



ETHICAL CULTURE ON THE MOVE

Spotlight on The Timken Company
and Ethisphere's Ethical Culture
& Perceptions Assessment

A close-up, black and white photograph of several interlocking metal gears. The focus is sharp on the teeth of the gears, showing their metallic texture and the precision of their design. The background is blurred, emphasizing the mechanical components.

TIMKEN



WE KEEP THINGS MOVING

The Timken Company, which has over 14,000 employees spread over 31 countries, is a leading manufacturer of industrial parts such as bearings and transmission components, and also offers services on industrial equipment. “In layman’s terms, we basically keep things moving,” says Timken’s Michele Kryszak Abraham, who leads their ethics and compliance program. Given their diverse operations and locations, one of their major challenges is ensuring their ethics and compliance efforts reach the whole company. “Our sales force is very mobile, in places like mines and manufacturing facilities. We also have roughly 8,000 employees working on shop floors. Reaching them is a little more difficult, because they’re not connected to a desk.”

To ensure that the efforts of her program to build and maintain an ethical culture across such a large operation are effective, Abraham turned to Ethisphere, which offers an Ethical Culture & Perceptions Assessment as part of our Pinnacle package for Business Ethics Leadership Alliance (BELA) members.



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Ethics & Compliance Officer
The Timken Company

TAKING THE TEMPERATURE AFTER RECENT CHANGES

Timken had done culture surveys in 2010 and 2012. However, a period of corporate restructuring, acquisitions and leadership changes put measuring culture briefly on hold as the company was in a state of change.

After five years, Abraham felt like it was finally time to measure again, to see if the positive culture that had existed prior to the changes was still intact. “We wanted to look at some trend data to see how things were going,” Abraham explains. “We also had a new leadership team in place, with a shift in leadership style. We wanted to understand employee perceptions of their commitment to our core values of ethics and integrity. I wanted to make sure we were still being effective communicators.”

BENCHMARKING FROM AN EXPANSIVE DATASET

Of course, Ethisphere is hardly the only company to offer culture surveying. However, a few attributes set our services apart. “The obvious thing is the benchmarking data,” she says. Because Ethisphere has been surveying large companies in a variety of industries for several years, we have built up an enormous data set that allows us to benchmark companies in a variety of ways -- against the full dataset, or only one industry, or by revenue size, or by number of employees...no matter what demographics you’d like to benchmark on, we probably have the data.

Abraham advised other companies undergoing the culture survey to do the same. “I would take advantage of the data segregation and demographics, looking by region, by location, with as much specificity as you can,” she advises. “It’s really important that you understand if there’s a trend or potential red flag, and look closely at which population or location it’s in.”



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BACKED UP BY TRUSTED EXPERTISE

The other major factor for Timken’s decision to go with Ethisphere was the knowledge that our best-in-industry team would provide their input. “One of the benefits of getting the survey as part of my BELA membership is having access to that benchmarking, but then having truly experienced advisers help me interpret the results and identify potential solutions to any of the issues that were identified.”

“Erica Salmon Byrne is one of the experts that has stood out to me over the course of time. There are few peers in the industry who can compare.”



ADVICE FOR OTHER COMPANIES

On the whole, Abraham is extremely pleased to have undergone the Ethical Culture & Perceptions Survey.

“I’m using it as an opportunity to say thank you to our managers and leadership. The results confirm employees have a positive perception of their leaders and are comfortable going to them with questions and concerns” she says.

Of course, the work continues, and Abraham says the company will build off this survey and likely go through the process again in a few years to check improvement. Abraham advises other companies considering the survey, “Don’t look at this survey as a test, but more as an opportunity to learn more about your program.”

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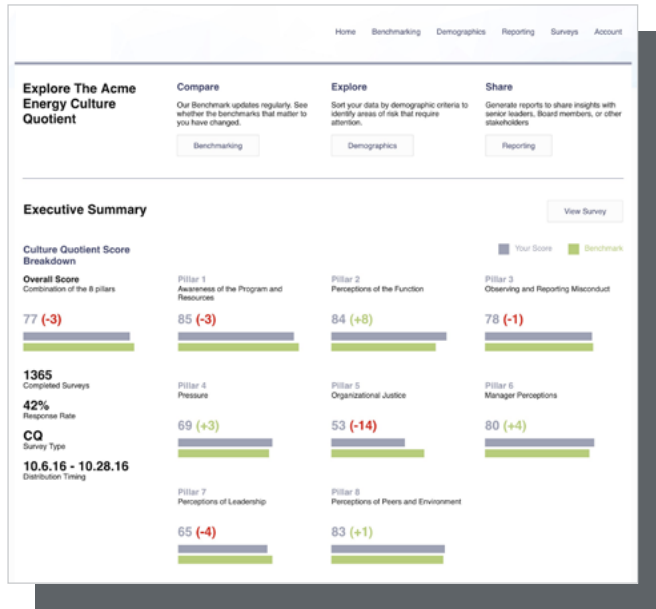
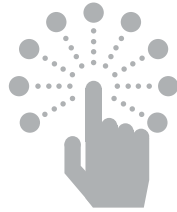
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ABOUT THE ETHICAL CULTURE & PERCEPTIONS ASSESSMENT

We know compliance professionals are busy, which is why Ethisphere handles all steps of the survey process, from design through outreach and final analysis. We have a library of survey questions that can be tailored to your specific needs, available in 21 languages to reach a global workforce. You tell us your goals, and we handle the rest with your input.

LEARN MORE ABOUT CULTURE ►



INTERACTIVE, CLIENT-DRIVEN DATA REPORTING

Our cloud-based reporting application allows clients to conduct unlimited data analysis and report creation.

- Generate your own internal, multi-demographic comparators
- Access your data against our benchmarks
- Analyze Culture Pulse Reports (CPRs) over time, and proactively uncover issues as they develop

Evaluate the effectiveness of your organization's communication, training and compliance efforts, and gain insight into whether your employees are raising concerns--and with whom.

ADDITIONAL RESOURCES

Culture Data Infographic

This downloadable graphic distills some of our key findings and what they mean.

[Learn More »](#)

Culture Webcast Replay

This downloadable graphic distills some of our key findings and what they mean.

[Learn More »](#)

Culture Diagnostic Tool

This downloadable graphic distills some of our key findings and what they mean.

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Blog Posts About Culture

This downloadable graphic distills some of our key findings and what they mean.

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