can I do to prevent bullying in the workplace?

SPEAK UP

We encourage all employees to report instances of bullying they are subject to or witness.

Retaliation is illegal and violates our values & policies.

LISTEN

It's a critical for managers and leaders to listen to employees that employees bring to them.

Display more courage, speaking up can be hard, but it's the right thing to do in preventing bullying.

Contact HR

Contact our HR Department for support and reporting.

Contact our Ethics & Compliance Department

Contact our Ethics & Compliance Department for support and reporting.

7% of employees say they are currently bullied.

20% have been subject to bullying in the past.

21% have witnessed bullying.

23% are aware of bullying.

35% are unsure of bullying.

Who are the bullies?

Supervisor 35%, Peer 45%, Subordinate 20%, Other 0%.

Bullying is not aligned with our values.

Treat everyone with... **Dignity, Respect, Civility**

Bullying impacts... **Performance, Morale, Everyone**

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ALLY

An ally is a person who supports victims of harassment in the workplace and stands up for what's right. Here are a few ways to convey that you're an ally.

Listen actively

- Avoid assumptions.
- Don't talk over the person sharing.
- Give your full attention.

Avoid rationalizing bad behavior

- Don't explain away someone's bad behavior.
- If you feel you're making excuses, you probably are.
- Try to listen and support.

Be consistent

- It's not enough to simply refuse from bullying.
- Tell the bullies their jokes are not welcome.
- Stand up for the person being harassed.

Speak up!

- Being offended isn't enough.
- Harassers need to be reported.
- If you see it or hear it, speak up!

Educate yourself

- It's not the victim's responsibility to teach you what's right.
- How can you take your understanding to the next level?
- Seek out information that can help you be an ally.

Be respectful

- Saying you're an ally isn't enough.
- Limited interaction isn't enough.
- Invest your time and energy into understanding.

Your actions and reactions when you witness and respond to incidents of sexual or other harassing behaviors in the workplace will earn trust over time. Colleagues will identify YOU as an ally.

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Active Learning, Modularize




What Is Sexual Harassment?
Salvaging a woman's
credibility and professional ability




Responding
Part of active listening includes responding, but there's more to it. Sometimes in conversation, we feel the urge to respond before we've really figured out what we want to say.
Select each hotspot to find out more.



Allyship
So far so good, right? In this lesson, we'll look at behaviors, and then focus on how to respond if you witness sexual harassment or the appearance of it at work. But first, let's go over something. You may have heard the term "ally" used to refer to people who are able to counter inequality and harassment of people of color, the LGBTQ community, and women.



Be a CURER
As a supervisor, you should do more than just listen to an employee's concerns. You should also:
• Concentrate on the speaker by giving him or her your undivided attention
• Understand what is being said by focusing on comprehending the words you hear
• Respond thoughtfully by paraphrasing to demonstrate your comprehension
• Empathize with the speaker—it's often hard to speak up. Maintain eye contact to show your connection
• Remember the conversation so you can follow up appropriately
By adopting these active listening skills and being a CURER, you'll be in a better position to help employees work through the issues, whether they're related to sexual harassment or something else.



Avoid Interruptions
One other thing, don't interrupt. These conversations can be awkward at best, and no one likes to be cut off. When it comes to reporting an incident, the last thing you want to do is appear like it's taking too much of your time, interrupting in a way that assumes you know the details. You don't.

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#WALKTHETALK: Stopping Sexual Harassment in it's Tracks

Silent Behavior and Sexual Harassment

Research shows that speaking out about concerns is instinctive behavior for humans. If you've ever watched young children playing in a nursery school setting or playground, you've inevitably witnessed a child "telling" on another for being unfair, not sharing, or name-calling. Essentially, we are "wired" to tell authority figures when we see misconduct.

Yet, as we progress through school and enter society, our behavior changes. We learn that staying quiet—rather than speaking up—is often the more acceptable and safest course of action. When this approach is embraced in the workplace, however, corporate cultures can become toxic and develop patterns of complicity, power inequality, and poor leadership where organizational justice is nonexistent, and employees don't trust their leaders. Moreover, silence is not just the more acceptable behavior in these cultures, it is expected.

A corporate culture that is both silent and toxic can be an enabling environment for sexual harassment. Since sexual harassment is more about power than sex, predators are able to hide beneath the veil of silence and exert their power over victims. They know victims or bystanders won't say anything, be believed, or have any recourse. Predators are supported in these environments and allowed to exert their power repeatedly over time, possibly for years or even decades. This has to stop.

Does this mean we should revert back to "telling" like we did in our nursery school days? Not exactly. It does mean we need to open the lines of communication between employees and frontline leaders, so employees know that speaking out is both encouraged and safe.

Before this can happen, employees have to trust their frontline leaders. They need to know not only that leaders will believe them but support them as well. When a frontline leader appears to be fair, trustworthy and proactive, employees will be more likely to raise concerns. Without leadership support and a clear path to organizational justice, employees will continue to remain silent.

A Reality Check

Sexual harassment and other forms of misconduct across all industries have been in the spotlight, taking over headlines globally because people are finally speaking out about these issues. This part is good.

While viral, hyper-transparency around victims empowered to share their narratives is at an all-time high, trust in corporate stewardship is at an all-time low—which is not good.

Let's look at a few statistics. According to the 2017 Edelman Trust Barometer annual survey on credibility and trust across

Stories with Impact