



## Trends

**January/February 2009**

### **2008 Survey Finds Openness by Leadership Makes a Positive Impact on Employee Productivity and Ethical Behavior in the Workplace**

According to the findings of the "Deloitte 2008 Ethics & Workplace" survey, transparency and openness by leadership lead to a more productive and engaging workplace. What's more, it also leads to a more ethical workplace culture.

Transparency in the workplace, as described by an open and honest communication channel between employees and leadership regarding work-life issues, has a significant positive impact on workplace culture overall. According to the survey, 72 percent of respondents agree that if their boss was more open about his/her need to take time off during regular work hours for personal reasons, it would create a more engaging and productive environment.

"Today's workforce demands a more 'customized' career path and a tremendous amount of flexibility," said Sharon L. Allen, Chairman of the Board, Deloitte LLP. "One size fits all no longer attracts or retains the best talent. By promoting open and honest communications across organizations and setting the tone at the top, our survey tells us that the workforce of today can be motivated in different ways. This is increasingly critical to retaining talent and preserving the health of today's organizations."

"Many of today's employees are working hard to fit their work into their lives and their lives into their work. In fact, our survey findings prove that an overwhelming number of working adults, 81 percent, take advantage of customized work arrangements," added Allen. And, while you might expect women to place more importance on these formal flex policies, a large portion of men, 74 percent, agree that they would be more productive and engaged at work if they could better balance their work schedule and personal priorities."

#### **Transparency makes for more ethical behavior**

The 2008 survey also reveals that there is a strong relationship between greater openness and transparency by leadership and ethical behavior at work. In fact, 84 percent of respondents agree that openness by leadership contributes to a more ethical workplace culture. Moreover, 68 percent said it would create a more values-based organization.

This speaks to the large impact managers and supervisors have on promoting ethical workplace behaviors. "In order to encourage high ethical standards within our organizations, we first have to provide an environment that is conducive to ethical behavior," said Allen. "However, management and leadership have a huge responsibility in setting examples for their organizations and living the values they preach if they want to sustain a culture of ethics."

### **Does leadership set different rules for themselves?**

Seventy five percent of respondents say that, by and large, everyone in their office is treated equally when it comes to exercising flexible work options, but 50 percent feel that their bosses set different standards for themselves.

Interestingly, assuming higher salary brackets are associated with greater leadership roles, four in 10 respondents with household of income of over \$75,000 annually seem to have an easier time balancing work with personal priorities compared to 29 percent among those who make between \$25,000 and \$35,000 per year.

### **About the Deloitte Ethics & Workplace Survey**

The Deloitte LLP Ethics and Workplace survey is designed to measure workplace behavior and the impact leadership has on the workplace environment. Opinion Research conducted this survey on behalf of Deloitte LLP between February 14 and February 25, 2008 among a national probability sample of 4,035 adults including 1,670 adults employed full-time of which 993 were men and 677 were women. Respondents were 18 years of age and older, living in private households in the continental United States. Sampling error is +/- 2.5%.

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*Excerpt from Deloitte press release dated April 8, 2008. See [www.deloitte.com/dtt/press\\_release](http://www.deloitte.com/dtt/press_release).*