

Company Presentation
EBEN Annual Meeting, Nov. 11, 2011



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Agenda

1. Professional Background
2. Challenges in management assessment and development
3. Mission and services of DESPITE.

1. Background

Education

- Master of Religious Education, Chicago, USA
- Post Graduate Diploma HRM at University of Applied Sciences, CH-Olten
- Professional training in organizational psychology and coaching

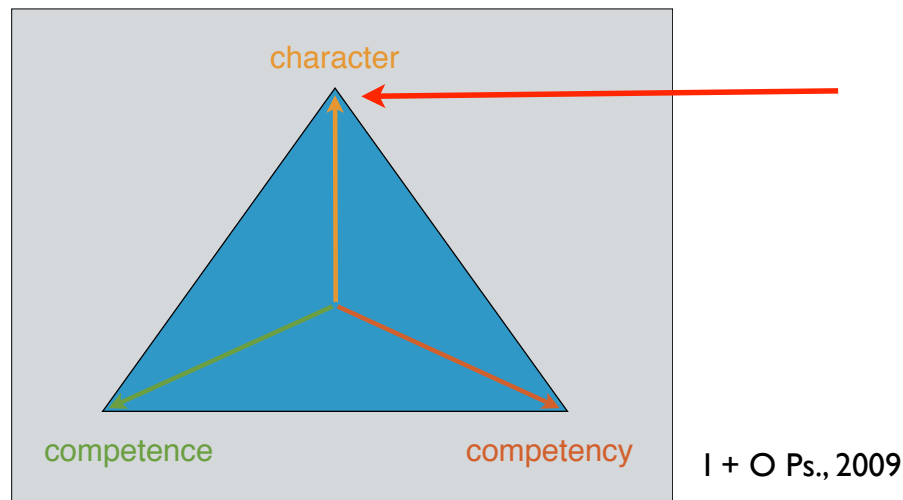
Work experience

- different functions within HR
- 10 years in management consulting:
management assessment and development;
coaching, leadership and personality training

2. Challenges

Financial crisis in 2007:
quest for more ETHICS in business and management

G.P. Hollenbeck:
Executive Selection: what's right....and what's wrong?



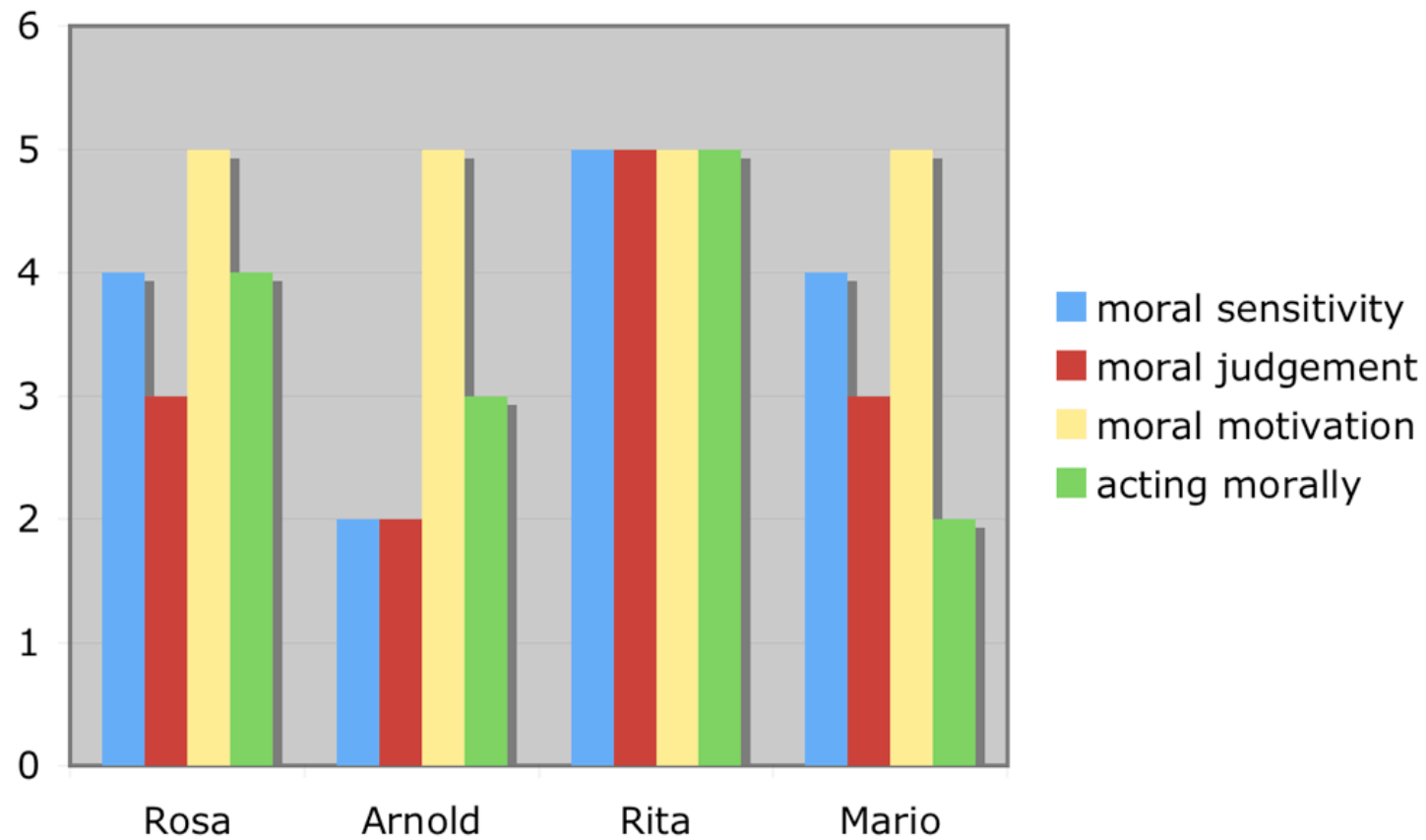
Master Thesis

"Are Ethical Competencies Assessable?"

An Exploration and Analysis of the Assessability of Ethical Competencies in the Selection of Executives through Assessment Centers.

Evaluation of candidates

1: expectations not met
5: expectations exceeded



3. Services and Mission of despite.



founded in 2011

Commitment to Corporate Responsibility

Business Case for Sustainability

Corporate Social Responsibility

Corporate Citizenship

Code of Conduct

Code of Ethics

= Commitment to VALUES

despite.

so what?

There are numerous initiatives for more ethics and more integrity in business.

Nevertheless the business world and entrepreneurship suffer from an increasing loss of confidence. Moral scandals continue to appear in the papers on a regular basis. Loss of confidence can be seen daily (sometimes hourly) in loss of share prices, and investor reluctance.

the question remains....

Do companies invest enough

- so that **individuals on all hierarchy levels** are able to act with integrity (no conflicts between structures and values)?

- **into leadership training and leadership coaching**, so that leadership is a credible role model?

Without doubt, the **tone at the top** is crucial - **credible leadership** promotes responsibility and integrity or, in the negative way, increases risks in a variety of ways.

That's the challenge:
to have a proper understanding of **VALUE** and of
VALUES!
to translate **VALUES** into **ACTION!**

(competency: responsible leadership)



United Nations Global Compact

PRME Principles for Responsible
Management Education



GLOBALLY RESPONSIBLE
LEADERSHIP INITIATIVE

despite. offers the following services:

- 1 we **describe values in behavioural terms**, and integrate them into the specific competency framework of the client organization
- 2 we develop and deliver **workshops and trainings targeting the personal-professional development** of the management in regards to value-oriented leadership behaviour ⇒ translate values into action
- 3 we offer **tools and instruments for assessing and developing** value-oriented leadership competencies

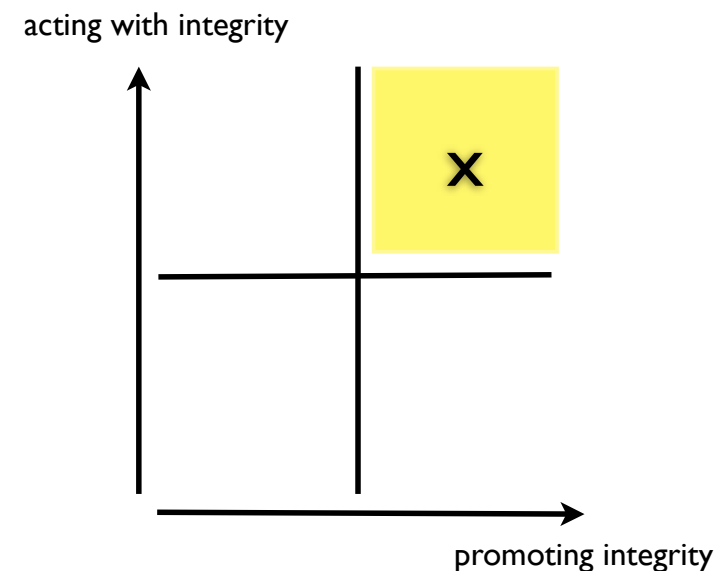
Credibility as competitive advantage

- „acting with integrity“

.....to adhere to moral principles (= compliance);
moral judgement and decision making

- „promoting integrity“

.....to act as a role model; to create a speak-up
culture



Credibility as competitive advantage

we are not talking about heroic deeds,
but about the **morally challenging everyday situations**
which leaders encounter

which send a message about the values of the leader
and the values of the organization