Speaking With One Voice
Civil Rights Virtual Symposium

**HONORING THE PAST,
SHAPING THE FUTURE**

MAY 17-18, 2017

Moving the Dial: Leadership Behaviors For Promoting Inclusive Organizations

Your Speakers

- Michael Rawlings – Program Director; Eastern Management Development Center, U.S. Office of Personnel Management

- Stan Hammonds – Lead Training Program Analyst; Policy, Education, and Outreach Division, Departmental Office of Civil Rights, U.S. Department of Transportation

U.S. Department of Transportation

DOCR
Departmental Office of Civil Rights

Purpose of the Session

- The goal of this session is for participants to recognize and value the critical behaviors leaders engage in to build and maintain inclusive and diverse organizational environments.

- Aspects of leadership discussed will include communication, perspective sharing, and accountability.

Why should this matter to leaders?

- "A leader is one who knows the way, goes the way, and shows the way." - John C. Maxwell

- A leader's ability to "know, go, and show"—in communication, perspective sharing, and accountability—has a huge impact on organizational success.

Executive Core Qualification (ECQ): Fundamental Competencies

- Knowledge, skills, and attitudes that are foundational to overall leadership effectiveness

- Interpersonal Skills
  - Treats others with courtesy, sensitivity, and respect.
  - Considers and responds appropriately to the needs and feelings of different people in different situations.

Federal Employee Viewpoint Survey: New Inclusion Quotient (IQ)

- Built on the concept that repetition of inclusive behaviors will create positive habits among team members and managers.

- Inclusion Habits
  - Fair
  - Open
  - Cooperative
  - Supportive
  - Empowering

U.S. Department of Transportation
DOCR
Departmental Office of Civil Rights

Interest-based Communication and Conflict Management

Did you know the ECQs changed in 2006?

OLD ECQ 2	NEW ECQ 2
Leading People: Conflict Management	Leading People: Conflict Management
• *Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations.* • *Manages and resolves conflict and disagreements in a positive and constructive manner to minimize negative impact.*	• *Encourages creative tension and differences of opinion.* • *Anticipates and takes steps to prevent counter-productive confrontations.* • *Manages and resolves conflicts and disagreements in a constructive manner.*

Three Communication/ Negotiation Styles

- Power-Based (Win-Lose)

- Rights-Based (Win Some, Lose Some)

- Interest-Based (Toward Win-Win)

Key to Understanding and Using Interest-Based Communication and Problem Solving

Positions vs. Interests

Positions

- One party's solution

- Statements or demands of what someone says they will do or not do

- Power-based and Rights-based communication/ negotiation are positional

Interests

- "What Matters Most" to each person

- Underlying hopes, wants, needs, fears, and desires

- Shifts toward Interest-based communication/ negotiation

U.S. Department of Transportation

DOCR

Departmental Office of Civil Rights

Application at the National Aeronautics & Space Administration (NASA)

- The *Challenger* shuttle disaster

- Resulting culture shift toward Interest-based Communication and Conflict Management

Application at the Transportation Security Administration (TSA)

- Visionary leadership proactively creating a culture for the new agency of 50,000 employees

- Federal sector's first Integrated Conflict Management System (ICMS)

TSA's Model Workplace Program and ICMS

- Developed in 2003/2004 and still evolving
- Designed to support optimal communication, cooperation, and conflict management
- Created a system for raising and resolving concerns that is
  - comprehensive,
  - accessible,
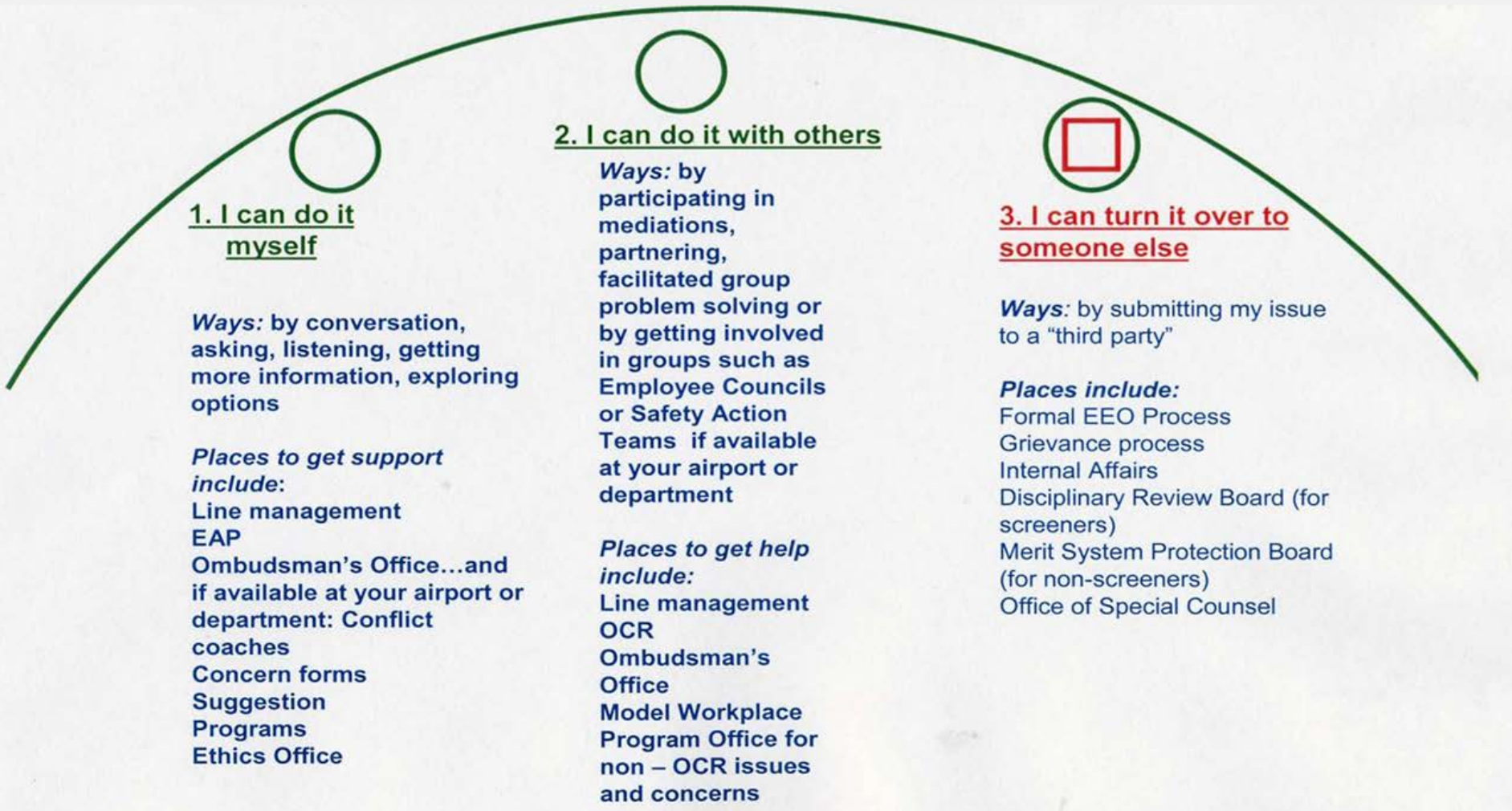 - efficient, and
  - effective.

Interest-based Communication, Conflict Competency, and Collaborative Problem Solving

- "A culture where issues and concerns can be raised at the appropriate level, with confidence that they will be respectfully heard and responsibly dealt with"
    - *What would that look like?*
    - *How would this culture contribute to an environment of shared leadership?*
    - *How close is your organization to being competent in Communication and Conflict Management? What would it take to get there?*
    - *What can you do to move the organization, your department or team, toward that goal?*
    - *What role would leadership need to play in the development of this culture?*

TSA's ICMS Culture: All the Places and ways to Raise Issues and Concerns

1. I can do it myself

Ways: by conversation, asking, listening, getting more information, exploring options

Places to get support include:
Line management
EAP
Ombudsman's Office…and if available at your airport or department: Conflict coaches
Concern forms
Suggestion Programs
Ethics Office

2. I can do it with others

Ways: by participating in mediations, partnering, facilitated group problem solving or by getting involved in groups such as Employee Councils or Safety Action Teams if available at your airport or department

Places to get help include:
Line management
OCR
Ombudsman's Office
Model Workplace Program Office for non – OCR issues and concerns

3. I can turn it over to someone else

Ways: by submitting my issue to a "third party"

Places include:
Formal EEO Process
Grievance process
Internal Affairs
Disciplinary Review Board (for screeners)
Merit System Protection Board (for non-screeners)
Office of Special Counsel

TSA's Integrated Conflict Management System (ICMS) at a glance

SKILLS (What is the foundation of the ICMS?)	**PROVIDING TRAINING** Cooperative problem solving • Basic skills and awareness for all • Advanced skills for those who help others deal with issues including leadership	**REINFORCING TRAINING** Tools for skills-building	**REFLECTIVE PRACTICE** Learning from experience
STRUCTURE (What are all the places and ways we can raise issues and concerns?)	**I CAN DEAL WITH IT ON MY OWN** *Ways:* by conversation, asking, listening, getting more information, exploring options *Places to get support include*: • Line management • EAP • Ombudsman's Office • Ethics Office …and if available at your airport or department: • Conflict coaches • Concern forms • Suggestion programs	**I CAN GET HELP** *Ways:* by participating in mediations, partnering, facilitated group problem solving or by getting involved in groups such as Employee Councils or Safety Action Teams if available at your airport or department *Places to get help include:* • Line management • OCR • Ombudsman's Office • Model Workplace Program Office for non – OCR issues and concerns	**I CAN TURN IT OVER TO SOMEONE ELSE TO DECIDE** *Ways:* by submitting my issue to a "third party" *Places include:* • Formal EEO Process • Grievance process • Internal Affairs • Disciplinary Review Board (for screeners) • Merit Systems Protection Board (for non-screeners) • Office of Special Counsel
SUPPORT (What do we need to make the ICMS work?)	**LEADERSHIP** • Expressing support – championship • Modeling cooperative problem solving in daily practices, using group processes, seeking input, having an open door practice, being a mentor • Using performance measures that reinforce expectations, and reward good conflict management	**COORDINATION** • Designate local ICMS Coordinator with job responsibility for ICMS • Create cross-functional committee responsible for design, implementation, and coordination • Examine practices for consistency with ICMS values and cooperative problem solving • Communicate skills, structure, support and successes	**EVALUATION** • For continuous improvement • For assessment of costs and benefits • For performance measurement consistent with expectations, roles and responsibilities

Skill Development

- Definition of Conflict

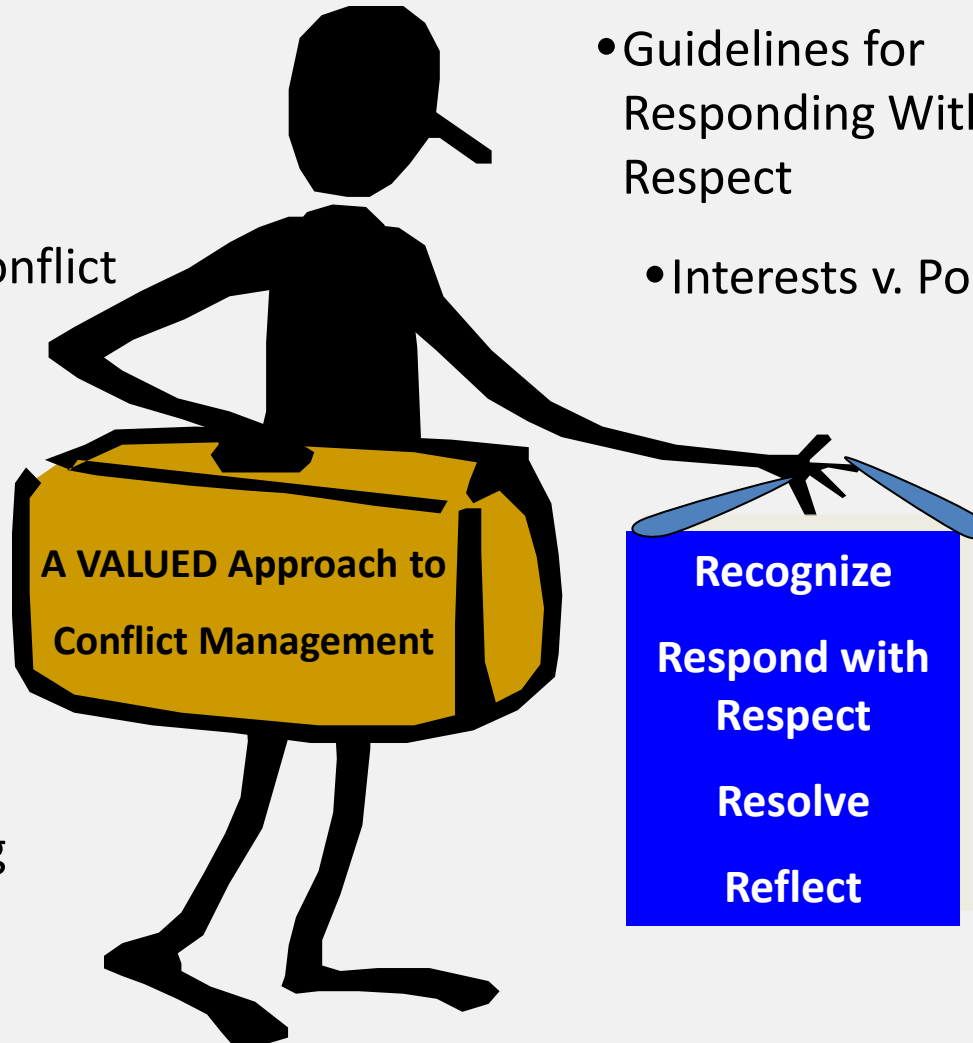- Common Causes of Conflict

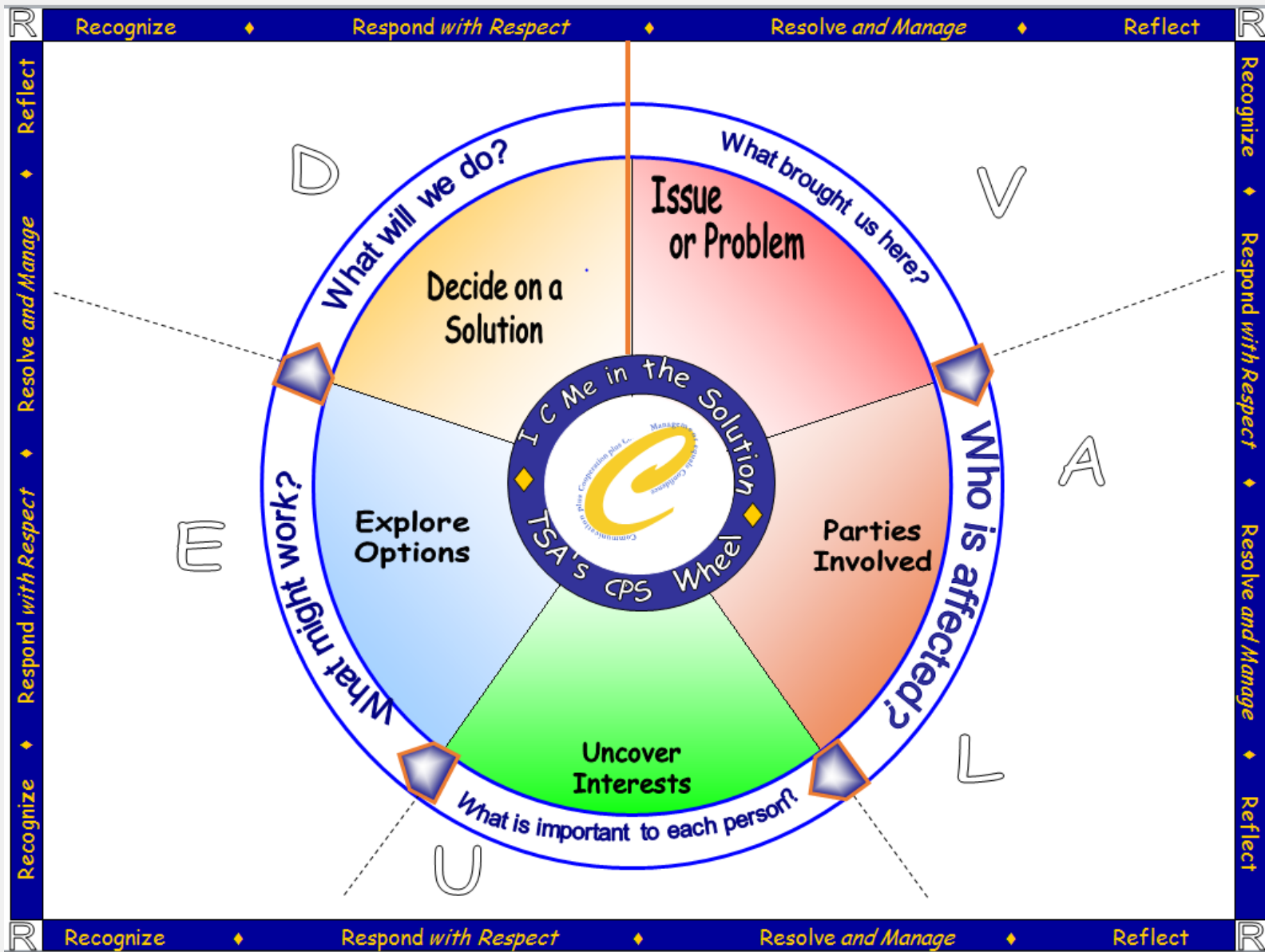- Elements of Communication
  - Effective Speaking
  - Active Listening

- Exploring Options and Brainstorming

- Guidelines for Responding With Respect

- Interests v. Positions

- "SMART" Agreements

A VALUED Approach to Conflict Management

Recognize

Respond with Respect

Resolve

Reflect

U.S. Department of Transportation
DOCR
Departmental Office of Civil Rights

Courses Available through OPM's Center for Leadership Development

- Communication and Conflict Management courses include:
  - Executive Communication Skills
  - Conflict Management and Negotiations for Federal Executives
  - Conflict Resolution Skills
- Others are available through open enrollment or as single agency deliveries and can be found in the OPM catalog (www.leadership.opm.gov)

The "So What"

How can leaders put this into practice?

Modeling the Behaviors: Communicate

- Make sure everyone knows
  - Goals, standards, and expectations
  - Remember, <u>you</u> have to know them to show them!
- Ask, listen, and clarify
  - Questions, confusion, or concerns
  - What <u>is not</u> being said

Modeling the Behaviors: Inspire Trust

- Expertise
  - Competence and Confidence
  - Transparency
  - Approachability
- Aware of limits of own perspective
  - None of us knows what we don't know
  - Value what is gained by looking at issues from multiple perspectives

Modeling the Behaviors: Observation, Feedback, and Accountability

- Observation
  - It's not a "set it and forget it" situation
  - Do not ignore even the smallest indicators
- Feedback for behavior that meets expectations
  - Recognize
  - Reinforce
- Accountability for behavior that is outside standards
  - Address
  - Correct

Inclusion Promoting Behaviors for the Workforce

- Engagement with establishing or strengthening the organization's culture

- Practice authenticity (Brewer's Optimal Distinctiveness Framework)
  - Individually unique
  - A sense of belonging to the team/organization

- Open to perspective sharing

Questions

Ultimate Impact of a Leader

- Social Cognitive Theory (aka observational learning)

- "If you can't be a good example, then you'll just have to be a horrible warning."

<div align="right">- Catherine Aird</div>

Thank you very much!

Request additional information or pose questions to the following:

crlc@dot.gov

U.S. Department of Transportation

DOCR
Departmental Office of Civil Rights