

NOT YOUR GRANDMA'S COMMUNICATION PROGRAM: ENGAGING THE MULTI-GENERATIONAL WORKFORCE

FEATURING

MARA DAVIS, SVP & AGC

Chief Compliance Officer
Univision Communications



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Compliance Learning Officer
Federal Reserve Bank of NY



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Chief Compliance Officer
Whirlpool Corporation

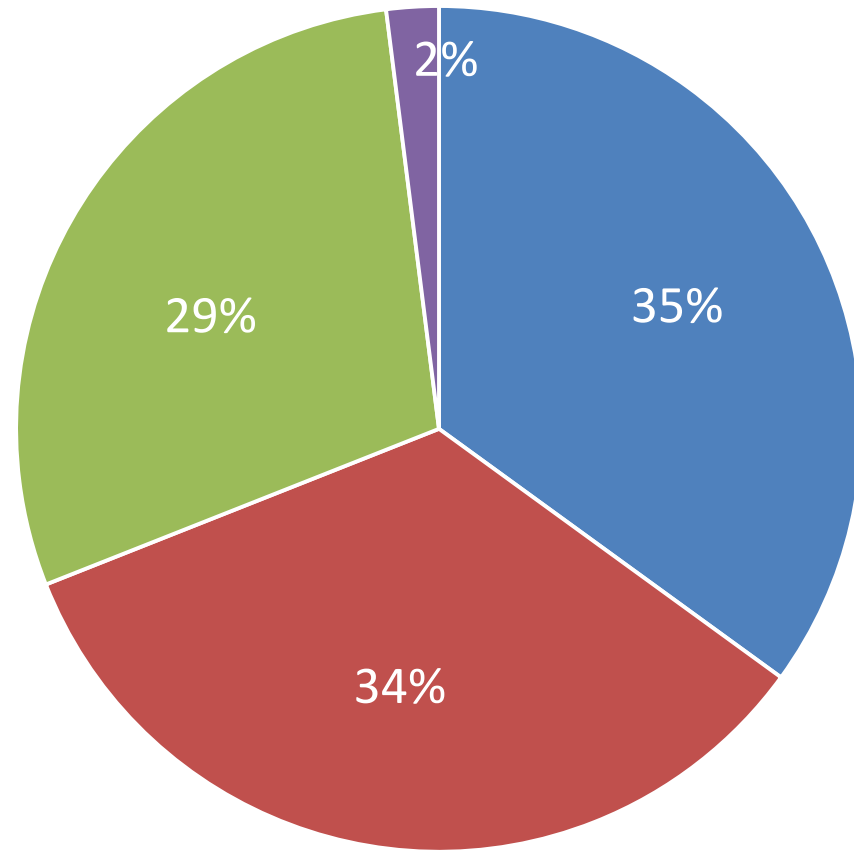


Moderated by Paula Davis, VP Learning Product Strategy at SAI Global Compliance

Defining the Generations

Percentage of the U.S. Workforce in 2016 According to the Pew Research Center

Generation	Date of Birth	Age Today
Millennials	1981-2000	16-35
Gen X	1965-1980	36-51
Baby Boomers	1946-1964	52-70
Silent Generation	1928-1945	71-88

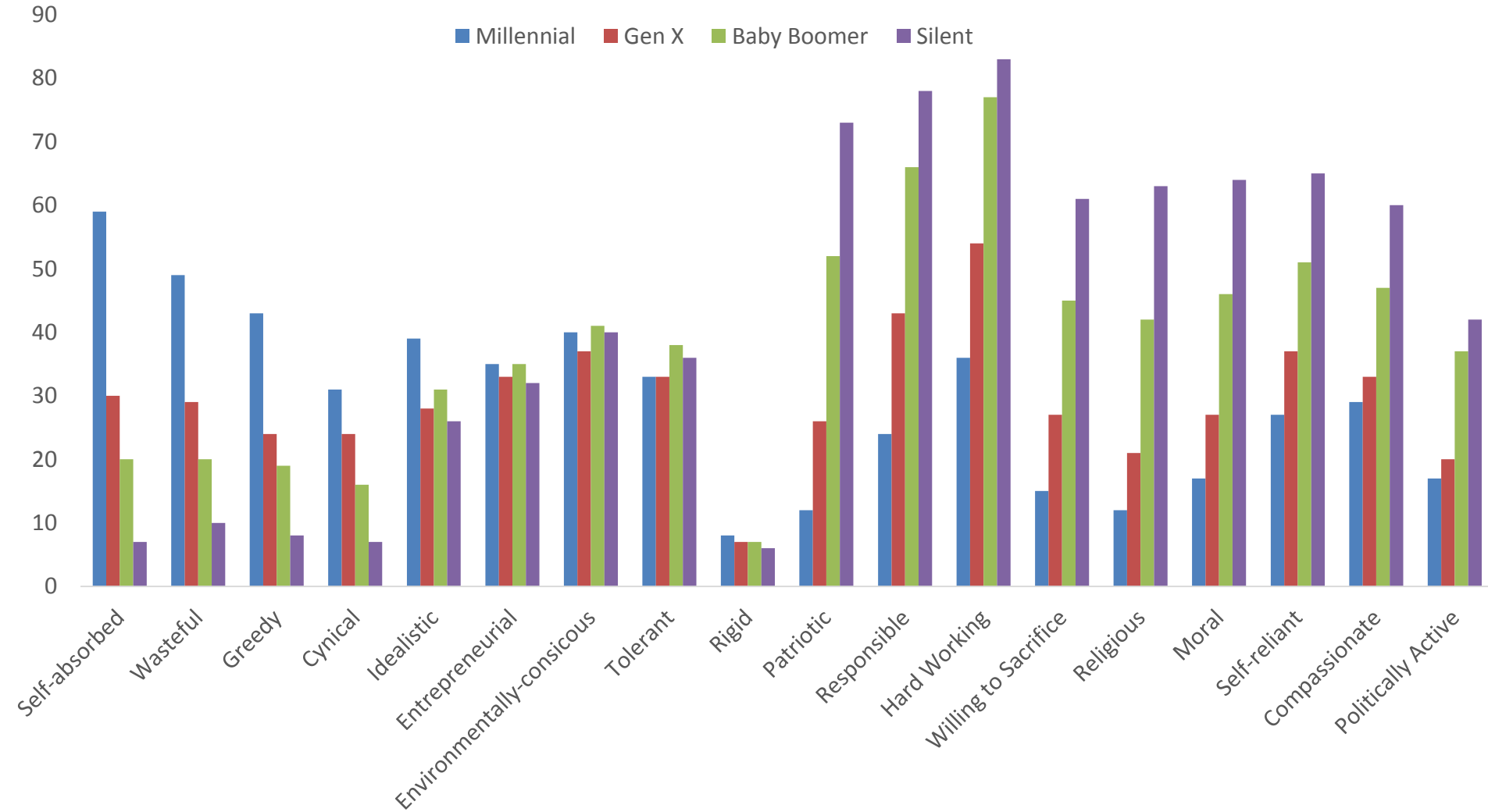


The Generations at Work

	Silent Generation	Baby Boomers	Generation X	Millennials
Work is...	An obligation	A career	Just a job	Fulfilment
Technology is...	Cars Hoover Dam	Television Microwaves	PCs Cell phones	Smartphones Tablets
Communication through...	Rotary phone Face-to-face Memos	Touch-tone phones “call me any time”	Cell phones “only call me at work”	Social media Skype Instagram E-mail Facetime
Attitude toward training...	Contributes to organisational goals	Is a path to promotion and better compensation	Makes me more marketable	Will learn by taking risks and making mistakes

Personal Attributes of Each Generation

The chart below, created using data from Pew Research Center's American Trends Panel, shows the % of each generation saying how each terms describes their generation overall.



Not Your Grandma's Communication Program

Mara L. Davis
SVP & Associate General Counsel, Chief
Compliance Officer
Univision Communications Inc.



BROADCAST

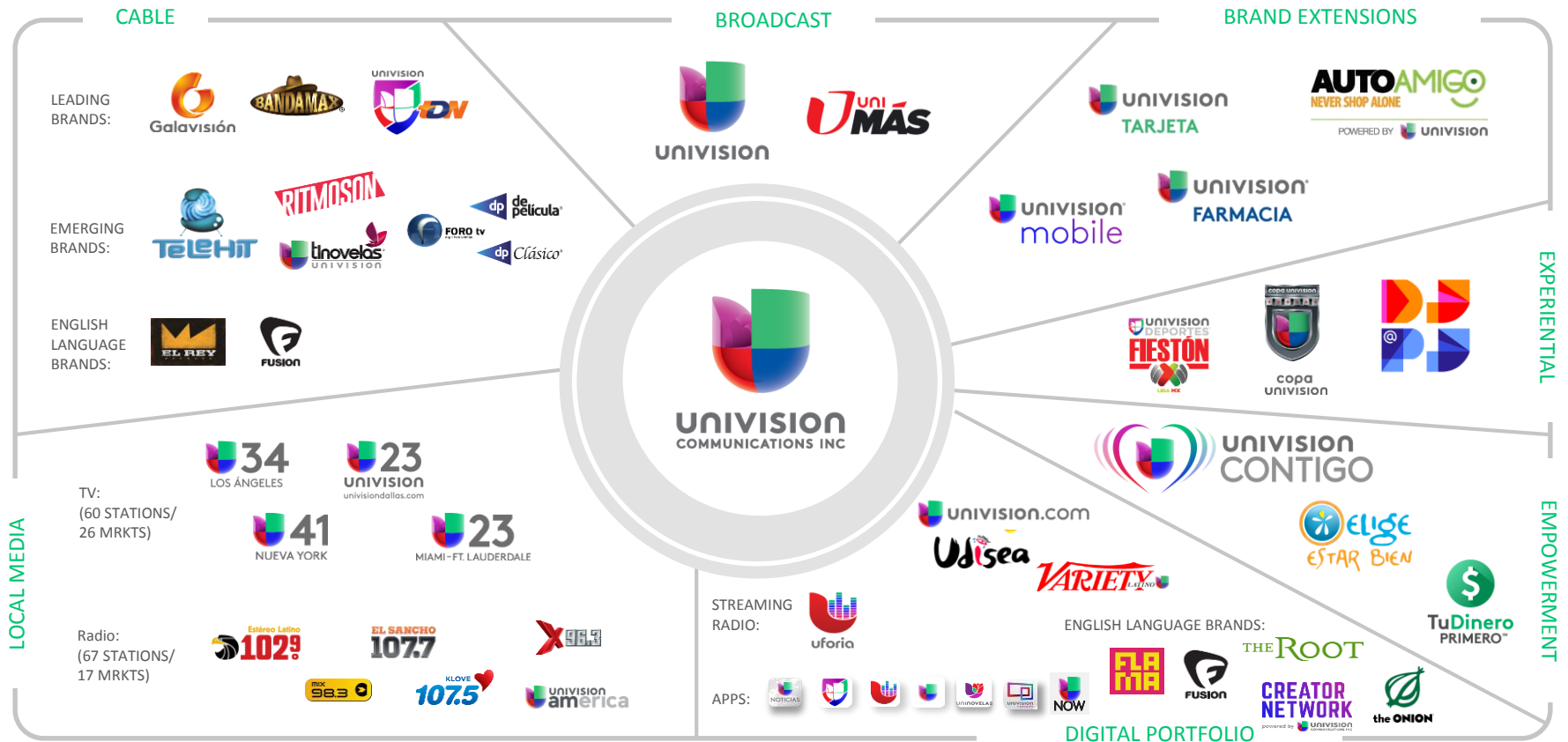


UNIVISION



UNIVISION
COMMUNICATIONS INC

Univision is the Leading Media Company Serving Hispanic America



We have a 60 year multi-generational relationship with Hispanic America

...which we foster every day through **our award-winning news** offerings...

AWARD-WINNING REPORTING ON THE STORIES THAT MATTER THE MOST TO HISPANICS



- Jorge Ramos — named to **100 most influential people in the world** list by TIME Magazine in 2015



- Maria Elena Salinas — recipient of prestigious 2015 **Peabody Award**

NATIONAL
ACADEMY OF
TELEVISION
ARTS & SCIENCES



76 Emmys
in 2014

2015
Recipient

PEABODY
AWARDS



- Recent programs awarded News and Documentary **Emmy Award®** and the **King of Spain International Journalism Award**

OUR HIGH JOURNALISTIC STANDARDS ARE RECOGNIZED AND CELEBRATED

27TH ANNUAL
glaad
MEDIA AWARDS

3 Awards Won

THE WALTER
CRONKITE
AWARD
for excellence in television
political journalism

Investigative Journalism Award

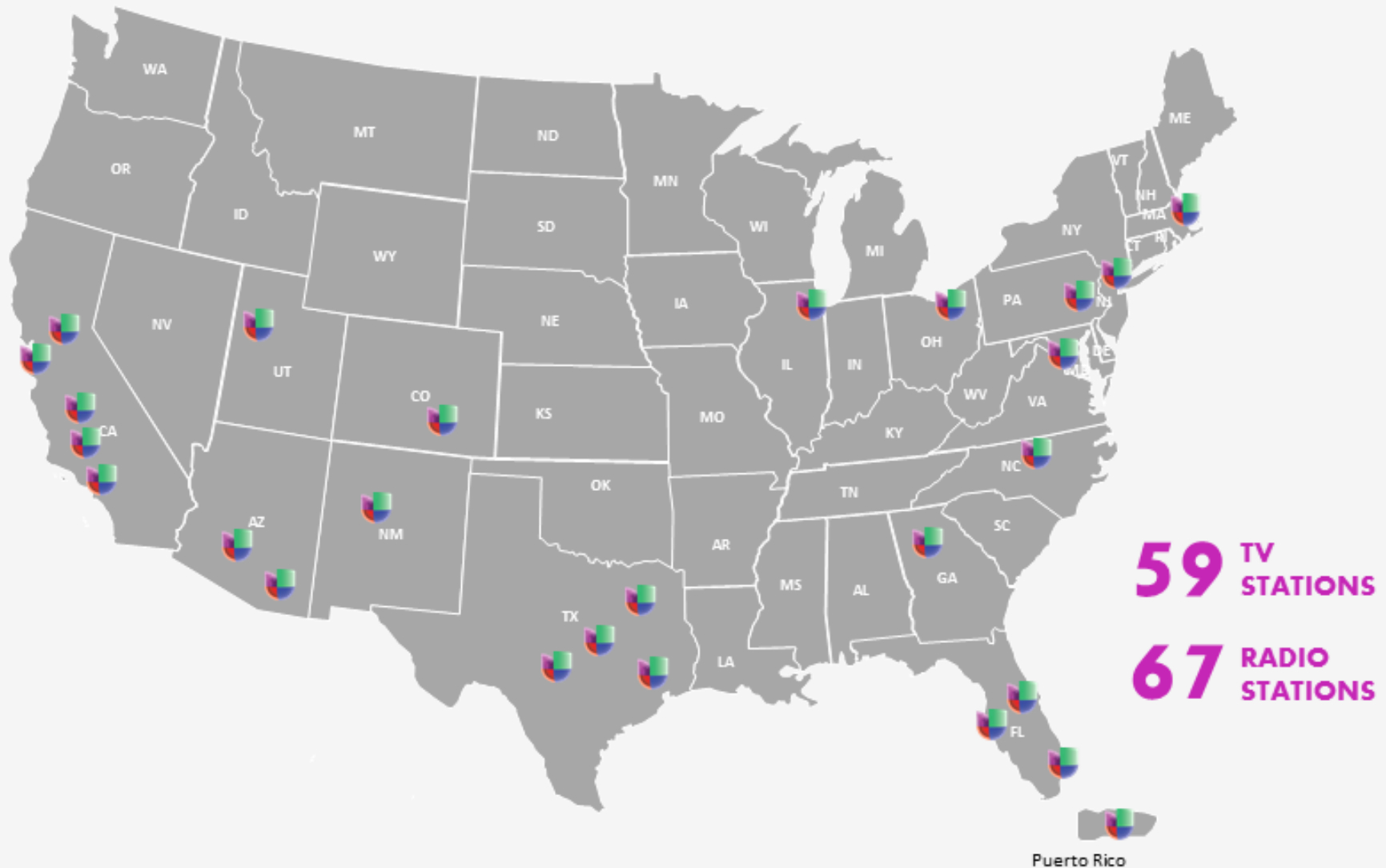


10+ Awards Won

EFE: Premio
Rey de
España

Digital Journalism Award

Univision Local Media includes **126 TV and radio stations** across key markets



Who is Your Audience?

Who are your employees?

- ✓ Content creators for TV, Radio, Digital platforms
- ✓ Journalists, on-air talent, production crew
- ✓ Content distribution, sales and marketing
- ✓ Corporate research, and other corporate functions
- ✓ GRC functions



Who is Your Audience?

What are their attributes?

- ✓ Bicultural and bilingual
- ✓ Dynamic, engaged, hyper-connected, and fast-paced
- ✓ Skew millennial
- ✓ Caring and conscientious—deep and personal commitment to company and its mission
- ✓ Skeptical
- ✓ Highly visual



Who is Your Audience?

What do they value?

- ✓ Authenticity and trustworthiness
- ✓ Subject-matter expertise
- ✓ Ease of use, not time-consuming
- ✓ Thought provoking
- ✓ Opportunity to engage in dialogue around an issue



Example: Old v. New Way of Communicating

Old Code of Conduct

CODE OF CONDUCT

SECTION I. INTRODUCTION

WELCOME LETTER FROM THE CHIEF EXECUTIVE OFFICER

Dear Colleagues:

Thanks to the efforts and dedication of all of you, Univision has enjoyed great success throughout the years and has become the premiere Spanish-language entertainment company in the United States. To maintain that position, we must constantly seek new ways to achieve our business objectives. At the same time, in order to maintain our valuable reputation, we must abide by the highest ethical standards and diligently observe all legal and regulatory requirements.

It is important that we each conduct ourselves in accordance with the Company's Code of Conduct, Ethical Standards and Business Practices (the "Code"). It covers the basic principles that we all must observe and underscores the value of integrity, fair dealing and ethical conduct. By using good judgment and consistently applying the Company's standards to our business relationships, we will continue to support a work environment that is conducive to the success of Univision and each of us individually.

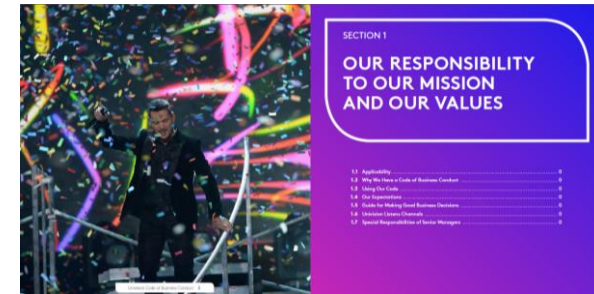
Univision is committed to a culture that promotes prevention, detection, and resolution of instances of conduct within the Company that do not conform to the Code or applicable laws and regulations. If you have questions regarding the Code, or encounter any situation that you believe violates provisions of the Code, you should immediately consult your supervisor, another member of management, the Legal Department or the Corporate Compliance Office. You may also access the Employee Communications Line (described in Section 3.02 of the Code) 24 hours a day on a confidential or anonymous basis. You have my personal assurance that there will be no retribution if, in good faith, you ask questions or raise concerns about the Code or report possible improper conduct.

We have a rich heritage of ideals. We are committed to assuring that our actions consistently reflect those ideals.

Best Regards,

Randy Falco
President and Chief
Executive Officer

New Code of Business Conduct



The new Code:

- Aligns compliance with our Company's business, mission and values
- Evokes a sense of pride
- Is highly visual
- Is tailored to the Company's compliance risk profile
- Is bilingual and uses brand voice and accessible language
- Includes learning aides and policy links

New Approach to Training

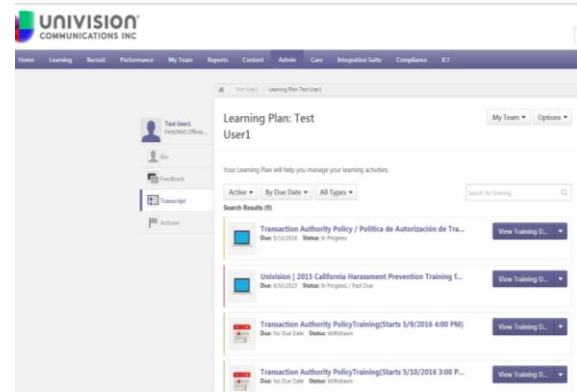
Instructor Led Training

- Risk-based
- Highly tailored to group and scenario driven
- Training location driven by group attributes
- Policy certification follows via LMS



Web-Based Training

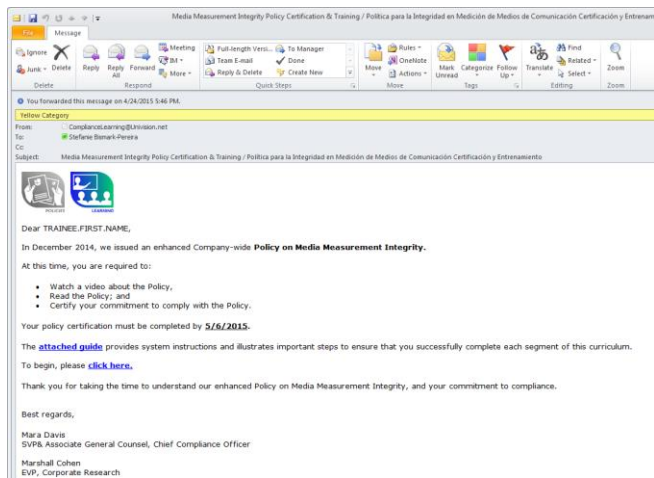
- Company-wide initiatives
- Communication from SMEs and leadership
- Training features SMEs
- Policy certification
- All on LMS



Example: Media Measurement Integrity Program

New company-wide Compliance Program, which includes:

- ✓ Communication from SMEs and leadership
- ✓ Training featuring SMEs
- ✓ Policy certification



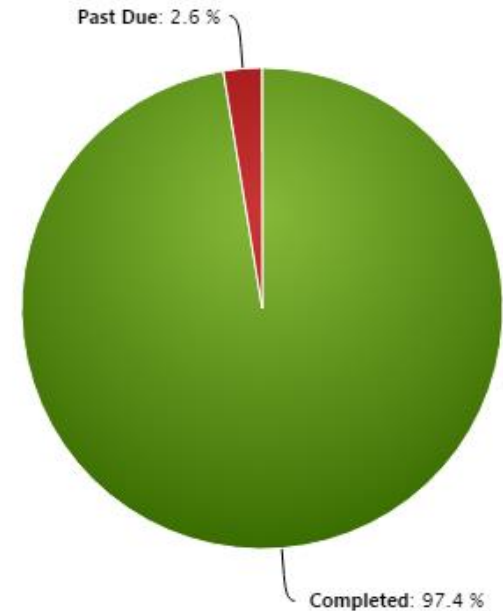
Example: Media Measurement Integrity Program

Does the approach work? KPIs

- ✓ Seat time: ~15 minutes
- ✓ Full participation (97%)
- ✓ Channel usage and referrals
- ✓ Feedback from internal and external stakeholders

Completed Trainings & Certification

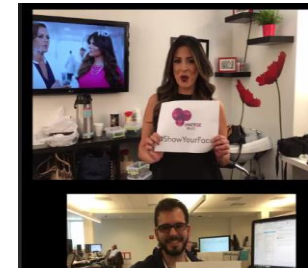
MEDIA MEASUREMENT INTEGRITY



What's Next?

Continue to apply new formats and styles beyond the traditional ways of communicating, e.g., using creators and influencers to be part of the compliance communications and content.

- ✓ Leverage talent for videos
- ✓ Animated game
- ✓ Infographics



Directors:
Israel Nava
Joanna Hausmann

Cast:
eMERGE Spokesperson:
Joanna Hausmann

Older Executive:
Rick Alessandri

Selfie Shot:
María del Pilar Casal & Stephanie Ramirez

Millennial getting coffee spilled on:
Fabrizio Ceppi



Connecting Across Generations

Tina Stinson-DaCruz
AVP and Compliance Learning Officer
Federal Reserve Bank of New York



The views that I express are my own and do not necessarily represent those of the Federal Reserve Bank of New York or the Federal Reserve System.

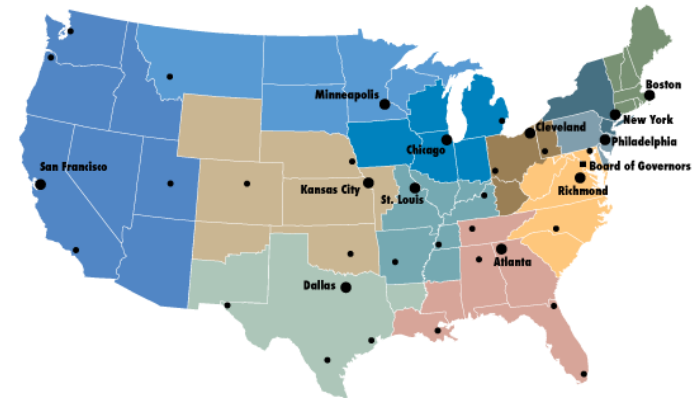
Background

The Federal Reserve System is the central bank of the United States.

Founded by Congress in 1913

The Federal Reserve has three primary functions:

- Monetary policy
- Banking supervision
- Financial services



The Board of Governors, located in Washington, D.C., provides the leadership for the system.

To test your knowledge: <https://www.federalreserveeducation.org/about-the-fed/quizzes>

For more info: <https://www.federalreserveeducation.org/about-the-fed/history>

Background

The New York Federal Reserve Bank serves the Second Federal Reserve District which consists of New York state, the 12 northern counties of New Jersey, Fairfield County in Connecticut, Puerto Rico and the U.S. Virgin Islands.

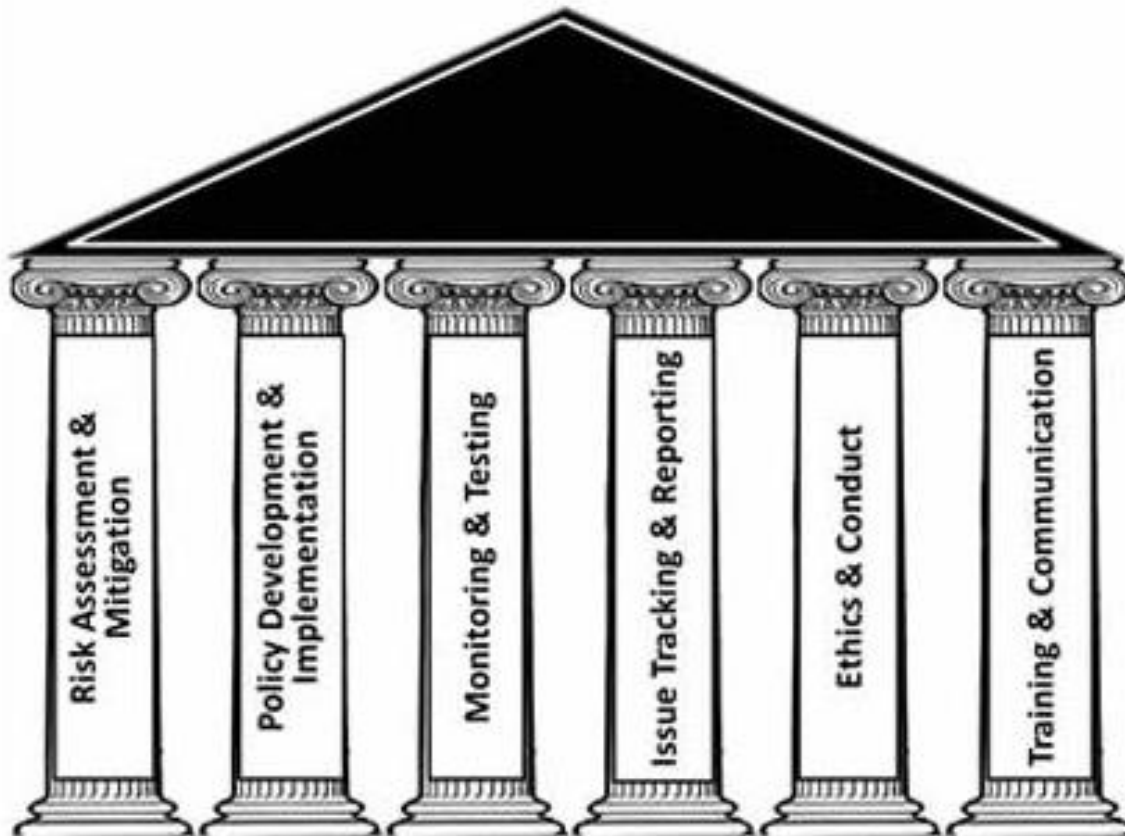
World's largest accumulation of gold

Carries out the decisions of the Federal Open Market Committee

Fiscal Agent to the U.S. Treasury Department



Compliance Learning



Anti-money
laundering

Suspicious activity
reporting

Ethical
principles

Millennial Learners



facebook



Reality Check

“[D]ozens of Harvard students” returned to school on September 16, 2013, after receiving a one year suspension for cheating on their final exam in a government class entitled “Introduction to Government.”

<http://www.nytimes.com/2013/09/17/education/students-accused-of-cheating-return-awkwardly-to-a-changed-harvard.html>

“Cheating is associated with feelings of self-satisfaction, and the boost in positive affect from cheating persists even when prospects for self-deception about unethical behavior are reduced.”

Ruedy, N. E., Moore, C., Gino, F. & Schweitzer, M. E. (2013). The cheater’s high: The unexpected affective benefits of unethical behavior. *Journal of Personality and Social Psychology*, 105 (4), 531–548

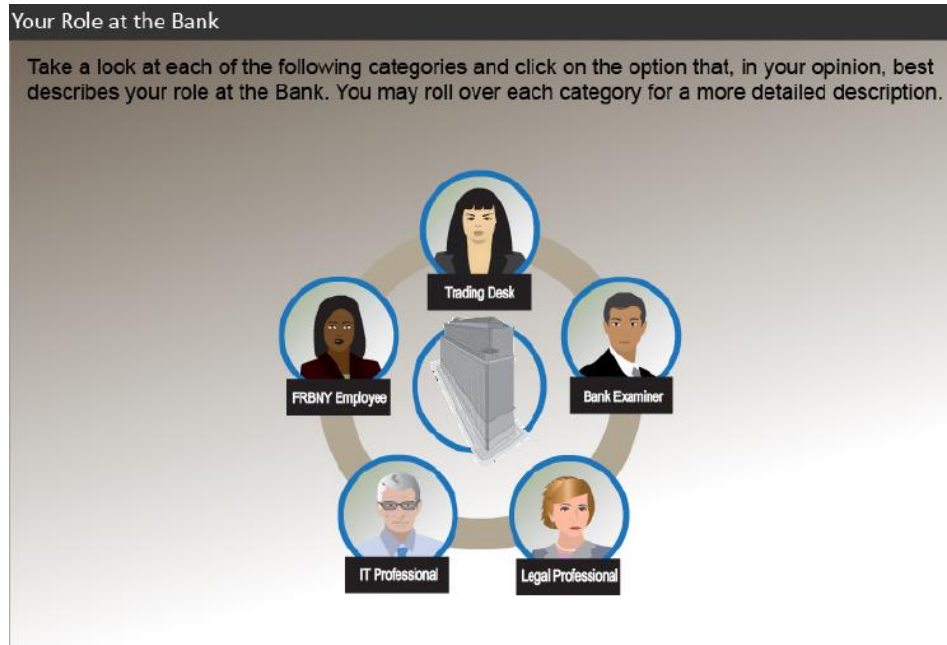
Time, Perspective, and Influencers



Timing of the training and proximity to when a person is engaged in ethical decision-making is important to ensuring an effective transfer of ethics learning.

Shu, L. L., Mazar, N., Gino, F., Ariely, D. & Bazerman, M. H. (2012). Signing at the beginning makes ethics salient and decreases dishonest self-reports in comparison to signing at the end. *Proceedings of the National Academy of Sciences*, 109(38), 1-4.

Time, Perspective, and Influencers



“[w]hen individuals take on multiple perspectives, it enables them to empathize with others and develop a deeper sensitivity to issues and decisions that affect others”

May, D. R., Luth, M. T. & Schwoerer, C. E. (2014). The Influence of Business Ethics Education on Moral Efficacy, Moral Meaningfulness, and Moral Courage: A Quasi-experimental Study. *Journal of Business Ethics*, 124(1), 67-80.

Time, Perspective, and Influencers

The Facebook logo, consisting of the word "facebook" in white lowercase letters on a blue rectangular background.

Most workers engage in ethical decision-making within groups. These groups can influence individual decisions to engage in ethical/unethical behaviors.

National Business Ethics Survey. (2013). *Generational differences in workplace ethics: A supplemental report of the 2011 national business ethics survey.*

Videos that Convey a Story



Learning Styles

Accommodating Hands-on, prefer working with others	Diverging Like to brainstorm, prefer working with others
Converging Prefer simulations and like to experiment	Assimilating Prefer reading and lectures, need time to think things through

Based on the work of David Kolb, experiential learning theorist and pioneer

Better student performance in situations where there is a match between learning style and instructional style.
(Katz, Sein and Robey)

Moments that Matter

Kim Yapchai
Chief Compliance Officer
Whirlpool Corporation





NAR



**28,000
EMPLOYEES**

EMEA



**26,000
EMPLOYEES**

ASIA



**23,000
EMPLOYEES**

LAR



**28,000
EMPLOYEES**

NEARLY 100,000 GLOBAL EMPLOYEES



The 15 original employees of Whirlpool



Built upon a history of strong values

STRATEGIC ARCHITECTURE

VISION

The Best Branded Consumer Products... in Every Home Around the World

MISSION

Create Demand and Earn Trust Every Day

STRATEGY

Product Leadership

Brand Leadership

Operating Excellence

People Excellence

VALUES

Respect, Integrity, Diversity & Inclusion, Teamwork, Spirit of Winning

Create an Experience: Virtual



**CHOOSE YOUR
OWN ADVENTURE!**
THURSDAY, JULY 16

**WOULD YOU KNOW WHAT TO DO? PARTICIPATE IN A FUN
INTERACTIVE SCENARIO WITH ONE OF OUR LEGAL EXPERTS**

Enjoy some snacks and compete for prizes as we'll have role playing activities in the Twin Cities collaboration areas!



Create an Experience: Group

- Teams compete to generate the highest profit in 12 decisions
- Safe way to experience risks and consequences



Create an Experience: Personal



**CONFIDENTIAL
INFORMATION**

TUESDAY, JULY 14

COME HEAR A TRUE FBI AGENT SPEAK! THREE SESSIONS AVAILABLE!

MON (7/13)	3:30pm - 4:30pm	Riverview HUBS
TUE (7/14)	9:30am - 10:30am	SJTC Cafeteria
TUE (7/14)	1:30pm - 2:30pm	GHQ Cafeteria

F.B.I.



Create an Experience: Conversation

Iran: Can We Do Business Yet?



I am hearing this question frequently nowadays. **The short answer is: no.** This can be frustrating because we see foreign competitors selling their products in Iran, and it feels like we are losing opportunities. Those competitors, however, are not part of a U.S. company, so the U.S. laws don't always apply to them.

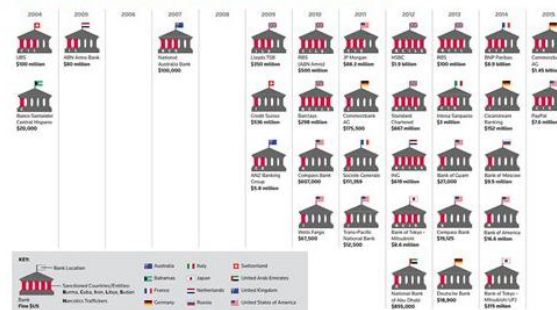
We currently cannot do business with Iran because of restrictions that are called sanctions, or embargoes. Sanctions are a political tool used by governments to restrict access to information, products and money for terrorists, drug traffickers and others by limiting how we can do business. All U.S.-based businesses and people, unless specifically authorized by the U.S. government, are prohibited from doing any business in Iran. This means that even U.S. banks still are banned from doing business with Iranian companies, including investing in Iran or facilitating trade with Iran.

Until the laws change, we must follow them in all of our businesses around the world. If we don't follow U.S. laws, the consequences can be severe. Worst case, violations also can result in prison and/or million-dollar fines for both individuals and companies. Enforcement is active, as outlined in the image summarizing fines against banks. This is part of the reason why our banks ask us about what processes we have to follow these laws.

The Road Ahead

The relationship between Iran and the U.S. is evolving, complex and rapidly changing. However, the laws about Iran that apply to U.S. companies and their subsidiaries have not yet changed. In addition to the law changes, there are several nuclear checks that Iran needs to pass as part of the nuclear agreement. Equally murky is whether the next U.S. government will undo the nuclear weapons agreement.

FINES FOR BANKS THAT BREACHED U.S. SANCTIONS



Create an Experience: Emotion

[illegible]

Questions?

Be sure to join the Twitter conversation: @CW_2016

Thank you

We want your feedback!
Use the conference app or visit the Registration desk.

Be sure to join the Twitter conversation: @CW_2016 