

## Skills for Future-Ready Ethics and Compliance Professionals

### **Positive Friction:**

Rapid changes in technology, the economy, and workforce composition will increasingly drive immense change in your organization's daily business practices. While you strive to be a partner with the business, do not forget your role is to ensure positive friction. Prevailing sentiment to remove "roadblocks" and introduce E&C efficiencies, should only apply to sources of negative friction. This is particularly important if your organization has or is considering E&C cuts.

### **The Rise of Ethicists:**

Successful E&C professionals will dedicate more time to ethics than compliance over the decade ahead. Most are not ready for this, and some are unwittingly making the career choice of upskilling as a compliance technologist. But for high performers the remit is no longer just about complying with prevailing or anticipated laws and standards. The present and future are now about becoming an ethical strategist to guide your organization in comprehending and availing of your stakeholder's expectations – ensuring ethics and values are upheld and aligned across functions.

### **Avoiding Garbage In, Garbage Out:**

E&C professionals would be wise to ensure upstream ethical standards and compliance approaches are very strong, agile, and driven by superb human talent before mass deployment of downstream compliance technologies. There will be front-page headlines about E&C programs that poorly deployed technology with weak upstream foundations.

### **Embrace Co-Creation:**

Regardless of your industrial sector, you have stakeholders within and outside the four-walls of your organization that increasingly matter to effective ethical decision-making. Effective, internal co-creation is a given and many organizations have made tremendous improvements. Some have even established "trust teams" to swiftly facilitate co-created solutions. But agile co-creation of ethical solutions with your external stakeholders to prevailing dilemmas is truly best-in-class. Builds trust, fosters transparency, improves explainability/defensibility, and eliminates blind spots.

### **Expand Scope to include Ethical Opportunities:**

There are immense ethical risks today and these will likely increase for all industries in the years ahead. But there are also immense ethical opportunities. Best-in-class E&C professionals will expand their scope to include demonstrating value through fostering ethical opportunities. Reducing business costs through industry-wide collective action initiatives, to driving customer loyalty by actively/clearly communicating ethical maturity, ethical opportunities abound.