

TALKING THE WALK

CONVERSATIONS FOR ETHICS & COMPLIANCE TEAMS

Case Scenario

Case 11

AND TODAY'S PANACEA IS...

*Dina is always upbeat and overflowing with energy, Ephraim observes. It's one of the things we all love **and hate** about her. Today she's even more "extra" than normal, like someone put espresso in the coffeemaker. Something is coming, we can all feel it.*

The staff meeting has barely begun when Dina bursts out her stupendous news: "I wasn't able to announce anything until now, but..."

Is she pregnant? She does seem extra glowy. I'd be thrilled for her. And it'd be a good excuse to switch her to decaf.

No such luck. Instead, she's gushing about a new initiative our team is going to undertake. She saw "the most amazing" presentation of a training program at some conference, and by juggling our budget "just a little bit" and pleading with the powers that be, we're going to put it in place here. She swears it's only going to require a little extra work on our end, maybe a few longer days and pushing off some other things a tad, but it'll be "SO worth it! Even though we have to hold off on that replacement hire in investigations, it'll all work out in the end because they'll be such a reduction in cases, that we won't need them."

I do love the idea--new training for managers using videos and role playing to help reduce feelings of retaliation. But it's not going to be an easy one to implement. Video production requires writers, camera crews, actors, a producer, and lots of help from IT. (Everything requires lots of help from IT!) This is a major initiative. At a time when we're all already feeling overwhelmed. Did she consider that it might be good to ask us before diving in?!

"I thought about talking with you first. But I didn't want any Negative Nellies grounding the plan before we even got off the ground. It's absolutely going to be worth it," Dina continues. "The company that implemented it had amazing results."

"Of course, we'll have to tailor things for our company. I definitely need your input and suggestions, especially about the issues to include in the videos. We want this to be as relevant as possible. And y'all have the best sense of what's going on in the trenches."

Yes, *Dina, we do*, Ephraim thinks to himself. *Which is why it would have been nice if you'd talked with us first.*

THE CHARACTERS

Dina: The CECE

Ephraim: A member of the E&C team

TALKING THE WALK

CONVERSATIONS FOR ETHICS & COMPLIANCE TEAMS

Questions for Discussion

TALKING THE TALK

1. Dina mentions Negative Nellies who quash ideas. What's the difference between being negative and thoughtfully dissenting? How can Ephraim thoughtfully dissent without being a Negative Nelly?
2. What should Ephraim do next? What should he say to Dina? What's the best way for him to raise his concerns?
3. How would you evaluate the tone that Dina is setting with her team? What should Dina have done differently?
4. If Dina's staff thoughtfully dissents with her about the initiative, what should she do next?

WALKING THE WALK

1. How likely is something like this for our E&C team?
2. What processes do we have in place for thinking through and vetting new initiatives?
3. It's important to get all the relevant stakeholders on board before launching a new initiative. How do we determine who needs to be involved? Does our process need to be improved and, if so, how?
4. Poorly thought-out initiatives can breed frustration and cynicism. But lack of progress is also a problem. How well do we strike the balance, so we're thoughtful, rather than mired in bureaucracy?
5. Ephraim and the rest of the team seem pretty busy, maybe even overwhelmed. How busy are we? What strategies do we have for raising a red flag when people are drowning?

FROM THE ECI DATABANK

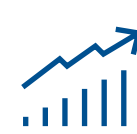


26% OF RESPONDENTS

say the transformations they're most familiar with have been very or completely successful at both improving performance and equipping the organization to sustain improvements over time.*

Good communication has a powerful effect at enterprise-wide transformations.

Company-wide change efforts are **12.4x** more likely to be successful when senior managers communicate continually.



An upcoming report from ECI Fellows' Capabilities Working Group reveals that, when asked about the leadership qualities most essential to their work, clear majorities of E&C professionals cited approachability (66%), collaboration (62%), listening skills (63%), trust in others (67%).

These same professionals were even more likely to find approachability (70%), collaboration (72%), and listening skills (71%) to be key qualities for leaders of the future.

* <https://www.mckinsey.com/business-functions/organization/our-insights/how-to-beat-the-transformation-odds>