

how

Ethics Communications that Build
Values & Engagement

SUSAN DIVERS

LRN Corporation





normal



#1

CHINA

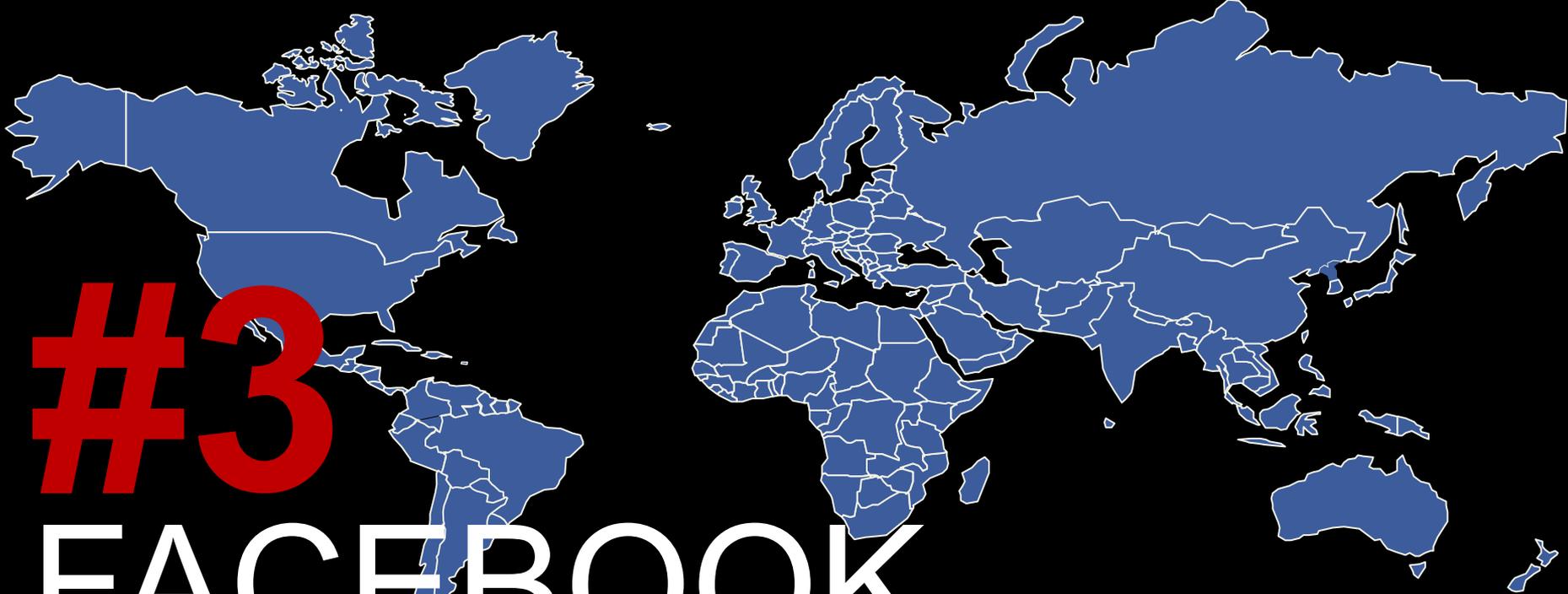
1,300,000,000



#2

INDIA

1,200,000,000



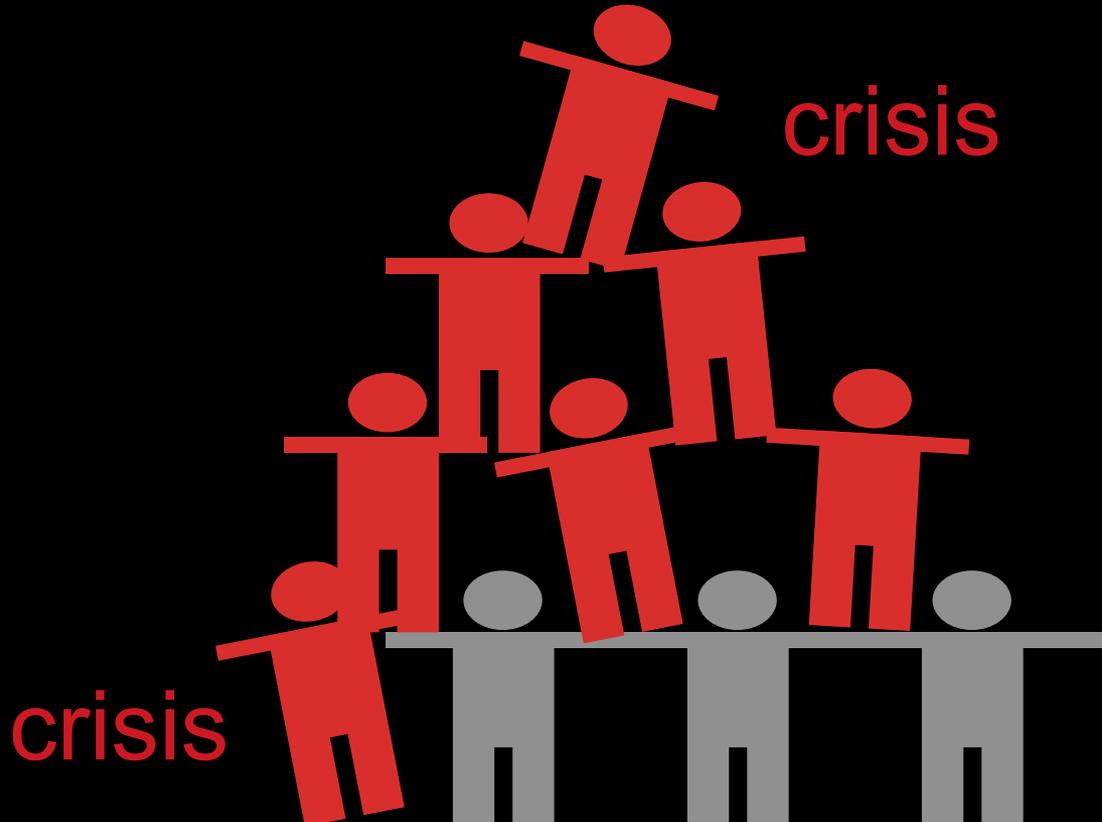
#3

FACEBOOK
1,150,000,000



GETTING CLOSER

Moral Interdependence



We have never asked for more

relate better

connect more

go beyond

live the brand

disruptive innovation

collaboration

COERCION



MOTIVATION



INSPIRATION



**SHIFTS
BEHAVIOR**

**ELEVATES
BEHAVIOR**

Trend Toward Inspirational Leadership

JOHN CHAMBERS 

“I had to move from a **command-and-control** leader to **collaborative** by letting go.”

VINEET NAYAR 

“We must **kill command-and-control.**”

GINNY ROMETTI 

“Clients would often say to me, “What’s your strategy?” And I would say, “**Ask me what I believe first,** that’s a far more enduring answer.”

WALTER ROBB



“This store represents a **collaboration** between a community and a company.”

MARY BARRA



“My management style is **collaborative**... There should be constructive tension.”

SHERYL SANDBERG



“Leadership has to evolve from hierarchy to **shared responsibility**, from command and control to listening and guiding.”

ANDREW LIVERIS



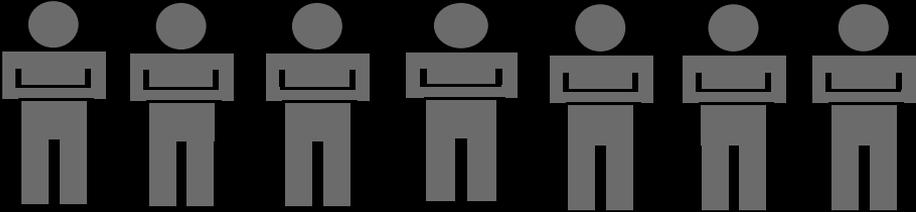
“What we need now are bold leaders: leaders **collaborating** across outdated divisions.”

Employee Engagement

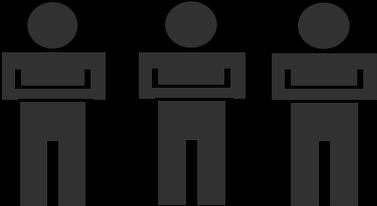
Engaged
13%



Disengaged
63%



Actively disengaged
24%



Communications Strategy Has to Foster Genuine Values to be Credible and Effective

Culture is emerging as the single most critical issue facing organizations today. It's the ecosystem in which everyone operates.

Connecting organizational mission, purpose and values to every day decision making creates more alignment and a healthier culture.

Ecosystem gone awry

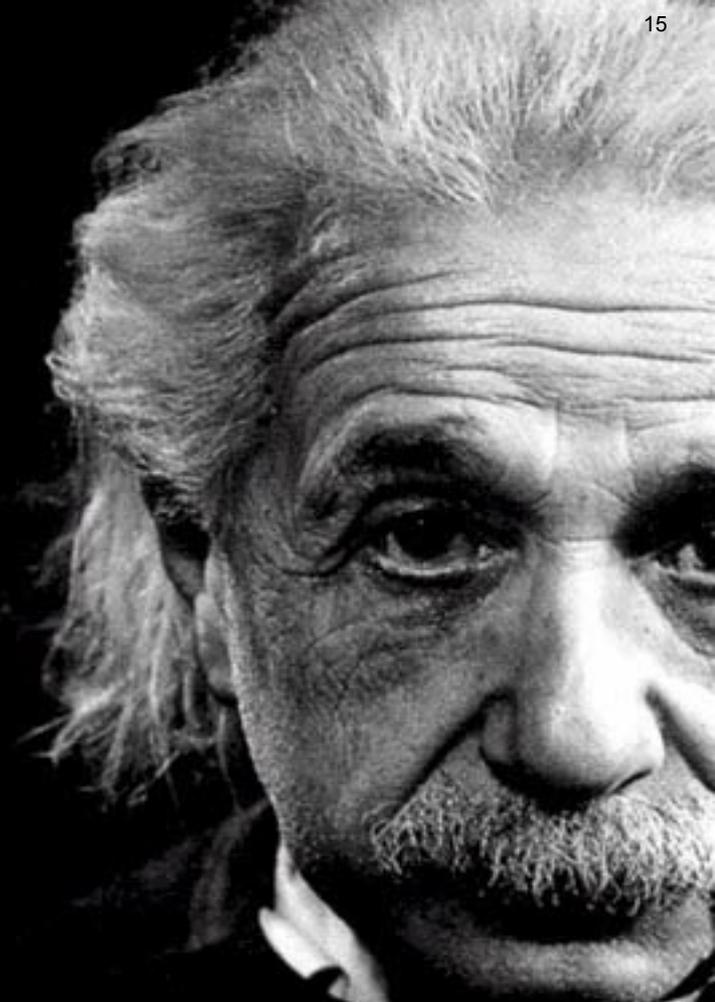
The New York Times ON THE WEB

Culture of Complicity Tied to Stricken Nuclear Plant



Rethink.

“We can’t solve problems by using the same kind of thinking we used when we created them.”



What
behaviors
do you want?

HOW

do you communicate
about them?



Is a long list of rules the right way
to do that?

Best Practices to Consider

- Celebrate & Model Good Behavior
- Demonstrate Accountability
- Engagement
- Simplification

Celebrate and **Model** Good Behavior

Positive messages resonate better than complex, negative messages

- Tie values to your brand: this is who we are and that is why we act ethically
- Use narrative: stories educate better than edicts or prohibitions

Example: Profiles in Courage

- A middle manager who repeatedly turned down a large, FCPA- tainted joint venture proposal
- A junior accountant who spotted a suspicious pattern in employee expense reports
- A new manager who focused on rebuilding trust and transparency after replacing someone fired for an ethical lapse

Use Stories that Resonate with Your Audience



General Wayne A. Downing: fabled Special Operations Leader: 6 bronze Stars, 2 Silver Stars, first JSOC Commander, White House Terrorism Advisor, inter alia, on ethical leadership

“Step outside your comfort zone. It takes courage to do that, whether in combat or anything you do but it’s the essential characteristic of a good leader.”

ACCOUNTABILITY

One of the most powerful driver of values-based ethics

- **General Electric annual video features top executives discussing why an ethical lapse occurred, how it was fixed and remediation going forward**
- **SAIC uses cross-functional panels, root cause analysis and published summaries of results to address employee concerns, hotline reports and investigations.**

The DOD Encyclopedia of Ethical Failures—An Excerpt

General Discovers that Military Aides Are Not Supposed to Feed Cats

Military officials discovered that a General was misusing Government personnel, improperly accepting gifts of services from subordinates, and misusing his position. What did he do?

The General used his enlisted aides to help host unofficial functions at his headquarters, provide driving lessons to a family member, and to feed a friend's cat. Although the aides were 5 enlisted men initially paid with \$30-\$40 Starbucks gift cards for their services, the General, taking full responsibility for his actions even though he retired, rectified the misuse and underpayment for services by retroactively paying the aides almost \$2,000.

http://www.dod.mil/dodgc/defense_ethics/dod_oge/eef_complete.pdf

PROMOTE ENGAGEMENT AND UNLEASH EMPLOYEE CREATIVITY

- Make the Code of Conduct Come Alive
- Film Festivals
- GE's Electronic Wallet
- “Cheat Sheets”--AECOM
- Wheel of Ethics—Colgate example
- Social media—short updates on Russia, Cuba, Iran sanctions, with links to click

Simplification: Compliance Moving at the Speed of Business

- Not a quick fix: see https://medium.com/@LRN_Insights/policy-simplification-making-ethics-and-compliance-real-and-accessible-for-everyone-8531b952aae3#.p0eerqai7
- If done well, simplification helps align the business teams with ethics and compliance values
- Enables companies to bridge cultural gaps

CONCLUSION:

How You Talk about Ethics is
Just as Important as What You
Say (If Not More Important).