

GREGG WARD MCEC BCC
Founder, Executive Director



THE CENTER FOR
RESPECTFUL LEADERSHIP®

RESTORING RESPECT

A ten-step process for supporting the
repair of broken work relationships

SALT LAKE
SHRM

September 12, 2023

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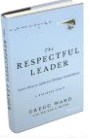


THE CENTER FOR
RESPECTFUL LEADERSHIP®



GREGG WARD MCEC BCC

- **Founder / Exec. Director** of the Center for Respectful Leadership
- Award-winning, **Best-Selling Author**, Speaker, Consultant, Facilitator
- Former Specialist **Trainer for the NYPD**
- **Former Correspondent** for BBC Radio, UK Newspapers & Magazines
- Master Corporate **Executive Coach**, Board Certified Coach
- Serving industry / government **over 25 years**
- Recovering Little League **Umpire**



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Before we begin...

In my 25+ yrs. experience serving HR

Most want to do the right thing

- **Who would try to learn a new “soft skill” if it meant you could...**
 - Help employees
 - Keep good ones on the job
 - Improve the organization's culture
 - Potentially save the organization tens/hundreds of thousands of dollars



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A long time ago...





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RESPECT

Performance Partnership Productivity



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3 Types of Respect in Organizations

Informational Respect Transparency, Access to Relevant, Timely Information that Enables Employees to Do Their Jobs	Procedural Respect Pay Equity, Fairness In Reporting Structures and Rational, Reasonable Policies and Procedures around Hiring, Promotion, Accountability, & Discipline	Interpersonal Respect Evidenced by Genuine Civility, Decency, Thoughtfulness, Kindness, Appreciation, & Acknowledgment. The One That's Most Familiar.
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Good News!

"Employees who felt their leaders treated them with interpersonal respect are..."

- 63% more satisfied with their jobs,
- 55% more engaged,
- 58% more focused, and
- 100% more likely to stay with their organization."

Source: The Energy Project as reported in Harvard Business Review

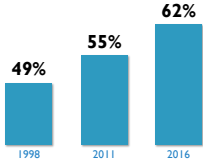


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Sobering News...

Global Survey of 20,000 Workers & Their Managers

% who feel they've been treated disrespectfully by a colleague, boss or customer on an average of once per month...



Year	Percentage
1998	49%
2011	55%
2016	62%

Source: Georgetown University & Arizona State University



25% expect it the next 24-48 hours!

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List Of Common Behaviors Between Employees

Considered to be "Disrespectful" By Most



- Foul Language Directed at Others
- Demeaning / Belittling / Negative Labeling
- Interrupting / Ignoring
- Bullying / Yelling / Intimidation / Sarcasm
- Incommunicative / Withholding / Lying
- Blaming & Shaming / Throwing Under the Bus
- Laziness / Taking Credit for Someone Else's Work
- Refusing, Delaying, Sabotaging Assigned, and/or Agreed To Tasks
- Derogatory "Jokes" & Generalizations About Groups
- Distracted by Phones and Computers
- Falsely Accusing Others of Being Disrespectful Just to Avoid Work/Responsibility/Accountability
- Distracting Others From Their Work
- Malicious Gossiping
- Managers Enabling, Allowing / Failing to Intervene
- Having a, "This is me; get used to it / get over it," Attitude About the Above

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Quick Poll –

Do you feel you have been treated disrespectfully by a colleague, boss, customer, or vendor/supplier in the last month?

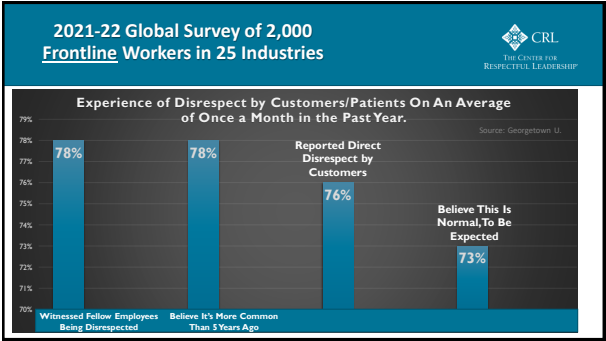
Yes
No
All The Time

What do you think non-managers in your organization would say?



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The “Respect” Gap



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1. Everything has CHANGED.



Our Workplaces

- 50% then - now 74% - of US workplaces are hybrid
- By 2025 1-5 will be permanently WFH; Companies rapidly letting go of commercial RE
- Pace of Marketplace Change | VUCA business environments
- Increasing Levels of Disrespect by Colleagues & Customers

Our Employees

- Millennials/Gen Z's now represent **75% of global workforce** globally in the Great Recession, old "C2G" contract is gone
- Most educated** in history, majority are seeking "meaningful work, Co w/ purpose, not just \$/benefits
- Most diverse** and collaborative in history, want to be given feedback, use tech constantly
- Much less tolerant** of disrespect, toxicity, command-in-control leadership, will walk in a heartbeat

Sources: ZipRecruiter, Upwork, GreatPlacesToWork, Georgetown, BBC, Gallup, MIT Sloan.

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2. Disrespect is Very Expensive



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The Costs of Disrespect



80%

lost work time worrying/humiliating about an uncivil/disrespectful incident

78%

said their commitment to the organization had declined

66%

reported that their performance had declined

47%

intentionally decreased the time spent at work

38%

deliberately decreased the quality of their work

Sources:
Georgetown University
University of Southern California
Arizona State University
Oakland University


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Respect in Today's Workplaces

Top Motivators

2022 Argyle-Leger Confidence Report

Respect	58%
Health Benefits	58%
Work-Life Balance	58%
Salary/Money	42%

Respect as a Motivator

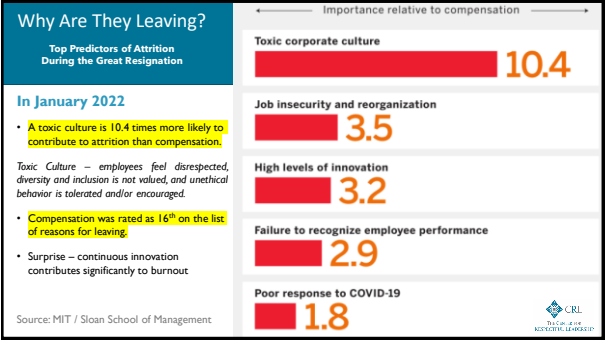
Among Non-Whites	66% (Top)
Among Whites	55%
Among Women	63%
Among Men	53%

Money as a Motivator

Men	48%
Women	37%


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What My Millennial Son Taught me...

- Everything has CHANGED.
- The old leadership styles, and attitudes & behaviors around treatment of employees are BACKFIRING.
- Disrespect is VERY EXPENSIVE.

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That time when I felt disrespected...



Think back to an incident in your work/life that resulted in you feeling disrespected...

- What specifically did you feel (what emotions)?
- After the incident, what did you think of the person who disrespected you?
- What was the impact on you going forward (if any)? Did you change? If so, how?
- How long ago?

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The First Most Important Thing We Need to Know About Respect



**“People will forget what you said;
People will forget what you did;
But people will never forget how you made them feel.”**
—Maya Angelou



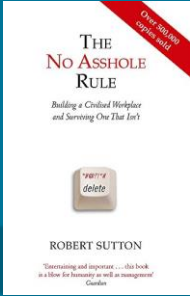
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A long time ago...

- I took the gig
- I started talking to them
- I discovered...



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The New York Times

No More Working for Jerks!

Respect Matters More Now Than Ever

...people are reconsidering how much they should have to put up with from a boss.

At Baird, one of the most conservative financial services firms in the world, employees are informed during their orientation of the company's **No Asshole Rule**. It's even written into training material. Leslie Dixon, the head of HR, has fired people for violating it.

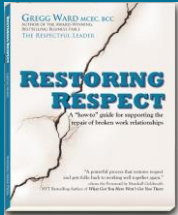
...nearly every company shares the same goal: keeping talent. Nobody can hit metrics if they don't have a staff.



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"A powerful process that restores respect and gets folks back to working well together again."

Marshall Goldsmith
In his Foreword to *Restoring Respect*





- Supports Two Co-Workers in Restoring Respect, and
- Working Well Together Again.
- Ten Clear Steps.
- Facilitated In-House (HR, DE&I, OD, Exec. Coach, Legal) or External Executive Coach/Facilitator.
- Based on Workplace Relationship, Mediation, and ADR Techniques.
- Use Before More Formal Remedies.
- Can also be used with one person – the "accused."
- 6 to 8 One-on-One Confidential Coaching Sessions
- Over Six Weeks In-Person (or Virtual if Necessary)
- Capped by "Joint Session" and Follow Up



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HR, DEI, Senior Leadership can run the *CfR* Process!



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The Ten Steps of *CfR*...



Phase A Informing & Confirming	Phase B Coaching & Identifying	Phase C Facilitating & Following Up
1. Confirming Understanding, Willingness, and Engagement	5. Coaching to Own Their Behaviors, Attitudes, and Impacts	9. Facilitating the Joint Session
2. Explaining the Neuroscience and Respect Matters	6. Identifying What Is Respected	10. Reporting In / Following Up
3. Obtaining Formal Understanding, Willingness to Go Forward	7. Determining Wants and Needs	
4. Debriefing Assessments and Conducting Findings of Fact	8. Identifying What Will Change, Gaining Commitment	



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1. Confirming Understanding, Willingness, and Engagement

Your GOALS are to explain...

- The Process
- **CfR™ is Voluntary, Confidential, Unrelated to Other Remedies**
- Your Role as Coach/Facilitator
- Concepts Around Respect
- No Guarantees
- **Your Authority to Shut It Down due to “Out of Integrity”**



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2. Explaining the Neuroscience and Respect Matters

Your GOALS are to ensure...

- General understanding of the concepts around respect
 - **Respect and Disrespect are Feelings, not cognitive, rational thought. (Neuroscience)**
- There are no “Unrightable Wrongs”
- They’re still volunteering
- They want to try to restore their relationship to functionality
- They have a copy of the “Statement of Understanding & Willingness”
- They are introduced to any Assessments you may wish to use (DISC, EQI-2, etc.)



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“Unrightable Wrong”

noun [C]

...workplace speech or behavior that is considered so disrespectful, hurtful, and offensive that the target concludes that it cannot be made right, regardless.

Typically, the target no longer wishes to work with the person who engaged in the behavior.



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3. Obtaining Formal Understanding, Willingness to Go Forward

Your GOALS are to ensure...

- Participants understand what they're committing to and sign the SUW
- Neither are being coerced, forced, or manipulated
- **That all stakeholders are "in integrity"**
- There are no "Unrightable Wrongs," or "Refusal to Acknowledge There's A Problem"
- You have started debriefing the Assessments
- You are clearer about the "What Happened"



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4. Debriefing Assessments, Conducting Findings of Fact

Your GOALS are to ensure that you have...

- A clearer understanding of communication styles, personalities, etc.
- Debriefed their assessments with them
- A sense of how they generally feel about "respect"
- A solid understanding of "what happened," and what's in dispute
- Knowledge of previous behaviors that are similar
- **An understanding of how they perceived and felt about the "what happened."**
- Identified any "Unrightable Wrongs" that have now come up



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5. Coaching to Own Their Behaviors, Attitudes and Impacts

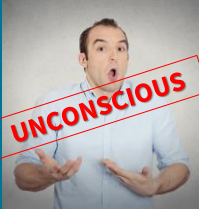
Your GOALS are to...

- Support them in identifying and examining their own behaviors and attitudes before, during and after the "what happened."
- **Coach them to "own" their reported behaviors and the negative impacts of those behaviors**
- Remind participants of "It-Takes-Two-To-Tango" and other respect concepts



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The 2nd Most Important Thing We Need to Know About Respect



"I had no idea they were upset."

"I was just kidding around."

"It wasn't my intention / I didn't mean to offend."

"No one's ever complained about this to me."

"Why didn't they come to me first?"



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6. Identifying What Is Respected



Your GOALS are to ensure that...

- Each participant identifies at least two or more traits/attributes that they genuinely respect in the other person.
- **They understand that what they respect in the other person plays a key role in whether or not they can work together effectively.**
- You coach them to "own" the negative impacts of those behaviors
- You remind participants of "It-Takes-Two-To-Tango" and other respect concepts
- They understand the homework: develop a list of "Wants and Needs"



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The 3rd Most Important Thing Everyone Needs To Know About Respect



- **You don't have to like someone to work with them**

But...

- **You do have to have some level of respect for them**



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Respect for Co-Workers

3 Primary Attributes



• Knowledge & Experience,
(and position as a result of K&E)



• Talents & Skills



• **The Way They Treat Us | Others**



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Quick Thought Experiment



• Think about the person who disrespected you?

• Is there anything you respect?

- Knowledge and Experience
- Talents and Skills
- ~~The Way They Treat Us | Others~~

• **Would you be willing to tell them?**



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7. Determining Wants and Needs



Your GOALS are to ensure that you...

• **Determine what their specific Wants and Needs are.**

• How they might be willing to modify those, if necessary, in order to start working together again with the other person





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8. Identifying What Will Change, Gaining Commitment

Your GOALS are to...

- Prepare the participants for the Joint Session
- Teach these techniques...
 - **The Full Apology**
 - Reflective Listening
 - Request to Modify
- Gain commitment on how they will respond to a Full Apology
- Identify What, exactly, each person will change in their behavior
- Gain commitment that they will fully communicate their changes and commit to making them
- Gain commitment to honor their commitments, let go a resentments, begin productively working together



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9. Facilitating the Joint Session

You will...

- Bring the participants together in a private, neutral, relatively informal space with a secure space for "Sidebar" conversations
- Ensure they understand what they're here to do...
 - Name what they respect in each other
 - Agree on the facts of the "what happened"
 - Express their feelings about the "what happened"
 - **Reflect back what was expressed so the other feels heard**
 - Offer a genuine "Full Apology"
 - Create a mutually agreed-on plan for how they're going to work together
 - Agree verbally and in writing
 - Commit to future behavior and sign
- Facilitate the above and conduct "Sidebars" as needed
- Schedule the Follow Up Meetings



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10. Reporting In | Following Up

You will...

- Report into all Stakeholders that the process has been completed (or not) without specifics
- Conduct your initial Follow Up meetings, then...
- Advise the Stakeholders on next steps (if any), such as...
- **Conduct Follow Up coaching, reconvene Joint Session?**



Overall Success Rate: 50/50

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The Ten Steps of *CfR* that you'll use...

Phase A
Informing & Confirming

1. Confirming Understanding, Willingness, and Engagement

2. Explaining the Neuroscience and Respect Matters

3. Obtaining Formal Understanding, Willingness to Go Forward

4. Debriefing Assessments and Conducting Findings of Fact

Phase B
Coaching & Identifying

5. Coaching to Own Their Behaviors, Attitudes, and Impacts

6. Identifying What is Respected

7. Determining Wants and Needs

8. Identifying What Will Change, Gaining Commitment

Phase C
Facilitating & Following Up

9. Facilitating the Joint Session

10. Reporting In / Following Up



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The Dollars & Sense of Using *CfR*

Typical Costs WITHOUT using CfR...

• **Conduct 1 Internal Investigation:**

\$8,000 to \$20,000+

• **Replace 1 Employee:**

1.5 to 2.5 X annual salary

• **Cost to Defend Against 1 Lawsuit:**

\$140,000 to \$250,000+

• **Settle 1 Lawsuit:**

\$45,000 to \$100,000+

WITH CfR...

• **Cost to Run *CfR* Internally 1 time*:**

\$4k to \$6K

Sources Include: Hiscox Insurance, SHRM, TheRInvestigator



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Praise for *CfR*...

"Thank you for being such a great coach; we couldn't have done this without you."

- SVP, San Diego Engineering Co.

"Thank you very much for helping me to become a better leader. Our discussions were incredibly helpful, and you gave me the tools I needed to create a more respectful work relationship with my boss."

- Chief Science Officer, BioTech Co.

"Dear Gregg, You did an awesome job with our leaders. We cannot thank you enough."

- VP of HR, Global Communications Company

"I'm so glad we did this. I really didn't want to leave the company and people I love."

- Marketing Manager, NJ Pharma

"After what you did for us, please know that if I can help you spread the word about your work in any way, I will."

- CIO, Global Consulting Firm

"Thanks Gregg. That wasn't half as bad as I thought it would be."

- CEO, Bay Area Startup



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COACHING FOR RESPECT™

1. Confirming Understanding, Willingness, and Engagement
2. Explaining the Neuroscience and Respect Matters
3. Obtaining Formal Understanding, Willingness to Go Forward
4. Debriefing Assessments and Conducting Findings of Fact
5. Coaching to Own Their Behaviors, Attitudes, and Impacts
6. Identifying What Is Respected
7. Determining Wants and Needs
8. Identifying What Will Change, Gaining Commitment
9. Facilitating the Joint Session
10. Reporting In / Following Up



Discussion...If *CfR* was something you're thinking you might use ...

- What excites you most about it?
- Which *CfR* step do you imagine might be the most challenging for those you're coaching?



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“You respect yourself, you respect other people, and you’ll do okay.”

Muhammad Ali



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Gregg@RespectfulLeadership.org

For more information on *CfR* Coach Facilitators and *CfR* Certification...



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