

Core Competencies for E&C Professionals

Lori Tansey Martens
International Business Ethics Institute

Soft Skills Every E&C Professional Needs

- Strategic Thinking
- Influencing/Problem & Conflict Resolution
- Innovation
- Leadership

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Are you strategic?

- Do your objectives/goals look like this?
 - Rollout annual E&C training by Dec. 31
 - Update Code of Conduct by Oct 1
 - Conduct specialized FCPA training for Sales by June 1
- What is the primary basis of your objectives/goals?
 - Information from conferences/peers
 - Regulatory requirements
 - Internal company data
 - Company Mission/Vision/Strategy

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Strategic Thinking

- Can you define and distinguish:
 - Mission
 - Vision
 - Values
 - Strategy
 - Objectives
- Can you articulate your organization's?

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Strategic Thinking

Definitions:

- Vision: Aspirational description of the future of the organization
- Mission: How you will achieve the vision
- Strategy: How you will achieve your mission
- Objectives: How you will achieve your strategy
- Goals: Specific milestones and timelines for achieving objectives
- Values: Principles/behaviors that will guide the achievement of all of the above

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Example: Strategy/Objectives/Goals, cont.

Company Strategy: Expand current service offerings through acquisition

E&C Objectives:

- Ensure acquisition due diligence processes are up-to-date and reflect best practice
- Ensure acquired employees are effectively on-boarded with respect to organizational values and policies

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Example: Strategy/Objectives/Goals, cont.

- Objective: Ensure due diligence processes are up-do-date and reflect best practices
 - Goal: Have current process reviewed by outside counsel for updates by Nov. 1
 - Goal: Review recommendations with compliance team by Jan. 1
- Objective: Effectively onboard acquired employees relative to our organizational values and policies
 - Goal: Conduct analysis of E&C training evaluations from past acquisitions by Oct. 1
 - Goal: Conduct 3 focus groups with employees from past acquisitions to determine strengths/weaknesses of the company's approach by Nov. 15

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Influencing/Problem & Conflict Resolution

1) Listen -- REALY REALLY Listen

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Are You Listening? Are You Sure?

- Or are you multi-tasking?
- Or are you formulating a rebuttal?
- Or are you feeling defensive?
- Or are you preoccupied with other things?
- Or are you angry?
- Or are you thinking that “This is a waste of my time, how do I cut this off?”

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Influencing/Problem & Conflict Resolution

1) Listen -- REALLY REALLY Listen

- Remove distractions
- It’s okay to delay
- Do you have the “right” meeting objective?

2) Ask MORE questions and make FEWER statements - beware “gag reflex”

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Statements vs. Questions

SHUTS DOWN	OPENS UP
We're not allowed to do that.	How might we adapt/modify your idea so that it complies with our regulatory guidelines?
We don't have the resources this year.	What could be done to reduce costs so that it falls within budget?
That's not permitted by our policies.	What are you trying to accomplish?
Senior management will never agree to that.	How can we pitch this to senior leaders? What might be their concerns?

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Influencing/Problem & Conflict Resolution

1) Listen -- REALLY REALLY Listen

- Remove distractions
- It's okay to delay
- Do you have the "right" meeting objective?

2) Ask more questions and make fewer statements - beware the "gag reflex"

3) Help them get to agreement

- Know the objectives of the other person
- Know the other person's "currency"
- Handle objections: "So if we can . . . then would you agree to . . ."

4) "People will forget what you said, people will forget what you did, but people will never forget how you made them feel" (Maya Angelou)

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Innovation

- Make sure you have 'psychological safety' on your team

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Psychological Safety

- Environment where everyone is free to take appropriate risks, voice opinions, ask judgement-free questions, be vulnerable
- Members feel valued and respected; there is no blaming/shaming for honest mistakes. Errors are viewed as learning opportunities
- Managers provide air cover and create safe zones so employees can relax, and be themselves
- Everyone speaks an equivalent amount in meetings. A few people/small sub groups do not dominate discussion. All feedback is welcome, irrespective of "expertise"
- There are no pre-meetings or post meeting - issues are discussed directly and immediately in the meeting itself.

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Innovation

- Make sure you have 'psychological safety' on your team
- Keep your focus on the vision/mission/strategy and not "tasks"
- Recognize and reward innovation - even if not successful
- Go take a hike(literally) . . .

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Leadership

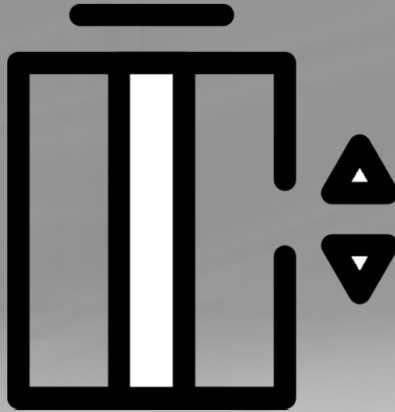
- Be strategic
- Be results oriented
- Be a coach
 - Do not micromanage
 - Pick your battles
- Be a role model at all times and especially with your team
 - Keep anger out of the workplace
 - Practice what you preach

. . . . and perhaps the most important of all . . .

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A Different Kind of “Elevator Pitch”

(that will ensure people will follow where you lead . . .)



Questions Now?

Questions Later?

(Martens@business-ethics.org)

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