

From Compliance Training to Compliance Leadership

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Director Compliance Programme
Operations, EMEA



Why do bad things happen?

Ignorant
Don't Know

Indifferent
Don't Care

Obedient
Don't Dare

Unethical
Won't Care

Ignorant
Don't Know



What Can Compliance Leaders Do?

Indifferent
Don't Care





“Corruption is a global phenomenon that strikes hardest at the poor, hinders inclusive economic growth and robs essential services of badly needed funds. From cradle to grave, millions are touched by corruption’s shadow.”

Ban Ki Moon

Message for International Anti-Corruption Day 2014



What Can Compliance Leaders Do?

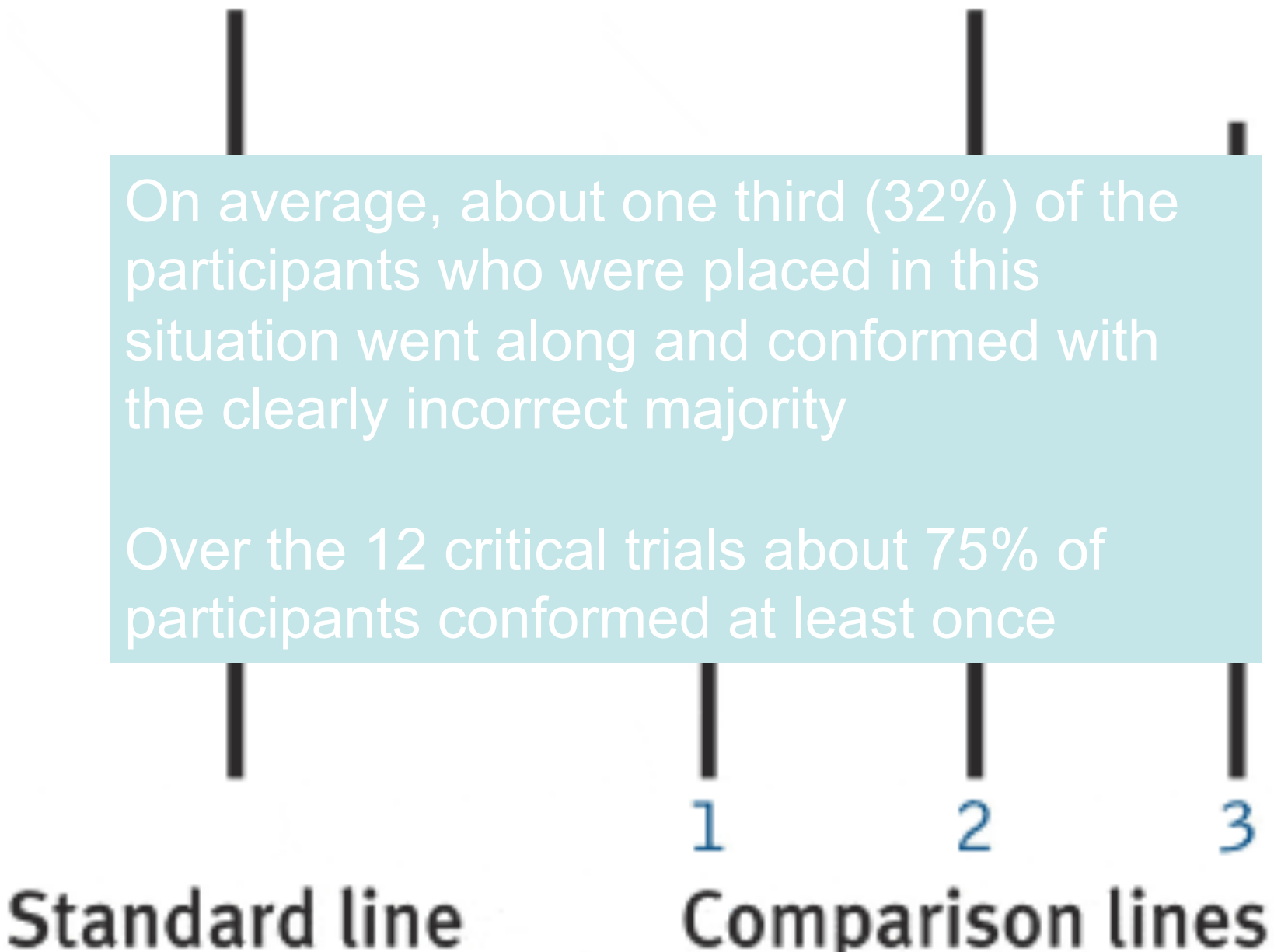
Obedient
Don't Dare



How far do you think that most participants were willing to go?

When Milgram posed this question to a group of Yale University students, it was predicted that no more than 3 out of 100 participants would deliver the maximum shock.

In reality, 65% of the participants in Milgram's study delivered the maximum shocks.



The diagram illustrates the Asch line judgment task. It features a 'Standard line' on the left and three 'Comparison lines' on the right, labeled 1, 2, and 3. Line 1 is identical in length to the standard line. Line 2 is shorter, and line 3 is longer. A large teal text box is superimposed over the diagram, containing two paragraphs of text. The background is light gray with faint, larger-scale versions of the line patterns.

On average, about one third (32%) of the participants who were placed in this situation went along and conformed with the clearly incorrect majority

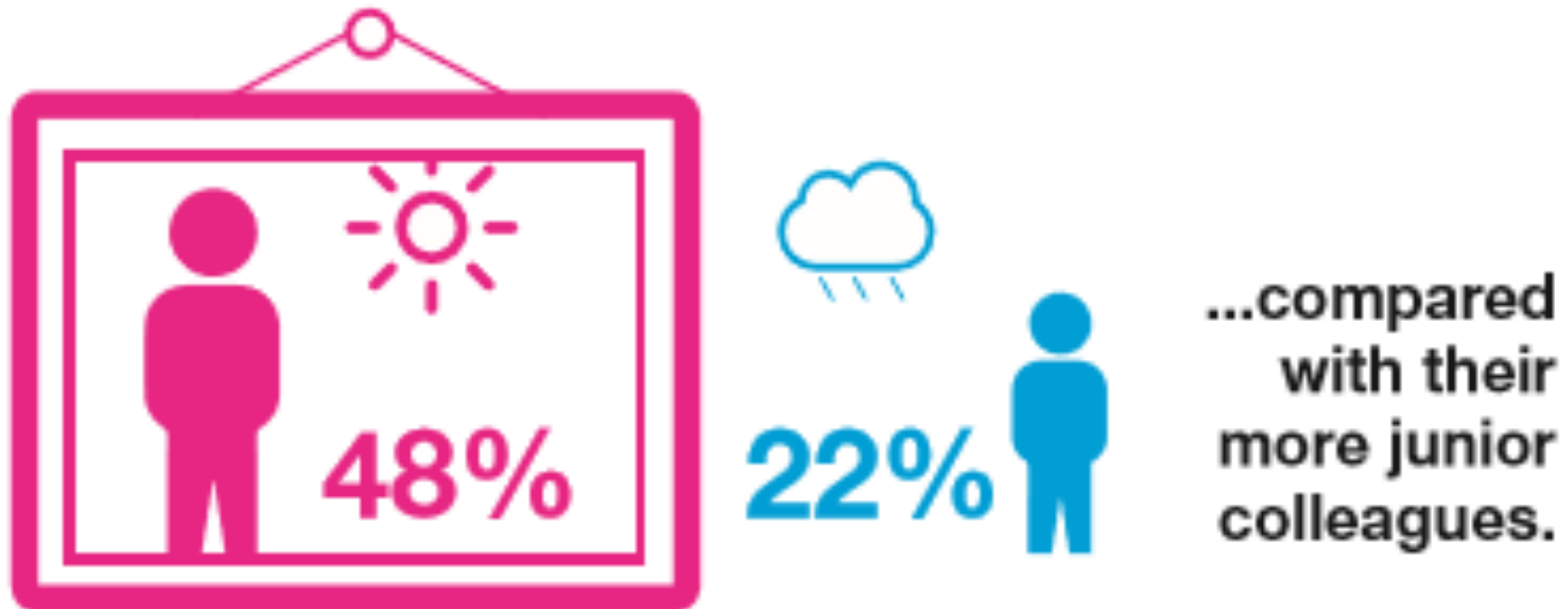
Over the 12 critical trials about 75% of participants conformed at least once

Standard line

Comparison lines

Obedience and conformity at work..

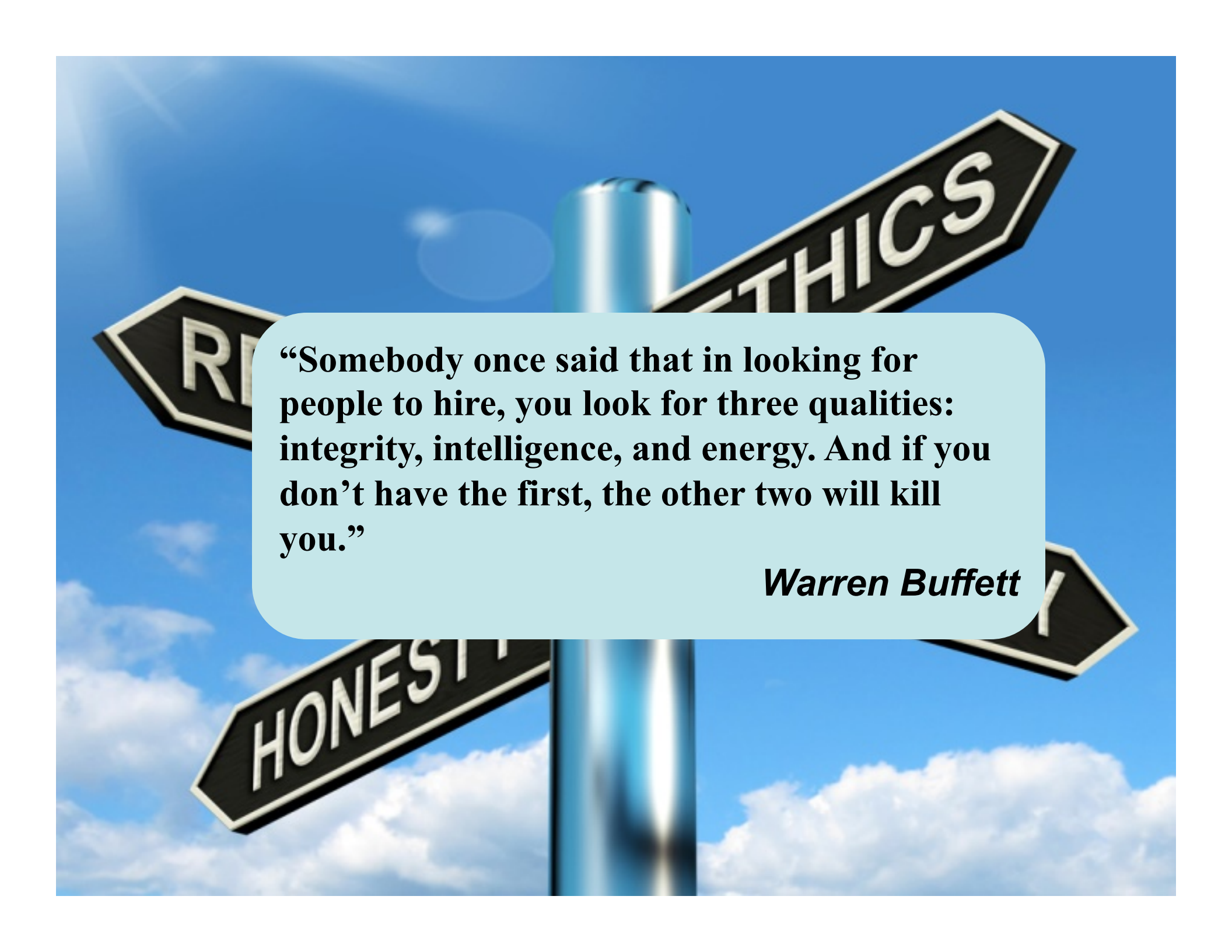
Senior managers have a rosier picture of ethical standards. They're more than twice as likely to rate them as good or excellent...



What Can Compliance Leaders Do?



Unethical
Won't Care



“Somebody once said that in looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if you don’t have the first, the other two will kill you.”

Warren Buffett

	Delivers results	Does not deliver results
Lives by values espoused by organization	1	2
Does not live by values	4	3

Jack Welch – four types of manager

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Making better decisions

Ethics and decision making

- Every business decision is an ethical one
- Optimal profits
- Intuition vs. reason in moral decisions
- Changing people's minds
 - Someone they respect
 - Someone they want something from
 - It's personal (in person)

Making better decisions

Ethics and Influence

“If there is any one secret of success it lies in the ability to get the other person’s point of view and see things from (his) their angle as well as your own.”

Henry Ford

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Head of Global Compliance & Integrity

TALENT IS OUR NUMBER 1 OPERATING PRIORITY

At LinkedIn, we talk about



kinds of

TRANSFORMATION

Compliance & Ethics training is part and parcel of professional development



Compliance & Ethics helps us guide the company through hyper-growth



Enable LinkedIn
to realize its
full potential

Compliance & Ethics help us drive towards our mission



Create economic opportunity
for every member of the
global workforce

Our Values = Compliance & Ethics

