



## Module Overviews



- How do your leaders' behaviors impact business results?
- How do your leaders model organizational values and how can they best respond to issues when they come up?

### Learning Objectives

- Civil Treatment® is important to create and maintain a fair and professional workplace culture.
- The Prescriptive Rules® and CT Leader Actions™ are models that can be used by your leaders to proactively promote organizational values and standards.

### Business Insights

- Leaders set the tone of what is and isn't acceptable, and leader behavior directly impacts business results.
- In order for people to do their best work, leaders must model and communicate the values of the organization.

## Introduction

60 minutes

*The Prescriptive Rules®, Harassment, Discrimination*



## "Some meeting..."

45 minutes

*Performance Management and Coaching, Sexual Harassment, Third-Party Harassment*

- How do your leaders hold employees accountable and coach effectively for optimal performance?
- Can effective leadership practices be compromised by inappropriate behavior?

### Learning Objectives

- Inappropriate comments and actions may taint the legitimacy of business decisions.
- Organizations have a duty to inform employees of policies regarding harassment and discrimination.
- Managers should model appropriate workplace behavior.
- Employees have a responsibility to speak up according to policy guidelines.

### Business Insights

- Leaders are responsible for managing employee performance and workplace behavior, even their own.
- Sexual and other forms of harassment present business risks that can affect the organization's productivity, reputation, and, ultimately, the bottom line.



## "What am I supposed to say?"

45 minutes

*Retaliation, Gender, Social Media*

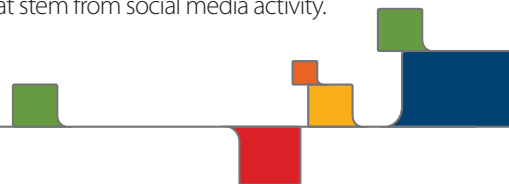
- How do your leaders behave when they learn of an employee complaint?
- How does social media impact today's workplace?

### Learning Objectives

- Sex-based discrimination exists when employees or applicants are treated differently because of their gender.
- Retaliation occurs when an employee is disciplined or fired or his/her employment is adversely affected because he/she raised a complaint, participated in an investigation, or took legal action.
- Social media may have negative impacts on the workplace environment.

### Business Insights

- Leaders should not take adverse action against an employee because he or she raised a good faith complaint, regardless of its merit.
- Social media may impact others at work and leaders need to be aware of organizational guidance and resources for addressing concerns that stem from social media activity.





## “What’s on your mind?”

50 minutes

*Internal Complaints, Duty to Act, Documentation*

- How do your leaders build trust and appropriately fulfill their responsibilities to ensure a fair and professional workplace for everyone?
- How can your leaders document workplace events effectively?

### Learning Objectives

- All forms of harassment and inappropriate behavior require management intervention.
- Inaction implies that harassment is not a serious business issue and/or that the organization condones the behavior.
- Managers should partner with Human Resources to investigate employee complaints.

### Business Insights

- Leaders build trust by taking action and understanding when they are obligated to report violations of the organization’s standards.



## “Are you going to be there?”

15 minutes

*Bullying and/or Abusive Behavior*

- What unintended impact can your leader’s behavior have on business results?

### Learning Objectives

- Abusive behavior is not an effective or acceptable management style or performance management method.
- Behavior that is not illegal may still harm the workplace environment and put the organization at risk.

### Business Insights

- Preferential treatment damages leader credibility.
- Abusive/bullying behavior is unacceptable in a professional workplace.
- If leaders witness or become aware of abusive behavior, they have a responsibility to address it or get others involved to help.



## “When’s my turn?”

30 minutes

*Mutual Banter, Workplace Environment*

- What’s your leader’s responsibility when people are casually talking and joking at work?
- When and where does today’s workplace extend?

### Learning Objectives

- Inappropriate banter in the workplace may be part of a broader issue.
- Managers must act on inappropriate behavior even if no one appears offended.

### Business Insights

- Leaders need to be aware of the ways that inappropriate mutual banter may negatively impact the work environment.
- By failing to intervene to address inappropriate behaviors, people may perceive leaders as agreeing with or participating in inappropriate behavior, thereby damaging credibility.



## “Can you believe it?”

45 minutes

*Business Decision-Making, Age Discrimination*

- How do your leaders make and communicate business decisions effectively?

### Learning Objectives

- Managers should not discriminate against employees based on their age, but use objective criteria when making business decisions.
- Workforce reductions and reorganizations should be conducted in a manner consistent with organizational guidance.

### Business Insights

- Leaders should avoid making assumptions about an employee’s abilities, career goals, or intentions based on his/her age or other protected characteristics.
- Communicating decisions to highlight the application of objective business criteria and the process helps to avoid perceptions of unfairness.



## "We have a little problem."

25 minutes

*Race Discrimination, Disparate Treatment*

- How should your leaders balance urgency to address external concerns with commitment to fair decision-making?
- What are the risks of acting too hastily, without relevant and objective facts?

### Learning Objectives

- Discrimination may exist without evidence of written or verbal comments.
- Failing to investigate prior to making business decisions may lead to discrimination.

### Business Insights

- Leaders may put themselves or the organization at risk if they react impulsively.
- Even perceived discrimination puts the leader and the organization at risk.
- Leaders must make fact-based decisions and comply with organizational standards applicable to termination or any other type of corrective action.



## "You look really busy."

35 minutes

*Welcoming Concerns, The Welcome Model™*

- How should your leaders welcome and respond to employee concerns?

### Learning Objectives

- Employees are encouraged to report concerns and leaders need to be prepared to listen and take action to address issues as they come up.
- The Welcome Model™ provides leaders with a model for gathering pertinent information and taking action on concerns.

### Business Insights

- Leaders may put themselves or the organization at risk if they react impulsively.
- Even perceived discrimination puts the leader and the organization at risk.
- Leaders must make fact-based decisions and comply with organizational standards applicable to termination or any other type of corrective action.



## "No doubt about it."

20 minutes

*Selection Decisions, Pregnancy Issues*

- What are valid considerations when making selection decisions?
- What impacts do pregnancy or FMLA have on decision-making?

### Learning Objectives

- Pregnancy and related conditions are covered under both the PDA and FMLA.
- Assumptions applied in the decision-making process may create risk.

### Business Insights

- Making assumptions about pregnancy and related conditions may create risk in the decision-making process.
- Selection decisions should be made based on an applicant's qualifications, not personal characteristics or condition.
- Leaders should Get Help whenever employees require leave from work, for whatever reason.



## "I'm really in a bind."

20 minutes

*Disability Discrimination and Requests for Accommodation*

- How should your leaders respond to requests for accommodation?
- What are important considerations under the ADA?

### Learning Objectives

- Get help when faced with disability issues.
- ADA and FMLA often intersect in areas of disability management.
- Create a partnership with employees who request accommodation for reasons of disability.

### Business Insights

- Leaders should get help whenever employees request some form of help or accommodation in order for them to perform their jobs.



- **How should your leaders respond to requests for religious accommodation?**

### Learning Objectives

- Requests for religious accommodation should be handled consistently with company policy and past practice.

### Business Insights

- Leaders should get help whenever employees request some form of religious accommodation.

## "I'm not going to be available."

15 minutes

*Discrimination, Religious Accommodation*



- **Why is it important for your leaders to avoid intimate relationships with employees?**
- **In what other ways is a leader's credibility impacted by personal relationships at work?**

### Learning Objectives

- Sexual relationships between a manager and employee taint the legitimacy of business decisions.
- Leaders should avoid actual, potential or perceived conflicts of interest.

### Business Insights

- A leader's mistake in judgment may be more costly if the leader tries to cover it up.
- Leaders need to appear impartial and fair; they should avoid personal relationships that would impair their credibility.

## "Strictly business."

30 minutes

*Interoffice Relationship, Favoritism, Quid Pro Quo Harassment, Conflict of Interest*



- **How should your leaders affirm the organization's commitment to a diverse and inclusive workplace?**

### Learning Objectives

- Inappropriate treatment based on sexual orientation or gender identity/expression is unacceptable and may be illegal.

### Business Insights

- Leaders are responsible for creating an inclusive work culture.
- Leaders must respond to employee concerns in a manner consistent with organizational values and standards.

## "I've heard he's one of the best."

25 minutes

*Sexual Orientation, Gender Identity/Expression*



- **What questions may or may not be asked when interviewing a candidate for a position?**
- **Why are some questions inappropriate?**

### Learning Objectives

- Using non-measurable criteria in making business decisions creates risk for the organization.

### Business Insights

- Leaders should tailor their questions during an interview to determine whether candidates have the required skills and qualifications for the position.

## Interviewing Skills

10 minutes