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“What do you do?”

“I’m in compliance.”

“That’s a very important job.”

“You’re the first person who’s said that to me. Most people see me and walk in the opposite direction.”

This was my conversation with a lovely young woman I met after giving a class recently. She laughed then shrugged as she admitted that she’s not the most popular person in her office. Instead of viewing compliance as a critical mechanism to keep an organization ethical, the people she works with may regard her as an uncomfortable, judgmental presence.

The researchers who wrote “Corruption, Fast or Slow? Ethical Leadership Interacts With Machiavellianism to Influence Intuitive Thinking and Corruption” (*Frontiers in Psychology*, Nov.

but pretty soon other members of the team self-censored and did not speak up about important issues. The room was not safe. They felt they would be judged unfavorably so they kept quiet.