

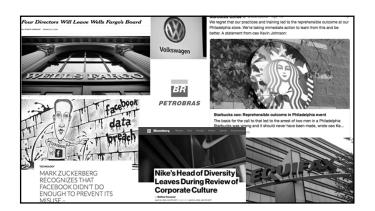


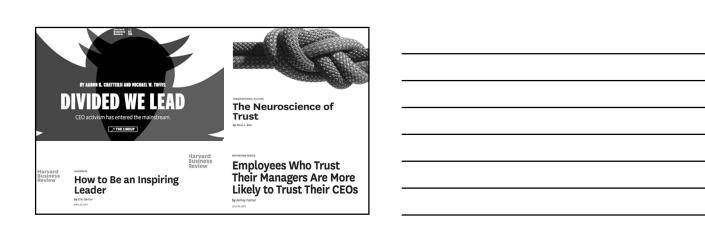
Time Magazine, 2010



Time Magazine, 2017











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..."



UK Serious Trade T



"... 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."



Festival de Cannes ©

Susan Fowler @ Gsusanthesquark

One year ago, I challenged tech companies to end forced arbitration. Last month, I asked @dkhos to stop forcing victims of sexual harassment and assault into arbitration. Today, @uber decided to do the right thing, and has changed their arbitration policy



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



CEO expresses the need to have the uncomfortable dialogue:

"I'd like to have a dialogue: "I'd like to have a dialogue with them so that I can ensure that we have opportunity to really understand the situation and show some compassion and empathy for the experience they went through, finally as we're working to solve this, I'd like to invite them to join me in finding a constructive way to solve this issue."

MECNEC HOME U.S. - NEWS MARKETS INVESTING TECH MA Black men arrested at Starbucks settle for \$1 each, plus a \$200,000 program for entrepreneurs

- Rashon Nelson and Donte 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

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

roster 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
 - trained around active listening Average manager interrupts employees within 17 seconds when someone is speaking.

LRN' Inspiring Principled Performance

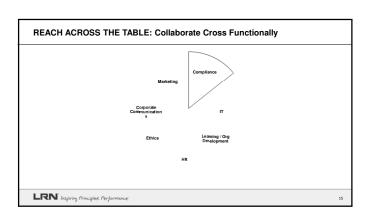
LEADERS NEED TO MODEL

#WALKTHETALK

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







SPARK DIFFICULT CONVERSATIONS RESPECT IN THE WORKPLACE A 70% Nemeror Success on Success of Succes

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

LRN' Inspiring Principled Performance

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