



ROUNDTABLE RECAP: August 20, 2019 Hosted by Eli Lilly and Company

Participating Companies

Arthur J. Gallagher & Co.

Atricure, Inc.

Cook Group, Inc.

Cummins, Inc.

Elanco Animal Health

Eli Lilly and Company

Fifth Third Bank

General Electric Company

High Point Global

JLL

Maxim Healthcare Services, Inc.

Old National Bank

Roche

Walker Information

Topic 1: Advancing Ethical Culture: High Performance with High Integrity

Discussion Leads:

Enrique Conterno, President of Lilly USA

Melissa Barnes, Sr. VP Enterprise Risk Management, Chief Ethics and Compliance Officer

Ann-Marie Tejcek, Sr. Director, Ethics & Compliance North America

High Performance with High Integrity - Melissa led a discussion highlighting the philosophy of high performance with high integrity. If you put someone in a high-pressure situation they will find a solution whether it is the right one or not. It is easy for people to rationalize a bad decision so you should continually focus your employees to make the right decision to drive performance and achieve high goals, but that they must always make business decisions ethically and with an underpinning of high integrity.

The discussion continued how they are developing ethical culture across the business using their managers to create a speak up culture promoting a concept called "Radical Candor" meaning employees should be comfortable speaking the truth and the organization should also speak the truth to their employees.

Enrique Conterno, President of Lilly USA highlighted the organization's journey from Risk-Based to Judgment-Based decision-making philosophy. The idea is to trust the employees to make good decisions. He also explained how important it is for a leader to be seen as approachable by the organization. To facilitate this Lilly created the "Campfire Council." This is an opportunity for social engagement and they actually set up a campfire on campus and they invite their employees to come have S'mores around the campfire with Enrique. They do a series of campfires and they create a relaxed environment where employees interact with Enrique and other executives.

Additionally, Melissa shared Lilly's program whereby ethics and compliance is part of the leadership path for Lilly's executives. These executives will take a rotation with the ethics and compliance team which helps them understand the importance of doing business with integrity as they become divisional leaders across the organization. Then also become ambassadors of the ethics and compliance program and maintain an even greater focus on operating their businesses with a high integrity philosophy.

Related BELA Resources:

Building an Ethical Culture: Resources and Examples from the BELA Center of Excellence

<https://bela.ethisphere.com/centers-of-excellence/building-an-ethical-culture/>

Topic 2: Thomas J. Tropp, Corporate Vice President Ethics and Sustainability, Arthur J. Gallagher & Co. led a discussion entitled “The Morphing of Ethics and Culture in the 21st Century”

View the presentation: [HERE](#)

Tom Tropp led a conversation on the concept of a Corporate Ethical System. The underlying philosophy is that compliance tells us what we legally have to do, ethics tell us what we should do and the universal values tell us what we must do.

The unique values from our organization are what makes us different and drives our internal corporate culture.

Tom described the evolution of structures of corporate culture. Throughout the conversation and throughout the day, there was a continuous focus on the importance of middle management to drive the ethical culture

Related BELA Resources:

Education and Empowering Managers Resources and Examples featuring or shared by other BELA companies can be found here: <https://bela.ethisphere.com/centers-of-excellence/educating-and-empowering-managers/>

Including Manager’s toolkit from Allianz Life <https://bela.ethisphere.com/allianz-managers-toolkit/>

Manager’s toolkit from Sabic <https://bela.ethisphere.com/sabic-manager-training/>

Realogy’s Code of Ethics Guide for Managers <https://bela.ethisphere.com/wp-content/uploads/realogy-code-user-guide-mgr.pdf>

Topic 3: Jonathan Whitacre, Executive Vice President, Ethisphere Services shared data from Ethisphere’s Ethical Culture Survey showcasing how managers drive the ethical culture of an organization and how organizations are training their managers to be ethical leaders. His comments were also highlighted in a recent webinar highlighting the insights from the 2019 World’s Most Ethical Companies, which can be found here: <https://bela.ethisphere.com/part-3-maximizing-your-managers-impact/>

