Ethical Workplace

Transparency

Honesty

Ethical principles

Confidentiality

Respecting the rights of others

Ethical Decision Making

Recognize ethical situations
as they arise.

Establish the facts.

Evaluate ethics of
alternatives.

Apply relevant
codes of ethics.

Consult with others.

Make a decision, own it,
and learn from it.

Ethical Workplaces

Transparency
- Supports trust in relationships with stakeholders
- Discloses details about dealings, transactions, or processes

Honesty
- Reflects a commitment to truthfulness and fairness
- Avoids conflicts of interest and the use of bribery

Confidentiality
- Agrees not to share or make public personal information
- Respects proprietary information consistent with legal requirements and best practices

Protecting the rights of others
- Aims for conduct that respects others' safety, well-being, privacy

Codes of Conduct

…help an organization promote ethical behavior…communicate organizational commitment internally…define behavioral expectations for all employees…serve as a guide by which employees and managers can judge their actions…

Creating a Code of Conduct

Gather information.

Draft and review.

Formally adopt the code and communicate it.

Monitor enforcement.

Evaluate and revise.

Let's discuss a Competency Connection related to Ethical Practice.

- The HR VP leads the design of a new leadership development workshop, largely funded by the SVP of finance.

- The SVP of finance tries to increase the representation of finance employees in the workshop.

- The HR VP explains the unfairness of loading the program with finance professionals and how the program and the SVP would be perceived as a result.

Competency Connection

- Which aspects of the Ethical Practice competency is the HR VP demonstrating?

- What should the HR VP do if the SVP of finance continues to press for greater finance representation?

Networking

A process of developing mutually beneficial contacts through the exchange of information…may consist of internal or external contacts

Effective networking requires:
- Finding people who have something you would like to share.
- Having something yourself that other people would like to share.
- Allocating time to make and maintain connections.

Creating Professional Networks

How to Create a Professional Network

- Decide who you should include in your network.

- In all social situations, introduce yourself, and then **ask, listen,** and **remember.**

- Make yourself more visible. **Attend, present,** and **participate** professionally.

- Develop your own value. Work on becoming an expert.

- Do favors. Networking is bidirectional; value flows to both ends of the connection.

Stakeholder Concept

Benefits of Building Relationships

Effective relationships
{
- Improve the quality of communication
- Increase productivity by supporting collaboration
- Create a positive work environment

Paths to Effective Work Relationships

- Strive for diversity in the range of your relationships.

- Invest time and energy in developing/sustaining relationships.

- Develop an ease with "small talk" about non-work matters.

- Talk about yourself without dominating the conversation.

- Learn to ask about others without prying into personal matters.

- Be considerate of other people's time and obligations.

Conflict Resolution Tactics

Mode	Description
Accommodate (or smooth)	Emphasize agreement and downplay disagreement.
Assert (or force)	Impose a solution.
Avoid	Withdraw and allow conflict to be resolved (or not) by others.
Collaborate (or confront)	Search for a "third way" that both sides can own.
Compromise	Ask both sides to concede some issues to reach agreement.

Approaches to Negotiation

- **Soft:** The relationship is worth more than the issue at hand.

- **Hard:** Winning is more important than the relationship.

- **Principled (interest-based or integrative bargaining):** Focus is on issues, finding common interests, and achieving mutual gain.

Negotiating Process

Prepare.
- Know your needs and their likely demands (e.g., BATNA analysis).

Build relationship.
- Create trust; encourage comfort and openness.

Exchange information.
- Understand positions and perspectives.

Persuade.
- Find mutual benefits.

Concede and agree.
- Find best alternative.
- Confirm and document if appropriate.

Competency Connection

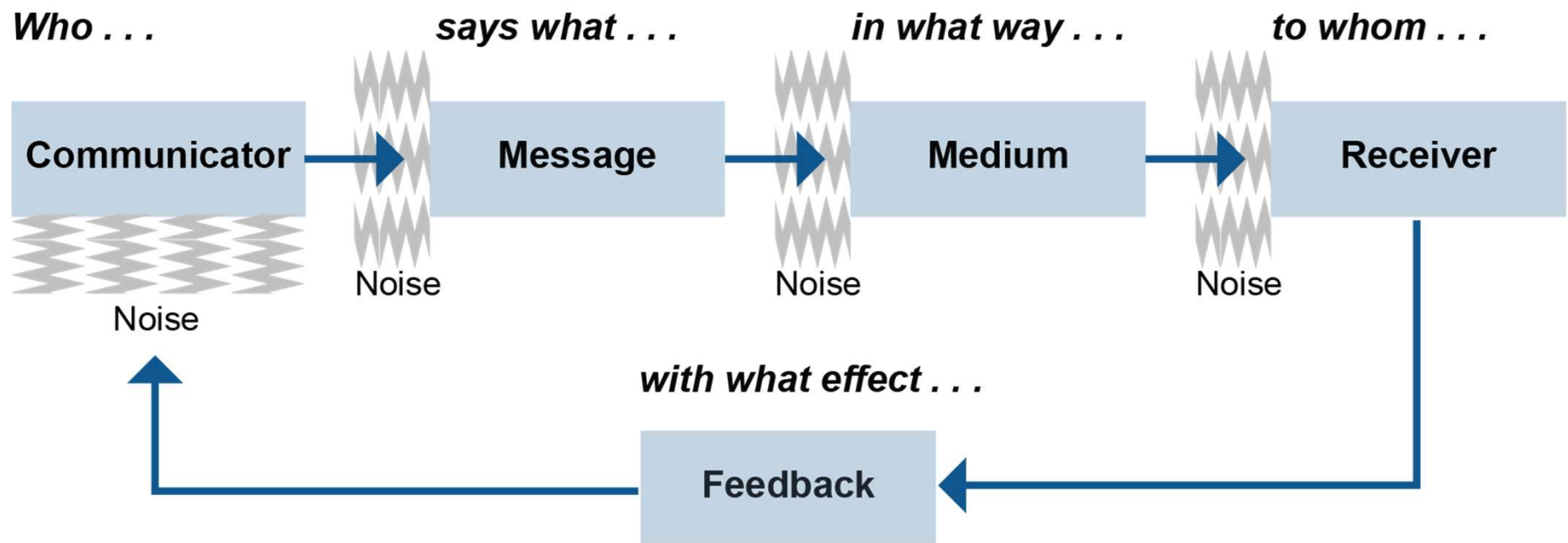Let's discuss a Competency Connection related to Relationship Management.

- HR is worried that IT will not be able to provide technical support to employees on long-term international assignment. The time frame is short and the project is critical.
- HR meets with IT to review project requirements.
- HR and IT collaborate on streamlining processes to avoid delays.

Competency Connection

- How did the head of HR apply the Relationship Management competency to this situation?

- How did the head of HR approach negotiating for the required changes to ensure the success of the project?

Communication Model

Who . . .   says what . . .   in what way . . .   to whom . . .

| Communicator | | Message | | Medium | | Receiver |

Noise   Noise   Noise   Noise
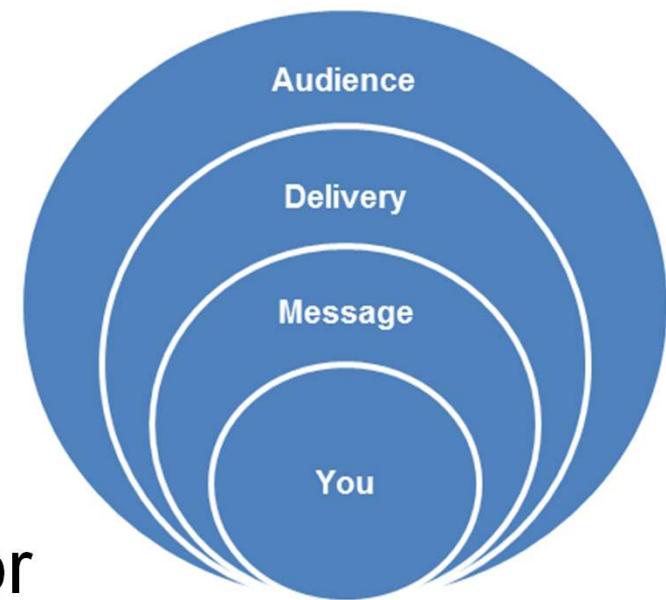
with what effect . . .

Feedback

Impactful Communication

Impactful communication integrates:

- An understanding of the audience's needs and perspectives.

- A clear message.

- Effective delivery.

Audience
Delivery
Message
You

At the center is the communicator and the perception communicators create of themselves.

Understanding the Audience

Key audience analysis questions

- Who should receive information?

- What do they know, and what do they need to know?

- How will the audience react?

- How can I best persuade them?

Constructing the Message

Key "framing" questions

- What is my objective? What do I want the audience to feel? To do?

- What benefits can be created as a result of this communication?

- What are the key points, and what order makes logical sense?

- What evidence will convince the audience?

Planning Communications

Key planning questions

- How will the communication occur?

- When will the communication occur?

- Where will the communication occur?

- Who will communicate?

- What support will be required?

- What media will be used?

- How will audience feedback be managed?

- What organizational rules will shape the communication?

Being an Impactful Communicator

Key questions to create impact:

- How can I create credibility?
  - Reputation for expertise
  - Reliability
  - Integrity

- How do I create presence?
  - Posture and movement
  - Gesture
  - Eye contact
  - Vocal qualities

Evaluating Communication

- Was the audience analysis complete and on target?

- Did the audience react as anticipated?

- What points seemed most or least interesting?

- Where did they get confused?

- Where were they most engaged?

- What engagement tactics worked and which didn't?

- How could feedback mechanisms be improved?

Feedback

Giving Feedback	Providing Corrective Feedback	Seeking and Receiving Feedback
• Must be timely and specific. • Withholding feedback results in unmanaged negative risks.	• Bookending negative feedback with positive remarks does not improve acceptance. • Incorporate the opportunity for employees to express their own goals.	• Decide what kind of feedback is needed. Then find the person most equipped to give it. • Listen actively and don't be defensive. • Offer thanks.

Leading More Effective Staff Meetings

- Have a purpose and ensure that everyone understands this purpose.

- Set a clear agenda.

- Limit meeting time to what is needed to address agenda items.

- Start on time. Plan social exchanges ahead of the start time.

- For regular meetings, consider ways to "change things up."

- Take time to resolve conflicts, but postpone difficult conflicts until later.

- Review decisions and next steps at meeting's end.

- Send an e-mail summary if needed.

- Periodically, have a "meeting on meetings."

Competency Connection

Let's discuss a Competency Connection related to Communication.

- An organization with a brand reputation for quality is facing a product recall. The HR director (HRD) works with a senior management team to plan the recall.

- The HRD wants to control damage to employee morale and retention. This includes:

  - Confirming what is known and not known.
  - Preparing leaders to discuss the issue with employees.
  - Being attentive to employee's perspectives and concerns.
  - Holding a town hall and daily briefings.
  - Communicating support planned in case of layoffs.

Competency Connection

- How has the HRD ensured that the employee communications will be impactful?

- How has the HRD framed questions to ensure that the communication effort is successful?