

Communication, Engagement, and Fair Process

Minn-Dak Chapter of the AAA
January 22, 2014



Agenda

- **Introduction: 3 Personal Lessons**
- **Empowerment**
- **Communication**
- **Fair Process**



Among my teachers...



How to Make a Mistake *with Class*

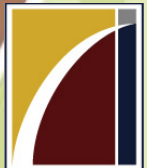


- **Own it.**
- **Learn from it.**
- **Forgive yourself.**



Share Your User Guide

Outside Interests
Hidden Features
Ideal Environment
Cautions



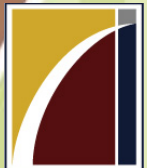
Share Your User Guide

“I discovered that the best thing to do was to tell everyone I worked with that I'm just shy.

People are not mind readers...”

**Doug Conant, CEO
Campbell Soup**

Source: Fortune, May 21, 2012



Empowerment

Ability

Autonomy

Accountability

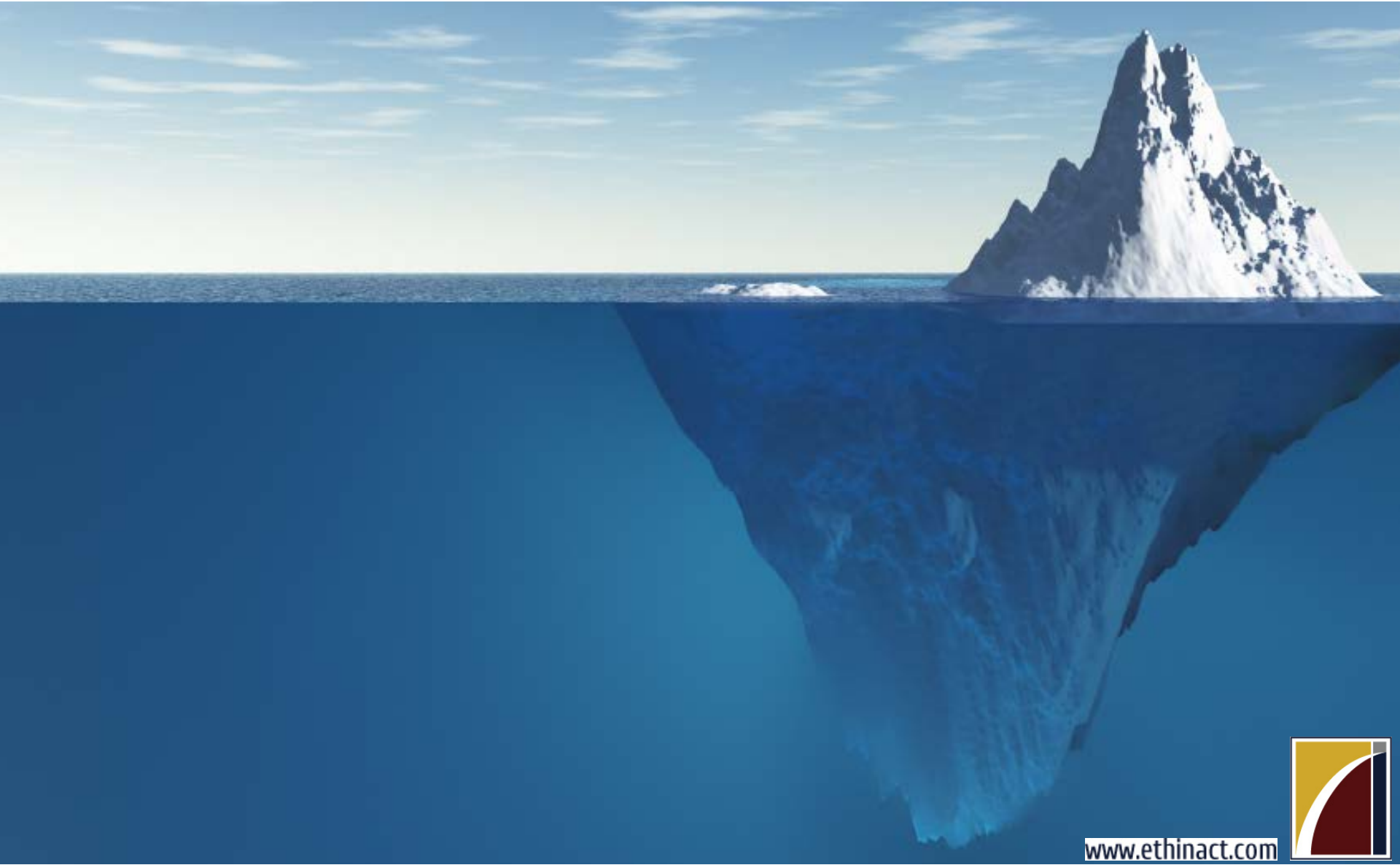
Sources:

Robert Greenleaf

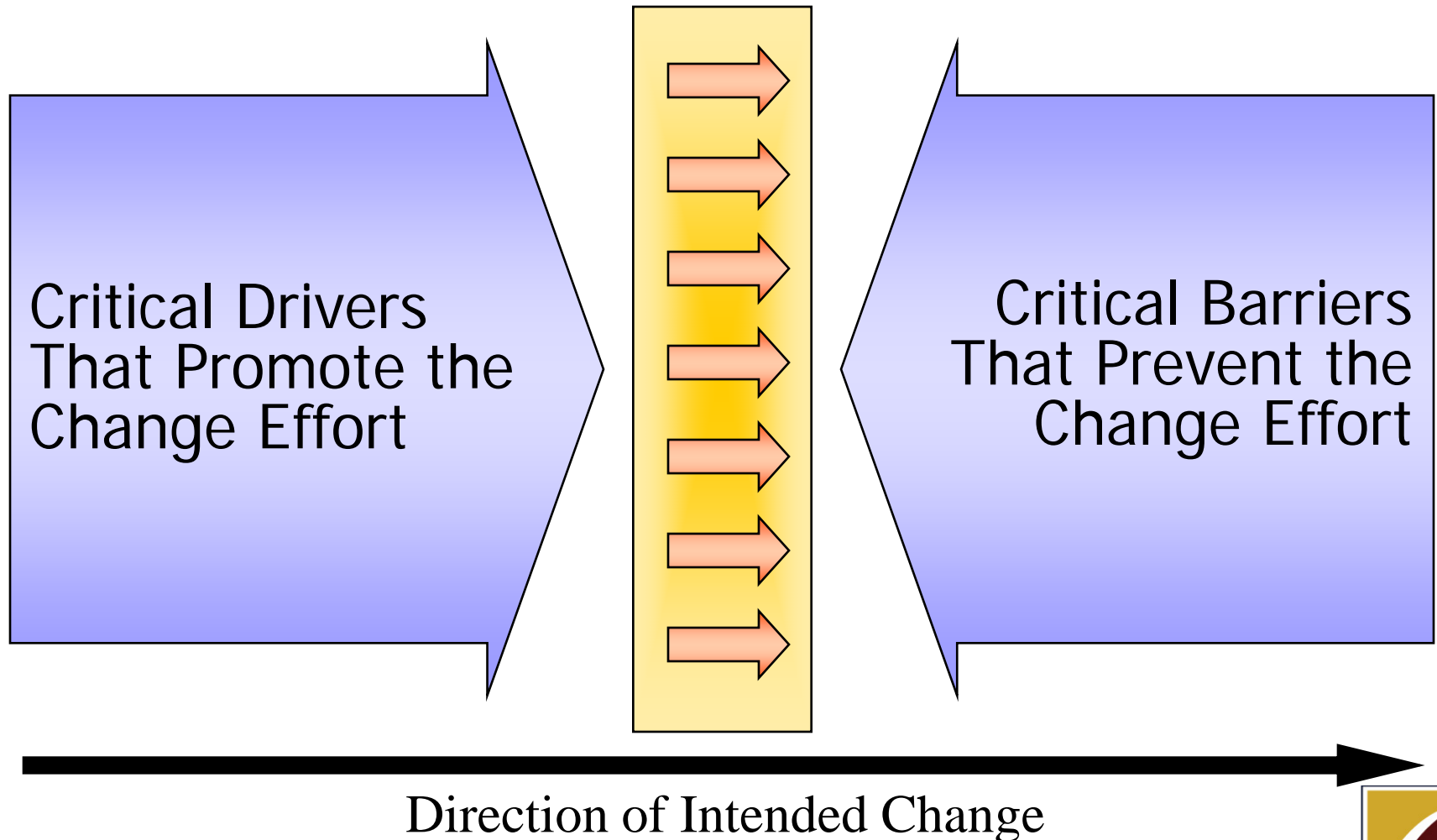
Tom Laughlin, Caravela, Inc.



Metaphor for...Org Culture



Organizational Culture provides another lens for seeing change



Edgar Schein on Culture...

The “Primary embedding mechanisms” of culture are largely driven by the leadership of the organization:

1. What leaders regularly pay attention to, measure, control
2. How leaders react to critical incidents & crises
3. Criteria by which leaders allocate scarce resources
4. Deliberate role modeling, teaching and coaching
5. Criteria by which leaders allocate rewards and status
6. Criteria by which leaders recruit, promote/demote employees



Source: Edgar Schein, 1990



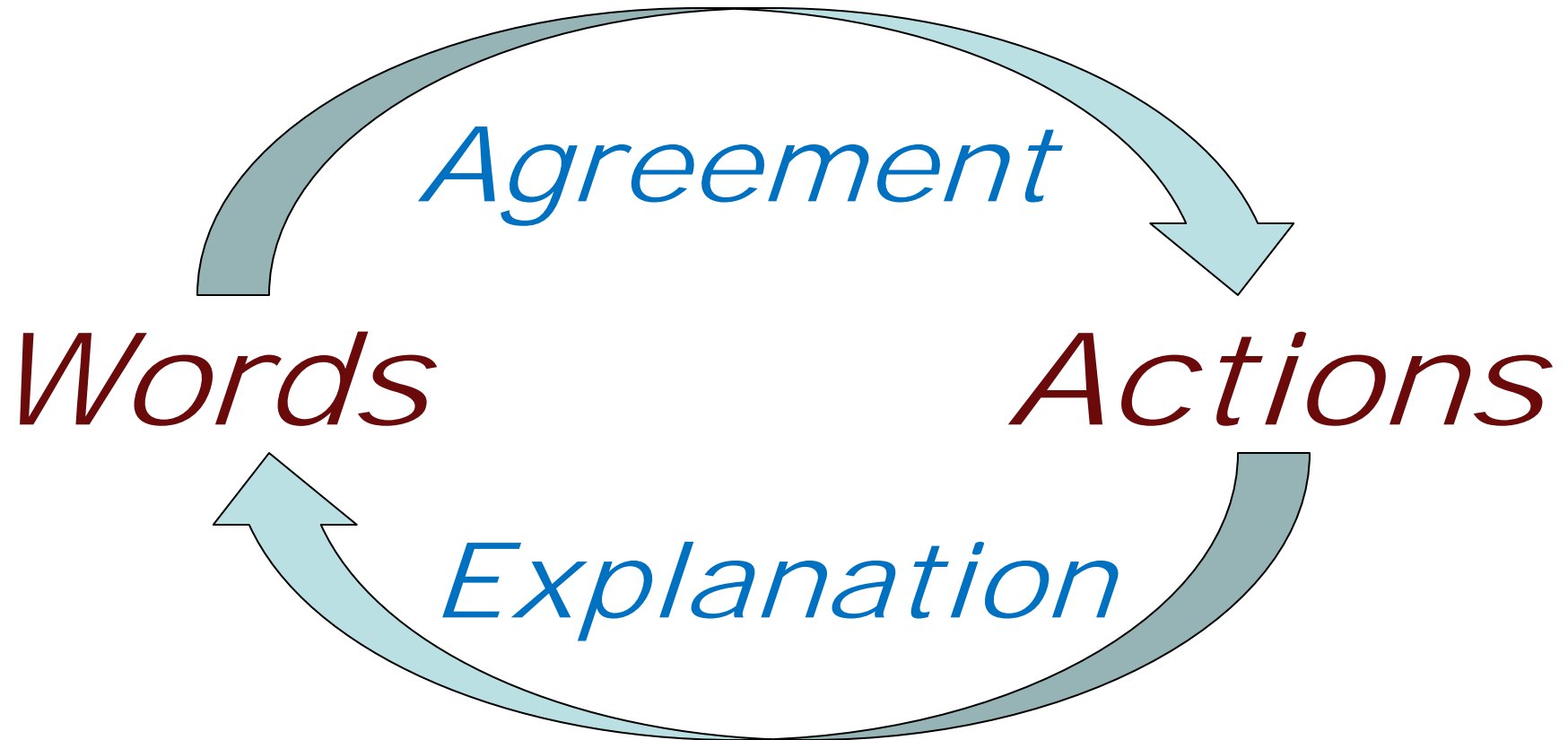
Edgar Schein on Culture

Too often, indirect, “secondary embedding mechanisms” are over-stressed in change efforts.

1. Organization design and structure
2. Organizational systems and procedures
3. Organizational rites and rituals
4. Design of physical space, facades, and buildings
5. Stories, legends, and myths about people and events
6. Formal statements of organizational philosophy/values



Direction and Empowerment



*Be Accountable for Agreements
and Amendments*



Anatomy of an Agreement

Who

What

Why

When

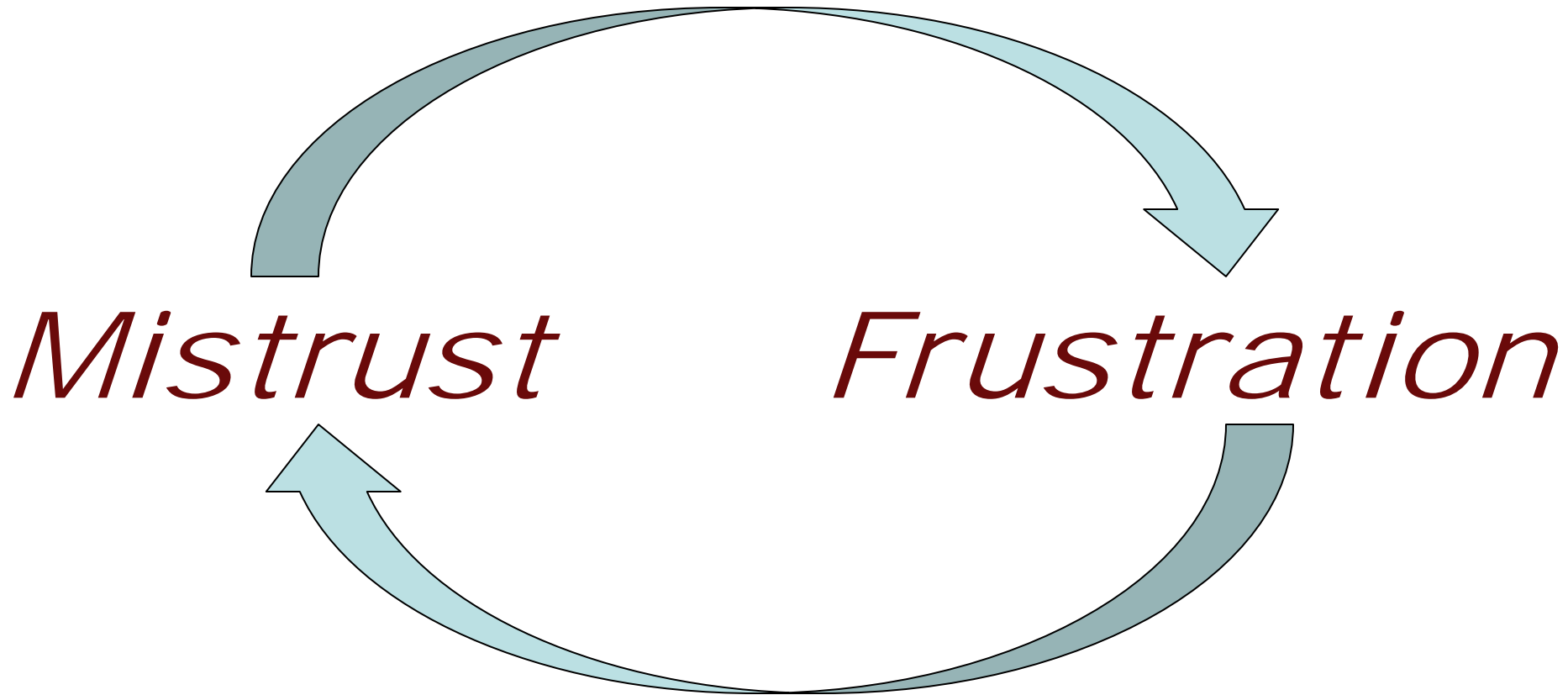
How

Amendment Terms

Some features may be tacit



One Unfortunate Alternative



*Communication can
Break this Cycle*



Listen.

*Listening
is hard work!*



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Common Barriers (*educated guess*):

Cognitive:

Distraction

Premature Conclusion

Cynicism

Affective:

Fear

Pride

Shame



Coercion is not ethical persuasion

Five Elements:

- Victimizer
- Victim
- Ransom
- Threat
- Hostage



“The Extortionate Transaction”

Sources: Karl Klockars (1985) Wm, Ker Muir (1977)

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Applying the Coercion Model

- Victimizer
- Victim
- Ransom
- Threat
- Hostage



***“Get in the car now,
or I will take your ball away.”***



Ethical Persuasion

- *Check Motives*
- *Listen to Achieve Full Understanding*
- *Define Points of Agreement*
- *Negotiate Differences*

Thanks to: Tom Laughlin, Caravela, Inc.



Why think about “Fair Process?”



The Three Elements of Fair Process

- **Engagement**

- Stakeholders invited to participate
- Participants have an opportunity to be heard

- **Explanation**

- Process and rationale are clearly explained.
- Explanation is respectful, and even educational.

- **Expectation Clarity**

- Implications for stakeholders are clearly articulated.
- Everyone knows what to expect, and what is expected of them.

Source: W. Chan Kim and Renee Maughbogne, 2003

Fair Process does not mean:

- Democracy
- **Consensus**
- Happiness or Contentment
- **Accommodation of individual wishes or whims**
- Command relinquishing legitimate decision authority or accountability
- **Just being nice**

Fair Processes Promote Trust



A Lesson in Interdependence



Thank you for your attention!

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extraordinary results”***

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References

1. Greenleaf, Robert K., *Servant Leadership-A Journey into the Nature of Legitimate Power and Greatness*. Paulist Press, 1977
2. Keating, Caitlin, “Introverts Can Be Leaders Too,” *Fortune*, May 21, 2012, <http://management.fortune.cnn.com/2012/05/17/introverts-doug-conant/>
3. Kim, W.Chan and Renee Maughborne. “Fair Process: Managing in the Knowledge Economy,” *Harvard Business Review*, January 2003Schein, Edgar H., *Organizational Culture and Leadership*, 4th Edition, Jossey-Boss, 2010
4. Klockars, Carl B., *The Idea of Police*. Sage Publications, 1985 and William Ker Muir Jr., *Streetcorner Politicians*. University of Chicago Press, 1979.

