

# Smart Brief: Integrity Driver Assessment

---

## Walgreens

# Integrity Driver Assessment

A detailed summary of the impacts of integrity on employee retention, recommendation, and productivity.

## Walgreens

Integrity concerns at Walgreens, including inconsistent policies, favoritism, and a predominantly profit-driven focus, are eroding trust, lowering morale, and negatively impacting employee productivity, retention, and willingness to recommend the company. Addressing these issues requires implementing transparent communication channels, ethical leadership training, and fair, consistent policies that align corporate metrics with core values, along with strengthening HR oversight and integrity training programs. Adopting industry-leading practices—emphasizing open dialogue, accountability, and balanced performance evaluations—will rebuild employee trust, drive sustainable productivity improvements, and enhance the overall attractiveness of Walgreens as a workplace.

Generated date: 21.04.2025

Time period for analysis of reviews 12 months

### 1. Integrity Driver Assessment: Retention

Apr 21, 2025 1:19 PM

Provide an assessment of integrity and its impacts on employee retention at this organization.

Negative

#### Key Findings

- Employee feedback strongly indicates a pervasive lack of integrity, with a corporate culture seen as solely profit-driven and ethically compromised.
- Frequent reports of inconsistent policies, favoritism, and deceptive practices have eroded trust and directly contributed to high employee turnover.
- Integrity issues, including deficiencies in honesty, fairness, and ethical conduct, are a primary factor undermining long-term employee retention.

#### Action recommendations

- Review and revise corporate policies to ensure transparency, consistency, and fairness in decision-making.
- Implement regular employee feedback mechanisms, such as surveys or town hall meetings, to identify and address ethical concerns promptly.
- Establish an ethics oversight committee or task force dedicated to enforcing and promoting integrity and accountability throughout the organization.

Overall Integrity Assessment at Walgreens: • Employee feedback overwhelmingly indicates a pervasive lack of integrity. Many describe the corporate culture as profit-driven and ethically compromised, where “all they care about is the bottom line.”

- There are repeated reports of changing rules without warning, favoritism, and shifts in priorities that undermine trust.
- Direct employee quotes such as “be very careful about who you trust” and “no integrity, metric based, devalues employees” reflect a deep skepticism about corporate honesty, fairness, and authenticity.

Integrity and Employee Retention: • The erosion of integrity creates a toxic work environment that significantly undermines employee loyalty. Employees note that deceptive practices and arbitrary decision-making contribute to high turnover.

- Key integrity factors affecting retention include:
  - Trustworthiness: Many employees feel misled by inconsistent policies and broken promises.
  - Fairness: Reports of favoritism and selective enforcement of policies leave staff feeling devalued.
  - Honesty: Instances of management lying to HR or about operational changes erode credibility.
- While other retention factors (such as benefits and flexibility) are sometimes mentioned, they are overshadowed by the overriding concern that “corporate only cares about making money.”
- The strength of these integrity-related issues appears to exert a more profound impact on retention than more traditional factors; employees frequently cite ethical shortcomings as the primary reason for leaving or the lack of long-term commitment.

In summary, the lack of integrity—as defined by deficiencies in honesty, fairness, and ethical conduct—is a critical driver of low morale and diminished employee retention at Walgreens. Addressing these integrity challenges is essential to cultivating a loyal, engaged workforce.

**Make recommendations to improve integrity at the organization, particularly as it relates to employee retention.**

Negative

### Key Findings

The answer reveals significant integrity issues, including false promises, favoritism, gaslighting, and a strong profit-only focus, which all contribute to low employee morale and retention.

It emphasizes the need for enhanced transparency, ethical communication, and realignment of corporate values with employee well-being.

There is a clear call for robust integrity training and leadership accountability measures to correct inconsistent practices and rebuild employee trust.

### Action recommendations

Include measurable targets and specific timelines for each recommendation to facilitate tracking of improvements in integrity and retention.

Implement periodic employee feedback surveys to evaluate the effectiveness of the new initiatives and adjust strategies as needed.

Establish clear accountability mechanisms by linking leadership performance reviews to transparency and ethical behavior outcomes.

Below are five integrity-focused actions Walgreens can implement to help improve retention based on employee feedback:

- Enhance Transparency and Accountability
  - Description: Establish clear, consistent communication channels where leadership openly explains decisions, policy changes, and follows through on commitments.

- Issue Addressed: This approach counters reports of “false promises” and favoritism, as employees have observed managers “lying about everything” and making whimsical changes.
  - Impact: Greater transparency builds trust and fairness, making employees feel valued and more willing to remain with a company that practices honesty.
- Strengthen Ethical Communication Practices
    - Description: Implement regular briefings and feedback sessions that emphasize candor, ethical decision-making, and real-time responses to employee concerns.
    - Issue Addressed: This measure tackles the gaslighting and inconsistent responses where employees noted that “nothing gets done” when issues are reported.
    - Impact: When employees see that leadership’s words consistently match actions, loyalty increases because they experience integrity in everyday interactions.
- Align Corporate Metrics with Core Values
    - Description: Redesign performance measurement systems to balance profit goals with ethical treatment, ensuring metrics also reflect care for employees rather than just bottom-line numbers.
    - Issue Addressed: This corrects the perception that “the company only cares about the bottom line,” addressing concerns that metrics devalue employee contributions.
    - Impact: When ethical performance is prioritized, employees feel the mission genuinely supports their well-being, enhancing retention.
- Develop Robust Integrity Training and Compliance Programs
    - Description: Offer recurring training focused on ethical conduct and enforce clear compliance standards uniformly across all levels.
    - Issue Addressed: This initiative addresses inconsistency and selective enforcement of policies, conditions described as “mean and nasty” management practices.
    - Impact: A well-trained, ethically accountable team reinforces a culture of fairness that strengthens employee commitment.
- Demonstrate Genuine Commitment to Employee Well-Being
    - Description: Invest in resources and policies that ensure a safe work environment and treat employee concerns with fairness and honesty.
    - Issue Addressed: This action responds directly to comments about neglect in safety and understaffing—issues that reflect a lack of commitment to employees.
    - Impact: When staff see tangible support for their well-being, loyalty improves as they perceive the company’s actions as aligned with its stated values of trust and integrity.

Provide an assessment of integrity and its impacts on employees' likelihood of recommending the organization as a great place to work.

Negative

### Key Findings

There is a significant gap between the company's stated values and everyday practices, leading to pervasive distrust among employees.

Unethical practices, selective enforcement of policies, and favoritism have undermined employee confidence and decreased the likelihood of recommending the organization.

While some positive experiences exist at the local management level, these are overshadowed by corporate-level decisions that prioritize profit over integrity and employee well-being.

### Action recommendations

Implement and enforce consistent ethical guidelines and transparent decision-making processes across all levels of the organization.

Address issues of favoritism and unethical practices directly by revising policies and ensuring uniform application of rules to rebuild trust.

Leverage strong local management practices by aligning corporate policies more closely with grassroots values to enhance overall integrity and employee satisfaction.

Summary: Employee perceptions reveal significant integrity challenges at Walgreens, featuring a disconnect between espoused values and everyday practices. While isolated positive experiences exist—highlighting fair disciplinary policies and supportive managers—many employees report unethical practices, favoritism, and corporate decisions that prioritize profit over people.

Overall Assessment of Integrity: • Numerous employees express distrust; one stated, “the company just cares about profits,” indicating a perceived lack of honesty and authenticity.

- Recurrent issues include inconsistent policy enforcement, budget cuts directly impacting staffing, and an overall disregard for employee well-being.
- Integrity subtopics—especially honesty, ethics, and compliance—are undermined by selective rule application and corporate favoritism.

Impact on Employee Recommendation: • Integrity is a critical driver for recommendation: employees are less likely to endorse Walgreens when they feel “the company does not care about its employees,” which is echoed in multiple reviews.

- Observed ethical lapses, such as corporate decisions that “lie about everything” and favor certain employees, erode trust and diminish the likelihood of recommending Walgreens as a great place to work.
- Positive recommendations occur mainly where the integrity subtopics (mission, values, and compliance) are authentically enacted by local management, contrasting sharply with corporate-level practices.
- Compared to factors like workplace flexibility or technology, integrity—embodied by consistent ethical behavior and transparent communication—has a stronger impact on recommendation because it directly shapes employee trust in the company's cultural DNA.

In conclusion, the integrity issues at Walgreens, especially related to honesty, ethics, and fairness, heavily undermine employees' willingness to recommend the company, making integrity the most pivotal factor in influencing overall employee sentiment.

## Make recommendations to improve integrity at the organization, particularly as it relates to employee recommendation.

Positive

### Key Findings

The answer provides concrete, actionable recommendations that focus on increasing transparency, ethical standards, and fair treatment, which collectively boost employee trust and recommendation.

Addressing issues like opaque communication, inconsistent practices, and lack of clear employee development shows a thorough understanding of potential integrity challenges within the organization.

The structured approach—linking each recommendation to specific issues and expected impacts—demonstrates a proactive plan for improving overall integrity and employee satisfaction.

### Action recommendations

Introduce measurable KPIs to track the effectiveness of each initiative, ensuring that improvements in transparency and ethical practices are quantifiable.

Benchmark these recommendations against similar organizations to provide comparative insights and strengthen the case for their implementation.

Implement a continuous internal feedback loop that allows employees to share their perceptions of integrity efforts, enabling real-time adjustments and ongoing improvement.

Below are five targeted actions Walgreens can take to bolster integrity—and in doing so, boost employees' willingness to recommend the company as a great place to work:

#### 1. Enhance Transparent Communication

- Recommendation: Establish regular, clear updates from corporate to stores explaining policy changes, performance metrics, and strategic decisions.
- Issue Solved: This practice addresses recurring concerns over “false promises” and opaque communication (e.g., unexpected hour changes and secretive decision-making).
- Impact: By fostering a culture of honesty and clarity, employees feel respected and informed, ultimately increasing their likelihood of recommending Walgreens as a workplace that values integrity.

#### 2. Strengthen Ethical Guidelines and Compliance

- Recommendation: Develop and enforce a robust code of ethics and compliance standards that underline honesty, fairness, and rigorous adherence to regulatory requirements.
- Issue Solved: This initiative directly counters reports of corporate greed, “backstabbing,” and unethical practices highlighted by employees.
- Impact: When employees see ethical behavior taking center stage, trust and morale improve—making them more likely to promote the company to prospective talent.

#### 3. Provide Integrity-Focused Leadership Training

- Recommendation: Implement mandatory training for managers emphasizing ethical leadership, transparency in decision-making, and fair treatment across all levels.
- Issue Solved: This measure addresses inconsistencies in management, favoritism, and selective enforcement that have frustrated many employees.
- Impact: Better-trained managers who lead with integrity create a more supportive, predictable work environment, leading employees to view Walgreens as a truly great place to work.

#### 4. Standardize Fair and Consistent Policies

- Recommendation: Review and streamline policies to ensure uniform application across all locations, reducing ambiguity and instances of preferential treatment.
- Issue Solved: This tackles grievances over uneven practices and selective accountability, which undermine trust.
- Impact: Consistency and fairness in policy enforcement reinforce a culture of integrity, boosting employee confidence and positive recommendations.

#### 5. Invest in Transparent Employee Development and Recognition

- Recommendation: Create merit-based pathways and recognition programs that reward ethical behavior and transparency, with clear communication about promotions and growth opportunities.
- Issue Solved: This approach addresses the perceived undervaluation and favoritism that leave employees feeling disposable.
- Impact: When employees see clear, fair development tied to integrity, they are more engaged and proud to endorse Walgreens as a workplace of conviction and respect.



Provide an assessment of integrity and its impacts on employee productivity at this organization.

Negative

#### Key Findings

Employee perceptions indicate a severe deficit of integrity with ongoing dishonesty, favoritism, and arbitrary policy changes undermining trust.

These ethical shortcomings are directly linked to reduced employee motivation and productivity, as inconsistent communication and unfair practices erode morale and commitment.

#### Action recommendations

Initiate comprehensive ethics and integrity training for leadership to promote transparent and consistent behavior.

Conduct a thorough review and standardization of company policies with active employee input to ensure fairness and consistency.

Establish secure channels for anonymous feedback and whistleblower reporting to quickly identify and address ethical breaches.

Overall, employee perceptions indicate that Walgreens' integrity is severely undermined. Many employees perceive a culture lacking in trustworthiness, honesty, and fairness. Specific quotes such as "coaching execs to be dishonest is on the daily" and "they will lie" underscore widespread concerns. These issues are compounded by arbitrary policy changes, selective enforcement, and a corporate focus solely on the bottom line rather than ethical conduct.

Impact on Employee Productivity Relating to Integrity:

- Trust Deficit:
  - Employees feel betrayed by inconsistent ethics, with comments like "you are replaceable" reducing their willingness to invest fully in their work.
  - Lack of transparent communication erodes trust in management, directly affecting motivation.
- Eroded Commitment and Morale:
  - Perceptions of favoritism and unethical decisions lead to burnout, as employees note that "corporate is ONLY interested in how much profit" they can extract.
  - Unfair policies—such as unexpected schedule changes—disrupt workflow and diminish focus.
- Operational Spillover:
  - Integrity lapses, such as altering rules on a whim, negatively impact process clarity. This undermines employees' ability to provide consistent customer care, as quality of work suffers.
  - When integrity is lacking, other facilitators of productivity (like leadership support and tools) are rendered less effective because employees question their genuineness.

In summary, integrity at Walgreens appears to be weak and is a significant driver of employee productivity issues. The core factors related to integrity—honesty, fair treatment, and consistent ethical practices—are essential for fostering trust and engagement. When these factors are compromised, even otherwise functional systems and supportive teams cannot fully mitigate the negative impact on productivity.



## Make recommendations to improve integrity at the organization, particularly as it relates to employee productivity.

Positive

### Key Findings

The answer emphasizes the importance of transparent communication, regular feedback, and clear decision-making processes to build trust and improve productivity.

It highlights the need for ethical management practices, fair performance evaluations, and realigned corporate values to prevent favoritism and address employee frustrations.

Strengthening HR oversight and compliance is noted as crucial for making employees feel protected and fostering a purpose-driven, ethical work environment.

### Action recommendations

Develop an implementation plan with specific timelines and measurable outcomes for each recommendation to ensure progress and accountability.

Introduce regular employee feedback mechanisms, such as surveys or town halls, to continuously gauge the effectiveness of the new integrity measures.

Create targeted training programs for managers and HR personnel on ethical practices and transparent communication to ensure consistent application across the organization.

Below are five key recommendations for Walgreens to improve integrity and, as a result, enhance employee productivity:

- 1. Enhance Transparent Communication & Decision-Making**
  - Description: Establish regular, honest communication channels (e.g., town halls, newsletters) that clearly explain policy changes and decision rationales.
  - Issue Addressed: This tackles employees' frustration with "constant changes" and unexplained favoritism, restoring trust through transparency.
  - Productivity Impact: When employees understand policy shifts and feel valued, they're less stressed and more confident, leading to increased focus and consistent productivity.
- 2. Realign Corporate Mission and Values with Employee Needs**
  - Description: Reaffirm a mission that balances profit with commitment to employee well-being by integrating employee feedback into strategy.
  - Issue Addressed: This counters the narrative that "corporate only cares about the bottom line" and reestablishes fairness and ethical commitment.
  - Productivity Impact: A purpose-driven workplace boosts morale; when employees see their values reflected in corporate actions, they are more engaged and motivated.
- 3. Strengthen Ethical Management and Accountability**
  - Description: Implement clear ethical guidelines for all managerial levels and enforce unbiased practices through transparent evaluation systems.
  - Issue Addressed: This recommendation directly responds to reports of "selective enforcement" and favoritism, enhancing fairness.
  - Productivity Impact: Fair and ethical management builds a respectful work environment where employees focus on performance rather than navigating internal politics.
- 4. Reform Performance Metrics and Incentive Structures**
  - Description: Redesign evaluation systems to balance quantitative targets with qualitative assessments that highlight ethical behavior.

- Issue Addressed: This addresses the pressure from unrealistic, metric-driven expectations that compromise integrity.
- Productivity Impact: Employees evaluated fairly are more likely to sustain high performance and long-term commitment without burnout.

#### 5. Revitalize HR Oversight and Compliance Processes

- Description: Strengthen HR responsiveness with clear grievance procedures and standardized, transparent policies that are consistently enforced.
- Issue Addressed: Resolves concerns over retaliation and bias, reinforcing a culture of honesty and fairness.
- Productivity Impact: A trusted HR system ensures employees feel protected and valued, allowing them to concentrate on their work and contribute to overall efficiency.

### What are the top industry-leading integrity practices?

Positive

#### Key Findings

Industry-leading integrity practices include transparent communication, ethical leadership, fair and objective processes, and a robust commitment to employee well-being.

These practices contribute to a positive work culture where open dialogue, consistency in policy application, and accountability drive high employee satisfaction.

The answer contrasts these best practices with current issues at Walgreens, suggesting that the adoption of such practices could lead to significant improvements in employee trust and overall performance.

#### Action recommendations

Incorporate specific examples or case studies that demonstrate how these integrity practices have led to measurable improvements in similar companies.

Detail actionable steps for companies like Walgreens to transition toward these best practices, such as methods for transparent communication and ethical leadership.

Provide quantifiable outcomes or performance indicators that underline the impact of implementing these practices to further strengthen the recommendation.

**Summary:** Companies in Walgreens's industry that are praised for integrity prioritize transparent communication, ethical leadership, and fairness. Their practices create a work environment that employees love and contrast sharply with many of the issues raised by Walgreens staff.

**Best Practices Related to Integrity:**

- **Transparent Communication** – Clear, consistent updates on policies, pay raises, and licensing processes that eliminate confusion and avoid blame-shifting.

- **Consistent Ethical Leadership** – Managers and executives who model the company's values, take accountability for decisions, and support employees rather than simply chasing metrics.

- **Fair, Objective Processes** – Standardized performance reviews, promotion criteria, and disciplinary measures that are applied evenly, ensuring trust in internal governance.

- **Commitment to Employee Well-Being** – Investment in systems and resources that support both patient care and staff growth, emphasizing a balance between financial goals and ethical responsibilities.

**What Employees Love:**

- A culture where open dialogue is valued and management listens to concerns.

- Consistency in how policies are enforced, leading to a sense of fairness and reliability.

- Leadership that displays authentic commitment to the company's mission and values rather than an overemphasis on profit.

- A supportive work environment that values each employee's contribution to both community impact and organizational success.

For Walgreens, adopting these best practices—especially ensuring transparent processes around pay and licensing, reducing arbitrary policy changes, and reinforcing ethical leadership—could significantly improve employee perceptions of integrity and, in turn, boost retention, recommendations, and productivity.