

Building Fearlessness into Organizations

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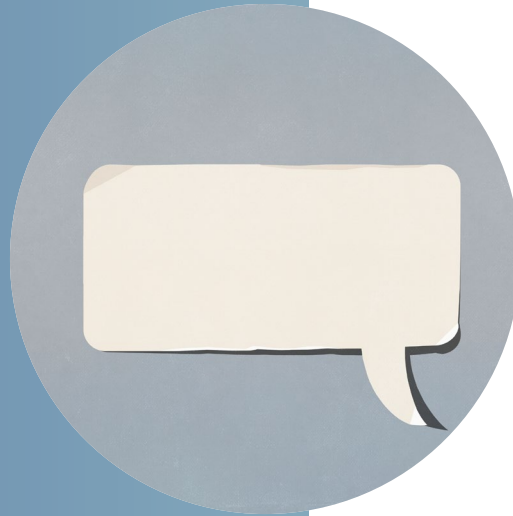
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Moving past “Speak Up Culture”

We all agree that having a culture where people raise concerns when they have them is important and needed for an effective compliance program



People generally are risk adverse. We are constantly, consciously and unconsciously, attempting to influence how others perceive us by managing how we interact with others.

We would rather stay silent, than risk other people thinking that we are ignorant, incompetent or disruptive.

This affects not only our willingness to share concerns, but also our willingness to ask questions to gain understanding or share new ideas for innovation



What drives interpersonal fear?

- Language barriers
- Cultural barriers (hierarchical vs egalitarian cultures)
- Tension between functions
- Approach to mistakes within the culture (Blame or punitive culture)
- Public speaking skills
- Knowledge
- VUCA (**V**olatility, **C**omplexity, **U**ncertainty, and **A**mbiguity)

Can't have a "speak up culture" if people are afraid

Cultures with high interpersonal fear will see limited success in getting people to raise concerns because it is safer to stay silent.

Just telling people it is the "right thing to do" isn't enough to overcome self-preservation.

We also need to have a work culture that is focused on reducing the elements that create interpersonal fear.



Focus instead on belonging


People are less affected by interpersonal fear when they feel like they belong at work, their ideas are valued, and they have mutual respect with their colleagues.

In this type of environment, people feel safe to share their knowledge, raise concerns, ask questions, and share half-formed ideas.

An inclusive and safe workplace is even more important when the work requires collaboration, creativity and resilience as a result of a constantly changing environment.

The more volatile and uncertain the challenges facing the organization, the more important it is for organizations to focus on belonging.





A focus on belonging also aligns compliance & business objectives

When we focus on creating belonging, we not only foster the sharing of concerns, but also the sharing of new ideas, which in turn unlocks innovation.

The life sciences industry thrives on innovation and new ideas.

This creates alignment between our goals and the business.



Your compliance approach

Whether you have a values or rules-based compliance program, trust and belonging are going to be key in your maturity journey.

What kind of culture do you have?

Ask yourself:

- Do employees feel welcome? Does your organization promote diverse thinking?
- Can employees have courageous conversations, speak up about tough issues, or think differently?
- Are employees able to challenge the status quo, make mistakes and experiment?

When you can answer yes to all three, then you have an organization that both encourages innovation (what the business wants) and a speak up culture (what we, as compliance, want).





So how do you get there? Focus on culture & belonging

The key to creating belonging is focusing on finding ways to reduce interpersonal fear.

When we create programs that build the skills of our employees when confronting interpersonal fear, we build organizations that foster belonging.

Our journey -- Culture Ambassadors

Leverages peer to peer connections
to advance culture & ethics
initiatives

Peer to Peer Connection

- 57% of employees learn new skills from peers*
- 47% of employees work in a different office from their manager*

Our Methodology

- Learn
- Teach
- Lead

Tested in different formats

- Tested with a single function
- Tested as well with multiple functions
- Tested across the globe in a single company

The Program

Built on a “Train the Trainer” model

Ambassadors receive training on a variety of topics twice a month.

After a couple of months, the ambassadors work with their Functional Leaders to share out relevant training from the topics.

Training can be modified to fit function specific scenarios and/or issues uniquely facing the function.

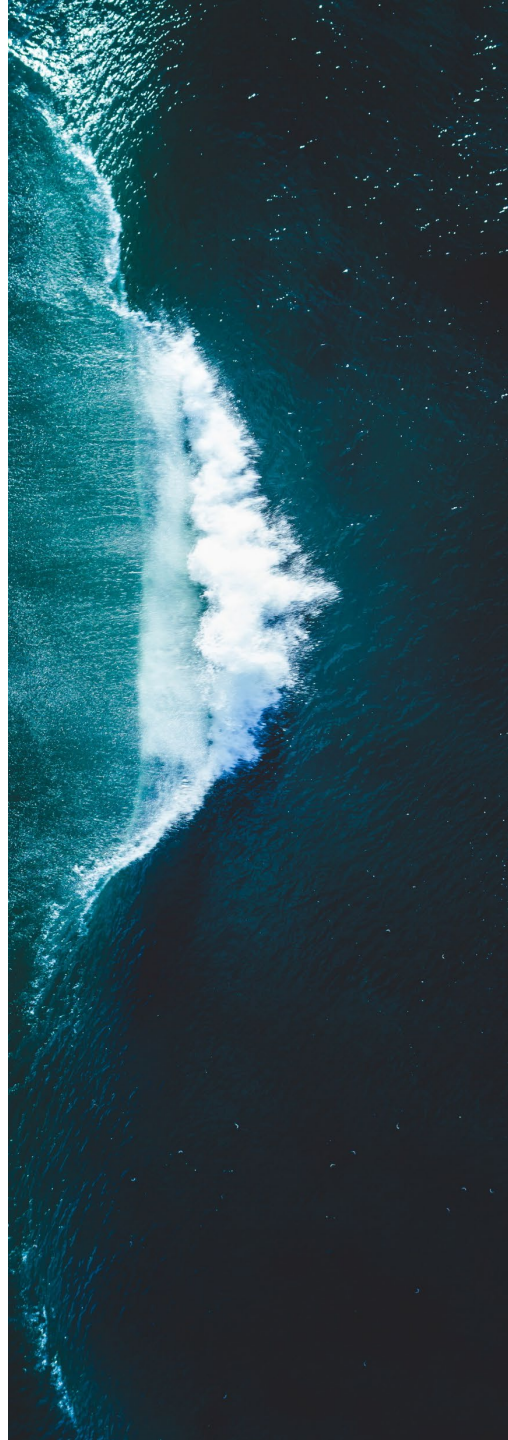
The Cohort

18 month rotating program with 18-22 individuals in each cohort.

Focuses on the middle of the organization.

- The individuals are a combination of strong contributors and high potential.
- The individuals are nominated into the program by their Functional Leader and HR.

Should be representative of the organization – think about location, function, gender, tenure, ethnicity



Types of Topics

Topics selected by compliance & HR based on the needs of the organization at that time.

Ethical Culture

Ethics across borders
Ethics in the workplace
Resolving ethical
dilemmas



Wellbeing

Time Management
Navigating Stressful
Times



Belonging

Cultural Conflict
Gender equality &
inclusion.



Personal Development

Setting your stage
Strengthening your
network



How is the program structured

1

Onboarding

First 4 months

- Ambassador onboarding
- Provide tools & resources
- Learn about how to build a curious, inclusive & ethical culture
- Conduct baseline assessment of culture
- Conduct 1-2 trainings

2

Practice to Perform

4-12 months

- Build 6 month plan for what want to roll out to the Function
- Ambassadors deploy skills that learned
- Measure baseline

3

Sustained Engagement

12-18 months

- Develop new training based on Functional needs
- Measure impact
- Reflect & prepare final presentation for leadership
- Identify potential candidates for next wave

4

Alumni Ambassadors

18 months +

- Graduate from the program
- Remain active members of the cohort
- Provide support, as needed, to key business issues
- Act as support for new Ambassadors in their function
- Serve on Steering Committee

What is in it for me – the WIFM?

Culture Ambassadors

- Professional development & growth
- Increased visibility to the global functions/sites
- Opportunity to work with Functional Leader
- Enhanced leadership skills
- Serve an important role within the company
- Soft skills development
- Build network across globe

Functional Leaders

- Consistent global approach to ethical culture & engagement
- Multiply Functional Leaders voice in the middle making it sustainable
- Embed curiosity, inclusion & diversity into our culture
- Curated messaging from others to leverage
- Enhance team unity, reduce turnover, increase employee satisfaction

Compliance Function

- Ability to more appropriately tailor culture & ethics work to specific functions – particularly those that are harder to reach
- Insights about how messages are being carried from the top through the organization
- Two way-discussion to engage the middle

Measuring the impact



Performance Metrics

Quantitative and Qualitative metrics for example:

of presentations to their SLT

Monthly Ambassador led-training for each function/site (minimum requirement)

100% attendance by significant majority of Ambassadors



Leading Indicators

Establishment of Culture Ambassador Forum by function

Functional participation in Ambassador-led forums

Functional Leader messaging

Quarterly survey to collect Culture Ambassador feedback

Specific questions from employee survey for example voice, feeling valued, trust in colleagues.



Lagging Indicators

Employee survey major indicators

- Ethical Culture indicators
- Engagement
- Inclusion
- Innovation

Example of the type of impact you can have

During its first year, the Culture Ambassador program (20 people) led over 150 training courses to their own teams across the 8 represented functions, creating approximately 5,000 points of impact across the business unit from FY21 to FY22

Their work, improved metrics related to:

- Employees comfort in speaking up when they disagreed with someone
- Comfort in the ability to report unethical behavior

In addition, we saw high engagement from the ambassadors themselves and a strong interest from other employees in the same group to participate in the program.



Why invest in programs like this one?

- The program is flexible to accommodate not just ethical culture initiatives, but also diversity and inclusion, employee engagement, and leadership development.
- These programs create spaces to ask, to listen, and to be vulnerable both for employees who are participating and employees who are hearing the information.
- These types of programs foster “tone in the middle” by connecting senior leaders with the middle of the organization.
- The longevity of the program and the connection between past participants and current members allows for longer organizational impact.
- Promotes excellence in an uncertain world, leading to improved performance and innovation



Criteria for Success

Must have:

- Need to have a willing leadership team to implement this type of program.
 - Willing to commit to invest the time for discussions.
 - Willing to dedicate resources (people) to the program.
 - Willing to listen to the recommendations from the Culture Ambassadors.
- If you have an organization, where ethical culture scores are very low, consider whether the organization is willing and ready to address any issues that come up – because they will come up. Low ethical scores might require other type of strategies to improve.
- Approach to compliance also needs to be aligned with reducing interpersonal fear in our interactions with our business. We can't be the police.

Nice to have:

- Company learning and development resources to leverage to build the curriculum.
- Involve the admins of the organization. All programs included 1 or 2 admins / ambassadors actively participating.



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