

SCCE Compliance & Ethics Forum
 April 27, 2018
 Tampa, FL

CRISIS OF TRUST: The Value in Difficult Conversations
 Dr. Marsha Ershaghi Hames

LRN Inspiring Principled Performance



Time Magazine, 2010



Time Magazine, 2017

Steve Wynn Resigns From Company Amid Sexual Misconduct Allegations

Every member of USA Gymnastics' board of directors has resigned

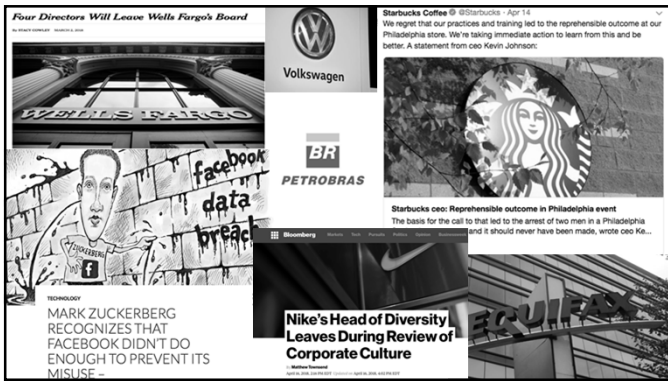
Oxfam's deputy CEO resigns over sex crimes scandal

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?

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







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."

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.

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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

NEW YORK

PHILADELPHIA, PA

STARBUCKS CEO APOLOGIZES AMID ARREST OUTRAGE

"YOU CAN AND SHOULD EXPECT MORE FROM US"

GMA

2.437.258K views

ENT MORE THAN 20% OF IT ON LEGAL BELLS

4:20PM

POLL SHOWS DEMAND

CEO expresses the need to have the **uncomfortable 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."

Remember:

- ✓ Regular Training can transfer situational awareness and guidelines.
- ✓ Simplifying policies into tangible, actionable guidelines has impact.
- ✓ Workforce needs simulated practice APPLYING guidelines.

BY AARON K. CHATTERJAI AND MICHAEL W. TOFFEL

DIVIDED WE LEAD

CEO activism has entered the mainstream.

THE LINEUP

INTERPERSONAL PSYCHOLOGY

The Neuroscience of Trust

By Paul J. Zak

Harvard Business Review

LEADERSHIP

How to Be an Inspiring Leader

By Eric Garton

APRIL 20, 2017

Harvard Business Review

INTERPERSONAL PSYCHOLOGY

Employees Who Trust Their Managers Are More Likely to Trust Their CEOs

By Anthony Fulmer

JULY 16, 2017

SPARK DIFFICULT CONVERSATIONS

RESPECT IN THE WORKPLACE

A Zero-Tolerance Stance on Sexual Harassment for Supervisors

DO SOMETHING **NO TOLERANCE**

Power means an ever greater responsibility to act in an ethical manner.

POWER

LISTEN UP **LEAD**

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Bullying Harms Everyone

SPEAK UP **LISTEN**

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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 steps to ensure that you're an ally.

Listen actively **Be respectful**

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REACH ACROSS THE TABLE: Collaborate Cross Functionally

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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

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