



WHITE PAPER

# The Road to a Compliance Culture: A Three-Phase Journey

skillsoft 

## **COMPLIANCE HAZARDS AHEAD: SEEK ALTERNATE ROUTE**

Is your company on the road to the next headline-grabbing compliance failure? If you're not fostering a culture of compliance with external regulations and internal policy, your company risks employee injury, fines, legal settlements, and potential losses in sales, stock value, and reputation.

Unfortunately, it often takes a disaster for true behavioral change to occur. In recent years, there have been some catastrophic events due to organizational cultures that underemphasized compliance.

- A leading fuel provider paid billions in settlements and fines after it was determined that a series of cost-cutting decisions and an inadequate safety system were the catalysts for an industrial accident that led to the deaths of 11 people.
- A carmaker agreed to pay more than \$1 billion to avoid prosecution for covering up severe safety problems that led to at least five deaths and making misleading statements to the public and U.S. safety regulators.
- Multiple banks in North America and around the world paid a cumulative total of nearly \$65 billion in U.S. government settlements to resolve cases surrounding mortgage-backed securities.

## OUR ROADMAP: A STRATEGIC APPROACH TO COMPLIANCE

A short-sighted and reactive approach to compliance will do little to avoid these risks. Companies perform better when compliance is tied to strategy, making it a key component of culture and integrating compliance into business processes and workforce management. These companies accrue numerous benefits from this approach, including:

- Improved employee engagement and productivity
- Stronger brand equity
- Reduced costs associated with injuries and lawsuits
- Greater bonus awards in lucrative government contracts, which often include extensive compliance requirements
- Better access to talent, particularly among Millennials who value employers that promote the health and wellness of consumers and employees
- Assurance that employees are up-to-date on their trainings and certifications

## NOW THAT WE KNOW WHERE WE WANT TO GO, HOW DO WE GET THERE?

Your organization can fully integrate compliance into the fabric of its culture in three phases:

**1**

**Embracing a  
Compliance Culture**

**2**

**Initiating  
Behavioral Change**

**3**

**Cultivating  
Behavioral Change**

## PHASE 1: EMBRACING A COMPLIANCE CULTURE

The first phase in your compliance journey is to gain buy-in at the senior-most levels of your company. Only when your company's leadership commits to cultural change can it hope to succeed.

- **Get management on board** by sharing the benefits of adopting a compliance culture—and the risks of not doing so.
- **Form a project team** to lead your compliance journey, with stakeholders at every level from across the organization. This will help achieve broad buy-in.
- **Identify risks** your company faces at a strategic level. These risks should be aligned to your business goals, and potential conflicts should be noted.
- **Define success metrics and benchmarks** and put systems in place to capture them over time.
- **Develop training curricula** that address requirements for each job role and align with your most important business goals.
- **Provide training** in ways that are easy for your employees to consume, such as e-learning in the moment of need and native language curricula.
- **Communicate the vision** of your compliance journey to your whole team, from the top down.

## PHASE 2: INITIATING BEHAVIORAL CHANGE

The next stage in your company's compliance journey is to incentivize behavioral change so that each employee knows what is expected of him or her.

- **Create a value statement** that makes clear what type of behavior is expected of everyone in the organization.
- **Keep employees at all levels of the organization engaged** in the process so the company's values are built organically from individual values. Solicit ideas, reward good behavior, and make training meaningful to each individual so that person remains interested and engaged.
- **Incorporate the mission statement into policies**, operations, and training to transform ideas into action.
- **Establish oversight processes** to make sure the change sticks.



### PHASE 3: CULTIVATING BEHAVIORAL CHANGE

The third phase in the journey is to make the cultural change deep, permanent, and ongoing. Here's what that should look like:

- **Executives** lead by example and fully understand roles and risks throughout the organization, investing in technology and curricula that prove their commitment.
- **Managers** don't merely "check the box" when it comes to compliance. They give employees the tools to understand how their conduct impacts business objectives.
- **Employees** have a clear sense of their individual responsibilities and growth goals, and how to achieve success that is aligned with the organization.
- **Reporting channels** are available for employees to report unethical behavior without fear of reprisal.
- **Response to violations** are swift and appropriate.
- **Communication** about values and accountability is frequent and open.
- **Policies** are easily accessible so employees know where to look if they need guidance.
- **Procedures** are automated to vastly improve compliance culture success.
- **Training** is effective, engaging, persuasive, and ongoing.
- **Success stories** about your compliance journey are shared with employees, prospective recruits, customers, and industry analysts.

This ebook is the first in Skillsoft's educational series, *The Road to a Compliance Culture: A Three-Phase Journey*. In the series, we show you how to develop your organization's culture to fully embrace compliance at both a strategic and an operational level to enhance its bottom line.

Download the next volume in the series, Embracing a Compliance Culture, [here](#).

For information on how Skillsoft can deliver results for your organization's compliance needs, call 844-509-9585 or visit [www.skillsoftcompliance.com](http://www.skillsoftcompliance.com).

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 US 866-757-3177

EMEA +44 (0)1276 401994

ASIA +65 6866 3789 (Singapore)

AU +61 2 8067 8663

FR +33 (0)1 83 64 04 10

DE +49 211 5407 0191

IN +91-22-44764695

NZ +64 (0)21 655032

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Skillsoft provides a comprehensive selection of cloud-based corporate learning content, including courses, videos, books and other resources on Business and Management Skills, Leadership Development, Digital Transformation, Technology and Developer, Productivity and Collaboration Tools and Compliance. Percipio's intuitive design engages modern learners and its consumer-led experience assists in accelerating learning. The SumTotal suite features four key components built on a unified platform: Learning Management, Talent Management, Talent Acquisition and Workforce Management.

Skillsoft is trusted by thousands of the world's leading organizations, including 65 percent of the Fortune 500. Learn more at [www.skillsoft.com](https://www.skillsoft.com).