



## 1. Create a toolbox for supporting managers

### Challenge

Let managers tell the right story to their employees, so that they become convinced that compliance is important, and why. This can be done by making their lives a little easier in that respect with a so-called instrument box (or: toolbox): by supporting them with examples, tips and models so that they take the time, dare to tell the story themselves more easily and set a good example.

Background: managers lack time, sometimes insight/skills - if they are good at technology or finance then they sometimes have trouble with nuances, grey areas, moral dilemma discussions and so on. Sometimes they lack a feel for the matter or the ability to clearly articulate the story of compliance (of 'responsible business behavior').

### Solution

Engage with managers and explore what you can do to help managers tell a good compliance story to their own team members. Sometimes they conclude that they themselves are not sure what to do with compliance, what their role is or what they should do if their employees come to them with a question, concern, suspicion or even formal report. Then visualise such situations for them. This is because most employees are visually oriented and are less fond of long texts.

If managers have difficulty telling the core message of 'responsible business conduct', write that story out for them using PowerPoint and speaker notes (then they can practice and make it their own, possibly using recognisable examples or situations within their own team or business unit, so that it becomes recognisable to the manager and their team members). Also emphasise the benefits of responsible business conduct from a commercial perspective - see also the scientific insights used by the AFM in the 'learning organisations' study.

Possibly, you can quite easily record a webinar in-house and make it available to them only ('a story from one's own manager convinces more than a story from head office').

Also consider providing short videos or youtube clips they could use in the process to illustrate the message: make it easy for them. They are then much more likely to do it and the message will come across more effectively.

If the manager so wishes: support their meeting with your own presence.



## **Actors**

- HR (possibly also external experts)
- Communication (possibly also external experts)
- Compliance Professional
- Managers (application and feedback)

## **Techniques**

See above. Think of:

- Visualizations of 'What to do in case of'
- PowerPoint with speaker notes
- Videos
- Webinars
- Graphics
- YouTube videos

## **Role Compliance Professional**

Take stock of the challenges. Come up with solutions and organize how those solutions can best be shaped in your culture and create enthusiasm with the HR and communication departments.

Make everything quickly downloadable and accessible via your own intranet.