



# The Good, The Bad, The Ugly

Ethics for HR

Activity



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Ethics for HR

## What We Will Discuss:

- Ethics in the workplace
- Top 10 potential HR conflicts of interest
- 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

<https://smallbusiness.chron.com/effects-lack-ethics-business-environment-23332.html>

# 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

<https://everfi.com/blog/workplace-training/conflicts-of-interest-at-work/>

# HR Top Conflicts of Interest

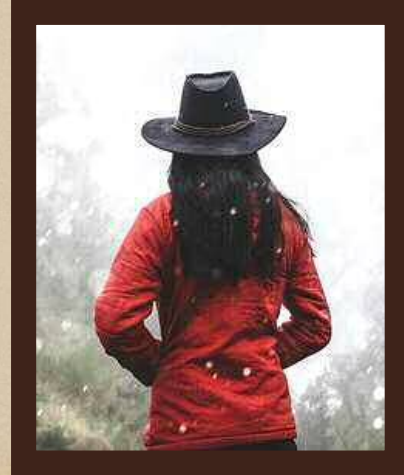
11. Dating or having a romantic relationship with a supervisor or subordinate
12. Making a purchase or business choice to boost a business that you or your family have a stake in
13. Accepting a favor or a gift from a client above the amount specified as acceptable by the company
14. Owning part of a 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

<https://everfi.com/blog/workplace-training/conflicts-of-interest-at-work/>

## It All Starts with the Culture!

# One Size Does Not Fit All

- Explicit values
- Incentives
- Cultural norms



Harvard Business Review: <https://hbr.org/2019/05/how-to-design-an-ethical-organization>

# 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

Harvard Business Review: <https://hbr.org/2019/05/how-to-design-an-ethical-organization>

# Building Business Basics

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



# Updated Style!

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



**An Employee  
wants you to keep  
this confidential...**

What do you say?

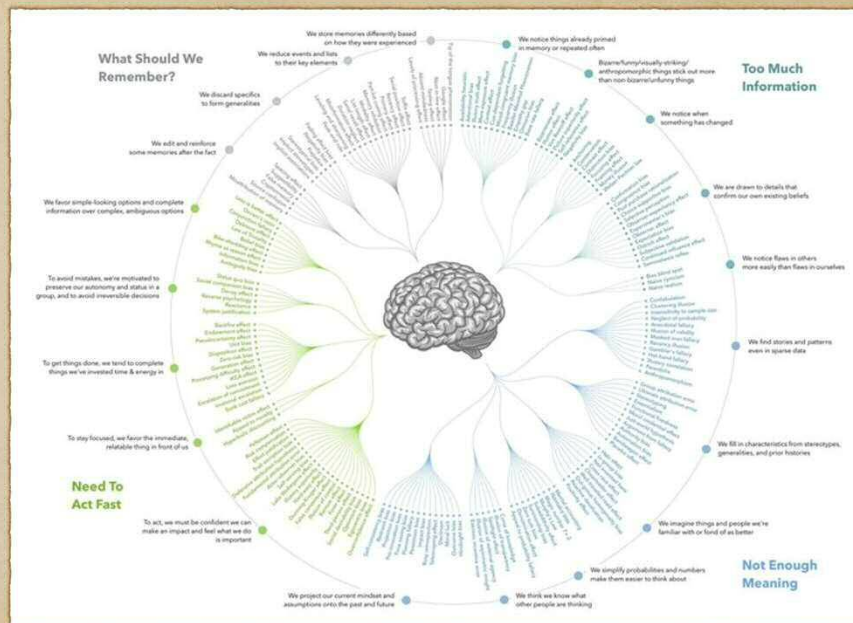
**“I am legally obligated to report some issues to management.  
However, anything said to me in good faith will be taken seriously.  
You also have protections under whistle-blower laws.”**

<https://smallbusiness.chron.com/examples-ethical-misconduct-human-resource-activities-61021.html>

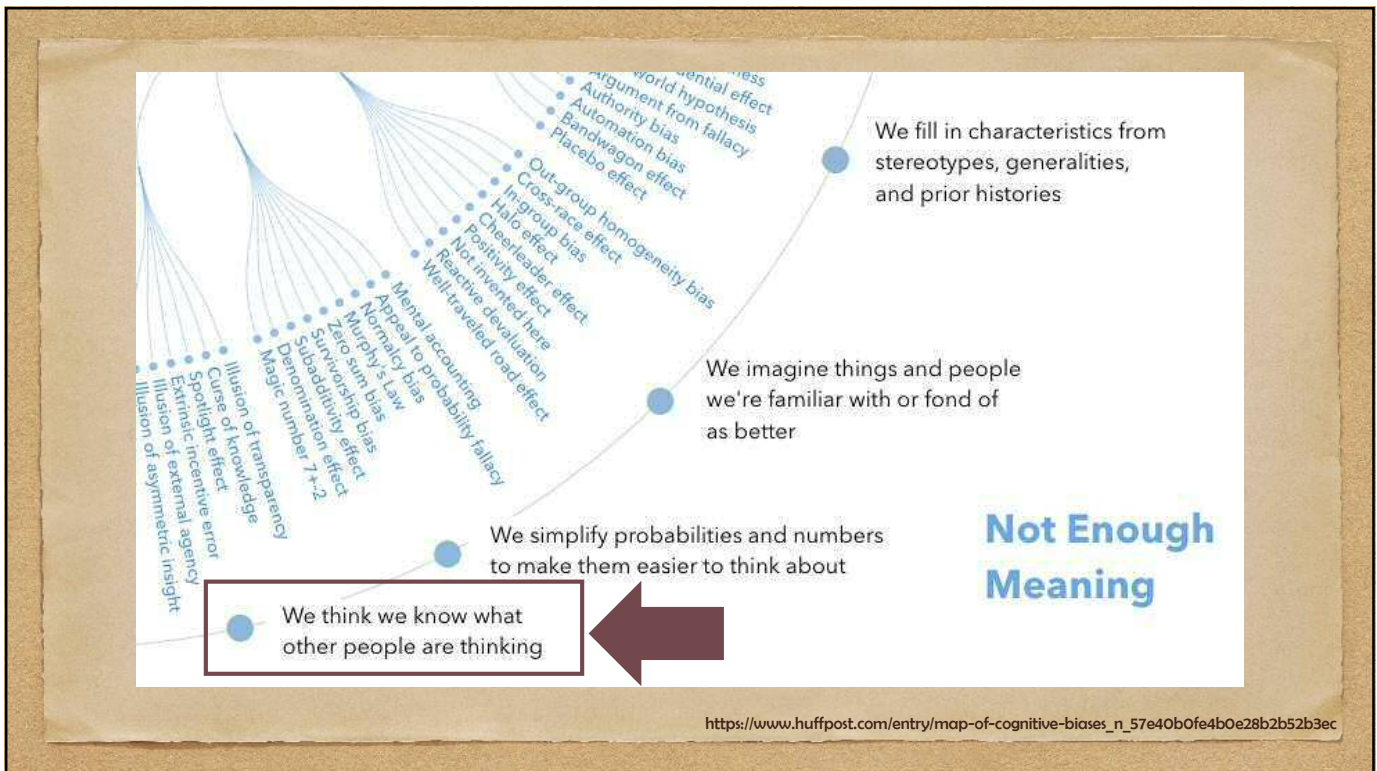
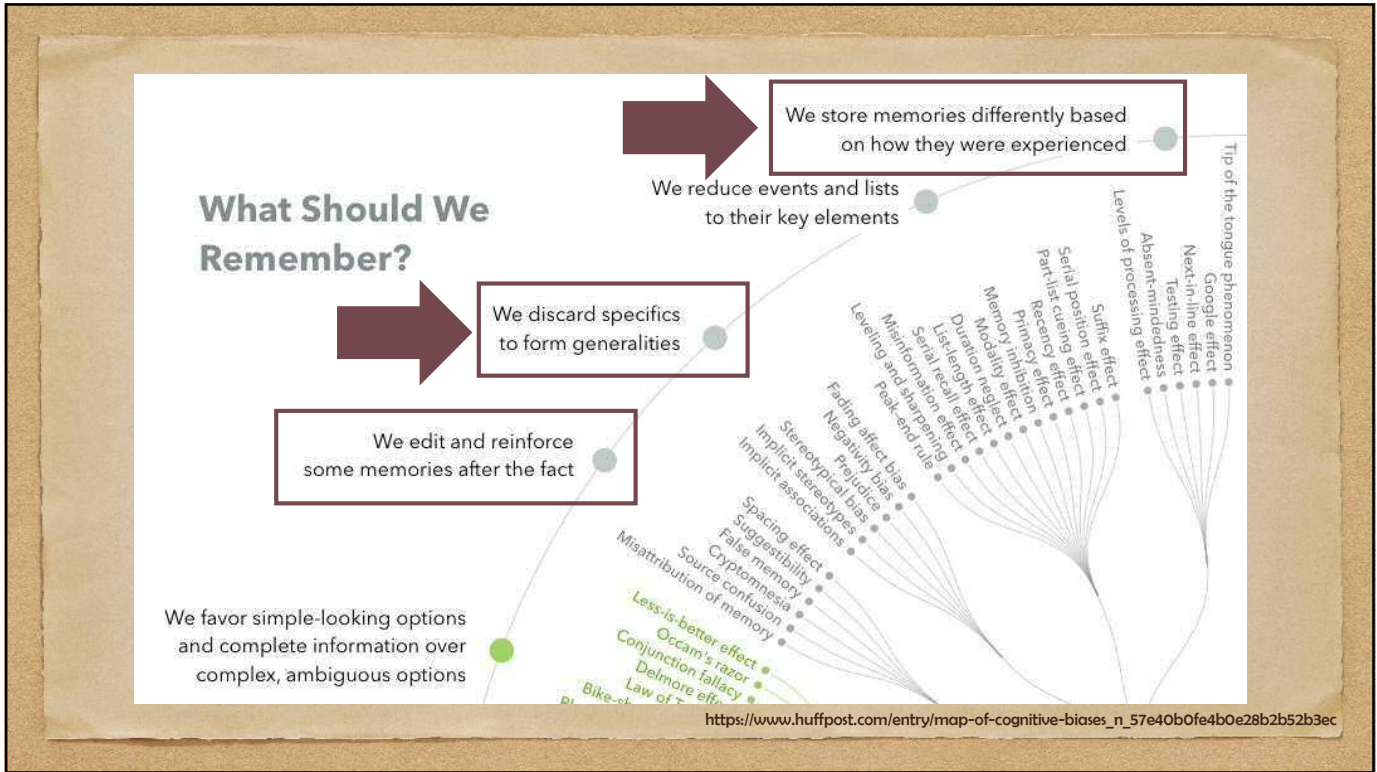


# Do I Ask The Right Question?

How Do I Ask The Right Question?



[https://www.huffpost.com/entry/map-of-cognitive-biases\\_n\\_57e40b0fe4b0e28b2b52b3ec](https://www.huffpost.com/entry/map-of-cognitive-biases_n_57e40b0fe4b0e28b2b52b3ec)





# Google Cognitive Biases Poster

RedBubble.com & DesignHacks.co

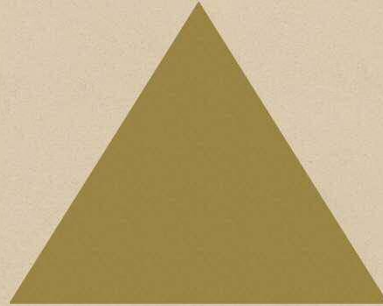
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# The Toxic Triangle

Destructive Leaders

Susceptible Followers



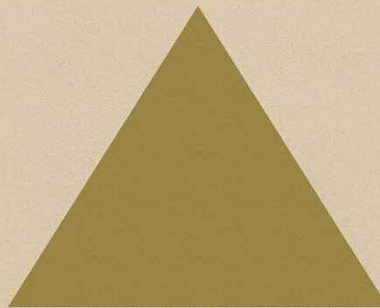
Conducive Environments

<https://sites.psu.edu/leadership/2016/07/03/ethics-the-grey-situations-what-would-you-do/>

# 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.

## Win-Win Thinking

. Win

. Lose/Win

. Win/Lose

. Lose/Lose

. Win/Win

. Win/Win...No Deal

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# Communication Styles



Direct



Inspiring



Steadiness

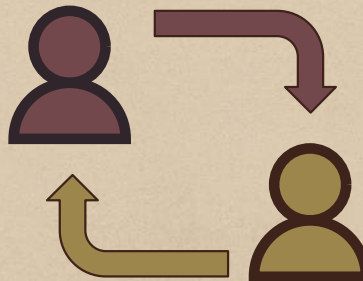


Conscientiousness

# Communication Styles

Consider Your Approach

Your  
Communication Style



Their  
Communication Style

Keep Your Composure

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# Communication Styles

Want to learn more  
about your personality style?

[16personalities.com](https://www.16personalities.com)



# Having Honest Conversations

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- 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 & Create a Voice Empowered Culture

Trust  
Safety  
Support  
Respond  
Guide



<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/communication.aspx>

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



**Susan Hale**  
**Solution Point**

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# Questions?



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