

What can companies do to encourage people to speak up?

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Any member of staff at any level should feel free to raise an issue. Ethical lapses do take place and impact every organization one way or the other and to minimize them is really quite difficult. But one method of doing that is to enable your staff to raise an issue before it becomes a sort of big crisis. If they are concerned about something, there are ways in which you can help to prevent lapses taking place. For instance, if you couldn't provide a means for people to raise issues that concern them in a way that they they're not going to be afraid of the results. We've done some survey work on that and it seems that the biggest reason is that they don't think anything will be done about it if they do. The second reason is that it isn't anything to do with them it's not their business. And the third is the fear of retaliation of some sort and that can just be, "Oh be careful so those here they may say they may tell on me." And most people don't want that in in their workplace then and what to be seen as a member of the, awkward squad or whatever you want to call it. One of the main ways to stop unethical practice is to have a culture in your organisation which is described as open, that is people can be free to speak up on issues that worry or concern them. Well I think you have to show them that there will be no retaliation to them if they do speak up. Quite easy to say quite difficult to do now that assurance has to come from the very top of the organization.