

Leading for a Respectful Environment

“Every human being, of whatever origin, of whatever station, deserves respect. We must each respect others even as we respect ourselves.” – Ralph Waldo Emerson

Respect is a foundational assumption in a well-functioning workplace.

- Biases impact the way we show respect
- Conscious and Implicit

Supervisors

“If you have some respect for people as they are, you can be more effective in helping them to become better than they are.” – John W. Gardner

Respect is the secret ingredient of organizational performance.
Impact:

“Respect yourself and others will respect you.” – Confucius

Respectful Cues: “Cues” are normative behaviors and words that signal meaning.

- What are people doing and saying to demonstrate respect?

- 3 Questions that tell the truth:
 - What can I as a leader do to get people to yes?
 - ✓ Daily
 - ✓ Frequently
 - ✓ Occasionally

Derailing Respect: What goes wrong?

Rude and Uncivil Behavior Examples:

Abusive Behavior Examples:

Appropriate Supervision	vs	Abusive Behavior
There is an agreed upon standard		There is no agreed upon standard or no standard at all.
There is a verifiable deviation from the standard.		The problem or deficit is largely subjective.
Communications focus on the gap between expectations and behavior/performance.		Communication is largely focused on blaming or shaming.
What needs to happen to "right the ship" is clear.		There is no clear path to corrective action.

Types of Workplace Discrimination

- Hostile Work Environment Harassment
- Quid Pro Quo
- Protected Classes and Activity

Harassment is Unlawful When it is . . .

Examples of Unlawful Harassment:

Considerations for Avoiding or Mitigating Liability:

- Knew or should have known standard
- Your response to complaints or reports must be prompt, appropriate, and effective.
- Investigations

“Fairness does not mean everyone gets the same. Fairness means everyone gets what they need.”

— Rick Riordan, *The Red Pyramid*

- Fair handling of complaints
- Employee’s perception of fairness results in compliance and cultural change
- Respect and Fairness go hand in hand
- If you don’t take it seriously, they will find someone who does.
- Confidentiality: Never promise confidentiality
- Retaliation
- If it is not written down, it never happened.

“Fairness is man’s ability to rise above his prejudices.” - Wes Fessler

Employees who report inappropriate or concerning conduct are giving you a gift.

Gift-Getting Behavior

- ✓ Thank You
- ✓ I appreciate it
- ✓ I know just what I’ll do with it.

ALWAYS

- Thank you.
- I appreciate your trusting me enough to bring this to my attention.
- We take these things seriously.
- If what you describe is happening, it shouldn’t be.
- We will take steps to get to the bottom of this right away.

NEVER

- Why are you just bringing this forward now?
- I have a hard time believing...
- What was your part in it?
- Why do you think they did those things?
- Have you told them to stop?

Goals of Complaint Handling

- Let the employee know you will take the seriously.
- Let the employee know that how they feel matters.
- Let the employee know that, if what they describe is happening, it will stop.
- Let the employee know you will act.

“It is not fair to ask of others what you are unwilling to do yourself.” – Eleanor Roosevelt

Coaching for Behavior Change Model

1. *Set the Tone:* State a positive intention.
2. *Be Specific:* Identify the standard/expectation and the observed/reported behavior that deviates from the standard/expectation.
3. *Identify the Gap:* Allow explanations not excuses, set the expectation. Ask the employee to help you understand the context (no need for admission). Confirm that the employee sees a gap.
4. *Identify natural and real consequences if the conduct does not stop:* Discuss the likely impact of the gap on relationships, performance and effectiveness. Reiterate the standard and confirm your expectation for change.
5. *Ask and Plan:* Ask the employee what is needed to make a change. Put together a short-term plan with no more than three steps and a check in date.
6. *Reset:* Restate your positive intention. Thank the employee his/her commitment.

“Respect is an appreciation of the separateness of the other person, of the ways in which he or she is unique.” – Annie Gottlieb

Notes: