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# Managing *Ethics* in Organizations

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*June 14 – July 13, 2021*

*Bentley University*

*Co-sponsored by*



## SYLLABUS

### *Schedule, Session Descriptions*

**Managing *Ethics* in Organizations (MEO)** is a unique immersion experience designed to teach the critical skills necessary to build and sustain a high quality ethics & compliance program (HQP). The objective is to incorporate foundational knowledge and skills with the principles and practices of an HQP. The faculty will incorporate practical experience and skill development in order to enhance participants' abilities to successfully perform as ethics and compliance officers or other members of the ethics team. It is an intensive course taught by academicians, professional service providers, and experienced ethics officers. **All participants are strongly encouraged to read as much as possible of the material sent electronically in advance.**

## *Monday, June 14, 2021*

8:30 – 9:00 a.m. **Program Welcome and Introductions**

**Jeffrey Moriarty, PhD**  
*Executive Director*  
*Hoffman Center for Business Ethics*  
*Bentley University*

9:00 - 10:30 a.m. **Foundations of Ethics & Compliance**

This session will provide foundational knowledge and terminology to level-set understanding. Our guiding questions are: What is the right thing to do? And: How do we do it? Topics will include:

- What is ethics? What is compliance?
- What are basic concepts and ideas in ethics?
- What moral principles should guide human behavior?

**Jeffrey Moriarty, PhD**  
*Executive Director*  
*Hoffman Center for Business Ethics*  
*Bentley University*

10:30 – 10:45 a.m. **Break**

10:45 a.m. - Noon **Behavioral Ethics: Key Concepts**

This session will provide foundational knowledge in the area of behavioral ethics. Behavioral ethics is the study of the causes of ethical and unethical behavior. Ethics and compliance professionals seek to know not only what the right thing to do is, but how to bring it about — and how to ensure that people don't do the wrong thing. This session will introduce participants to key drivers of ethical and unethical behavior. Questions to be addressed are:

- What is moral awareness?
- What are common sources of cognitive bias?
- What can leaders and organizations do to make things better?

**Jeffrey Moriarty, PhD**  
*Executive Director*  
*Hoffman Center for Business Ethics*  
*Bentley University*

## *Tuesday, June 15<sup>th</sup>*

8:30 -10:00 a.m. **Essentials of Leadership**

In this session, you will explore the difference between formal and informal authority and learn to employ emotional intelligence to drive connection and garner influence with others. Specifically you will:

- Identify specific leadership competencies to support leader performance and adaption in response to complexity and uncertainty
- Understand leadership strengths and weaknesses and evolving leadership style(s)
- Employ Emotional Intelligence to adjust leadership style situationally, based upon circumstances and social dynamics.

**Susan Vroman, EdD**  
*Lecturer, Management*  
*Bentley University*

10:00 – 10:30 a.m.      **Break**

10:30 a.m. - Noon      **Essentials of Leadership continued**

### ***Monday, June 28<sup>th</sup>***

8:30 -10:00 a.m.      **Giving Voice to Values: the “How” of Values-Driven Leadership**

In this session, participants will learn a frame work that helps them respond to situations that are in conflict with company values or one’s own values in a professional, non-inflammatory way. Topics addressed include:

- How to build partnerships and form alliances with like-minded others
- Developing scripts that help one to effectively communicate sensitive issues
- Understanding that voice values is a skill that can be practiced and honed

**Gerry Dawes**  
*Director, Business Ethics & Compliance*  
*Con Edison Company New York*  
&

**Susan Lange**  
*Business Ethics & Compliance Section Manager*  
*Con Edison Company New York*

10:00 -10:30 a.m.      **Break**

10:30 a.m. - Noon      **Designing & Measuring an Effective Ethics & Compliance Program**

The focus of this session is to ground participants in the basic components of what an effective ethics and compliance program contains, and delve into the “art and science” behind measuring program effectiveness. The session will be filled with examples and scenarios for the participants to evaluate and think through the measurement of ethics in an organization: Session should include:

- Defining E&C goals
- Designing metrics to determine and show the achievement of those goals
- Identifying possible barriers to E&C program assessment and strategies to mitigate possible problems

**Carrie Penman**  
*Chief Risk and Compliance Officer*  
*NAVEX Global, and*  
*Vice Chair, HCBE Advisory Board*

## *Tuesday, June 29<sup>th</sup>*

### 8:30 - 10:00 a.m.      **Defining Organizational Culture**

In this session, we will discuss broadly what organizational culture is and why it is important to understand. Specifically, we will cover:

- How can you define your organization's culture
- What key elements of the organization shapes culture
- How can leaders diagnose, transform, or preserve organizational culture

**Gary David, PhD**  
*Professor, Sociology*  
*Bentley University*

### 10:00 -10:30 a.m.      **Break**

### 10:30 a.m. – Noon      **Ethics & Compliance Risks: Owned, Managed & Mitigated**

This session will uncover the essential frameworks to identifying, owning, managing, & mitigating E&C risk throughout the organization. Here we take a look at how to identify the most salient risks to your organization, and then how you employ notions learned in leadership, stakeholder management and E&C measurement to manage and mitigate those risks throughout the organization. Topics addressed include:

- How to develop an effective risk management program
- How to assign responsibility throughout the program
- Monitoring, guidance, and third-party integrity assessment

**Jeffrey Oak, PhD**  
*Senior Vice President, Corporate Responsibility Officer (Retired)*  
*Bon Secours Health System, Inc.*  
*and HCBE Advisory Board*

## *Monday, July 12<sup>th</sup>*

### 8:30 -10:00 a.m.      **Strategic Management, Global Challenges, and Ethics: Key Business Principles to Make E&C Relevant in Your Organization**

We will discuss the principles of corporate social responsibility and stakeholder management, essential business concepts for ensuring that E&C is not only relevant to your organization, but essential to your business strategy. Specifically, this session will explore:

- The role of CSR as a proactive strategy that offers business value, and how it involves the economic, legal, ethical & philanthropic goals of the organization.
- The principles of stakeholder management including mapping stakeholders, assigning "stakeholder salience" to competing interests and developing techniques to promote a "stakeholder culture."

**Cynthia Clark**  
*Professor, Management*

10:00 - 10:30 a.m.     **Break**

10:30 a.m. - Noon     **Strategic Management & Ethics continued**

***Tuesday, July 13<sup>th</sup>***

8:30 – 10:00 a.m.     **How to Build a High Quality Ethics & Compliance Culture: “How to Keep Good People from Doing Bad Things”**

Once we have gained insight to the organizational culture in general, we will then apply what we learn to shaping a high quality Ethics & Compliance culture in organizations. Using real world examples this session will explore:

- Understanding how to target your culture initiatives to specific audiences
- Determining the behaviors that you are trying to influence
- Choosing the appropriate levers to change identified behaviors
- Measuring and reporting the appropriate KPIs to measure results

**Steve Harris**

*Senior Vice President Chief Ethics & Compliance Officer  
Lincoln Financial Group  
and HCBE Advisory Board*

10:00 – 10:30 a.m.     **Break**

10:30 a.m. - Noon     **When Things Go Wrong: Investigating and Responding to Problems**

This session will focus on what to do when something goes awry. You will leave with an understanding of how to ensure ethics violations are responsibly investigated, and addressed. Topics addressed include:

- How to identify issues, confidentially and without fear of reprisals
- How to plan an investigation, including conducting interviews of all parties
- How to respond to people who may have violated a company's E&C policies

**Danielle Walsman**

*Director, Ethics & Business Conduct  
PricewaterhouseCoopers LLP*

***12:00 p.m. End of program***

***Thank you for your participation***