

White Paper on Integrity





Here's What We'll Cover



Integrity: Fundamentals

Integrity Quotient (IQ):
The Diagnostic

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from?

How do we build Integrity

Measuring Corporate Integrity

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Integrity: Fundamentals

“Integrity is choosing your thoughts and actions based on your values than personal gain.”

Five years ago a culture of corporate integrity would be viewed as “nice to have” but neither essential nor a boardroom priority.

Since then the world has changed and with it people’s attitudes. The breakdowns in trust, not just in individual Organisations but sometimes entire business sectors, have been profound and lasting.

Businesses urgently need not just to rebuild trust but to take it to another level. Stakeholders, including employees and customers alike, now have much higher expectations of the integrity of their employers and suppliers.

Regulators have raised the stakes. These expectations continue to grow as more and more people experience the benefits of dealing with Organisations that get integrity right.

Corporate Integrity: Relevance & Context

Companies and their stakeholders are increasingly recognising that value in the business and the values of the business are intertwined.

Although financial performance is still crucial, the drivers of growth are also increasingly coming from non-financial assets and benchmarks.



Integrity Quotient (IQ): The Diagnostic

What is Integrity Quotient?

Diagnostic

The Diagnostic is specific to an organization. It establishes the as-is situation within an Organization.

Organizations include all those who impact results. This diagnostic targets specific and actionable data relating to those areas in the organization that can be improved.

The structure and content of the diagnostic lead to the intervention and ensures a curriculum that is based on empirical data.

IQ comprises of 19 questions (18 multiple-choice questions and 1 descriptive)

The multiple choices pertain to Integrity driven behaviours that are indicative of success or suggestive areas of improvement. These provide very specific and actionable inputs to managers while the intervention provides tools to correct those behaviours.

The Diagnostic juxtaposes perception with reality and enables deeper insights into intuitively knowing the subject as compared to the illusion of doing it.



Integrity Quotient (IQ): The Diagnostic

Rollout

The IQ is administered as an email based questionnaire. It is emailed to each participant individually as a separate link to their questionnaire, and the results are recorded collectively. The data collection process takes between 1-2 weeks depending on the number of participants.

It takes Ensemble 3 working days to compile the result into a packaged presentation, with cross-tabs and analysis.

Our clients keep target teams informed in advance of the diagnostic, take the necessary steps to enable administration from outside their organization's firewall, and prepare the grounds to collect a representative volume of responses to get the best possible results.

Confidentiality

Information collected via the diagnostic is presented to the client organization in summary form only. Clients can easily understand trends but cannot identify individuals or their responses. Ensemble does not provide detailed individual responses to the client organization. The diagnostic is administered from 3rd party servers; the client organization's servers are not used for data collection. In addition to these steps, we use widely accepted industry norms to ensure that summary data is never presented for a group of less than a certain number, to ensure individual participants cannot be identified.

All Data collected is subject to utmost confidentiality.

Beneficiaries

The Diagnostic can be extremely valuable for managers seeking independent, un-monitored feedback on how their teams perceive Integrity internally. It provides insights to managers who aim to improve specific areas of organizational or individual behaviour attributes that impact business performance. By collecting empirical information from large, cross-functional audiences within the organization or team, it can help managers identify, address and measure change.

The diagnostic is a reality check.

The Integrity intervention which follows is based on the Diagnostic. It is customised to deal with specific issues rather than generic dissemination of information.

Integrity Quotient (IQ): The Diagnostic

The IQ Debrief

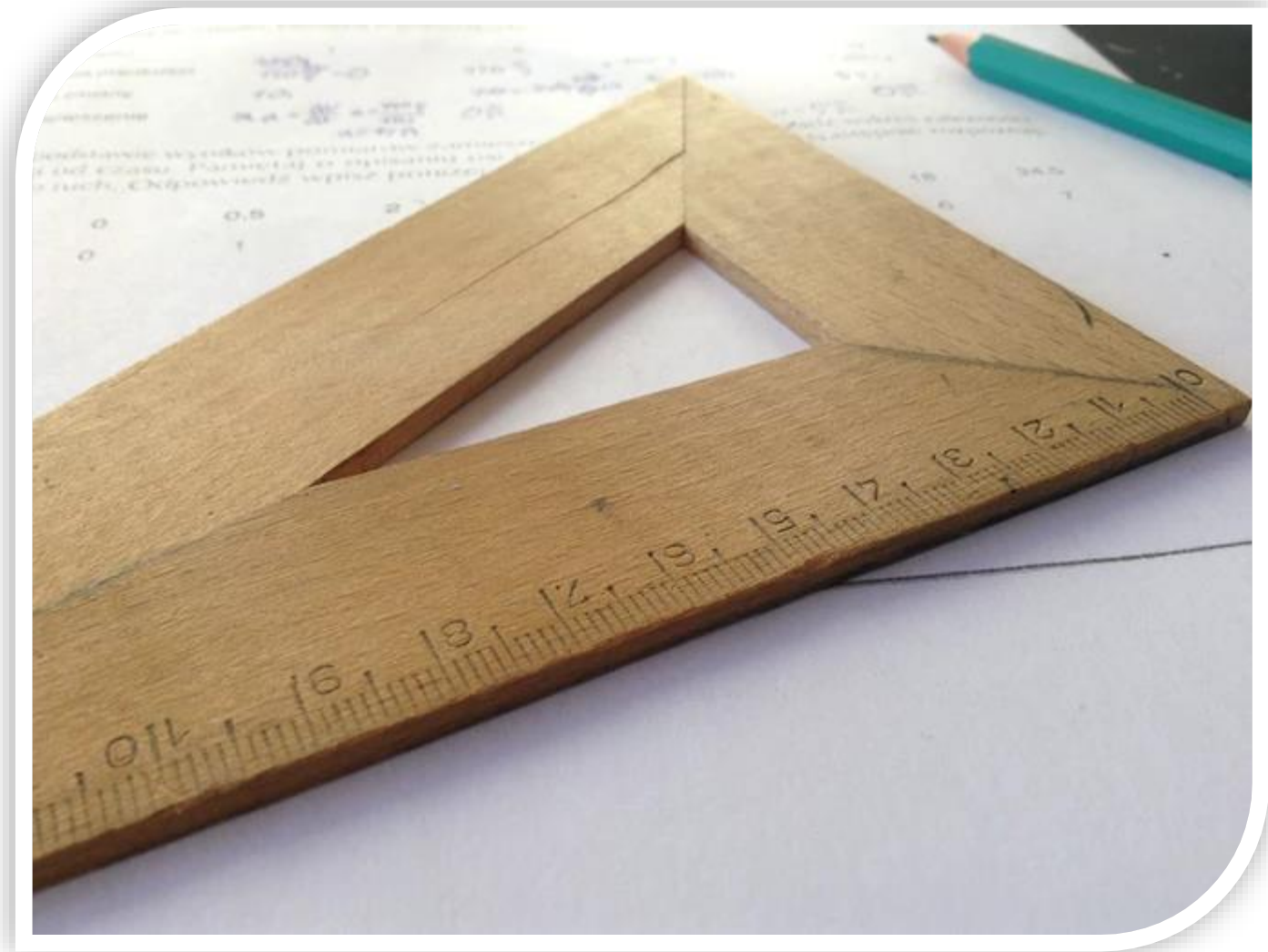
The debrief session is a meeting with the senior stakeholders. It is intended to reveal the current standpoint within the Organisation; highlighting strengths and areas of development.

The entire intervention is customised to touch upon key opportunity zones.

A brief analysis clearly enumerates the areas that need improvement and focus.

The curriculum makes a systematic approach to these areas leveraging strengths and resources within the Organisation.

This is followed up by the intervention.





Where does Integrity come from?

What are its foundational pillars?

How do we build Integrity?

Designing the Experience

Honesty: is the foundational value of all other values are built. A palpable atmosphere of honesty and transparency must percolate from the highest levels of the Organisation. More in action and less in talk.

Trust: is the vital link that connects the Organisation across all levels. All relationships are based on this and it is vital in the creation of Synergy.

Fairness: is another core element in the creation of Corporate Integrity. It is essential that all key stakeholders are treated with fairness irrespective of position and rank.

Respect: Every individual must be respected and treated with dignity. They must feel that their contributions are valued and cherished by the Organisation.

Responsibility: can only be a cherished value if it starts at the highest levels within the Organisation. The Rule of Law is to be treated as sacrosanct. No individual being above.

Courage: to express the truth and to stand by those who do. This value is the acid test of every Organisation and the crucible in which all other values are forged.



How does a High Corporate Integrity Index manifest itself?

1. High Level of Compliance
2. Great Relationships with Customers
3. High-Quality Partnership with Vendors and Support Systems
4. Development of Formidable Talent and Leadership Reservoirs

Integrity in Action

Integrity enables, empowers and energises all stakeholders of a society

Customers

- What you see is what you get
- Complete transparency in all areas interaction
- Uncomplicated rapport and smooth relationships
- Greater trust quotient across verticals and domains

Employees

- Security and confidence in the employers
- Custodian of the company's vision and mission
- Enables free flow ideas and innovation
- Makes for a higher synergy quotient

Community

- Provides a secure environment where all stakeholders can interact
- Reaps the benefits of a innovation
- An atmosphere on congeniality and stability
- Energises its members to strive for greater development



How do we measure Integrity?

Corporate Integrity Index

This measures the degree to which a corporation and its office bearers consistently adhere to a code of ethics and established laws.

Corporate Integrity Index is based on Behavioral Traits, Attitudes and Values.

How do we track Corporate Integrity Index?

Tracking Actions

Review existing governance frameworks, employment and labour policies, supply chain standards, etc.

Tracking Intentions

Measure output and results

Review planned vs. reality

Benchmark against peers across verticals and domain

Tracking Perceptions

Evaluate across social media and other non-digital fora

Conduct surveys within all stakeholder groups



How do we measure Integrity?

How do we enhance Corporate Integrity Index?

- Encourage Transparency
- Encourage Collaboration Across Verticals and Domains
- Encourage Autonomy
- Drive Synergy
- Allow Flexibility
- Recognise initiatives and reward



How lack of Corporate Integrity show up?



Toshiba president and CEO Hisao Tanaka at a news conference at company headquarters in Tokyo on the day he resigned. Photograph by Toru Hanai — Reuters

Toshiba Accounting Scandal

▪ Unethical behaviour has a direct impact on shareholder value



Olympus board apologizes for accounting fraud, Nov 2011

Founded: 1919



Greg Smith, ex-director, Goldman Sachs, Mar 12

Founded: 1869

Corporate performance should not, and cannot be measured by financial metrics alone

BMW, VW, Daimler colluded to fix diesel system prices, report alleges

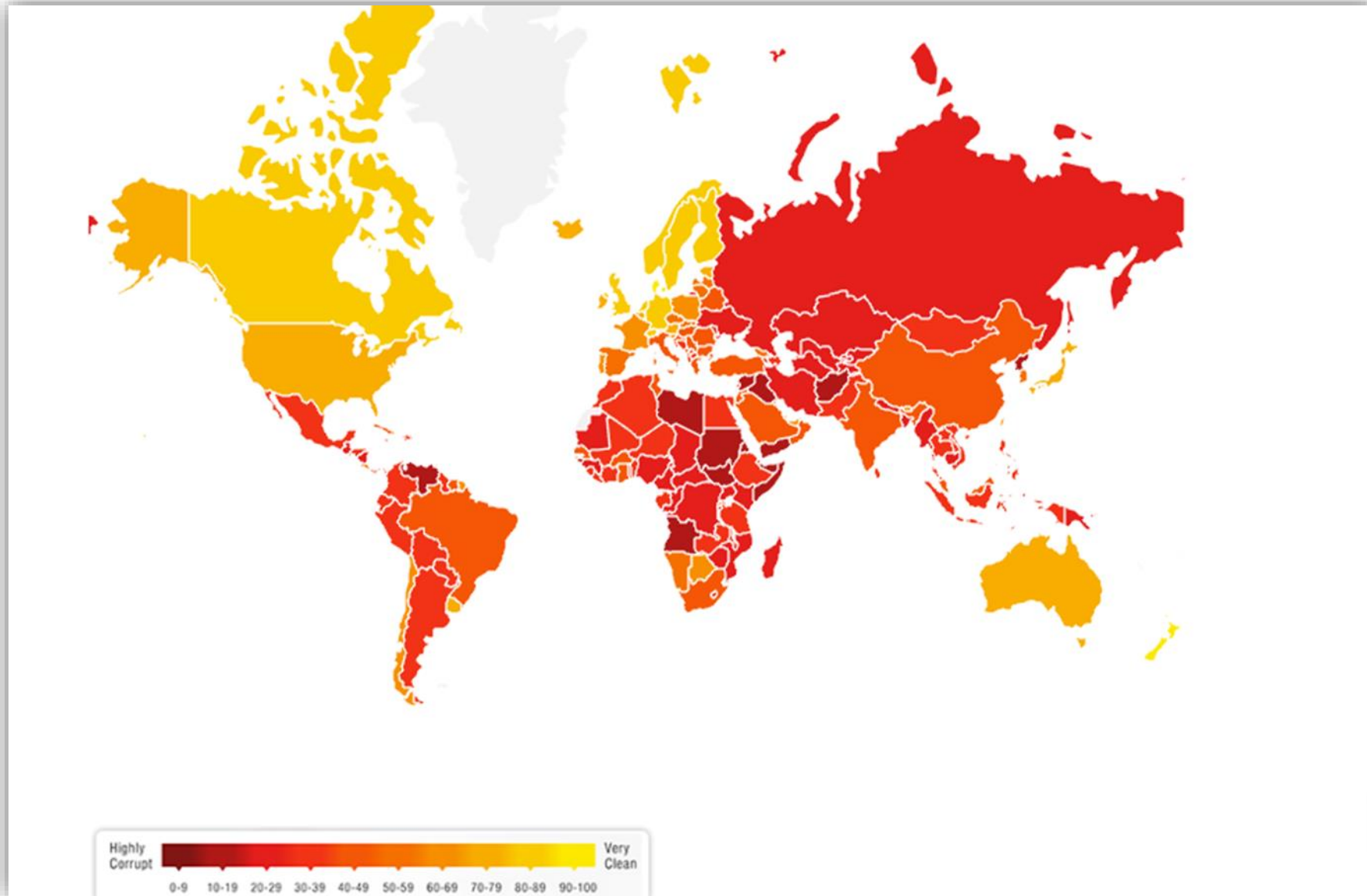
Car stocks plummeted in Germany after the news broke.



Former FIFA president Sepp Blatter holds a press conference on December 21, 2015 in Zurich. Photograph by MICHELE LIMINA — AFP/Getty Images

FIFA Corruption Scandal

Global Corruption Indices



It is not surprising that there is a direct relationship between poverty, illiteracy, underdevelopment and corruption (the most rampant expression of lack of Integrity)

Corruption also shows up in nuanced forms, in the developed world where it takes on a veneer of sophistication.

COACHING CALLS

Coaching Calls

The consultant maintains regular touch with the internal custodians of the process.

His aim is to ensure that process rigour is maintained and any obstacles to their fruition, internally escalate issues for resolution.

Three coaching calls conducted (1 per month) for three months.

This provides an opportunity to address any internal issues and ensure that results continue to emerge and process milestones are regularly met.



Conclusion

Integrity is a time honoured principle. Short-term gains do not justify long-term disrepute. The Balance Sheet constantly bears out this irrefutable reality.

Organisations are beginning to understand that Integrity is more than just meeting compliance. It is the warp and weft of strong & resilient organisations that deliver on Customer Aspirations as well as Employee Ambitions.



Ensemble People Skills

For the first time in history, vision and agility are prerequisites to attaining relevance and therefore, growth and profitability.

In an ever-morphing world, customer behaviours are transforming markets at a blinding speed.

The key is to internalise certain principles that provide constant direction and relevance. At Ensemble, we curate and customise principle-based solutions.

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