

# Integrating ethics into organisational culture

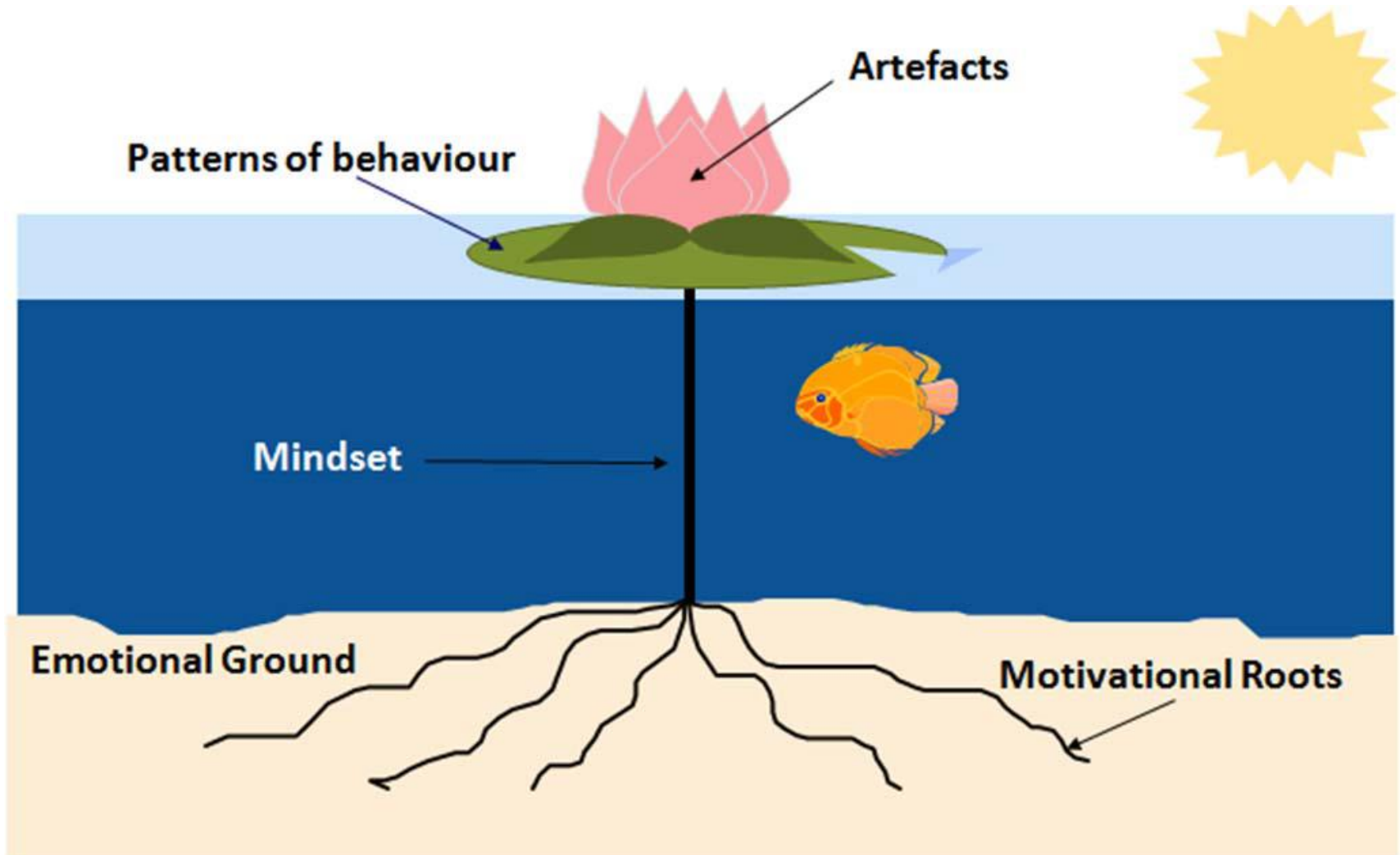
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# How do we identify what is going on in our organisations?

Organisation culture, values, problematic leadership behaviours, decision making and ethical blind spots

# Understanding your organisation culture



# Five organisational levers

- Communications - to what extent are patterns of formal and informal communication open and respectful?
- Working environment - what are the overall ethical principles and values that characterise the organisation's environment?
- Mission and Structure - how well do the mission and structure of the organisation prepare you to respond to an ethical challenge?
- Leaders - to what extent do leaders and other members of the organisation model integrity and responsibility?
- Problem-Solving Process – what are the typical processes by which the organisation solves ethical problems?

# Over to you

Complete the ethical  
organisation culture and  
leadership practice  
diagnostic  
questionnaire

Reflect with a neighbour  
on what you have learnt  
and what you might do  
next

# What have organisations done to integrate ethical initiatives?

Organisation culture, values, leadership practice, speak-up mechanisms, decision making, training, measurement and assessment

## Example 1: Walgreens Boots Alliance shifting team leaders 'mind-sets'

'What would we have to do if meeting employee needs are just as important as achieving KPIs: if they hold equal importance?'

# Inclusive Management Process

Value:  
**Lead with  
humility**

Principle:  
**Build an authentic  
relationship**

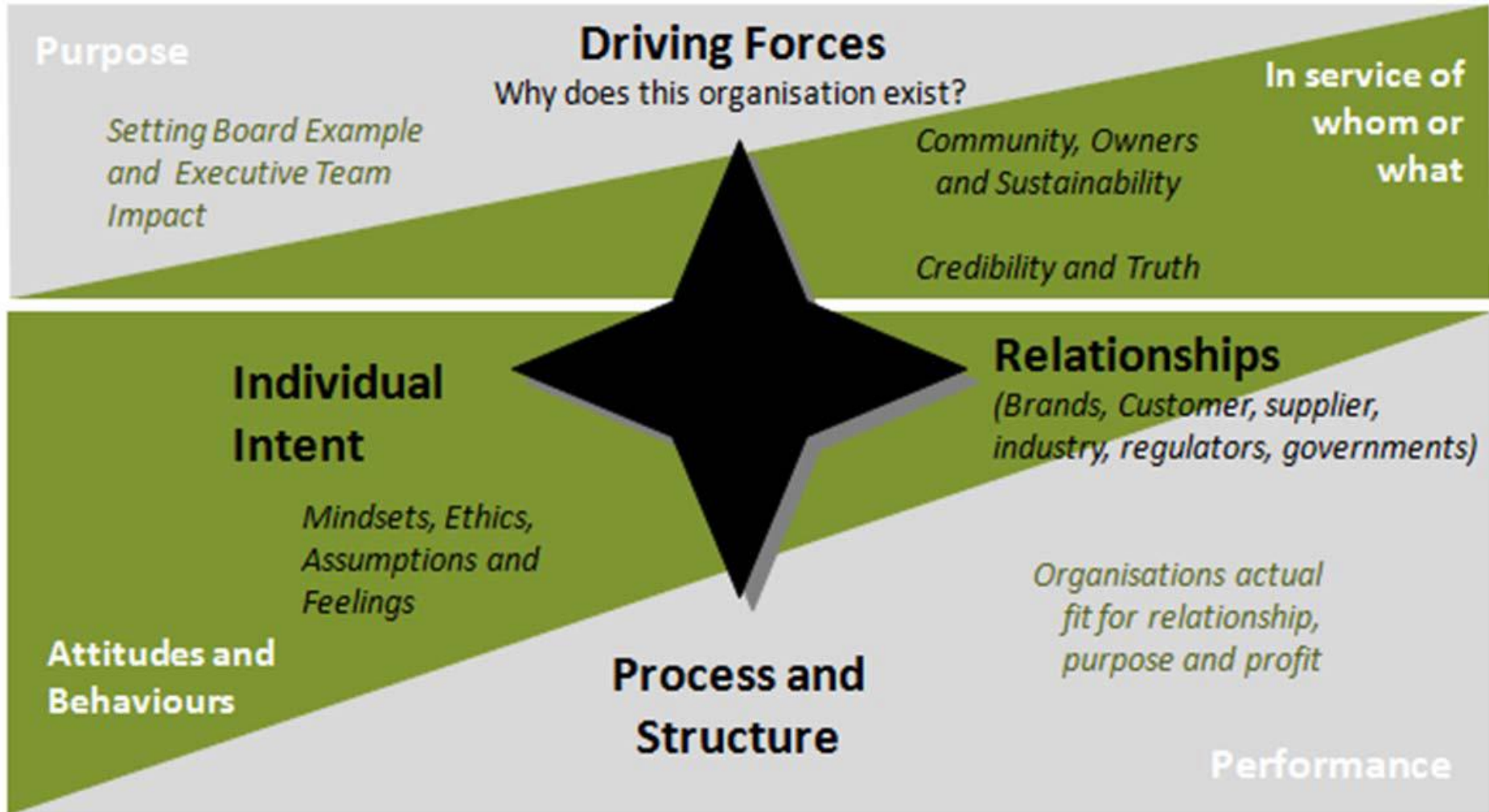
Action:  
**Solve problems by  
adapting &  
innovating**

## **Example 2: Lockheed Martin**

### **Integrating ethics and values into culture**

‘Why would I behave ethically if I knew I wouldn’t get caught?’

# Concept of a Moral Compass



# Global ethics and integrity benchmark categories

- Vision and goals
- Leadership
- Infrastructure
- Compliance, policies and rules
- Organisation culture
- Incentives and punishments
- Whistleblowing
- Assessment
- Advice and support
- Ethics training and education
- Ethics communications
- Corporate social responsibility

# Leadership dilemmas

- What could the organisation do to help you deal with this situation?

**Thank you!**

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