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### Kintsugi ethics: Building resilient compliance programs through an ancient art

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By Nick Gallo and Giovanni Gallo

In the fast-paced world of corporate governance, the Japanese art of kintsugi offers profound insights into the construction of robust ethics and compliance programs. Kintsugi—the art of repairing broken ceramics with lacquer mixed with powdered gold—teaches us that perfection is superior to strength, emphasizing the importance of striving for an ideal ethical culture rather than relying on defensive short-term measures.

Kintsugi artists deliberately leave broken ceramics in pieces for generations, allowing observers to appreciate the fractured lines. This practice mirrors the need for organizations to embrace and understand their cultural fractures, seeking not just a superficial fix but a deep and reflective approach. In the corporate context, reported acts of misbehavior should be seen as opportunities for profound reflection, understanding, and correction rather than mere incidents to be hastily patched.

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