



## 23. Celebrate successes in the field of ethical behaviour

### Challenge

We often mention things that do not go well. The challenge is to communicate the things that well.

### Solution

One possibility is to give a personal or written compliment from management to a group, or individual. Put employees who make a positive contribution to integrity in the spotlight. Simply 'just walk by and talk to' can make a lot of difference for a colleague. Employee gatherings like drinks and bites are also effective. It underlines the importance that the organization is committed to the subject. Appreciating and acknowledgment will turn a colleague into an ambassador for what you are aiming for. See also tool 28. "Reward exemplary behavior".

If you discuss what is going well, you create the space to discuss what still needs improvement or needs to be changed. Suppose there is a KPI that says that the goal is to achieve 80% and you are at 70% with your department. In that case, talk about the 70% that is going well and how this was achieved instead of focussing on the 10% that needs to be done. Talking about success stimulates more than talking about what is not going well. Suppose other departments are only at 60%. In that situation, discuss what they can learn from you and how you can become even better.

### Actors

- Compliance Professional
- Executives
- Senior management

### Techniques

Keep it small. It's about staying focused and really giving attention. By discussing what is going well, you also identify things that need improvement.

### Role Compliance Professional

Indicate to management when such a moment arises. Timing is essential.