

The Ethical Culture Masterclass Series

#2: Ethical Culture Strategy

*Douglas Allen
Managing Director
Advisory Services*

Welcome!

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**Ethical Culture
Measurement**



Erica Salmon Byrne, J.D.
Executive Vice President
and Chair of the Business
Ethics Leadership Alliance
(BELA)

2

**Ethical Culture
Strategy**



Douglas Allen
Managing Director,
Advisory Services

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**Ethical Culture
Enablement**




Scott Stevenson, M.B.A.
Director, Culture
Services

Session #1 now available
on-demand
<https://ethisphere.com/ethical-culture-masterclass/>

Today You'll Learn



Gathering &
Analyzing
Culture Data



Strategies for
Sharing Data
and Insights



From Data to
Insight to
Action



DATA GATHERING AND ANALYSIS STRATEGIES

- What data should I be collecting?
- How much is enough?
- How can I use outreach and survey design to increase engagement?

1

Awareness of the program

2

Perceptions of the function

3

Observing & reporting

4

Perceived pressure

5

Organizational justice

6

Manager perceptions

7

Leadership perceptions

8

Peer perceptions



Strategies for Collecting the *Right* Data

Key takeaway. How you segment employees can limit – or enhance – your analysis

Commonly Collected

Location (Country, Region, Site)

Job Level

Length of Employment (legacy vs. acquired)

Function or Role

People Leader

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Trending

Generation Band or Age Range

Identified Gender

Ethnicity

Strategies for Collecting the *Right* Data

Key takeaway. Don't reinvent the wheel as existing demographic taxonomies likely already exist

Common sources of existing demographic data structures include:

Previous survey efforts

HRIS systems

Case management systems

Consistent data structures across sources opens opportunity for insights through “layering”

How You Collect Demographic Data Matters

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Please select your job level.

- Job level 1
- Job level 2
- Job level 3

Please select your job function.

- Clerical/Administrative Support (Office or Administrative Assistant, Executive Assistant, etc.)
- Communications
- Corporate Administration (General Management, Public Relations, Real Estate, etc.)
- Corporate Strategy/Planning
- Customer Support
- Engineering and Design (excluding Software Engineering)
- Executive Management
- Finance/Accounting
- Human Resources/Education/Training
- IT
- Legal
- Manufacturing
- Marketing/Market Research
- Operations (Service and Product Delivery)
- Purchasing/Procurement
- Quality Control/Assurance
- Research and Development
- Sales or Commercial (Business-to-Business and Business-to-Consumer)

Survey Questions

	A	B	C	D	E
1	E-mail Address	Country	Job Title	Region	
2	phish@gmail.com	United States of America	Manager, Sales	North America	
3	munjal@aol.com	United States of America	Sr Program Mgr - Sales	North America	
4	gordonjcp@outlook.com	United States of America	VP, Sales-USA	North America	
5	euice@sbcglobal.net	France	Inside Sales Rep sr 2	Europe	
6	chlim@icloud.com	Italy	Professional, Sales	Europe	
7	hyper@gmail.com	Italy	Professional, Sales	Europe	
8	podmaster@live.com	Netherlands	Professional, Sales	Europe	
9	graham@verizon.net	United Kingdom	Professional, Sales	Europe	
10	natepuri@mac.com	United Kingdom	Dir, Sales	Europe	
11	luebke@verizon.net	Canada	Professional, Sales	North America	
12	fmerges@outlook.com	Canada	Professional, Sales	North America	
13	sbmrjbr@hotmail.com	Canada	Professional, Sales	North America	
14	pakaste@live.com	Canada	Professional, Finance	North America	
15	alhajj@yahoo.com	Canada	Professional, Sales	North America	
16	arebenti@verizon.net	Canada	Professional, Sales	North America	
17	falcao@yahoo.com	Canada	Consultant, Sales	North America	
18	jandrese@sbcglobal.net	Canada	Professional, Sales	North America	
19	choset@sbcglobal.net	Canada	Dir, Sales	North America	
20	skauffman@mac.com	Mexico	Manager, Purchasing	South America	

Associated Data

**Demographic Data
using Survey Questions**

**Demographic Data
using Embedded Data**

Accuracy

**Ease of
Collection**

Flexibility

Best Option?

Demographic Data
using Survey Questions

Demographic Data
using Embedded Data

Accuracy

Risk of misinterpretation (“records manager” issue) or hiding identity

Yes, *but* is your HRIS system is accurate?

Ease of
Collection

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**Ease of
Collection**

More questions elongate survey; elevate “fright” risk

Yes, *but* is your data in a single system?

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Flexibility

No limit to what you can ask

Constrained by what’s recorded

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Yes, *but* is your data in a single system?

Flexibility

No limit to what you can ask

Constrained by what’s recorded

Best Option?

Often limited by what you have. Consider both!



Strategies for Collecting *Enough* Data

Key takeaway. There is no one-size-fits-all approach when determining *who* to survey.

What we're asked all the time...

Do I survey everyone?

**How much data do I need
to be confident in the
results?**

**What else should I
consider?**

You may need fewer responses than you think

Statistical significance means there is less chance that results happened by coincidence.

In deciding on your survey audience size, determine first how “certain” you want to be.

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Margin of Error

Tells how much you can expect your survey results to reflect the views from the overall population.

A lower value means more accurate survey findings.

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In deciding on your survey audience size, determine first how “certain” you want to be.

Margin of Error

Tells how much you can expect your survey results to reflect the views from the overall population.

A lower value means more accurate survey findings.

Confidence Level

The probability that your sample reflects the attitudes of your population.

A higher value means more accurate findings.

You may need fewer responses than you think

If your organization has...



You may need fewer responses than you think

If your organization has...



2,000
employees

10,000
employees

25,000
employees

You may need fewer responses than you think

If your organization has...	→	2,000 employees	10,000 employees	25,000 employees
To achieve a 2% margin of error*, you'll need...	→	1,092 responses	1,937 responses	2,191 responses

*At a 95% confidence level

You may need fewer responses than you think

If your organization has...	→ 2,000 employees	10,000 employees	25,000 employees
To achieve a 2% margin of error*, you'll need...	→ 1,092 responses	1,937 responses	2,191 responses
Which comes out to a...	→ 55% response rate	19% response rate	9% response rate

Strategies for Collecting *Enough* Data

Key takeaway. There is no universally right answer on how many employees to survey.

Survey fatigue

Employees were *heavily* surveyed in COVID era

Other efforts recently undertaken?

Can you 'piggyback' off existing efforts?

Leadership appetite for change

Leadership prepared and equipped to handle results?

Limited support may mean limited scope

Consider a pilot survey to build a case

Operational environment

How challenging is it to get ahold of employees?

Are you conflicting with other, company-wide efforts?

The opportunity cost of surveys

Strategies for Collecting *Enough* Data

Key takeaway. Make it as easy as possible to take your survey

Ways to easily improve the survey taking experience

Leverage display logic and skip logic

Go deep only when you need to

Reduce question length whenever possible

Ninety characters is an ideal target to aim for

Clearly define terms

"Senior Leader" can mean a variety of roles

Ask one question at a time

Check all "or" and "and" statements



Develop a Holistic Communications Approach

Key takeaway. A mid-survey communications strategy is required for success.

Regularly remind employees of the survey using a diverse set of voices, modalities

Monitor results in real-time; focus on regions, units with low response rates (is there a bigger issue at play?)

Get support: leverage local HR partners, ethics liaisons, or local leaders to support effort



Strategies for Sharing Data and Insights

Key takeaway. Setting yourself up for long-term impact requires accountability and urgency.

The “so what?” test

What key meeting deadlines are you working back from?

Here are the numbers, here's what we're going to do with them, here's how you can help.

Have a plan and an ask, particularly when presenting to leadership.

Give Context with Benchmarks

Context is critically important to help understand what's good and, equally importantly, whether your bad-seeming result isn't as bad as one might think.

How do you know if your 89 percent favorable perception of your training is good? What if all your peers are at 92 percent on that question?

Layer Data for Insight

Organizations and their cultures are complex. No single data source holds all the answers.

Compare, or “layer” your data against other available sources to see if broader trends emerge.

Not All Benchmarks are Created Equal

Operational and Business Reality

Access to ethics resources or exposure to senior levels of management for retail employees can vary wildly from software companies.

Complexity of Regulatory Environment

Compliance infrastructure at financial services companies does not align with travel & lodging companies.

Local and Cultural Comparisons

“Employees at our Japan plant are less willing to report misconduct. Is this unique to our organization?”

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1.2M Individual responses

Layering Data is an Opportunity for Insights

Key takeaway. Layer survey results against other data where possible. Do trends emerge?

Compliance Data

Case management data

E&C training completion speed

Engagement with E&C communications

Conflicts of interest disclosure patterns

Gifts and entertainment exceptions

Other Control Function Data

Manager turnover by region

Phish testing failure rates

Near-miss data

Vendor due diligence data

Audit areas of opportunity

Litigation patterns by region

Training data outside of E&C

Other Culture Inputs

Exit interviews


Focus groups

Feedback from site visits


Intra-company feedback tools (e.g., Yammer)

Social media

Today We Covered



Gathering &
Analyzing
Culture Data



Strategies for
Sharing Data
and Insights



From Data to
Insight to
Action

Questions?

Contact: culture@ethisphere.com

Promote Your Participation



Ethical Culture Measurement

Completed session 1 of the Ethisphere Ethical Culture Masterclass Series

<https://ethisphere.com/masterclass>

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Ethical Culture Strategy

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Ethical Culture Enablement

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