



LEADING FOR RESPECT: HOW SUPERVISORS AND MANAGERS CAN CREATE RESPECTFUL WORKPLACES

What's different? Rather than dwelling on legal standards and what NOT to do, this training will focus on WHAT TO DO – the words and actions that promote respect and fairness, and participants' responsibility for contributing to respect in the workplace. Supervisors practice skills in responding appropriately to employee complaints and discuss how they can create a sense of respect for their employees, focusing on the employee's perceptions of fairness and the supervisor's responsibility to respond with emotional intelligence. Finally, supervisors are taught simple but effective ways to coach employees whose behavior might be a problem – early intervention to nip problems in the bud before they rise to the level of illegal harassment.

(Italicized items below unique to supervisor training – regular font common to both supervisor and employee trainings)

PART 1: RESPECT

Objectives

- Develop a shared and specific understanding of respectful words and behavior
- Understand the relationship between perceived respect and organizational performance
- *Identify specific supervisory activities that promote and sustain respect*

Post-training resource: Workplace-Specific Respectful Cues

PART 2: WHAT GOES WRONG – DERAILERS

Objectives

- Understand all forms of conduct that derail respect, including incivility, abusive conduct and unlawful harassment
- Identify behavior that is problematic and/or unlawful
- Define and understand unlawful harassment
- *Understand responsibilities when a supervisor or manager becomes aware of possible unlawful conduct*

Post-training resource: Continuum of Behavior Chart



PART 3: POLICY REVIEW

Objectives

- Be familiar with the organization's policy regarding harassing conduct
- Understand rights and responsibilities under the organization's policy (*including supervisor's responsibility to report*)
- Understand different options for reporting
- Understand the process after a report of harassment is filed

Post-training resource: Organization's Anti-Harassment Policy and Procedures

PART 4: HANDLING EMPLOYEE COMPLAINTS WITH FAIRNESS

Objectives

- *Understand the importance of fairness*
- *Apply fairness principles to complaint handling*
- *Understand the psychology of employee complaints*
- *Understand how to deal with request for confidentiality*
- *Understand the essential components of an effective response to employee complaints*
- *Understand the things to avoid when receiving an employee complaint*
- *Identify barriers to effective complaint handling*
- *Practice complaint handling*

Post-training resource: "Always/Never" Responses to Complaints

PART 5: COACHING FOR RESPECTFUL BEHAVIOR

Objectives

- *Learn a simple coaching model to deal with early problem behavior*
- *Identify challenges to applying the model*
- *Practice applying the model to rude/uncivil behavior*

Post-training resource: *Coaching Model for Respectful Behavior and Problem Solving*

PART 6: LEARNING

Objectives

- Commit to making a change or taking action
- Share that commitment with a colleague and hold each other accountable

NOTE: Four hour training also includes:

- Additional case examples and more opportunities to practice and re-enforce skills
- More interactive discussions rather than lecture format
- Explanation of difference between "performance management" and abusive behavior
- Discussion regarding three types of fairness and obstacles to fairness

