



## MODULE OVERVIEWS

### INTRODUCTION

*Course Objectives, CT/Legal Review, Bullying, Retaliation, The Leadership ACTION Stages™*

This interactive module focuses on discussing the organization's values and the business impact of not acting in line with them. By analyzing video vignettes, participants learn how behaviors that are legal but contrary to the values can have the same impact as behaviors that are illegal. Participants are also introduced to the Leadership ACTION Stages™, a set of guidelines that help leaders create a values-based workplace.

#### Learning Points:

- Behaviors that are legal but contrary to the organization's values have as much of an impact on the organization as behaviors that are illegal.
- The Leadership ACTION Stages™ provide guidelines for creating a values-based work environment.
- Abusive behavior is not an effective or acceptable management style.

### MODEL THE VALUES

*Setting the Standard, Stressful Situations, Diversity and Inclusion, The Prescriptive Rules®*

In this video-based module, participants discuss ways that leaders can model the values and talk about the impact on employees when leaders do not exhibit the values through their behavior.

#### Learning Points:

- Setting the appropriate standard by modeling the values of the organization is your first responsibility as a leader.
- In stressful situations, good leadership is more crucial than ever.
- The organization supports an inclusive environment where all employees are treated in a way that fosters inclusion and diversity.

### COMMUNICATE AND INTEGRATE

*Effective Communication, Dealing with Employee Resistance, Creating a Communications Plan*

In this video-based module, participants discuss the importance of communicating organizational values to employees and integrating the message into everyday work life. They then discuss elements of effective communication, practice communicating the values in their own words, and formulate an action plan for integrating the message.

#### Learning Points:

- Leaders are responsible for communicating the organization's values and educating employees on how to apply them in everyday business life.
- To integrate the values into the organization, leaders must articulate them frequently and consistently.

### HOLD ACCOUNTABLE

*Duty to Act, Coaching, Feedback*

In this skill-application module, participants learn about effective coaching discussions and discuss why leaders should coach employees on the values. Participants then have the opportunity to practice coaching an employee on the values.

#### Learning Points:

- A leader's Duty to Act applies not only to violations of law, policy, and safety, but also to violations of the organization's values.
- Reinforcing positive behaviors through coaching is just as important as correcting negative behaviors.



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### WELCOME CONCERNS

*Creating a Welcoming Environment, Taking in Concerns, Gray Area Issues*

In this video- and text-based exercise, participants apply the Welcome Model<sup>®</sup> to situations in which an employee is raising a concern. Participants also discuss subtle or gray area concerns and the potential impact of ignoring them.

#### Learning Points:

- Creating an environment where employees are comfortable sharing their concerns is crucial to a leader's success.
- Ignoring gray area concerns can be just as harmful as ignoring obvious concerns.

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### FOLLOW UP AND REINFORCE

*Course Summary, Action Planning*

In this action planning module, participants have the opportunity to create an action plan based on lessons learned throughout the course.

#### Learning Points:

- The Leadership ACTion Stages<sup>™</sup> are an ongoing cycle that helps leaders create a values-based culture
- Failing to follow up and reinforce the values sends the message that the values are not important.

### REFERENCE SECTION

This portion of the Participant Manual contains reference guidelines, tips, and samples for on-the-job application.

#### Contents:

- Legal definitions and guidelines for minimizing risk:
  - Title VII
  - harassment
  - discrimination
  - disparate treatment
  - age discrimination
  - federally protected categories
  - examples of state protections
  - retaliation
- Tips for maintaining an inclusive workplace
- Tips for effectively communicating the organization's values
- Sample communication pieces (e-mail, speech, newsletter article, etc.)
- Typical employee challenges to the concepts and model responses for dealing with their resistance
- Documentation guidelines
- Tips for managing conflict
- Decision matrix for taking in concerns