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Leading with Integrity

Workshop 6: Accountability and Responsibility

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Today

Topic	Additional Readings
Accountability and Responsibility	Building world-class ethics and compliance programmes, available HERE Psychological Safety: Creating a workplace where all thrive, Available HERE How to have difficult conversations at work. Available HERE

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Intended Session Learning Outcomes

By the end of this session, you should be able to :

Describe the features of the circular economy and its impact on the retail sector, **with a focus on the importance of accountability and responsibility in implementing sustainable practices.**

- Set the tone as a leader and how this can impact the performance of an organisation's culture
- Culture mapping for better management
- Model, monitor, measure and reward integrity within the workplace
- Ensure management and employees are accountable and responsible for integral behaviour.
- Framing difficult conversations in challenging poor integrity behaviour

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Accountability and Responsibility

Firstly, Let's CHECK IN...

Please share your understanding of the following questions using the Mentimeter link below:

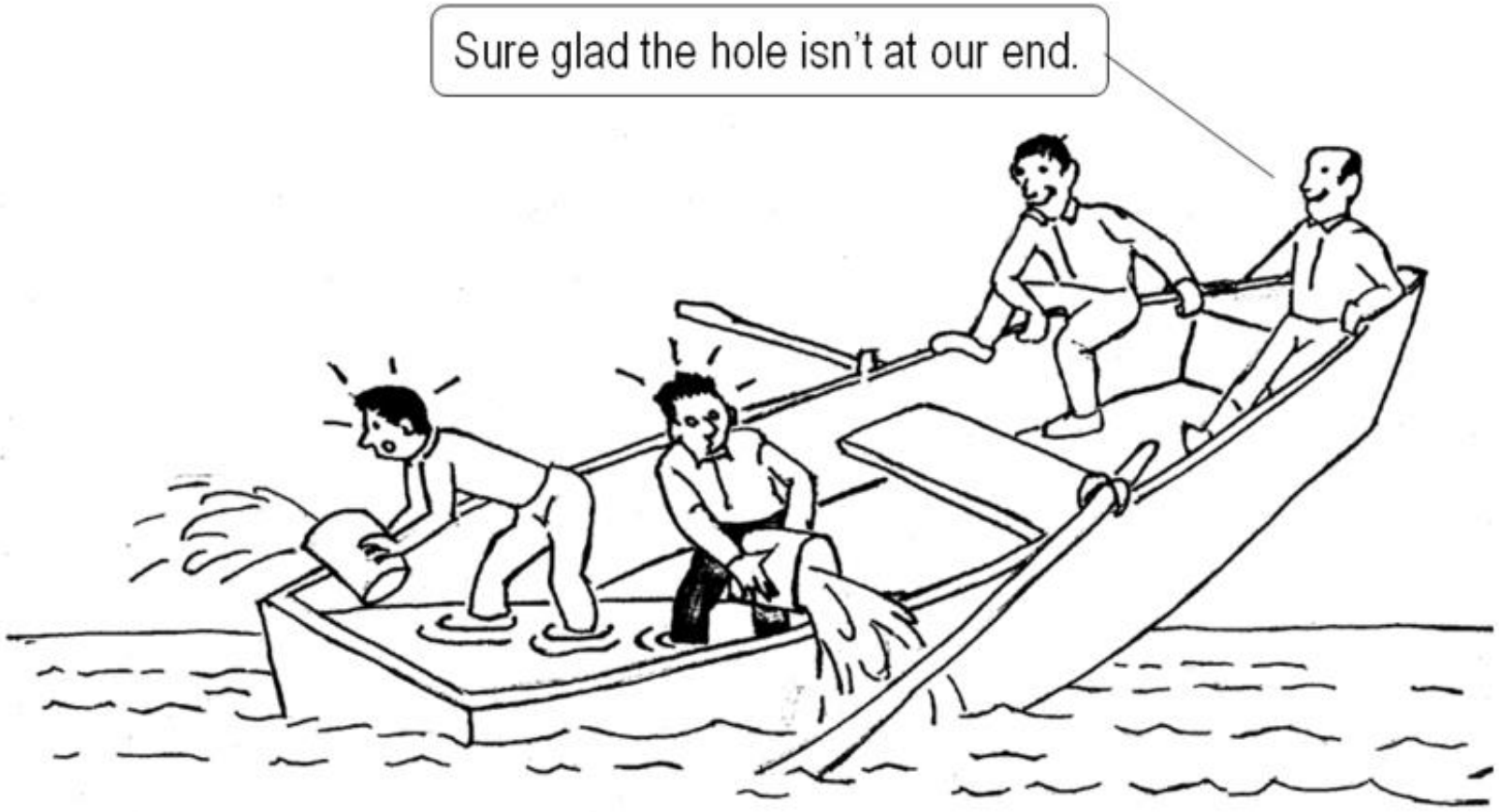
1. **How can leaders help to create a positive work environment?**
2. **Why is it important to talk about honesty and integrity at work?**





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Accountability and Responsibility



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Accountability and Responsibility

Feature	Responsibility	Accountability
Definition	Fulfilling tasks/obligations with diligence & care. The duty to act.	Being answerable for decisions, actions, & outcomes. Taking ownership.
Focus	Taking action; completing tasks.	Answering for actions & outcomes.
Core Elements	Commitment, reliability, initiative.	Ownership, transparency, follow-through.
Purpose	Ensures tasks are completed effectively & ethically.	Builds trust; ensures alignment with goals.
Time Orientation	Often forward-looking (what needs to be done).	Often backward-looking (explaining what was done/happened).
Relationship	The duty assigned or undertaken.	The obligation to report on/justify the discharge of duty

Why it matters in Retail?

- Trust and credibility
- Team Morale and Engagement
- Customer Perception and Loyalty
- Compliance and Risk Mitigation
- Overall Performance of an Organisation’s Culture

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What does team ‘fit’ feel like for you?



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Talking about cultural differences: Cornerstone



Are We Different?

Are We Same?

Are We Both?

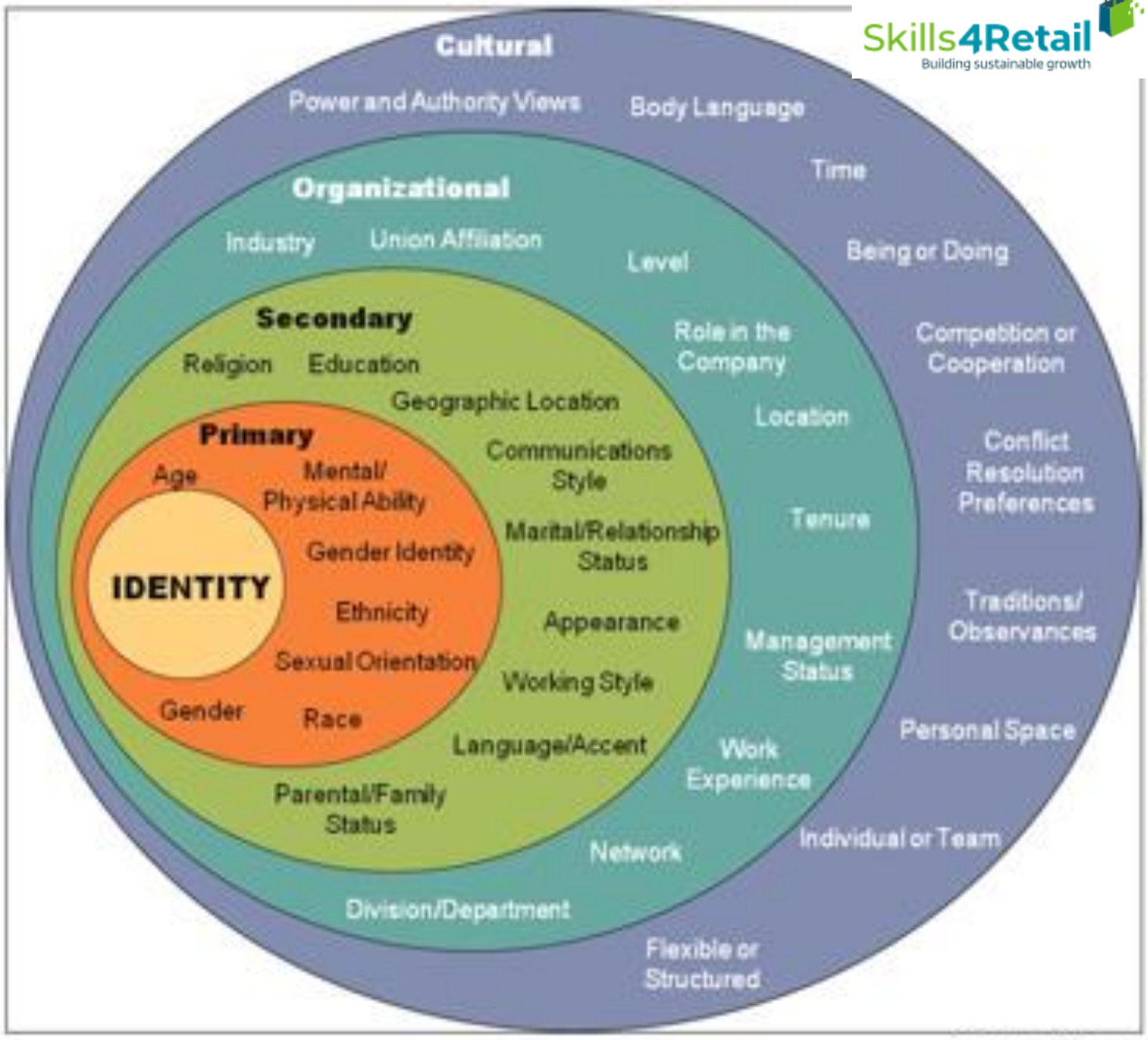
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What drives our identity?



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Your visit to store in Spain might look like as follows:



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Your visit to store in Norway looks as follows:





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Cultural Differences

- **USA**: 'Everything is allowed unless it's prohibited'.
- **Germany**: 'Everything is prohibited unless it's allowed'.
- **Latin America**: 'Everything is allowed even if it's prohibited'.
- **Russia**: 'Let it happens first, and we will find out what's allowed and what's prohibited'.

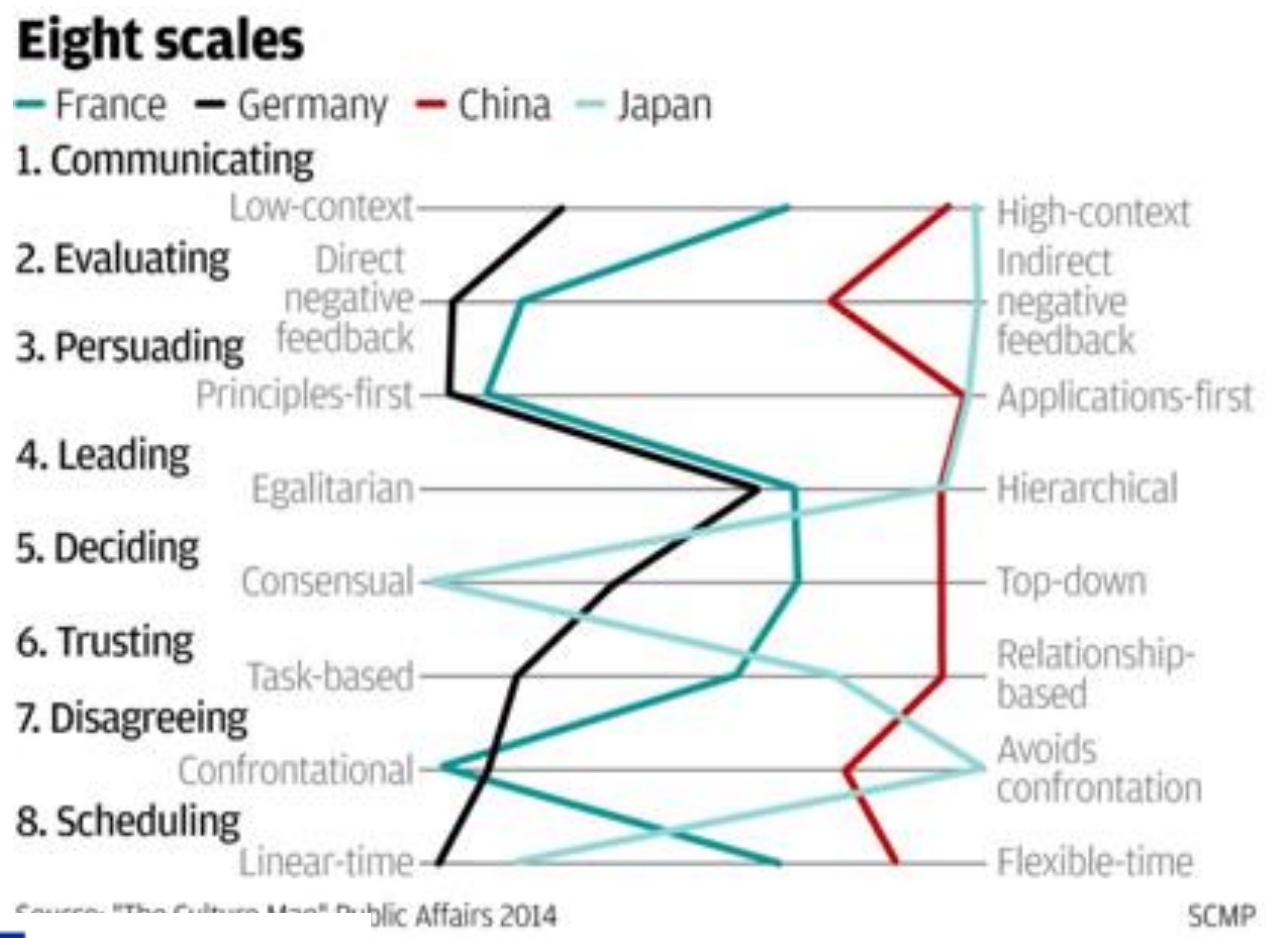


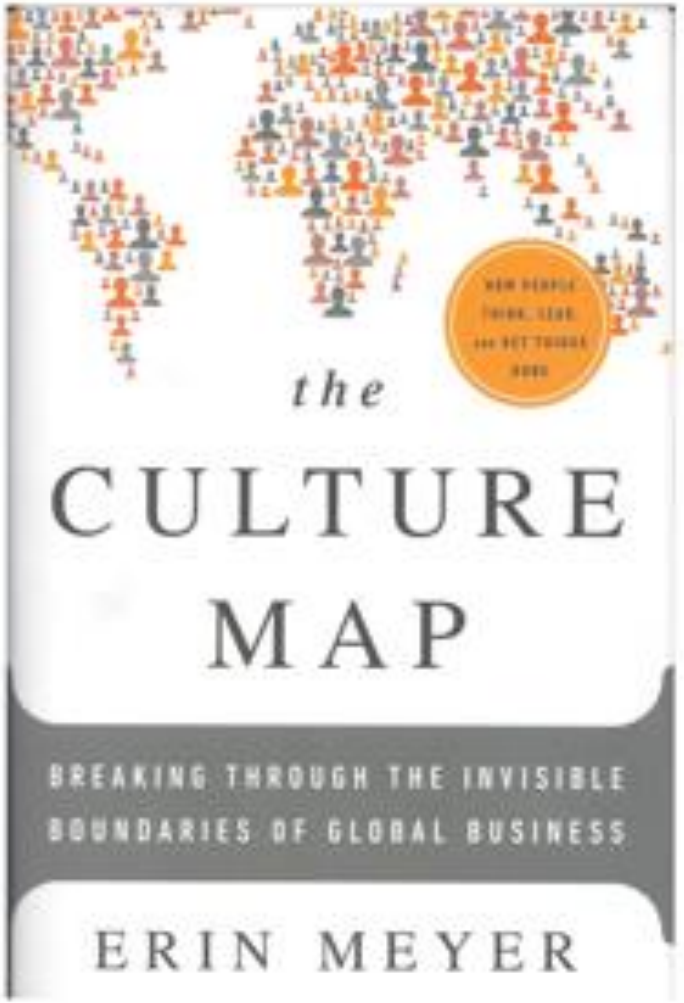
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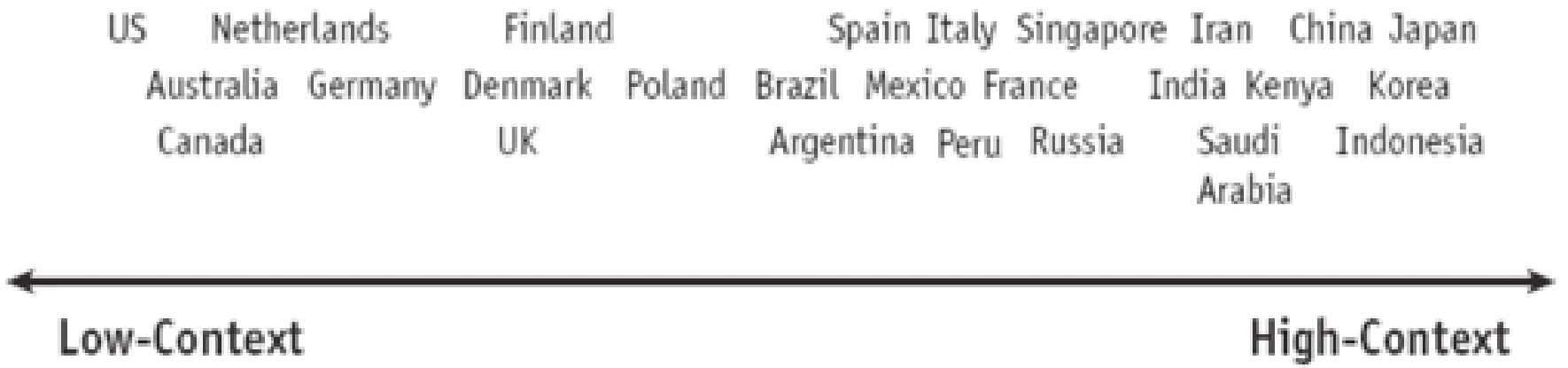
8 Scales to Map the World's Culture: For Better Management





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1. Communication Across Cultures



Low-Context Good communication is precise, simple, and clear. Messages are expressed and understood at face falue. Repetition is appreciated if it helps clarify the communication.

High-Context Good communication is sophisticated, nuanced, and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.

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1. Communication Across Cultures: It's all relative

Food for Thought: What could we learn from the following dialogue?

Mr. Diaz: It looks like some of us are going to have to be here on Sunday to host the client visit.
Mr. Chen: I see.
Mr. Diaz: Can you join us on Sunday?
Mr. Chen: Yes, I think so.
Mr. Diaz: That would be a great help.
Mr. Chen: Yes, Sunday is an important day.
Mr. Diaz: In what way?
Mr. Chen: It's my daughter's birthday.
Mr. Diaz: How nice. I hope you all enjoy it.
Mr. Chen: Thank you. I truly appreciate your understanding.



Bo Chen
(A Chinese Employee in the textile company)



Juan Diaz
(Spanish Executive who worked in China for the Chinese textile company for 15 years)

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2. Evaluating Performance and Providing Feedback



Direct negative feedback	Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticizing. Criticism may be given to an individual in front of a group.
Indirect negative feedback	Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.

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The Art of Translation: Example

What the British say	What the British mean	What the Dutch understand
With all due respect...	I think you are wrong.	He is listening to me.
Perhaps you would think about...I would suggest...	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way...	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that...	I am very upset and angry that...	It doesn't really matter.
Very interesting...	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!

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3. Persuading: Why vs How



Applications-first Individuals are trained to begin with a fact, statement, or opinion and later add concepts to back up or explain the conclusion as necessary. The preference is to begin a message or report with an executive summary or bullet points. Discussions are approached in a practical, concrete manner. Theoretical or philosophical discussions are avoided in a business environment.

Principles-first Individuals have been trained to first develop the theory or complex concept before presenting a fact, statement, or opinion. The preference is to begin a message or report by building up a theoretical argument before moving on to a conclusion. The conceptual principles underlying each situation are valued.

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4. Leadership and Power Distance



Egalitarian The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.

Hierarchical The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.

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5. Who Decides?

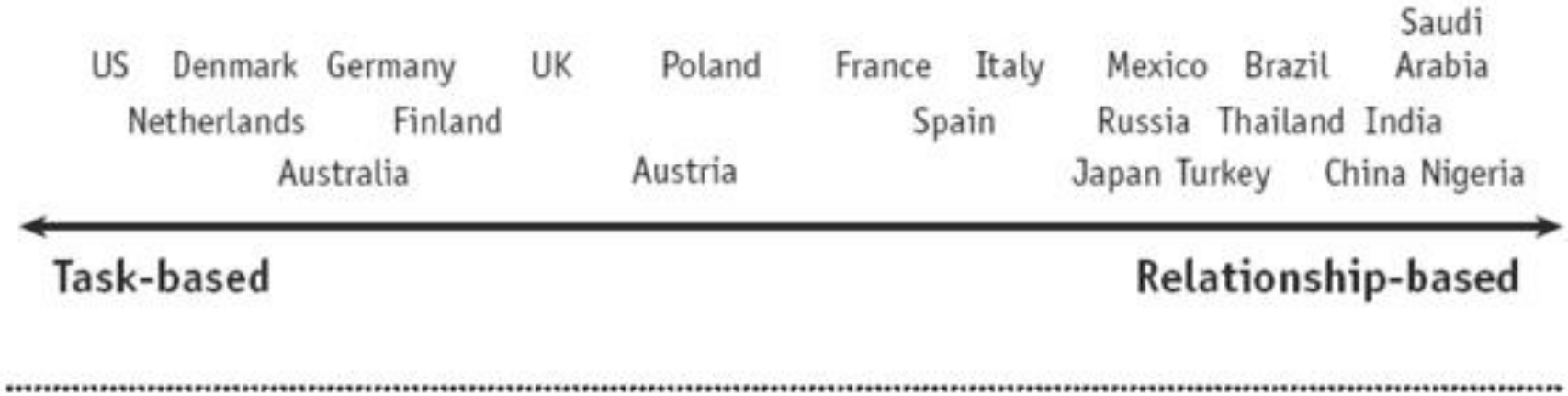


Consensual Decisions are made in groups through unanimous agreement.

Top-down Decisions are made by individuals (usually the boss).

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6. Task-Based Vs Relationship-Based Cultures



Task-based	Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.
Relationship-based	Trust is built through sharing meals, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.

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ACTIVITY

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Considering Trust: Cognitive Activity

1. Make a quick list of up to **five people you trust** – people from different areas of your life!

2. Consider please how the **trust** you feel for each person was built?



3. What **events** led you to trust them?

4. Do you have the **same type of trust** in all people you are thinking about?

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Meals might be your ticket to success...



Sharing meals (drinks in some cultures) is a **meaningful tool** for trust building in almost **ALL cultures!**

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Or while in Japan...

"Drink until you fall down ☺"



The more you are willing to **remove social barriers** in the evening, the more they will see you as **trustworthy**

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7. Disagreeing professionally



Confrontational — Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.

Avoids confrontation — Disagreement and debate are negative for the team or organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.

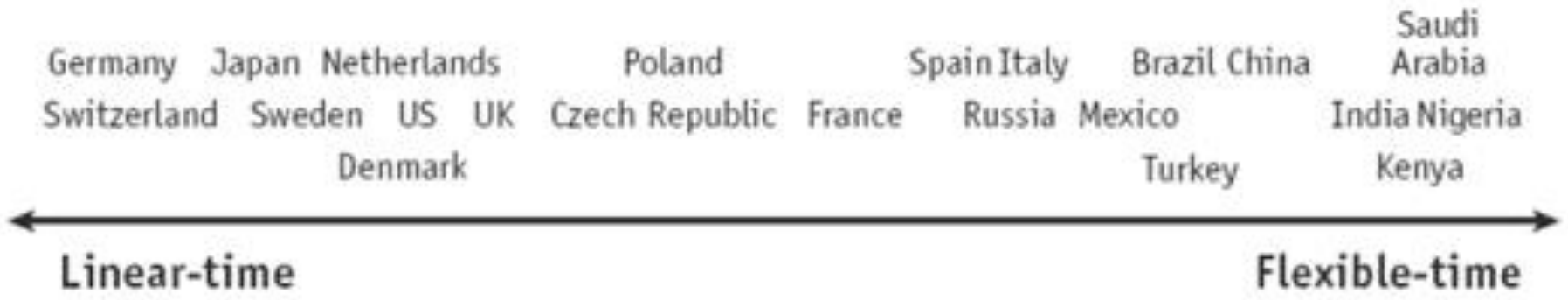
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8. Cross-Cultural Perceptions of Time – How late is late?



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8. Cross-Cultural Perceptions of Time – How late is late?



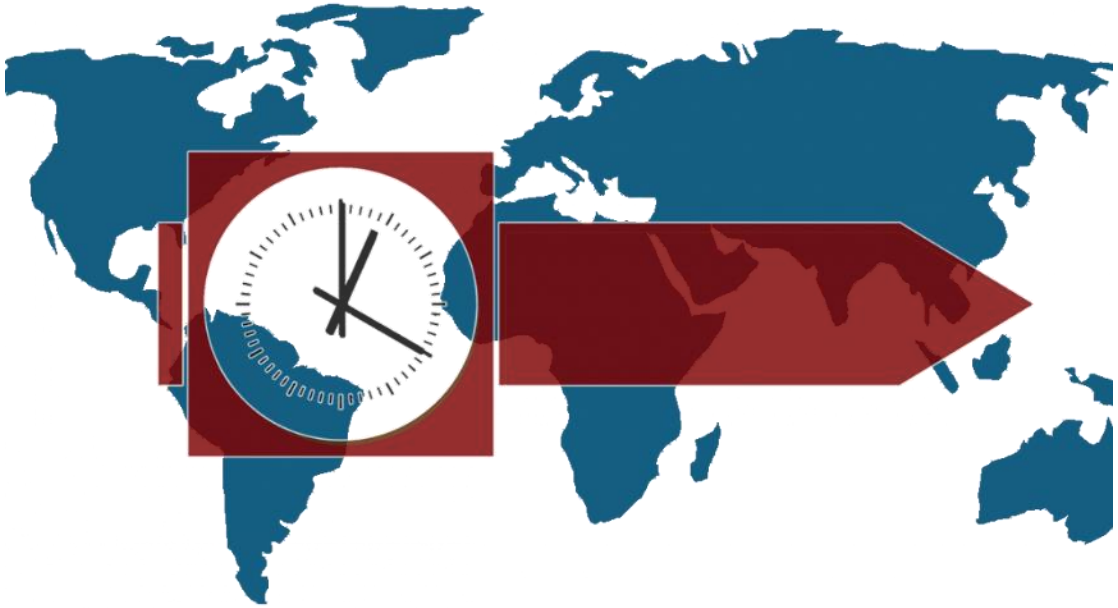
Linear-time Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organization over flexibility.

Flexible-time Project steps are approached in a fluid manner, changing tasks as opportunities arise. Many things are dealt with at once and interruptions accepted. The focus is on adaptability, and flexibility is valued over organization.

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ACTIVITY

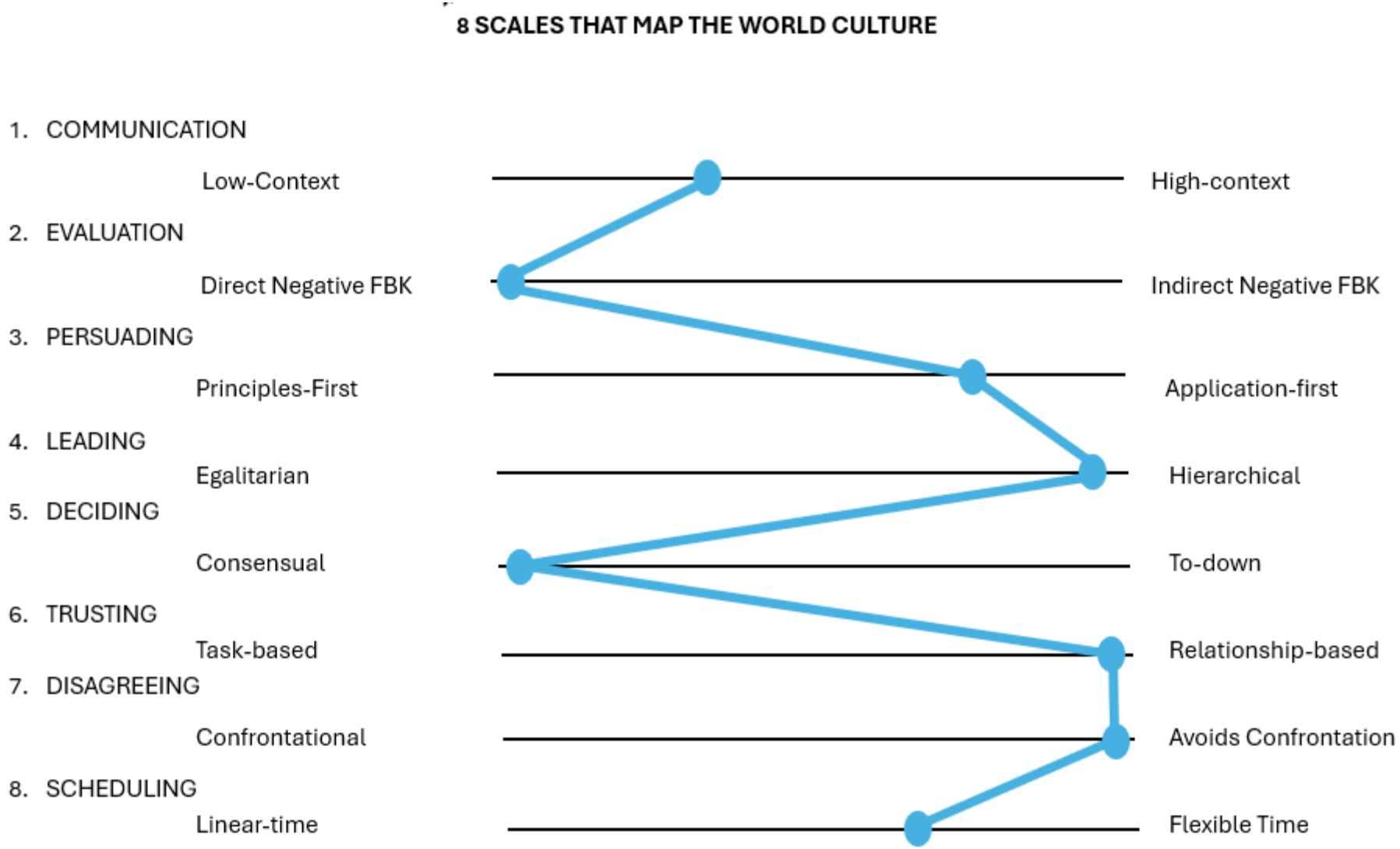
Activity: Let’s create our own Culture Map



See Handout 6.1: Culture Mapping

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How does your compare?



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Embedding Integrity

- Modelling Integrity – ‘Walking the Talk’
- Monitoring Integrity – Observations and Systems
- Measuring Integrity – Behaviours, Outcomes and Perceptions
- Rewarding Integrity: Recognition and Reinforcement

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How to have difficult Integrity Conversations

Step	Key Actions	Example Phrases/Questions (Retail Context)
1. Prepare	**Define Purpose:** What outcome do you need? (Stop behaviour, clarify policy, warning?) **Gather Facts:** Collect specific, observable behavioral examples. **Identify Behavior & Impact:** Pinpoint the integrity issue & its consequences (team, customer, policy). **Review Policies:** Understand relevant rules & potential consequences. **Anticipate Reactions:** Plan responses to potential defensiveness, denial, emotion. **Consider Their Perspective:** What might be their story? (Avoid assuming intent)	*Self-Questions:* "What specific behaviour needs to change?" "What policy was violated?" "How did this impact customer trust/store safety/team fairness?" "What facts do I have?“ "How might they react?" "What is my goal for this conversation?"

How to have difficult Integrity Conversations (Continued)

Step	Key Actions	Example Phrases/Questions (Retail Context)
2. Set the Stage	**Choose Time/Place:** Private, neutral, uninterrupted. Prompt but not rushed. **Plan Opening:** Calm, clear, respectful statement of purpose.	"Can we find a few minutes to talk privately about [specific topic, e.g., yesterday's closing procedure]?"
3. Initiate & Describe	**State Purpose Clearly:** Use "I" statements. Focus on behaviour, not intent. **Describe Observed Behaviour:** Be specific, factual, and objective. **Explain Impact:** Link behavior to consequences (team, customer, policy, values).	"I need to talk with you about [observed behaviour, e.g., the discount given on transaction X]. I'm concerned because [impact, e.g., it appears to be outside our policy and affects our store's results].“ "I observed [specific behaviour, e.g., safety procedure not followed] during [time/place]. My concern is [impact, e.g., the potential safety risk to you and the team]."

How to have difficult Integrity Conversations (Continued)

Step	Key Actions	Example Phrases/Questions (Retail Context)
4. Dialogue & Explore	**Invite Their Perspective:** Ask open-ended questions. **Active Listening:** Listen fully without interrupting. Show you're listening (nod, eye contact). **Acknowledge Feelings/Perspective:** Validate their viewpoint ("I hear that you felt rushed...") without necessarily agreeing. Show empathy. **Clarify Understanding:** Paraphrase to confirm understanding ("So, if I understand correctly, you felt...").	"Can you help me understand what was happening from your perspective?" "What was your thinking behind [action]?" "Tell me more about that." "I hear that you're saying [paraphrase]."

How to have difficult Integrity Conversations (Continued)

Step	Key Actions	Example Phrases/Questions (Retail Context)
5. State Expectations & Consequences	**Reiterate Expectations:** Clearly state the required standard/policy. **Outline Consequences:** Explain potential outcomes if behaviour persists (consistent with policy). **Problem-Solve (if applicable):** Collaboratively discuss solutions/support needed. Gain commitment.	"Moving forward, the expectation is [clear standard, e.g., all discounts require manager approval per policy X]." "It's important we follow this procedure for [reason]. If this continues, the next step according to policy would be [consequence, e.g., a formal written warning]." "What support do you need from me to ensure this doesn't happen again?"

How to have difficult Integrity Conversations (Continued)

Step	Key Actions	Example Phrases/Questions (Retail Context)
6. Close & Follow Up	**Summarize:** Recap key points, agreements, next steps. **Express Confidence (if genuine):** In their ability to meet expectations. **Document:** Record date, time, attendees, topic, key points, outcome factually. **Follow Up:** Monitor situation, provide feedback on progress.	"So, to summarise, we've agreed that [next steps/behaviour change]. I'm confident you can make this adjustment." *Documentation:* Factual notes for HR/file.

Application of Framework: Addressing Suspected Time Theft

•*Prep:* Gather time clock records showing discrepancies, review policy on time recording and consequences for falsification. Purpose: Clarify policy, ensure accurate recording, issue warning if necessary.

•*Open:* "Hi [Employee Name], can we chat privately for a few minutes? I need to discuss something I observed regarding time records.“

•*Describe/Impact:* "I reviewed the time logs from [dates], and I noticed discrepancies between recorded break times and [observation/system data]. Accurate time recording is crucial for payroll and ensuring fairness for everyone on the team."

•*Explore:* "Can you help me understand what might be causing these discrepancies?"

Application of Framework: Addressing Suspected Time Theft (Continued)

- *Expectations/Consequences:* "Moving forward, it's essential that all break times are recorded accurately according to policy [cite policy]. Inaccurate recording can lead to disciplinary action, up to termination, as outlined in the handbook.“

- *Close:* Summarise the expectation of accuracy, document the conversation.

Application of Framework: Disrespectful Language

•*Prep:* Note specific instances/language used, review anti-harassment/respect policy. Purpose: Stop behaviour, reinforce respectful workplace standards.

•*Open:* "I need to talk with you about some language I overheard [or was reported] in the breakroom yesterday.“

•*Describe/Impact:* "Specifically, I heard [mention specific disrespectful/discriminatory comment]. Language like that is unacceptable here. It violates our respect policy and creates a hostile environment for colleagues [and can be offensive if overheard by customers]. It impacts team morale and psychological safety."

Application of Framework: Disrespectful Language (Continued)

- *Explore:* "Can you help me understand why you made that comment?" (Listen, but do not excuse the behaviour).

- *Expectations/Consequences:* "Our workplace requires professional and respectful communication at all times. Disrespectful or discriminatory language will not be tolerated. Any further instances will result in [consequence, e.g., formal disciplinary action]."

Close: Reiterate expectation of respect, document conversation.

ACTIVITY

Difficult Conversations: Role Play



See Activity Sheet 6.2: Difficult Conversations

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Key Take Aways

1. **Tone at the Top Matters:** Leaders at all levels, especially frontline retail managers, set the ethical climate through their actions, decisions, and communication. This tone significantly shapes team culture and behaviour.
2. **Integrity Requires Active Embedding:** Ethical conduct doesn't happen passively. It must be actively cultivated through consistent **modelling** of desired behaviours, vigilant **Monitoring** of actions and risks, meaningful **Measurement** of relevant indicators, and intentional **Rewarding** of ethical conduct.
3. **Accountability Needs Structure and Safety:** Holding individuals and teams accountable requires clear expectations (codes, policies, roles), fair and consistent consequences for violations, and, critically, a psychologically safe environment where employees feel empowered to speak up about concerns or mistakes without fear.

Key Take Aways (Continued)

4. Addressing Lapses Takes Skill and Courage: Confronting behaviour that lacks integrity is challenging but necessary. A structured approach to these difficult conversations, focusing on behaviour, impact, active listening, and clear expectations, allows leaders to address issues respectfully and effectively.

5. Effective Leadership - Builds Trust, *Drives Performance*, **Empowers Teams,** *Cultivates Positive Culture* **and Ensures Long-Term Success.**

Reflect as you go.... My Personal Commitment

Reflect on your current leadership practices and your team environment. Now, identify **one specific, actionable step** you will commit to taking **within the next week** to strengthen accountability for integrity within your area of responsibility.

For Example:

"I will practice the 'Prepare' step of the difficult conversation framework before my upcoming performance review with employee X."

"I will reread our company's Code of Conduct and identify one area to emphasise with my team."



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Quiz Time...



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Any Questions?

Thank You

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