

DACH-Compliance-Tagung 2025

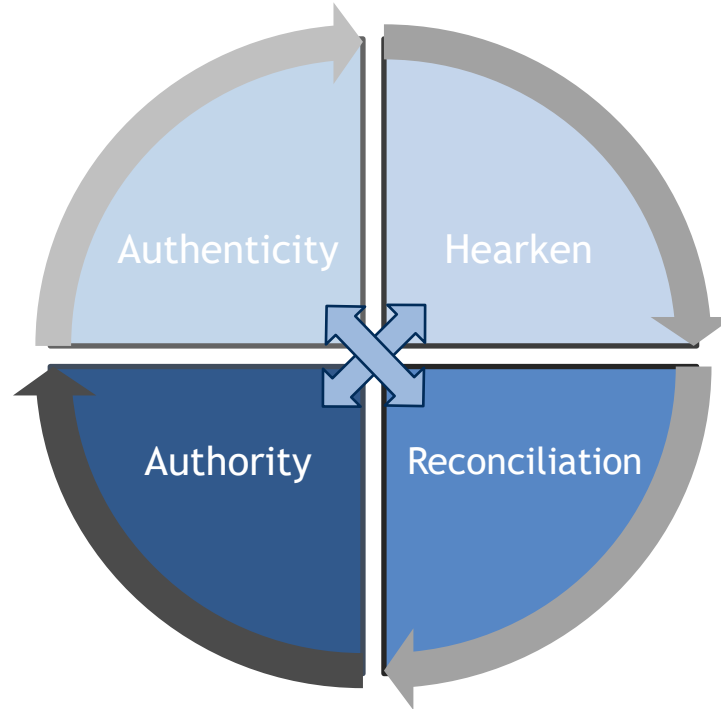
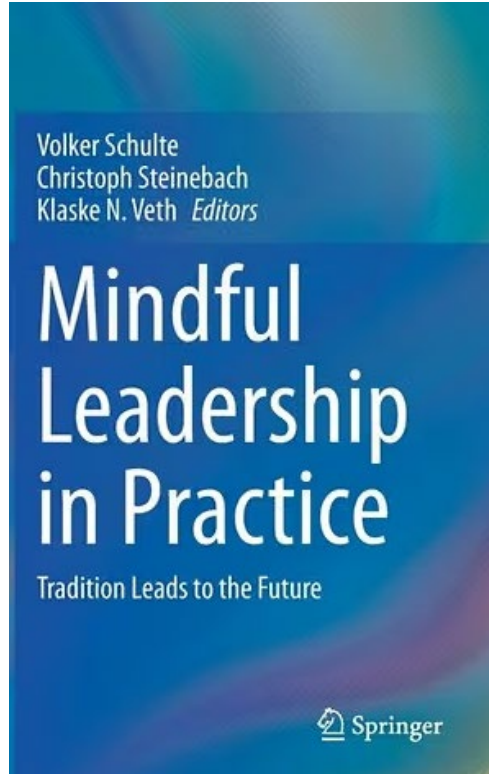
Compliance Leadership: A model for Mindful Ethical Leadership



Introduction Martijn de Kiewit

- Group Compliance Officer Gategroup
- Supervisory Board Member for Dutch Association of Registered Occupational Health Experts
- Part-time lecturer Business Ethics at Erasmus University Rotterdam
- Former Group Compliance Officer Barry Callebaut
- Consultant Ethics & Compliance
- Forensic investigations

Model for Mindful Ethical Leadership: AHRA



Who is a Good Leader and Why?

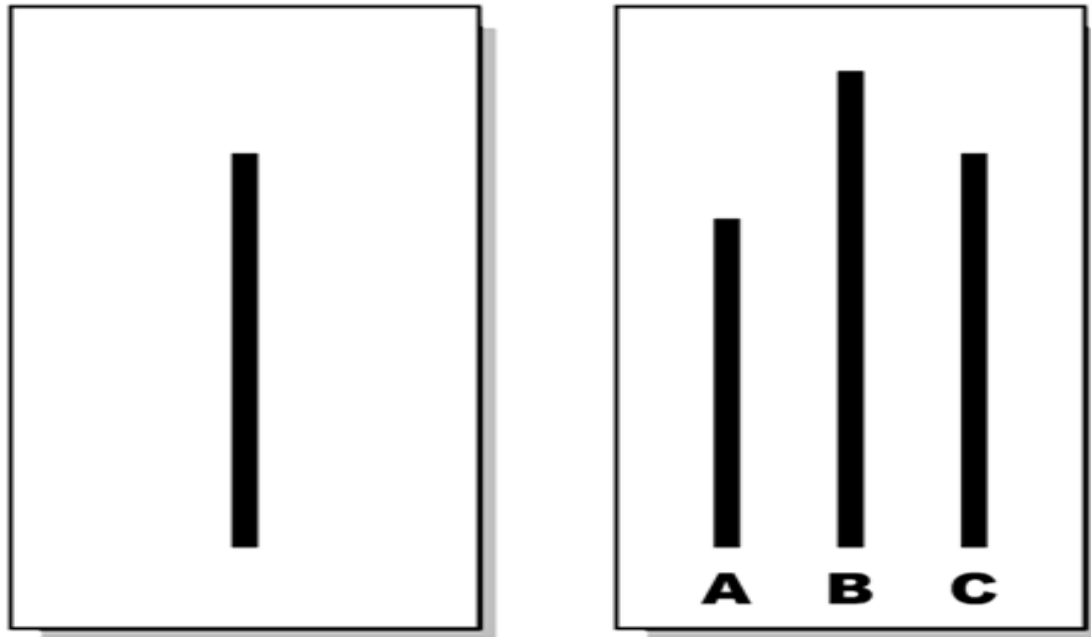
Authenticity

We are all individuals!

<https://www.youtube.com/watch?v=QereR0CViMY>

- Brian: Please, please, please listen! I've got one or two things to say.
- The Crowd: Tell us! Tell us both of them!
- Brian: Look, you've got it all wrong! You don't NEED to follow ME, You don't NEED to follow ANYBODY! You've got to think for yourselves! You're ALL individuals!
- The Crowd: Yes! We're all individuals!
- Brian: You're all different!
- The Crowd: Yes, we ARE all different!
- Man in crowd: I'm not...
- The Crowd: Ssh!

Conformity



Asch, S.E. (1955), "Opinions and Social Pressure," *Scientific American*, 193, 31-35.

Conformity

- 75% of the respondents agreed for at least one assignment with the majority
- 37% conformity over subjects averaged across the critical trials
- 5% conformed every time

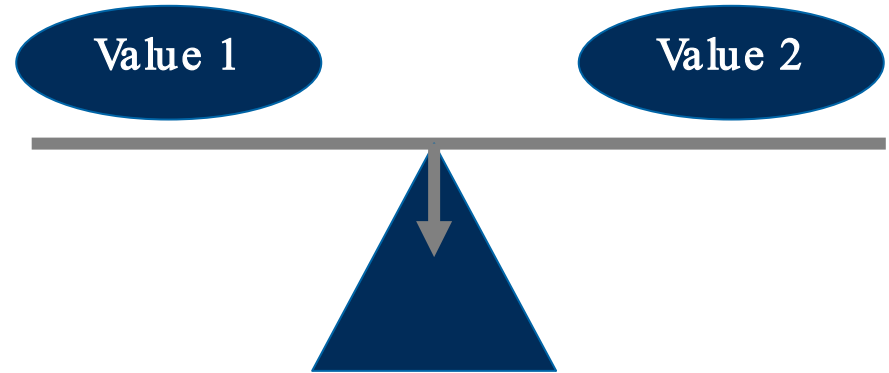
- People don't want to be different!

Asch, S.E. (1955), "Opinions and Social Pressure," *Scientific American*, 193, 31-35.

Reconciliation

Dealing with Ethics in Daily Business Life: What is a dilemma?

- A dilemma is a difficult choice between two interests or values, calling for moral consideration and consequent action.
- Sometimes it is difficult to find the proper balance between two good values. This results in a 'good' versus 'good' situation.
- How do you deal with this?

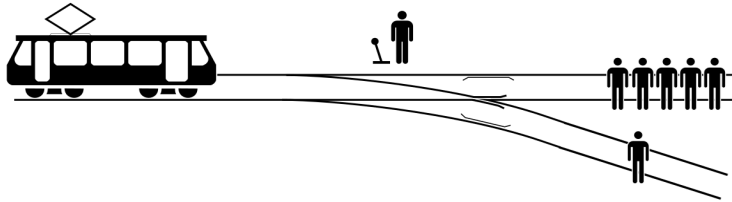


The Trolley Dilemma

There is a runaway trolley barreling down the railway tracks. Ahead, on the tracks, there are five people tied up and unable to move. The trolley is headed straight for them. You are standing some distance off in the train yard, next to a lever. If you pull this lever, the trolley will switch to a different set of tracks. However, you notice that there is one person on the side track. You have two options:

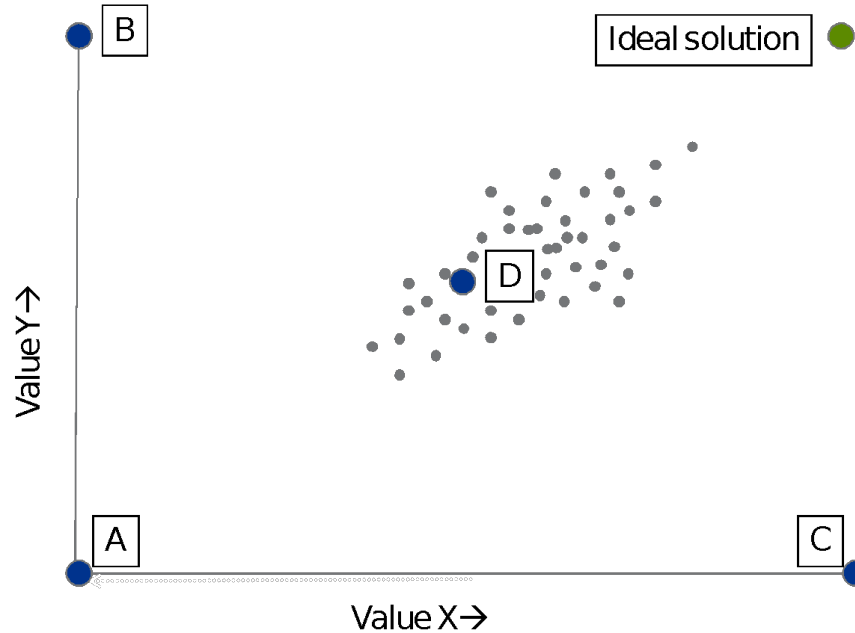
- 1. Do nothing and allow the trolley to kill the five people on the main track.*
- 2. Pull the lever, diverting the trolley onto the side track where it will kill one person.*

Which is the more ethical option? Or, more simply: What is the right thing to do?



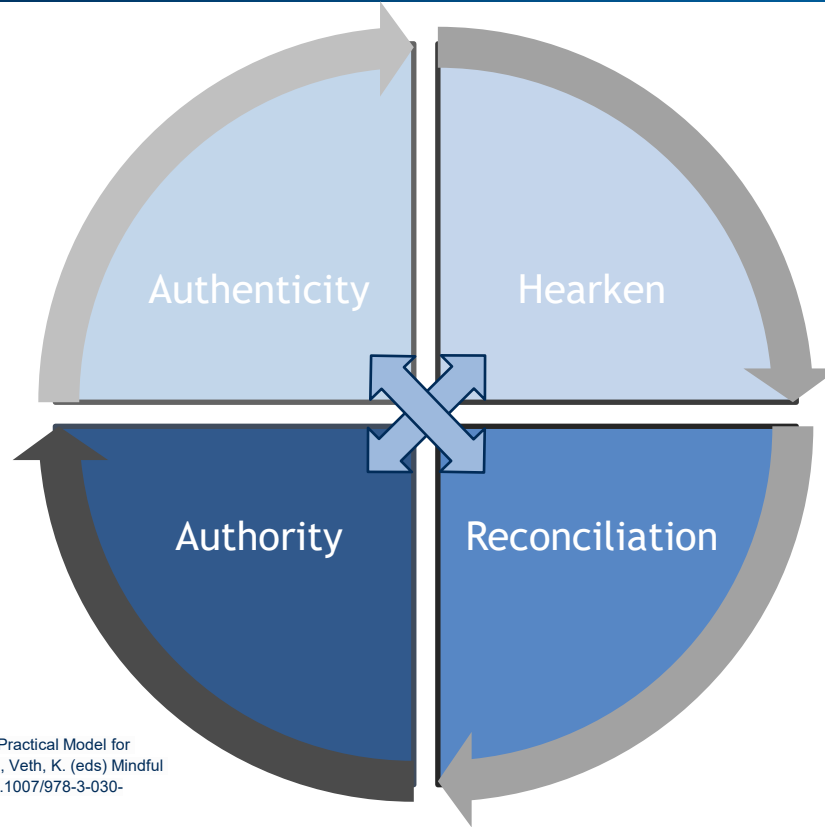
Foot, Philippa, "The Problem of Abortion and the Doctrine of the Double Effect" in: *Virtues and Vices*, Oxford, Basil Blackwell, 1978. (oorspronkelijk verschenen in *Oxford Review*, 5, 1967)..

Why a dilemma discussion? Reconciliation!



de Kiewit, M. (2022). The Role of Ethics in Leadership: A Practical Model for Mindful Ethical Leadership. In: Schulte, V., Steinebach, C., Veth, K. (eds) Mindful Leadership in Practice. Springer, Cham. https://doi.org/10.1007/978-3-030-97311-7_9

AHRA Model



Thank You!



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Vielen Dank.

