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Time Magazine, 2010

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Time Magazine, 2017

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**Steve Wynn Resigns From Company Amid Sexual Misconduct Allegations**



**FOUR WOMEN ACCUSE NEW YORK'S ATTORNEY GENERAL OF PHYSICAL ABUSE**

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

**Oxfam's deputy CEO resigns over sex crimes scandal**

**Credit Suisse launches investigation into sex assault claims**

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

**Bill Cosby Is Found Guilty of Sexual Assault**

**HARVEY WEINSTEIN ACCUSED OF SEXUAL HARASSMENT**

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**Four Directors Will Leave Wells Fargo's Board**



**Volkswagen**




**BR PETROBRAS**




**Starbucks CEO: Reprehensible outcome in Philadelphia event**

**Facebook data breach**



**Nike's Head of Diversity Leaves During Review of Corporate Culture**




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**DIVIDED WE LEAD**

CEO activism has entered the mainstream.

**THE LINEUP**

**How to Be an Inspiring Leader**

**LEADERSHIP**

**Harvard Business Review**

**THE NEUROSCIENCE OF TRUST**

**EMPLOYEES WHO TRUST THEIR MANAGERS ARE MORE LIKELY TO TRUST THEIR CEOs**

**INSPIRATIONAL PEOPLE**

**Harvard Business Review**

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CULTURE IS A KEY DRIVER OF IMPACT


Regulators have long identified culture as a driver of Compliance & Ethics strategy.



"... undertake an appropriate assessment of corporate efforts to create an organizational culture that encourages a commitment to compliance with the law and ethical conduct..."



"Culture needs to be set from the top. Members of the corporation need to know that the corporation is committed to ethical standards... and that executives... are role models for ethical business conduct"



"... A corporation is directed by its management and management is responsible for a corporate culture in which criminal conduct is either discouraged or tacitly encouraged."

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**Festival de Cannes**  
@festival\_cannes

Follow

Moving, historic, 82 women from all countries and professions in cinema have just made the red carpet entrance for **LES FILLES DU SOLEIL (GIRLS OF THE SUN)** by Eva Husson. #Cannes2018 #Competition

8:08 AM - 15 May 2018

**Susan Fowler**  
@stuartfowler

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**Good Morning America**  
@GMA

Follow

**FULL INTERVIEW: "I personally apologize..."**  
Starbucks CEO Kevin Johnson one-on-one with @RobinRoberts in his first interview after two black men were handcuffed at a Philadelphia store.

**FULL STORY:** [abcn.ws/2HB91Lq](http://abcn.ws/2HB91Lq)

**CNBC** HOME U.S. NEWS MARKETS INVESTING TECH  
CONSUMERS RETAIL AUTOS FOOD AND BEVERAGE RESTAURANTS FASHION

**Black men arrested at Starbucks settle for \$1 each, plus a \$200,000 program for entrepreneurs**

- Robin Roberts and Donita Robinson settled with the city of Philadelphia for a symbolic \$1 each and a promise from officials to set up a program for young entrepreneurs.
- The arrest of the two men touched off a furor around the U.S. over racial profiling.
- Starbucks CEO Kevin Johnson came to Philadelphia to personally apologize.

Published 10:58 PM ET Wed, 2 May 2018 Updated 7:40 PM ET Wed, 2 May 2018  
AP

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**THE TIME FOR BUILDING RELATIONSHIPS IS NOT IN THE MIDDLE OF A CRISIS**

**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.

**LRN** Inspiring Principled Performance

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## 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 10, 2017 | 635 articles | 12 views stats  
Dr. Manisha Dholughi Hames, CCEP  
Governance, Risk & Compliance | Corporate Culture | L.E.  
2 articles

LRN Inspiring Principled Performance

### The Demand for Moral Leadership

83%  
of Employees

Think that their companies would make better decisions if they followed the Golden Rule (i.e. "Treat others as you would have them treat you.")

62%  
of Employees

Think that their colleagues would do a better job if managers at their company relied more on moral authority as opposed to their formal power

59%  
of Employees

Think that their organizations would be more successful in taking on their biggest challenges if their leadership had more moral authority

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### REACH ACROSS THE TABLE: Collaborate Cross Functionally



LRN Inspiring Principled Performance

## SPARK DIFFICULT CONVERSATIONS

### RESPECT IN THE WORKPLACE

A Zero-Tolerance Stance on Sexual Harassment for Supervisors

**DO SOMETHING**

Supervisors are responsible for creating a safe and respectful workplace. They must take immediate action if they suspect or witness sexual harassment.

**NO TOLERANCE**

Sexual harassment is strictly prohibited. Any violation will result in disciplinary action, up to and including termination.

Power implies an extra degree of responsibility to act in an ethical manner.

## POWER

Supervisors must use their power responsibly to create a safe and respectful workplace. They must take immediate action if they suspect or witness sexual harassment.

**LISTEN UP**

Supervisors must listen to their employees and take their concerns seriously. They must create a safe and respectful workplace for all.

**LEAD**

Supervisors must lead by example and set the tone for a safe and respectful workplace. They must take immediate action if they suspect or witness sexual harassment.

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### Bullying Harms Everyone

Bullying is a form of harassment that can harm anyone in the workplace. It is strictly prohibited and will result in disciplinary action.

What can I do to prevent bullying in the workplace?

**SPEAK UP** **LISTEN**

Supervisors must speak up if they witness bullying and listen to the concerns of their employees. They must take immediate action to stop the bullying.

Building is not aligned with this value.

LRN Inspiring Principled Performance

### ALLY

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

**Speak up**

Supervisors must speak up if they witness harassment and listen to the concerns of their employees. They must take immediate action to stop the harassment.

**Be a bystander**

Supervisors must not be a bystander when they witness harassment. They must take immediate action to stop the harassment.

**Be a supporter**

Supervisors must be a supporter of their employees who are victims of harassment. They must take immediate action to stop the harassment.

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## COMPLIANCE is an OUTCOME of CULTURE

1. Reach across the aisle: collaborate cross-functionally
2. Build 'Drip' campaigns: Increase cadence of comms in short bits
3. Align core messages with corporate values
4. Education should integrate situational awareness & guidelines
5. Simplify policies so they are tangible, actionable
6. Workforce needs simulated practice APPLYING policy
7. Build dialogue into existing meetings, stand-ups
8. Be accessible, it takes courage to speak out
9. Develop front-line leaders to LISTEN, take ACTION
10. Measure accountability across the board