



4. Emphasize the essence and importance

Challenge

Emphasizing the essence of policies; explaining why it is relevant to the employee. Thereby enabling employees to realise what complying with a certain policy means for his / her daily actions.

Solution

The essence of a policy is often leading for the behaviour of employees. It helps to stimulate employees to think about the spirit and intention of policy and regulations, instead of (exclusively) about the exact wording. Also make a link to the personal actions and personal values of the employee (see tool 3 "Make compliance personal"). For example, "Do you think this is a fair price for this product? And would you sell it to your family?" This message must be carefully formulated and delivered. It is also important to acknowledge employees' concerns about the amount of policies and regulations. Constantly show 'the big picture': why are we doing this? For example: "We do this to combat corruption, terrorist financing and money laundering. Don't you want to prevent that too?"

In communication and training, explain the essence. Explain why this is an important topic for the employee; what is to gain. For example, transparency, understanding, help, integrity, safety, contribution to improvements, et cetera. Recognizing that complying is not always easy and ensuring that the organization offers help (empathy). In the form of training or via digital message boards, giving employees the opportunity to tell what they are up against and bring them back to what is within their power: What is your span of control and how do you deal with it?

An empathetic attitude should not be confused with weakness: empathy contributes to mutual understanding and insights on both sides.

Actors

- Communication
- Board/senior management
- Compliance



Techniques

- Communication
- Writing style
- In-class training
- E-learning

Role Compliance Professional

Always emphasize the essence in communication and training: why and how is this relevant for the employee?