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 **INTERNATIONAL
SOCIETY OF
HEALTHCARE
ETHICS AND
COMPLIANCE
PROFESSIONALS**



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 **ethics**

Discussion Roundtable

“Ethical Blindness - Why good managers make bad decisions”

“Preventing Corruption and Bribery: Perspectives from the Regulators”

“Values vs. rules based approach on Business Ethics”





Prof. Alain Anquetil, l'ESSCA, Business Ethics, Paris, France

Paul Vincke Managing Director, European Healthcare Fraud Corruption Network, Brussels, Belgium

Prof. Dr. Guido Palazzo, HEC Lausanne, Business Ethics, Lausanne, Switzerland



Moderators: Thomas Hauser and Tamara Tubin

Introductory Questions

- Has Professor Palazzo received feedback from any of the companies (including Siemens) that changes within the organization occurred due to his presentation on “Ethical Blindness”? Did you see any changes in manager’s behavior in the last years in regards to ethical standards?
- Prof. Anquetil: Ethics and Compliance as a function needs to be a strategic partner within the organization. How should a function establish their standing so that they don’t appear to exist only for window dressing purposes from the philosophical point of view? How do you measure behavior and values based approaches?
- Mr. Paul Vincke: Could you please give us an example of a successful practical approach on how preventive corruption and bribery measures and / or tools have been used? (i.e. integrity management; dilemma training etc.). Do you believe that self-regulation is an effective tool to prevent bribery and corruption?

BACK UP

Prof. Dr. Guido Palazzo, HEC Lausanne, Business Ethics, Lausanne, Switzerland

“Ethical Blindness - Why good managers make bad decisions”

- 1.Has Professor Palazzo received feedback from any of the companies (including Siemens) that changes within the organization occurred due to his presentation on “Ethical Blindness”? Did you see any changes in manager’s behavior in the last years in regards to ethical standards?
- 2.What attributes make a manager a good manager – in the past, presence and future? How would that be seen by company shareholders (manager’s employer) and other key stakeholders such as consumer groups?
- 3.Ethics is about doing the right thing also when no one is watching. How can the Compliance Officer contribute/drive the right decision-making process within an organization and how should grey areas be managed?
- 4.How can you train, educate and build awareness to managers in order to avoid that they make bad decisions based on the ethical blindness? Could you please provide examples of how these managers could also educate themselves? What are efficient ways to do that?
- 5.How much is childhood-upbringing related to “character” and the individual’s behavior, and can you change behavior through gaining of additional “technical skills” ‘
- 6.Is the traditional focus on organizational controls winning the battles, but losing the war? (“Culture eats strategy for breakfast”).
- 7.Based on your experiences what would be your recommendation when sharing within the organization examples of unethical conduct due to ethical blindness? Would you recommend that an organization does it in a transparent way by also naming the individuals or should this be done on an anonymous way also due to data privacy related issues of these individuals? Which way would have the most impact.



BACK UP

Paul Vincke Managing Director, European Healthcare Fraud Corruption Network, Brussels, Belgium

“Preventing Corruption and Bribery: Perspectives from the Regulators”

1. Could you please give us an example of a successful practical approach on how preventive corruption and bribery measures and / or tools have been used? (i.e. integrity management; dilemma training etc.). Do you believe that self-regulation is an effective tool to prevent bribery and corruption?
2. What have you seen as effective measures to prevent corruption and bribery? Is transparency (such as transparency during public tender submissions) one of these measures? Would you say that addressing potential conflict of interests that may occur is also part of transparency?
3. When abuse happens in an industry sector and the companies don't succeed to agree on a self-regulation, often they become regulated by the government. Then sometimes, the governments can't get aligned because each country has its own interests, which may lead to inconsistency amongst countries when specific issues are being addressed. For global companies this is challenging also from the operational perspective to address all the different regulations. What could be done to avoid these inconsistencies and the appearance of overregulation? Could you please share an example of a successful coordination within the government and how alignment has been reached?
4. There may be occasions where a Compliance Officer reaches its limits with the Management and there may be many reasons for that: missing tone at the top and the middle; no walk the talk; issues with the organizational culture, no independence of the Compliance Officer or pressure on reaching the sales targets for the shareholders. What are the strategies that you may recommend to a Compliance Officer in order to influence without authority the Management in ethical decision making?
5. In the US whistleblowers are protected from prosecution and they may be eligible for a reward that may be up to 30 % of the deal with the government that the company has to pay. What is your opinion on that? Concerning the protection and the reward?
6. Are there efficient ways to learn from the mistakes of the past and what can associations do to prevent corruption and bribery for industry sectors?
7. Institutional corruption goes very much into the area of ethical blindness because the activities appear to be legal. What is your opinion on that?

BACK UP

Prof. Alain Anquetil, l'ESSCA, Business Ethics, Paris, France

“Values vs. rules based approach on Business Ethics”

1. Ethics and Compliance as a function needs to be a strategic partner within the organization. How should a function establish their standing so that they don't appear to exist only for window dressing purposes from the philosophical point of view? How do you measure behavior and values based approaches?
2. How is a value-based culture and a culture of accountability within the organization reached from the philosophical point of view?
3. Finding the right attitude: The practical role of an executive's conception of how to live. Leading by example.
4. This topic has been taken from one of your past presentations which we found very interesting: “Ethical practices in global organisations: The ambiguous organising power of the concept of solidarity”. Could you please explore a bit on that?

