



# The Good, The Bad, The Ugly

Ethics for HR

# What We Will Discuss:

- Managing ethics in the work place
- What the top 10 potential HR conflicts of interest are
- How to create organizational strategies to limit conflicts of interest
- What to say - the "promise" of confidentiality
- How to ask the right questions for "fact-finding" before taking action
- Safely sharing ideas and speaking truth to power

# Why Ethics?



# Impact - How it goes Bad

- Legal Issues
- Employee Performance Concerns
- Relationship Troubles
- Credibility Lapses
- Trust Failures

The Ugly  
And you thought it was ok?



# HR Top Conflicts of Interest

1. Hiring an unqualified relative to provide services your company needs
2. Starting a company that provides services similar to your full-time employer
3. Failing to disclose that you're related to a job candidate the company is considering hiring
4. Making arrangements to work for a vendor or client at a future date while continuing to do business with them
5. Posting to social media about your company's weaknesses
6. Offering paid services on your time off to a company customer or supplier
7. Working part-time at a company that sells a competing product or service as your full-time employer
8. Accepting payment from another company for information about your employer
9. Failing to investigate a subordinate or coworker's wrongdoing because they are a friend
10. Sharing confidential information about your employer with a competitor
11. Dating or having a romantic relationship with a supervisor or subordinate
12. Making a purchase or business choice to boost a business that you or your family have a stake in
13. Accepting a favor or a gift from a client above the amount specified as acceptable by the company
14. Owning part of a business that sells goods or services to your employer
15. Reporting to a supervisor who is also a close friend or family member
16. Doing business or work for a competitor
17. Accepting consulting fees and providing advice to another company for personal gain
18. Sharing information in an interview about your employer's activities or plans
19. Taking advantage of confidential information learned on the job for your own benefit
20. Cashing in on a business opportunity that your company might have pursued

It All Starts with the Culture!

# One Size Does Not Fit All

- Explicit values
- Thoughts during judgment
- Incentives
- Cultural norms



# Building Cultural Basics

- Understanding - start with you
- Hiring - ask the right questions
- Evaluations - make values part of the assessment
- Compensation - create a score card with objective measures

# Building Business Basics

- Policies / Code of Conduct
- Training
- Leadership modeling
- Awards / Recognition



# Updated Style!

1. Right Mission - Purpose driven, Honest Answers, Customer Aware
2. Right Leadership - Strategic, Creative, Compassionate, Employee driven, Open & Accessible
3. Right Team - Talented, Collaborative, Committed to doing it right, Interactive
4. Right Culture - Safe, Energetic, Transparent, Fair, Accountable, Trusting
5. Right Technology - Efficient, Flexible, Intuitive, Interactive

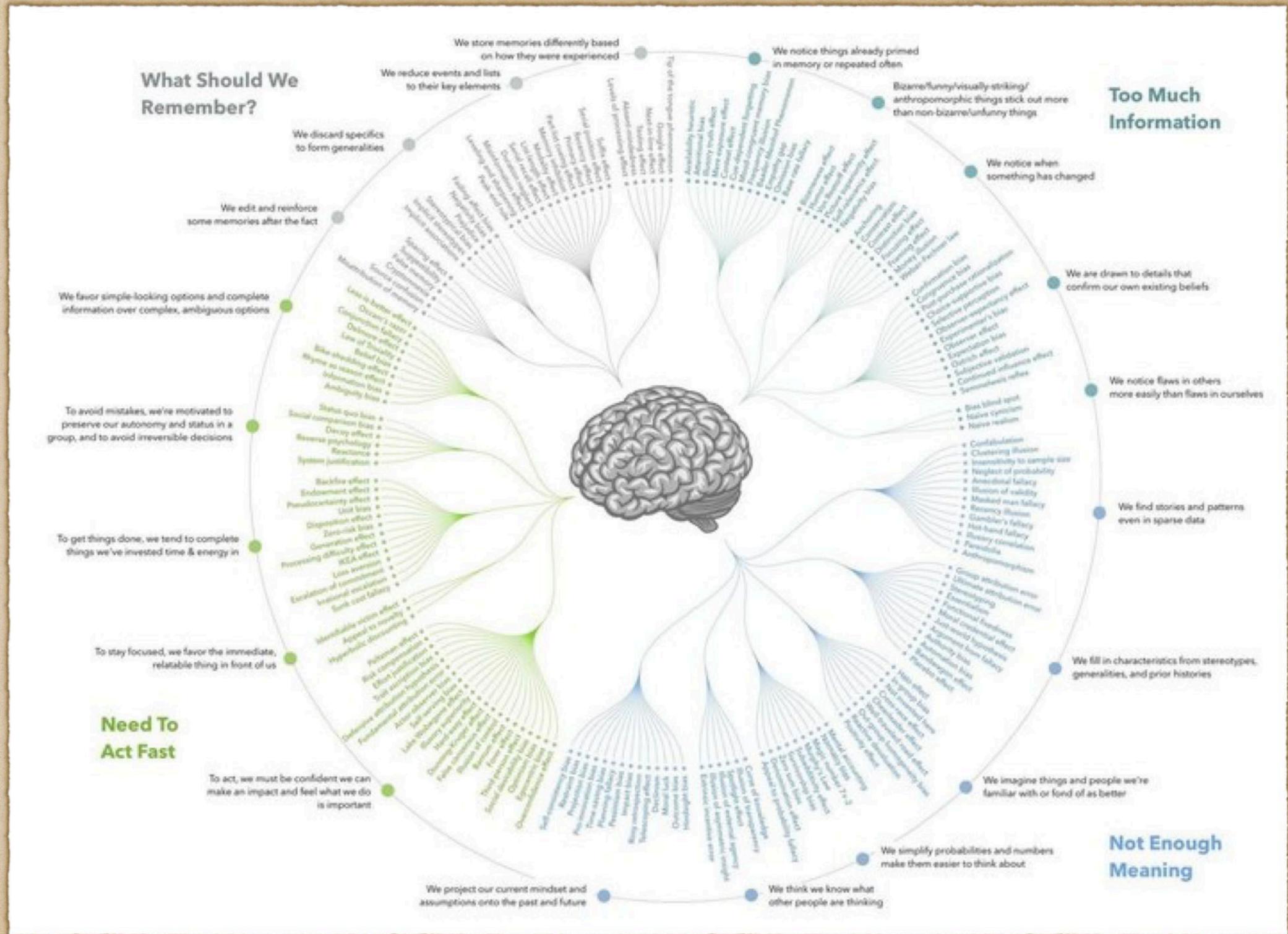


An Employee  
wants you to keep  
this confidential...

What do you say?

“I am legally obligated to report some issues to management. However, anything said to me in good faith will be taken seriously. You also have protections under whistle-blower laws.”

# How Do I Ask The Right Question?



# What Should We Remember?

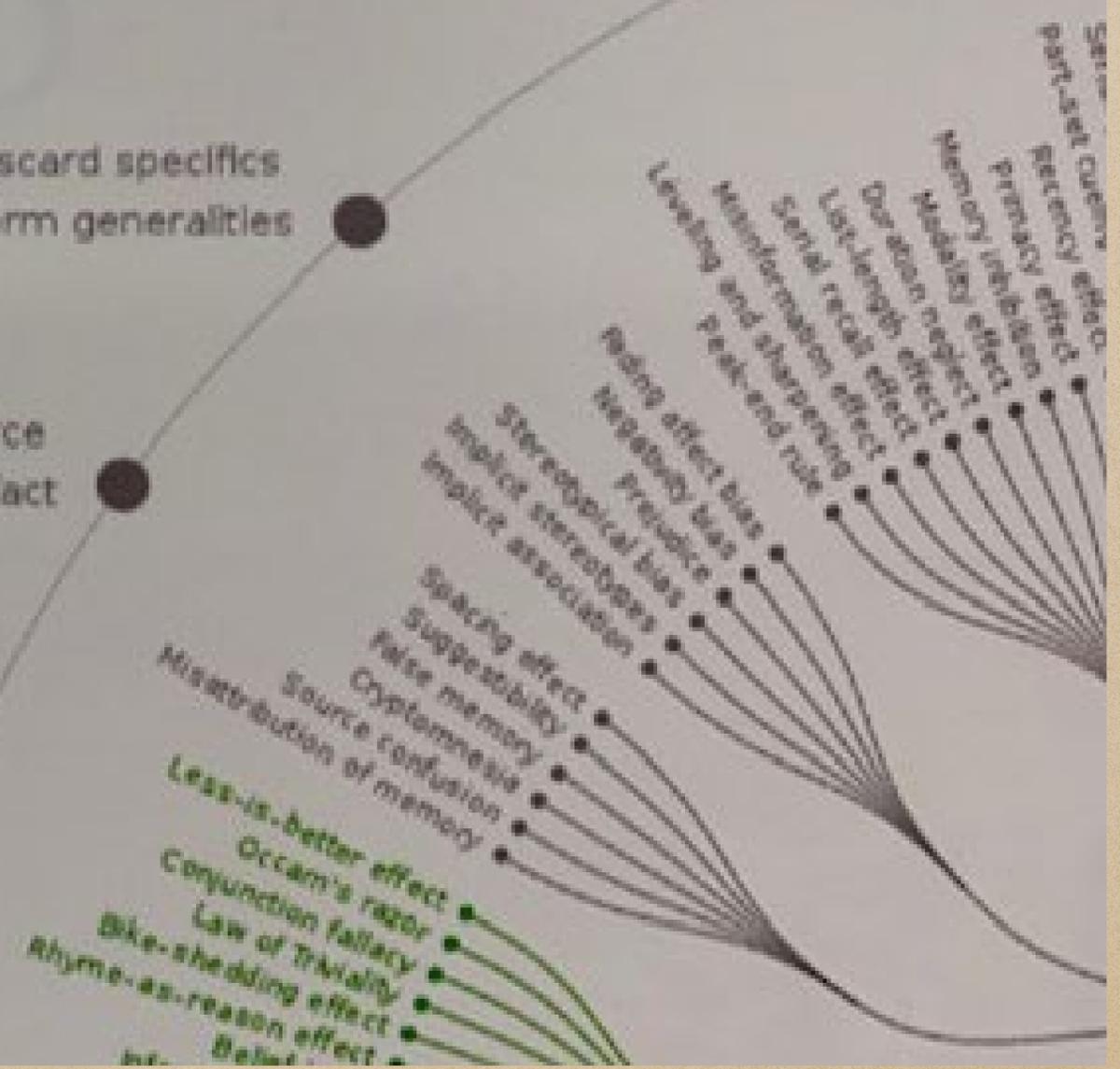
We favor simple-looking options and complete information over complex, ambiguous options

We edit and reinforce some memories after the fact

We discard specifics to form generalities

We reduce events and lists to their key elements

We store memories differently on how they were experienced



- Illusion of transparency
- Curse of knowledge
- The magical number 7 ± 2
- Substitution effect
- Survivorship effect
- Murphy's Law
- Appeal to probability fallacy
- Mental accounting
- Well-traveled road effect
- Invented here
- Over effect
- Under effect
- Confirmation bias

● We think we know what other people are thinking

● We simplify probabilities and numbers to make them easier to think about

● We imagine things and people we're familiar with or fond of as better

**Not End  
Mean**

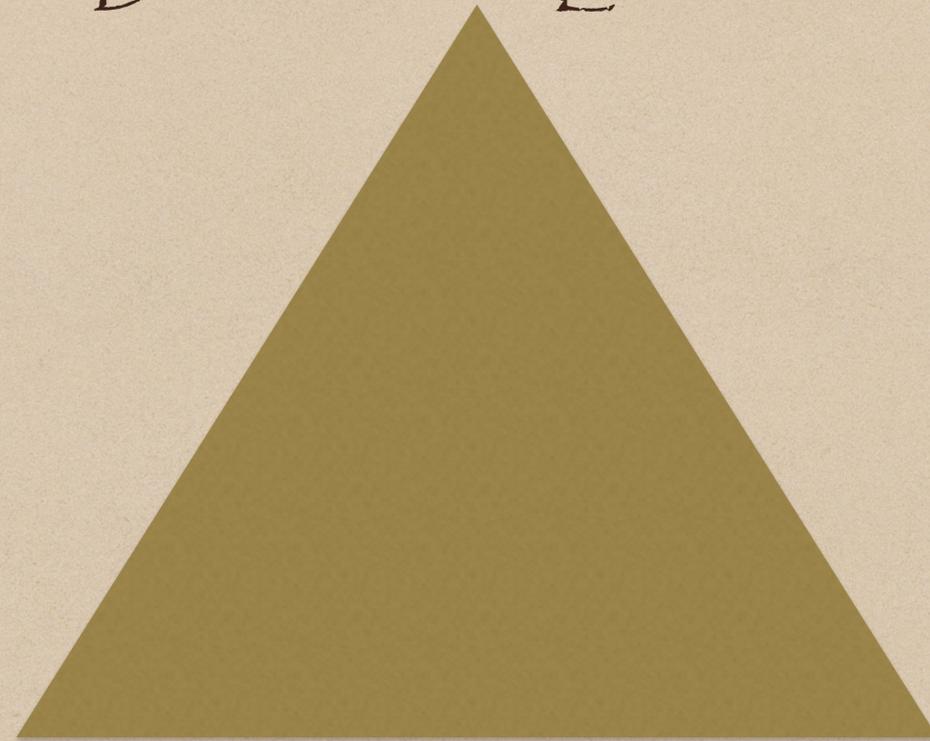


We are drawn to details that confirm our own existing beliefs

We notice flaws in others more easily than we notice flaws in ourselves

# The Toxic Triangle

Destructive Leaders

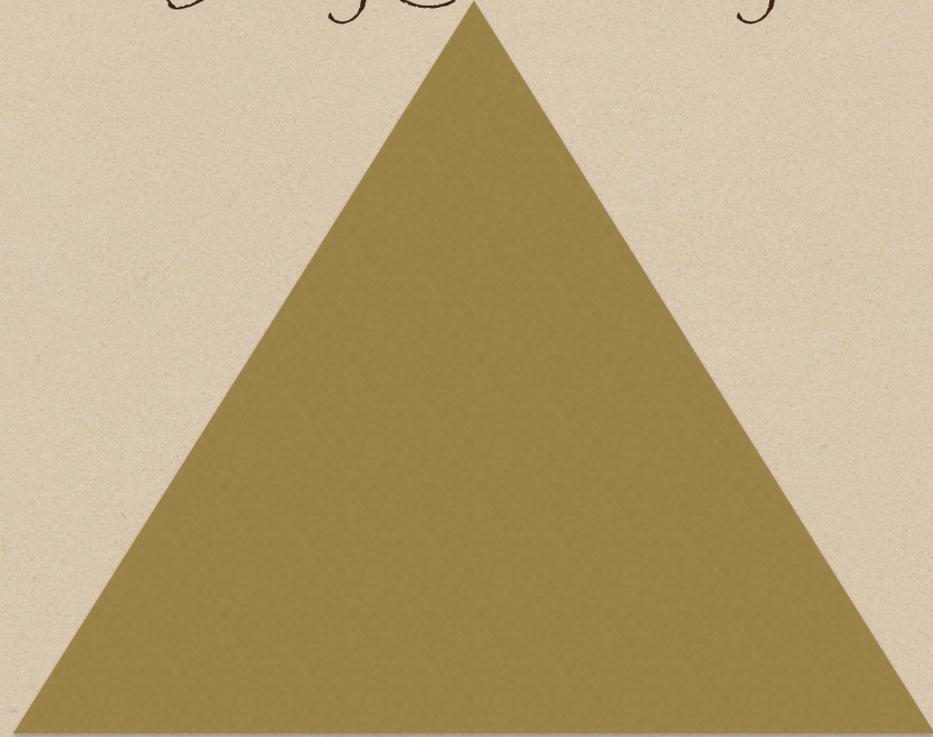


Susceptible Followers

Conducive Environments

# The Lurking Grey Area

Jerry Sandusky



Joe Paterno

Penn State



Speaking Truth to Power  
and keeping your job!

# Having Honest Conversations

- Recognize that your reluctance to speak openly may be because in the past, telling the truth backfired.
- Ask yourself how telling the truth might improve a situation or prevent it from worsening.
- Start the conversation with the intention of producing a positive outcome.
- Practice what you want to say and how you're going to say it.
- Ask questions so you can gather more information, eliminate assumptions and find solutions.
- Focus on the facts that may be missing or misinterpreted.
- Watch your body language.

Educate  
And Create a  
Voice Empowered  
Culture

Trust  
Safety  
Support  
Respond  
Guide



Every decision you make is not a decision about what to do.  
It's a decision about who you are.  
When you get that, everything changes.

- Cy Wakeman



**Kate Shockey**

A.K.A. The Speakeasy Manager

Ask me about my strengths  
Ideation, Maximizing and Learning

Change Manager | Engagement Specialist

Strategy Development | Culture Fanatic

Questions?