

Workplace Respect

How Supervisors can Create a Respectful Workplace



Instructor Guide
Hour Program

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Course Timing

Module	Time (minutes)
Overview	15
Elements of a Respectful Workplace—Company Culture	40
Review	5

Total: 60 minutes

Icons Used in This Guide

This program includes instructor-led presentations as well as individual and group activities. Below is a table outlining the types of icons used in this guide to describe each type of activity.

Icon	Description
	Presentation: The instructor will lead the discussion and may invite participants to share their experiences or responses.
	Individual Activity: Each participant will work independently. Activities may include completing self-assessments, reading passages or case studies, and responding to reflective questions.
	Group Activity: Participants will work in groups of two or more. Activities may include role-playing, analyzing scenarios, sharing workplace experiences, and responding to reflective questions.
	Timing: Approximate time the Instructor can expect each section to complete.

Course Objectives

Successful completion of this course will increase your ability to:

- Examine the behaviors that contribute to a respectful workplace at the Branch level.
- Recognize the importance of building a Branch culture that fosters respect.

Introduction

If you surveyed a random list of companies and asked them what their core values were, chances are that most would identify “respect” as a top value. But what does “respect” mean and why is it important?

A recent study of more than 17,000 employees from more than 80 countries revealed that respect for colleagues is key in creating a positive work atmosphere.ⁱ

We all want to feel respected. A respectful work environment motivates us to do our best work, encourages us to support others, and not only produces positive results for the, but also allows its employees to have job satisfaction.

Individual Activity: Six-Word Challenge

Instructions: To get them started and put them in the right frame of mind for this course, ask the learners to complete this activity by sharing with everyone six words they believe help to foster respect in the workplace.



5 minutes



Introduce yourself and briefly describe your background.

Go over logistics (schedule, breaks, restrooms, etc.) and any ground rules for the day. Typical ground rules include showing respect for all participants, participating fully, and not using electronics.

Review the course objectives.



10 minutes



Ask participants to read the Introduction, which provides an overview of why this topic matters and describes how the course will empower them as professionals.

The individual activity will illustrate all the different ways people define “respect.”



Review the instructions and allow participants 5 minutes to respond individually.

Debrief by asking participants to share their answers with the class.



The Merriam-Webster definition of respect is “A feeling of admiring someone or something that is good, valuable, important, etc.”

Reference: <http://www.merriam-webster.com/dictionary/respect>

Module 1: Elements of a Respectful Workplace— Company Culture

1.1 It Starts at the Top

The Branch’s culture is a direct reflection of its values. And its values are directly related to the behaviors of its Managers, Supervisors and Top Leaders.

Whatever behaviors staff members see as acceptable are the ones they will adopt. For example, if top management engages in gossip and backstabbing or says one thing but does another, employees will do the same. On the other hand, if top management communicates openly and honestly, those values will flow throughout the Branch.

One way to strengthen Branch culture and foster a respectful workplace is by creating a “respect” charter. This is a written statement that spells out acceptable and desirable behaviors required of every employee.

1.2 Elements of Organizational Respect

Just as individuals show respect by exhibiting certain behaviors, an organization demonstrates respect to its employees by providing *support*, allowing them to have *influence*, and fostering a sense of *community*. If you’re not in a position of power, seek these elements from your organization.

Support

Provide employees with the necessary tools to complete their work efficiently and effectively.

Time, money, training, development, equipment or other resources. Provide employees with meaningful performance feedback to help them continue to improve and succeed.

Instructor Notes



40 minutes



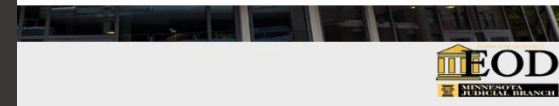
Review the opening paragraph.

Workplace Respect: How Supervisors can Create a Respectful Workplace

It Starts at the Top



The Branch’s culture is a direct reflection of its values and its values are directly related to the behaviors of its managers, supervisors, and top leaders.



Review “Support.”

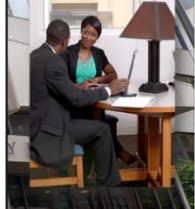
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Elements of Branch Respect



Support

- Provide employees with the tools they need.
- Provide employees with meaningful performance feedback.
- Recognize accomplishments.



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Workplace Respect

Provide recognition for accomplishments, large and small. Remember to show appreciation on a regular basis to every employee, not just star performers.

Influence

Employees need to feel that their opinions matter. Ask for their input and ideas and acknowledge them even if they're not implemented.

Employees need to feel that they have the authority and confidence to make decisions independently. Don't micromanage or request regular check-ins on minor details—allow employees to make independent decisions that relate to their primary and regular job responsibilities.

Employees need to feel that they have choices in how they complete their work, deal with people, solve problems, etc. Be clear on *what* should be accomplished, but allow individual differences in *how* the work is accomplished. Example: Gateway EDI has no rules and no manuals. Instead, they have performance metrics so employees know what is expected of them.ⁱⁱ

Community

Let the employees know they are an important part of the organization. Don't take any employee for granted; show appreciation to every employee at every level.

Make employees feel significant and valued for their unique contributions to the organization. Praise employees when they put in extra effort or use a special skill to accomplish something on behalf of the organization.

Help employees to feel a sense of belonging. Include employees in small group activities—this is usually accomplished with their team or department.

- Example: Abstract Marketing Group's leadership team hosts an informal get-together every Friday at 4:30 pm.ⁱⁱⁱ

Instructor Notes (cont.)



Review "Influence."

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Elements of Branch Respect

Influence

- Employees need to feel their opinions matter.
- Employees need to feel they have the authority and confidence to make decisions.
- Employees need to feel they have choices.



The slide features a background image of a woman in a white shirt sitting at a desk with a laptop. The EOD logo is in the bottom right corner.



Review "Community."

Workplace Respect: How Supervisors can Create a Respectful Workplace

Elements of Branch Respect

Community

- Let every employee know they are important.
- Make employees feel significant and valued for their contributions.
- Include employees in small group activities.



The slide features a background image of a group of four people (three men and one woman) high-fiving each other. The EOD logo is in the bottom right corner.

1.3 Support Respect with Reciprocity

One way to support a respectful workplace is to encourage reciprocity throughout the Branch. This give and take fosters interdependence, collaboration, and cooperation.

How to Develop Reciprocity

Give something away—information, assistance, or a favor without the expectation of something in return (though this will probably happen eventually).

Try to offer to the recipient something that has real value. Perhaps you have a skill that the other person doesn't or you know someone that a co-worker wants to meet.

Allow it to be freely expressed—if you make the effort to be collaborative and cooperative, don't force others to do the same; it does not build goodwill and respect in the workplace.

Offer favors in advance of a request. This is the most powerful strategy of reciprocity. You will notice it makes a bigger impact when you are proactive and offer your help before being asked for it.

Find ways to complement one another's skill sets. For example, if one person is strong at writing and another at presenting, work together to develop an exceptional presentation.

Create a Reciprocity Ring

The concept of a reciprocity ring was developed by Wayne Baker, a sociology professor at the University of Michigan, and his wife Cheryl, at Humax.^{iv} The tool is designed to create a structure around the concept of reciprocity.

Ask every employee, team member, etc., to think of at least one way they can help another person. Ideally, each person will offer up several things they can do that would benefit others. Compile every person's input into one list.

Instructor Notes



“Reciprocity—give and take among employees—is a great way to build collaboration and respect.”

Review the opening paragraph.



Review “How to Develop Reciprocity.”

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Support Respect with Reciprocity

How to Develop Reciprocity

- Give something of value away—information, assistance, or a favor.
- Allow reciprocal behavior to be voluntary.
- Offer favors in advance.
- Find ways to complement skill sets.



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Review “Create a Reciprocity Ring.”

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Workplace Respect

Distribute the list to everyone on it. Encourage employees to ask for help or assistance when they need it. Most people are more likely to offer help than ask for it.

Group Activity: Create Your Reciprocity Ring

Instructions: Work in small groups. Each person in the group should provide at least one way they can help another person in the group. Note: Suggestions don't have to be work related.

Review

Test Your Knowledge

1. Which of the following is NOT an element of Branch respect?
 - a. Expertise
 - b. Support
 - c. Influence
 - d. Community
2. The Branch's Culture is a direct reflection of the values of its managers, supervisors and top leaders.
 - a. True
 - b. False
3. The best way to generate reciprocity in the workplace is to make it mandatory.
 - a. True
 - b. False

References

ⁱ <http://www1.astd.org/Blog/post/Canada-Respect-for-Co-Workers-a-Top-Factor-for-Job-Satisfaction.aspx>

ⁱⁱ http://www.stltoday.com/business/local/communication-respect-key-to-employee-engagement/article_a8045542-a7e4-518a-80bd-8bf332c9744c.html

ⁱⁱ http://www.stltoday.com/business/local/communication-respect-key-to-employee-engagement/article_a8045542-a7e4-518a-80bd-8bf332c9744c.html

^{iv} <http://www.humaxnetworks.com/default.asp>



Review the instructions.

Allow participants 5 minutes to respond in their small groups.

Debrief by reviewing their answers as a class.

Here are some examples:

- Provide access to a mentor
- Drive someone to a regular appointment
- Publicize someone's charity/charitable activity
- Offer cooking lessons
- Connect a writer to a blog site looking for content



5 minutes



or



Test Your Knowledge