



Putting
Ethics
to
Work

Recent corporate scandals demonstrate that a company's ethical reputation is one of its most valuable assets. Even basic misconduct by individuals can lead to institutional collapse.

By contrast, ethically engaged organizations avoid difficult dilemmas and deal with them effectively when they do arise. They turn compliance regulations into competitive advantage.

Ethically engaged companies are also effective companies. They encourage cooperation, inspire commitment, and nurture innovation. They earn customer trust, build brand equity, and attract and retain talented employees.

The Kenan Institute for Ethics at Duke University is a university-wide initiative that supports the study and teaching of ethics. The Institute's business ethics program enables companies to achieve their most effective levels of ethical engagement.

Let us *engage* your organization.



Contact

Information

To learn more about how we can help your organization, please contact:

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THE KENAN
INSTITUTE FOR ETHICS
at Duke University

What's your E³?

Effective Ethical Engagement

Building Ethically Engaged Organizations™

Your level of **Effective Ethical Engagement**—your **E³**—reflects the ethical awareness, ethical decision-making skills, and ethical behavior in your organization.

A low level of **Effective Ethical Engagement** creates a culture where leaders and employees fear delivering bad news, fail to explain decisions, disregard stakeholders, dismiss ethical dilemmas, and hide mistakes.

A high level of **Effective Ethical Engagement** creates a culture where leaders and employees speak up without fear of retribution, align policies and principles, account for stakeholders, integrate ethical concerns into decision-making, and take action to uphold values.

The Kenan Institute for Ethics (KIE) helps companies strengthen their organizational culture using the *Five Principles of Ethically Engaged Organizations™*.

The *Five Principles* are interdependent, each relying on and influencing the others. These principles enable companies to target specific areas for intervention in ways that increase their overall level of **Effective Ethical Engagement**.

From management team to company-wide culture change, the Kenan Institute for Ethics provides practical tools for increasing **Effective Ethical Engagement** across your organization.

Whether a lunchtime talk or multi-day sessions, the Institute's customized programs help companies to identify and address everyday ethical dilemmas, to clarify and communicate core values, and to create policies and develop skills that enhance the organization's ethical climate.

These programs include:

EDUCATION & TRAINING: Flexible, customizable, and with proven results, our training options include:

- ▶ Presentations to increase ethical awareness
- ▶ Half-day and multi-day workshops to strengthen decision-making skills and to practice resolving ethical dilemmas
- ▶ Facilitated events to engage employees in developing or revising ethics codes and action plans

RESEARCH & DIAGNOSTIC: Innovative, applied, and interactive, we keep you informed with:

- ▶ The full resources of a global research university
- ▶ Tested diagnostic and tracking tools
- ▶ Executive roundtable discussions and publications

ADVISING & IMPLEMENTATION: Focused on strategy and sustainability, we help your organization:

- ▶ Integrate ethics into hiring, training, and performance evaluation
- ▶ Strengthen communications and conflict resolution skills
- ▶ Enhance leadership development and executive coaching
- ▶ Align policies, procedures, structures, and governance

Our programs are delivered by experienced faculty and industry professionals with expertise in ethics, organizational development, law, business, leadership, and communication.

Our approach has been developed in settings ranging from top-ranked business schools and global accounting firms to industries as varied as media and sports, real estate, and hospitality.

ROI on E³

KIE's programs produce tangible results including increased retention and decreased liability. They create value by deepening trust within your organization and enhancing your reputation in the marketplace. Our tools allow you to measure these outcomes and focus future investments.

Track your E³ with an **Ethical Engagement Survey™** based on our *Five Principles*. Use the **E³ Dashboard™** to monitor performance and culture and to track your investment in business ethics over time.



Ethical Engagement Survey

- ▶ Assess your organization's overall level of ethical engagement
- ▶ Identify key leverage points to maximize benefits
- ▶ Determine priorities for intervention
- ▶ Benchmark against other companies

E³ Dashboard

- ▶ Assess changes in ethical engagement over time and across business units
- ▶ Track predictors that add value
- ▶ Evaluate the impact of specific interventions
- ▶ Measure improvement against industry standards