The Ethical Culture Masterclass Series

#2: Ethical Culture Strategy

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Welcome!

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

Ethical Culture
Measurement



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2 Ethical Culture Strategy



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Ethical Culture



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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?



Awareness of the program

Organizational justice

Perceptions of the function

Manager perceptions

Observing & reporting

7 Leadership perceptions

Perceived pressure

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

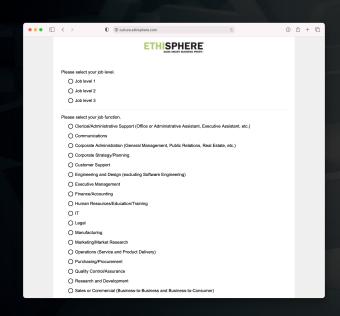
HRIS systems

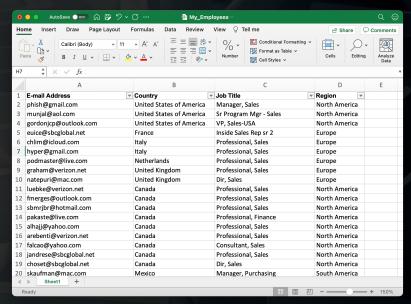
Case management systems

Consistent data structures across sources opens opportunity for insights through "layering"



How You Collect Demographic Data Matters





Survey Questions

Associated Data



Demographic Data using Embedded Data

Accuracy

Ease of Collection

Flexibility



Demographic Data using Embedded Data

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Risk of misinterpretation ("records manager" issue) or hiding identity

Yes, but is your HRIS system is accurate?

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More questions elongate survey; elevate "fright" risk

Yes, but is your data in a single system?

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No limit to what you can ask

Constrained by what's recorded



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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?



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.



If your organization has...



If your organization has... 2,000 employees

10,000 employees

25,000 employees



If your organization has...

2,000 employees

10,000 employees

25,000 employees

1,092 responses

1,937 responses

1,937 responses



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



1.2M Individual responses

Layering Data is an Opportunity for Insights

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

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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

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Strategies for Sharing Data and Insights From Data to Insight to Action



Questions?

Contact: culture @ethisphere.com



Promote Your Participation







Tap additional resources at www.Ethisphere.com/Culture

