TrainHRLearning
HR Professionals

Live Webinar
on
Civility, Ethics and Leadership

Program by
Karla Brandau, CEO
Brandau Power Institute

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Civility, Ethics and Leadership

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What impact does this graphic have on you?

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When Worlds Collide and People Are UNCIVIL to Each Other

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Incivility in the Organizational Culture?

Expect these harmful behaviors:

- ✓ Emotional exhaustion
- ✓ Health problems
- ✓ Job withdrawal and disengagement
- ✓ Increased conflict

- ✓ Bullying
- ✓ Depression
- ✓ Burnout
- ✓ Anxiety
- ✓ Aggression

Increased scandals, grievances and legal risks.

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Employee Behaviors that Indicate Incivility in the workplace

- ✓ Reduced productivity
- ✓ Reduced mental energy
- ✓ Increased stress
- ✓ Decreased collaboration
- ✓ Passive/Aggressive actions
  - ✓ Not call you back
  - ✓ Let deadlines slip
  - ✓ Work slowly
  - ✓ Deliberately decrease the quality of their work

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Managerial Behaviors that Cause Incivility in the Workplace

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- ✓Rudeness
- ✓Moody or even volatile behavior
- ✓No "atta girl or atta boy"
- ✓Retaliation - punitive actions taken against an individual
- ✓Subtle harassment
- ✓Poor performance reviews for no good reason
- ✓Ignoring the person
- ✓Condescending remarks
- ✓Insults

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Compliance to legalities (EEOC Laws) is not enough. Employees need to understand common rules of decency.

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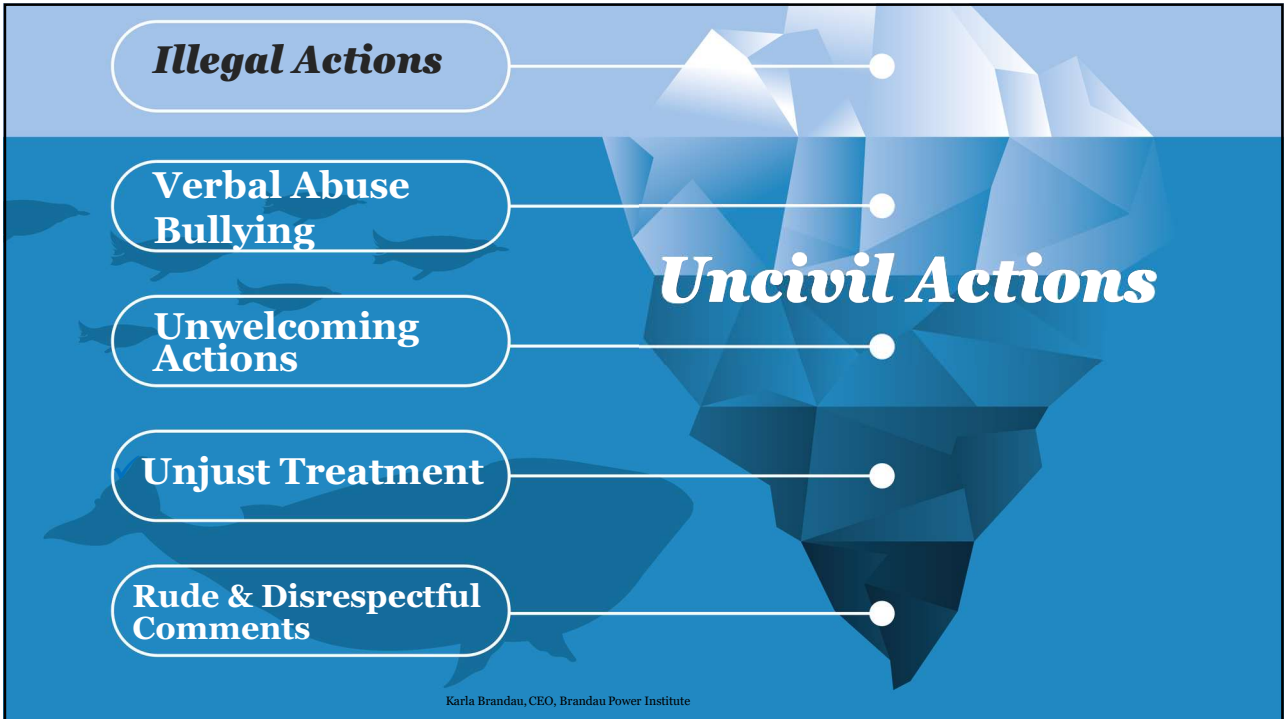Karla Brandau, CEO, Brandau Power Institute

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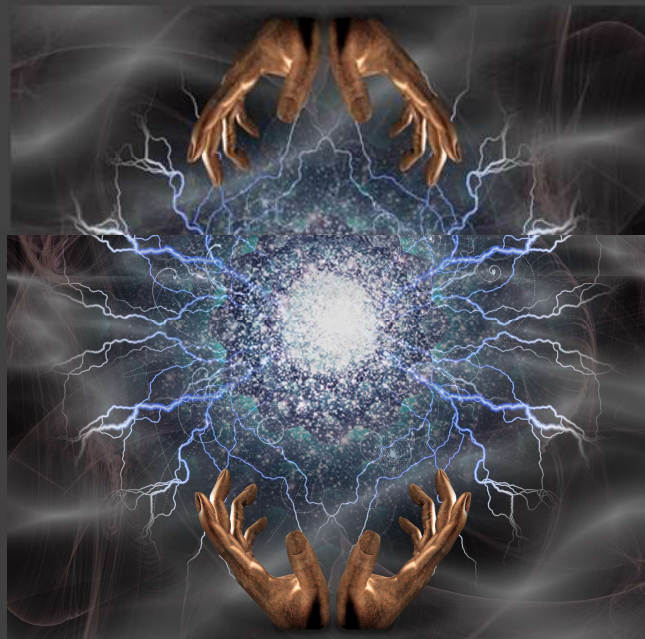
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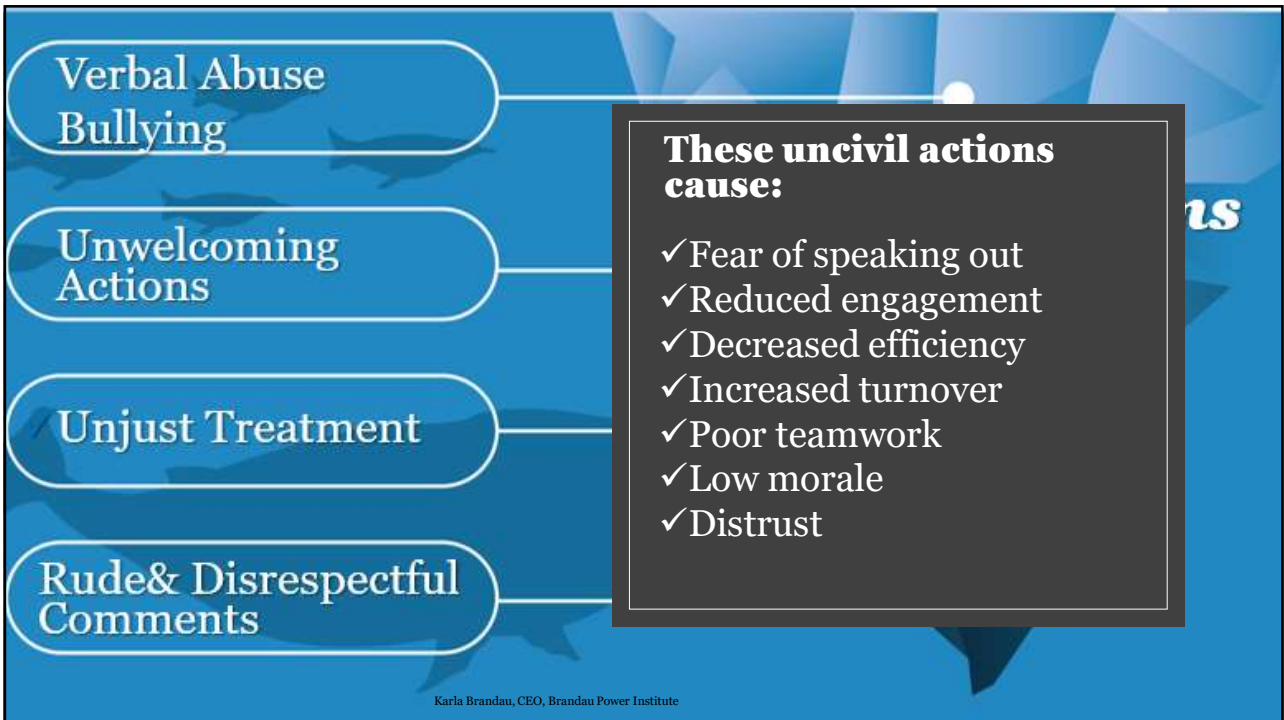
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Why do worlds collide and people are UNCIVIL to each other?
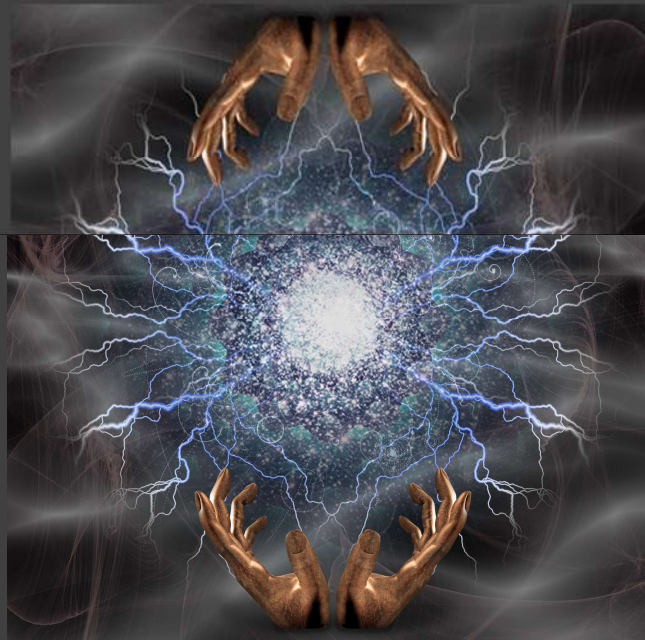
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DIFFERENCES IN INNATE PERSONALITY

D Assertive Achiever

Dominant, Powerful and Productive

Producers

I Enthusiastic Energizer

Social, Expressive and Fun-loving

Promoters

C Tenacious Thinker

Contributing, Connected and Organized

Planners

S Moderate Mediator

Steady, Peaceful and Cooperative

Peacekeepers

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DIFFERENCES IN HIDDEN MOTIVATORS

KNOWLEDGE - Learning

Instinctive	Go with your gut.	Study, Study, Study	**Intellectual**

HELPFULNESS - Effectiveness

Selfless	Do it because it needs to be done.	Needs a return on time spent.	**Resourceful**

SURROUNDINGS – Work Environment

Objective	Needs facts and figures.	Okay with the subjective and hypothetical.	**Harmonious**

OTHERS - Service

Intentional	Helps those who want to improve.	Helps anyone.	**Altruistic**

POWER - Influence

Collaborative	Likes teamwork.	Likes to be in charge.	**Commanding**

PROCEDURES - Practices

Receptive	Likes change and new ideas.	Likes routine.	**Structured**

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LEFT HEMISPHERE

Responsible for logical thinking

Focused in analysis

Responsible for language skills

Controls speech

Responsible for memorizing facts and names

Controls reading and writing abilities

Controls science and mathematical capabilities

Specializes in sequential processing of information

Controls right part of the body

RIGHT HEMISPHERE

Focused in intuition

Conceives the non-verbal information

Responsible for spatial orientation

Focused in synthesis

Responsible for ability to draw pictures

Responsible for imagination

Responsible for musicality

Creates emotions

Produces dreams

Specializes in multitasking and parallel processing of information

Controls left part of the body

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DIFFERENCES IN LEFT BRAIN AND RIGHT BRAIN THINKING

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DIFFERENCES IN LIFE EXPERIENCES

Secondary Characteristics of Diversity

Education
Past Work Experience
Neighborhood

Values

Children
Marital Status
Religion

Parentage
Nationality

Gender
Race

Think
Learn
Process information
Personality
Physical Characteristics

Primary Characteristics of Diversity

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Civility and Ethical Leadership Models

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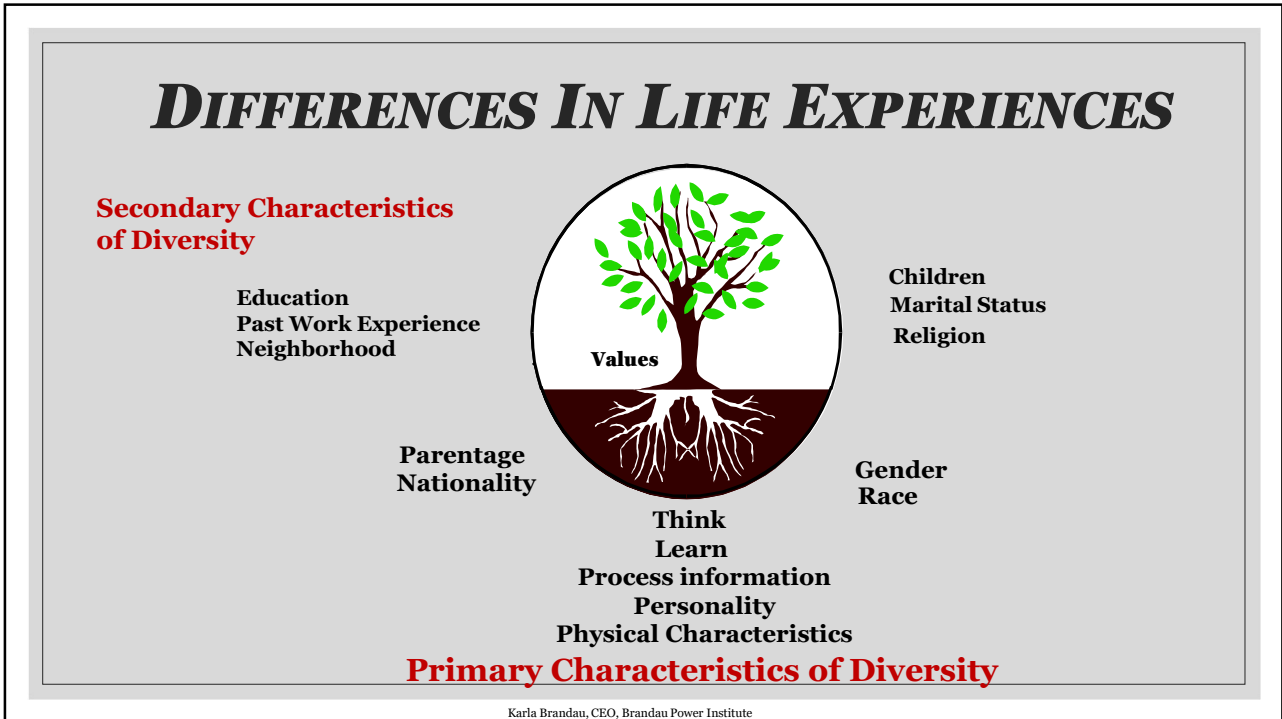
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DR. WALTER FLUKER'S WORK ON ETHICAL LEADERSHIP

Dr. Walter Fluker speaks on ethical leadership and the qualities of personal integrity, spiritual discipline, intellectual openness, and moral anchoring.

Martin Luther King Junior professor of Ethical Leadership at Boston University

Founder of Vision Quest

✓Morehouse College
✓Coca-Cola Professor of Leadership Studies
✓Boston College
✓Candler School of Theology
✓Author, Howard Washington Thurman Papers

https://www.youtube.com/watch?v=wvnqmMRJRM4
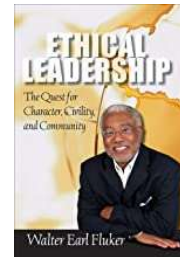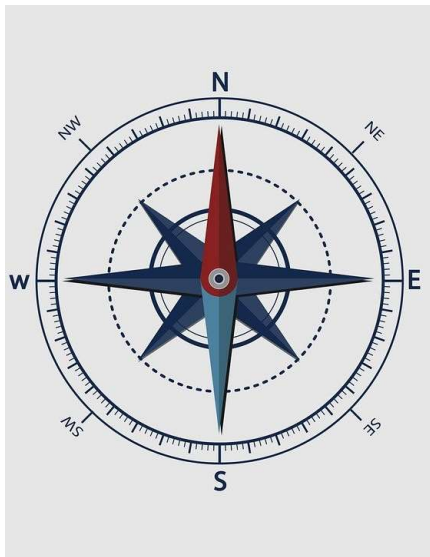
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Ethical Leadership must take into account these four components:

✓ **Constituents** (Followers and key stakeholders)
✓ **Context** (Or situations that leaders and constituents face)
✓ Leaders' **processes and skills** (Communication skills)
✓ The **outcomes** that result (Can you be effective and moral?)

Fluker's Principles of Ethical Leadership

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Finding a Moral Compass

Viewpoints: Know why and when to apply each.

Rationalist – Formal – Ethical Compliance Rules and Procedures
Realist – Utilitarian – What is the outcome/ what is good, not right, but good?
Re-Tooler – Pragmatism – How to retool, reconfigure? What is the BEST action in this situation? An adapter.
Relationist – Communitarian – What is best for the community?

https://www.youtube.com/watch?v=wvnqmMRJRM4

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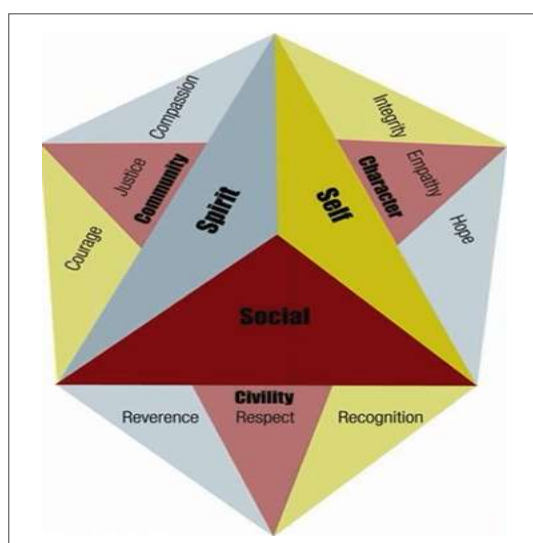
Fluker's full model of Ethical Leadership: you are the model for others to follow.

In "How to Earn the Gift of Discretionary Effort," this is *The Leadership of One*. You lead yourself forward and others will follow.

https://www.youtube.com/watch?v=wvnqmMRJRM4

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There is no "moral cookbook" for ethical leadership (rules, consequences, and relationships)

Civility and ethical leadership begins with moral leaders. They embody the message they advocate. They teach, not just through words, but through actions.

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ENHANCE THE ORGANIZATIONAL CULTURE OF EVERYDAY CIVIL AND RESPECTFUL INTERACTIONS AT WORK …

✓ Civility is a crucial part of the organizational climate as perceived by employees

✓ Civility determines individual employee satisfaction, stress levels and productivity

✓ Civility also is directly connected to the organizational mission of quality of customer service, operational costs, ability to retain quality workforce, etc.

https://myworkplacehealth.com/cultivating-a-workplace-of-civility-and-respect/

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CIVILITY AND RESPECT CAN BE IMPROVED IN THE WORKPLACE BY …

- ✓ Leaders who <u>model </u>and <u>enforce appropriate </u>communication and conduct
- ✓ Addressing disrespectful or uncivil verbal confrontations in a <u>timely </u>fashion
- ✓ Pledging that all <u>written communication </u>follows the same protocols as verbal speech
- ✓ Ensuring all communications are <u>non-discriminatory</u> and use <u>inclusive</u> language

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CIVILITY AND RESPECT CAN BE IMPROVED IN THE WORKPLACE BY …

- ✓ Training employees in effectively managing interpersonal conflict
- ✓ Offering stress, mood and even anger management as needed
- ✓ Providing diversity and inclusion training for all employees
- ✓ Respecting confidentiality and personal information
- ✓ Offering special training for those who are most likely to experience difficult confrontations at work such as disgruntled customers or clients

https://myworkplacehealth.com/cultivating-a-workplace-of-civility-and-respect/

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EEOC laws prohibit discrimination on the basis of:

- ✓ Age
- ✓ Disability
- ✓ National Origin
- ✓ Pregnancy
- ✓ Race/color
- ✓ Religion
- ✓ Sex
- ✓ Sexual Orientation and Gender Identity

IKT

https://www.eeoc.gov/laws-guidance-0

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Civility and Respect Workplace Policies should...

- ✓ Be written in non-discriminatory and inclusive language
- ✓ Include guidelines and expectations of appropriate behavior
- ✓ Clarify consequences for inappropriate behavior
- ✓ Outline specific procedures to follow when incidents occur
- ✓ Be part of new hire orientation
- ✓ Reinforce the key messages on a regular basis throughout the entire organization

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How Civility and Ethics Intersect

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Conflict Resolution Policies
(Needed even in a culture of civility)

✓Conflicts always arise.

✓When people are upset, they're more likely to speak thoughtlessly

✓When people are on the receiving end of someone's anger, it's more likely they will act defensively

✓It's important for all employees to be trained in conflict management and emotional intelligence

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Respect and Civility Combats Unconscious Bias, Diversity and Inclusion

✓Address diversity and inclusion in the workplace in terms of both training and policies to ensure all workers are treated with fairness and integrity.

✓Take the time to think about which groups are the most likely to experience discrimination at work and provide specific support to those workers.

✓Also consider DE&I is increasingly often now is DEI &A (includes Accessibility for Differently-Abled/Disabled)

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Ethics: the code of conduct or behaviors governing an individual or a group. The code of conduct includes ideas, beliefs, or standards that characterizes the group.

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Who is an Ethical Leader?

A person who has an established reputation of honesty and fairness.

A person who consistently upholds a set of ethical principles at work.

A person who instills in others that ethics and values are important to organizational operations.

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Reputation: A person who has established a reputation for honesty and fairness.

Personal Traits:

- ✓ Committed to a set of principles
- ✓ Open communicator/listener
- ✓ Honest and forthright
- ✓ Shows empathy
- ✓ Can be trusted
- ✓ Is dependable
- ✓ Models ethical and appropriate behaviors

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Upholds ethical principles at work:

- ✓ Treats all employees as unique, valuable individuals
- ✓ Supports each employee's personal freedom, growth and development
- ✓ Calls employees by name
- ✓ Communicates honestly, truthfully, and authentically
- ✓ Protects employees' life, safety and health
- ✓ Creates a working environment free of sexual harassment

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Inspires and Instills in others professional conduct:

- ✓ Sets an ethical tone
- ✓ Reminds employees they each must make ethical decisions
- ✓ Holds people accountable
- ✓ Disciplines employees who violate ethical standards
- ✓ Evaluates behaviors based on clearly articulated expectations
- ✓ Asks, "How can we as an organization react to ethical challenges?"

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The Ethical Leader is Authentic

Encourages moral reasoning and unbiased processing

Doesn't fear ethical dialog and rational thinking

Desires action and collaboration for problem solving

Presides over the development of individual moral character

Is true to their moral convictions

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Civility and Ethical Quandaries

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Ethical Dilemmas

- ✓ A difficult problem seemingly incapable of a satisfactory solution
- ✓ A situation involving choice between equally unsatisfactory alternatives.

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Complexity of the Ethics and Civility

- ✓ Work to blend a formal ethics policy and support mechanisms with a culture that allows people to <u>discuss some of the gray areas</u> of their company's practices.
- ✓ This prepares employees to tackle many ethical <u>quandaries in stride.</u>

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Complexity of Ethical Practice: Discuss and Plan

Goal: Do good and avoid doing harm

✓ Requires workers to respond and adapt to often quickly changing conditions

✓ Understand the company's unique customer base

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Conflicts of Interest

"Recent studies show that physicians' behavior is even influenced by trivial freebies. Even small gifts produce in their recipients a disproportionately powerful willingness to reciprocate in some manner."

~ Kirk Hanson, MBA, professor and executive director of the Markkula Center for Applied Ethics at Santa Clara University in California's Silicon Valley.

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Board members who sell products to the organization.

Leaders/Managers who accept expensive gifts.

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Civility and Ethics in Practice

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Ethical Leadership is both visible and invisible.

✓ **Visible:** the way the leader works with and treats others, his/her behavior in public, statements and his/her actions.

✓ **Invisible:** Leader's character, in their decision-making process, mindset, the set of values and principles on which they draw, and in their courage to make ethical decisions in tough situations.

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Ethical and Unethical Leadership Qualities

Ethical	Unethical
Humility	Arrogance
Works for the greater good	Promotes self-interest
Straightforward	Deceptive
Keeps commitments	Breaches agreements
Takes responsibility	Shifts blame to others
Shows respect for each individual	Diminishes the dignity of others
Shows courage to stand for what is right	Lacks courage to confront injustices

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Toxic Burnout Cocktail?

- ✓ Increased workload
- ✓ Increased complexity of health care issues
- ✓ Lack of qualified staff
- ✓ Lack of time to manage increased demand

Results?

- ✓ Employee illness and burnout
- ✓ Mistakes that harm patients
- ✓ Sense of moral injury because quality of care is low

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Problem-Solving Methods to Maintain Civility

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Fluker's Problem-Solving Example: Babies are floating down the river.

✓ Look

✓ Listen

✓ Learn

✓ Find the cause

Who is throwing the baby in the river and why?

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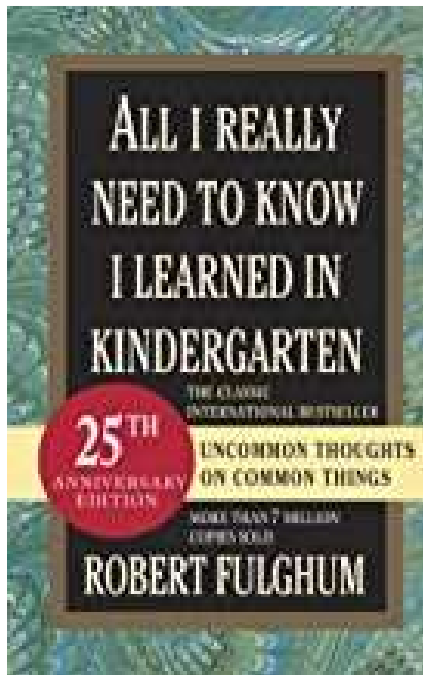
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Concentrate on the Workplace, not the Worker...

"I'd frame this even broader to organizational resilience. Rather than focusing on fixing the worker, we focus on fixing the workplace, on creating resilient organizations that do a better job of supporting and protecting the individual within."

~ Christine Sinsky

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Everything I Need to Know I learned in Kindergarten

Most adults spend most of their waking life working. We see lots of evidence that people working in health care, physicians and nurses, are finding that the demands placed on them exceed the resources that they as human beings have available to cope effectively in those circumstances.

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And When We Disagree ...

The hallmark of a resilient, productive and sustainable culture is that ==disagreements aren't risky.==

When someone cares enough to make an assertion and show their work, a healthy organization or society takes a look.

The alternative is the brittle, closed culture of talking points, loyalty oaths and unquestioned status quo. It might be a neighborhood social club, a large corporation or a nation, but the principle remains.
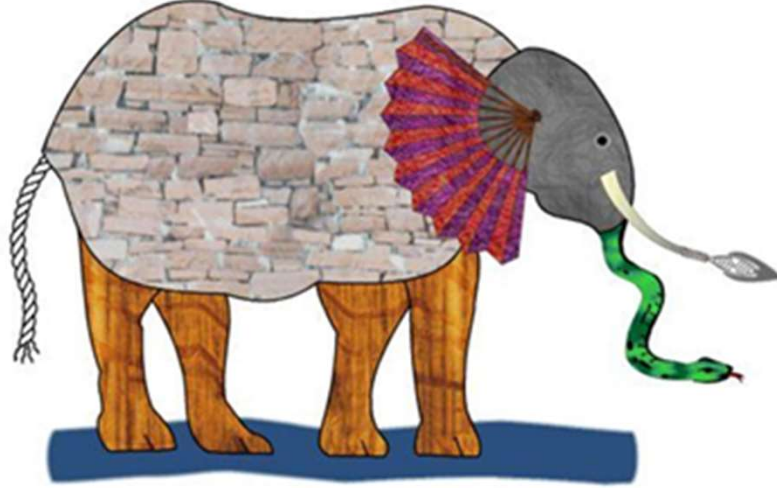
What happens when we disagree? Because when the world changes (and it always does) we'll probably end up disagreeing sooner later. ==Being good at it is a skill.==
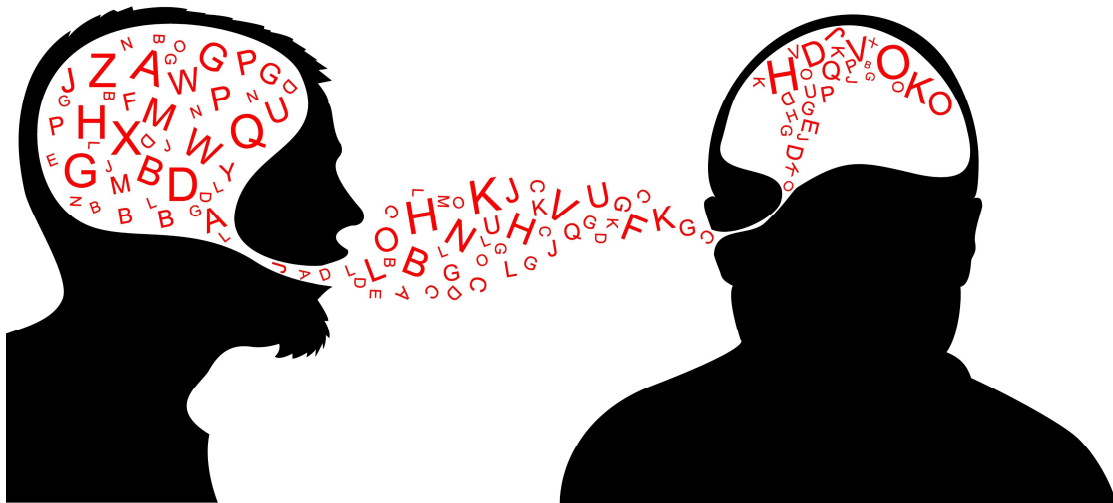
~ Seth Godin

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Six Blind Men and the Elephant

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Why we misunderstand!

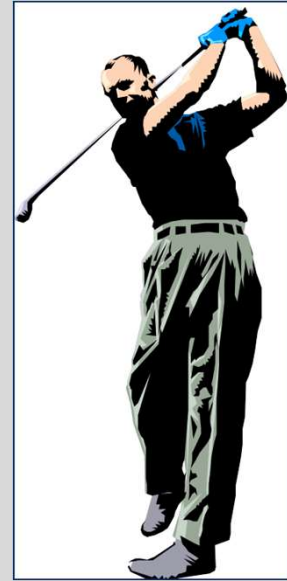
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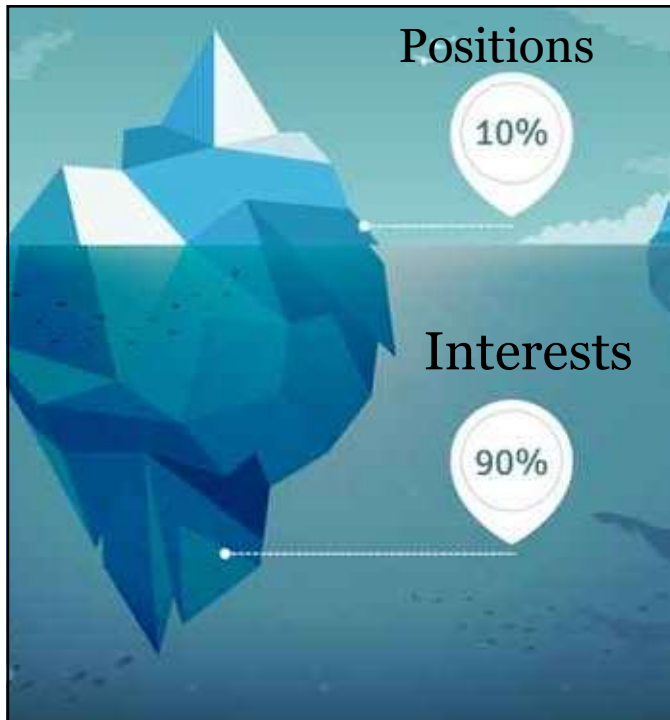
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Personality Conflict?

✓Use what is called the "And" Stance. Recognize their opinion. But stand up for your own opinion.
✓Admit what truth you can in their story.
✓Find a common goal you can both work toward.
✓Practice negotiation skills What is their position? Why do they have that position?

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Positions

10%

Interests

90%

When you disagree with someone, they will state their position.

Ask questions to discover their interests and the why of their position.

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EMOTIONAL INTELLIGENCE: INTERPERSONAL SKILL AND IMPULSE CONTROL

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Prep Your Conversation

P – What is your point of view?

R – What are the reasons for your point of view?

E – What evidence or examples will illustrate your point of view?

P – What is your purpose in expressing your opinion?

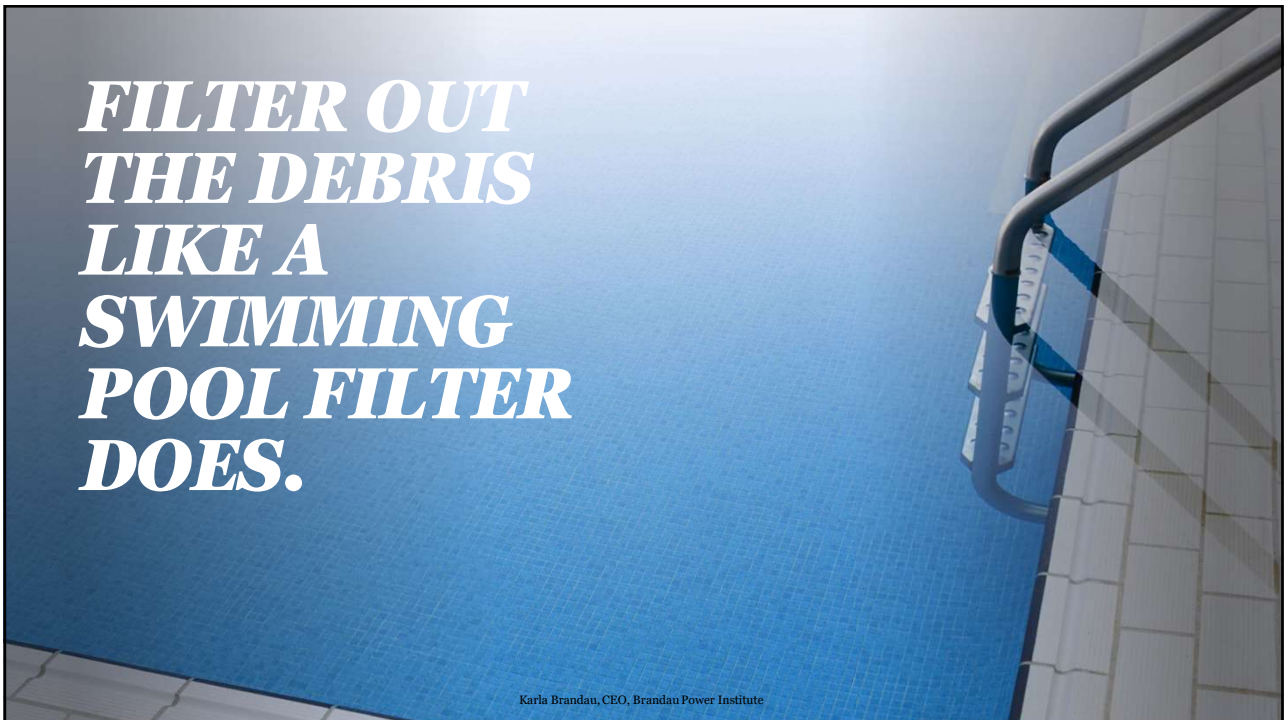Karla Brandau, CEO, Brandau Power Institute

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PUT ON YOUR SHINING ARMOR SO BARBS CANNOT HURT YOU.

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FILTER OUT THE DEBRIS LIKE A SWIMMING POOL FILTER DOES.

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ASK QUESTIONS LIKE A SEASONED DETECTIVE.

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YOU MIGHT BE RIGHT!

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Shaquille O'Neal

"I can walk into any environment and not have a problem because I show respect. When we get back to understanding and believing in the concept of respect, it eliminates a lot of problems. It's all about communication."

~ Interview on Game Changers: ABC Atlanta TV.

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LEADERSHIP EXISTS WHEN PEOPLE ARE NO LONGER VICTIMS OF CIRCUMSTANCES BUT PARTICIPATE IN CREATING NEW CIRCUMSTANCES. ULTIMATELY, LEADERSHIP IS ABOUT CREATING NEW CIRCUMSTANCES.

~ PETER SENGE, THE FIFTH DISCIPLINE

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QUESTIONS?

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THANK YOU FOR ATTENDING

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Questions

• If there are any further questions which we were not able to get to today please feel free to contact me through TrainHR Learning.

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