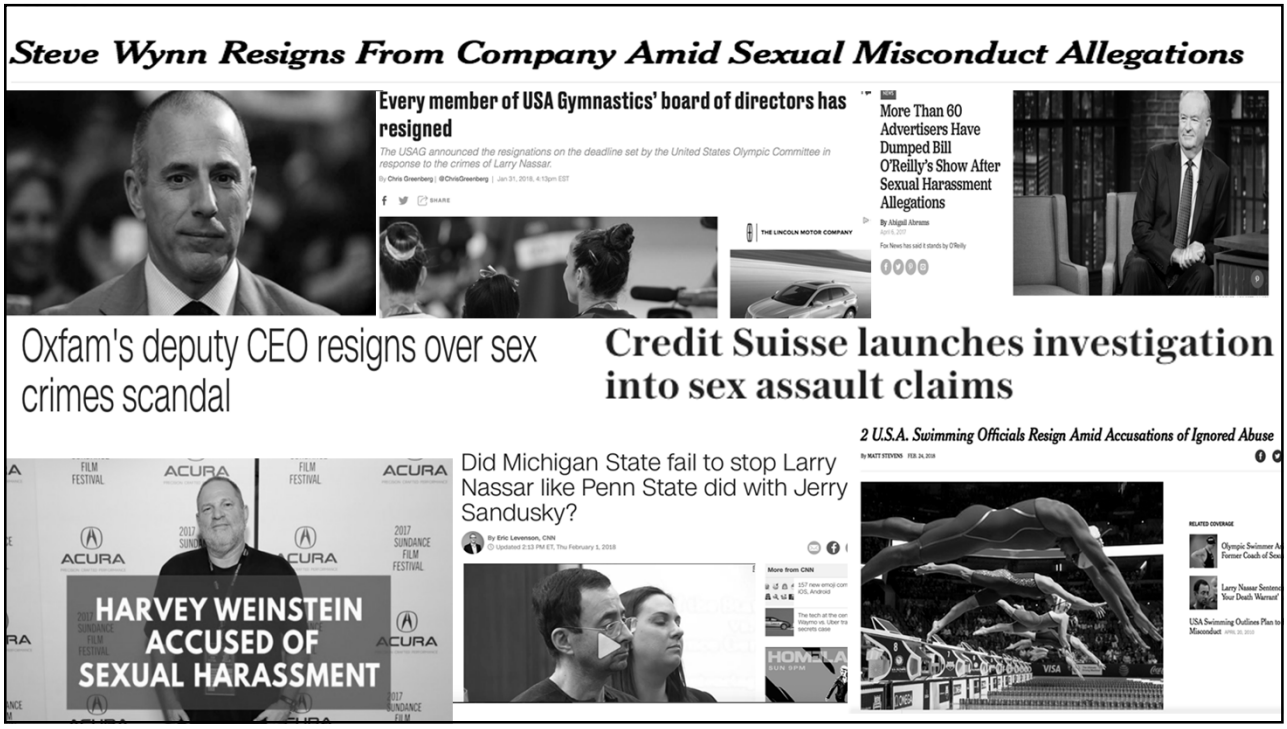
#SHIFTHAPPENED

Jen Farthing and **Marsha Ershaghi Hames**, LRN

March 9, 2018
SCCE Regional Forum, New York

LRN Inspiring Principled Performance



sex·u·al ha·rass·ment

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

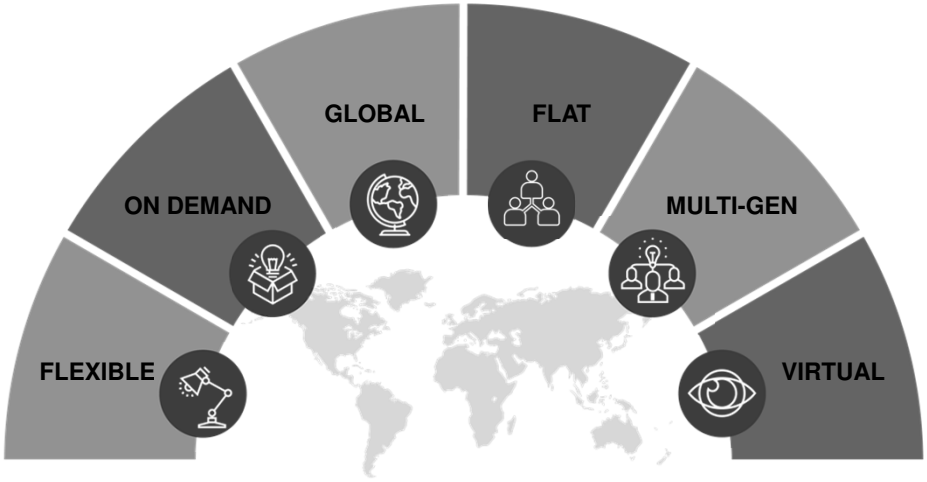
#MeToo: how a hashtag became a rallying cry against sexual harassment

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?

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

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

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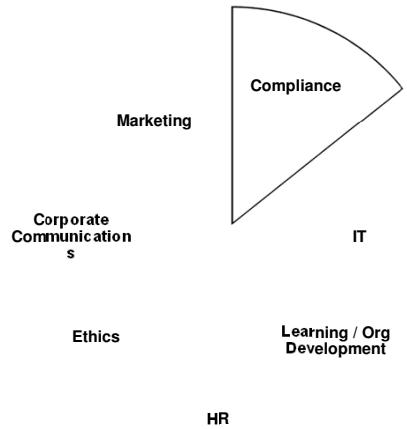
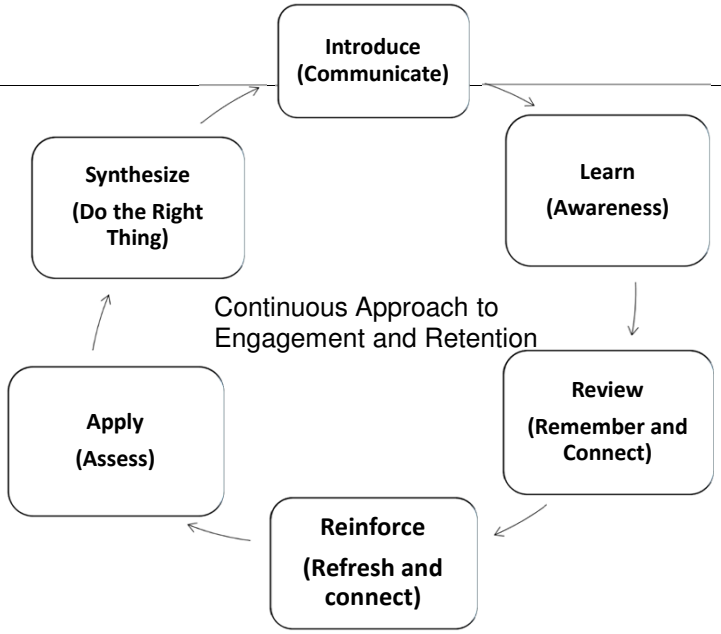
REACH ACROSS THE TABLE: Collaborate Cross Functionally



Cycle of Learning



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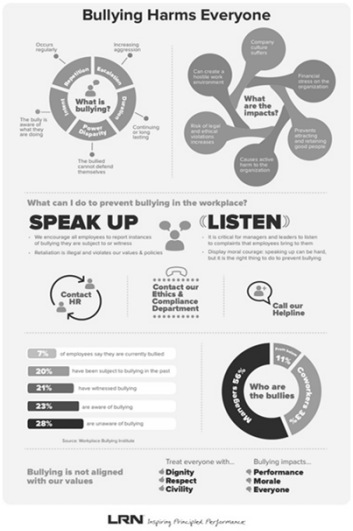
SPARK DIFFICULT CONVERSATIONS



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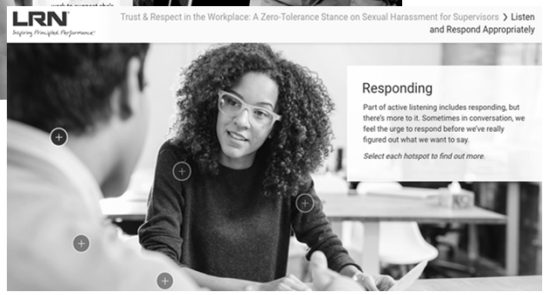
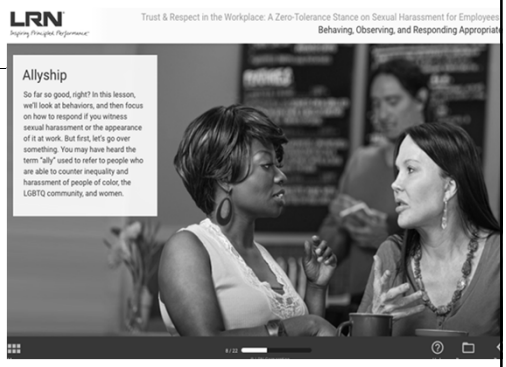
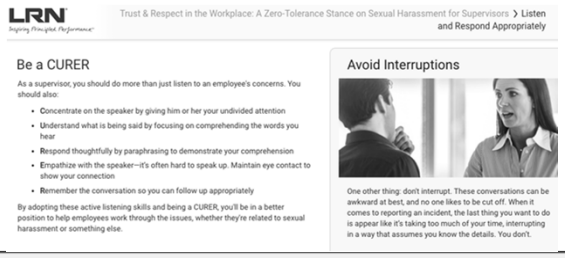
Active Learning, Modularize







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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