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## Behavioral Science – The Audit & Monitoring Perspective

A behavioral science approach to risk management can bridge the gap between a strong “on paper” compliance program and the realities for front-line staff, by seeking to better understand the challenges individuals face in their day-to-day work. This note summarizes part one of our two-part podcast with Richard Bistrong of Front-Line Anti-Bribery LLC and Jules Colborne-Baber of Deloitte on this topic, which can be accessed [here](#). In part two, we will focus on how the integration of behavioral science into audit and monitoring can enhance compliance within organizations.

- How can behavioral sciences help solve common challenges:
  - Operationalizing good paper compliance programs
  - Identifying and remediating problematic cultures, or personnel within an organization
  - Increasing openness and transparency in otherwise siloed or closed cultures
  - Closing the gap between those designing compliance programs and those living with them
- Ideological segregation between compliance and business can be fatal:
  - Compliance and business cannot work effectively in silos; compliance partnering with the business creates results
  - Organizations can appoint “compliance ambassadors” amongst operational staff to help programs embed within relevant teams in the long-term
  - **Takeaway:** Continuous engagement with the business improves compliance
- Culture plays a key role in embedding compliance:
  - Cultural and ethical attitudes of employees must be in alignment with compliance objectives or programs will not stick; even good behavior might decay over time without alignment
  - Employees should not feel a tension between pressure to comply and pressure to succeed
  - **Takeaway:** Harmonize culture to operationalize compliance effectively
- Good culture and compliance drives success:
  - Profit is not the sole driver for many businesses; focusing on culture and compliance can increase long-term profits by better understanding other stakeholders such as employees, customers, suppliers, and the broader community
  - Organizations’ perceived integrity is becoming a driver of customers’ business decisions resulting in better alignment between commercial success and compliance
  - **Takeaway:** Compliance and ethical behavior are precursors to good business, ethically and financially

### Speakers



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