

The Respect Factor: *the key to the collaborative workplace*

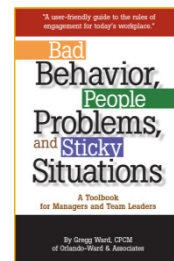
Developed & Presented by Gregg Ward, CMC
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Who is Gregg Ward?

- Speaker/Trainer/Author/Facilitator
- Teamwork, Diversity & Inclusion, Change, E.I., BB/PP/SS's
- Specialist in using live, professional theater as a D&I training tool: Orlando-Ward & Assoc. Inc.
- Began with NYPD in 1985
- 1st Book – Summer 2002
- New Book – 2012
- started 1985 - NYPD
- Over 2,000 events - 25 years
- **Recovering Journalist**



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So, what's the BIG idea?



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Sad Admittance

Respect

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Agenda

Respect

- Overview / Definition
- How “respect happens”
- Exercise: Assumed/Developed Respect/Disrespect
- The Respect Gauge

Establishing Common Agreement

- Discussion

The 7 Steps to Winning Back Respect

- The Process
- Practice
- The “One-Down” Position
- Practice

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Common & Famous “Respect” Phrases

- “Respect has to be earned.” – *general wisdom*
- “Respect is what you give others.” – *general wisdom*
- “Respect the badge.” – *police officers*
- “They [the blacks] had no rights which whites are bound to respect.” - *Roger B. Taney - Chief Justice of the US Supreme Court Decision, writing of the “Dred Scott” case*
- “There is no respect of persons with God.” – *Romans: 2, 11*
- “I have zero respect for them.” – *common usage*
- “I can respect that.” - *common usage*
- “Respect my authoritay!” – *Cartman, South Park*

“R-E-S-P-E-C-T
Find out what it means
to me...”



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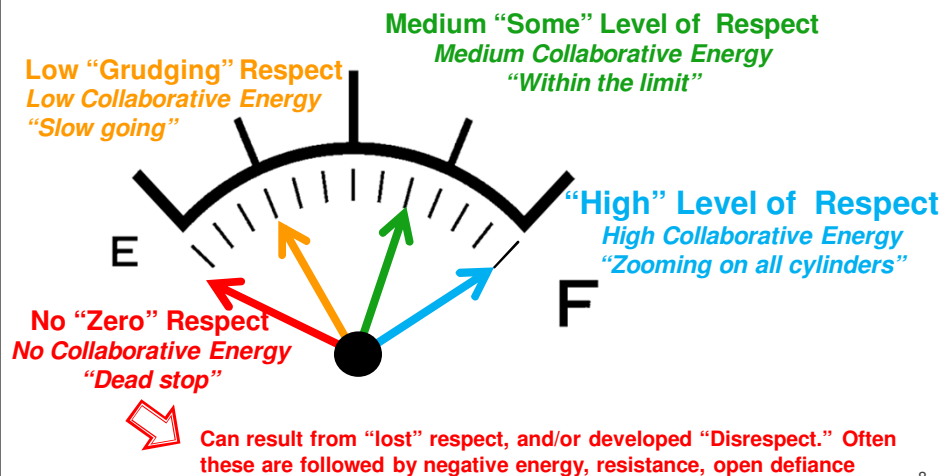
Respect - defined

- **Respect:** *Deference to, or esteem for an individual based on their attributes, characteristics, position, stature, qualities, skills, experiences, and behaviors.*
- **Disrespect:** *lack of deference to, or esteem for*

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The Respect Gauge

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Two Types of Respect/Disrespect

1. **Assumed Respect** – (we assume / give it immediately) based usually on an individual's **visible** attributes or perceived position (in the culture)
2. **Developed Respect** – based usually on what we learn about someone's **invisible** attributes and/or behaviors over time

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Visible & Invisible Attributes / Cues

VISIBLE (surface) Attributes

- Race
- Gender
- Ethnicity
- Age
- Clothing / Uniform
- Physical Ability/Disability
- Body Size / Assets
- Body Language
- Accent
- Vocal qualities

INVISIBLE Attributes

- I.Q.
- Sexual Orientation
- Life/Work Experience
- Religion
- Skills
- Values, Opinions
- Political leanings
- Personality
- Emotional Intelligence
- Education
- Cultural competence
- Etc.

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What have we learned?

- Assumed R/D: usually results from observing “visible” attributes (including accent and vocal quality)
- Developed R/D: results from learning about “invisible attributes”
- Many factors result in Assumed and Developed R/D
- These factors can and do contradict each other
 - We can live with this “cognitive dissonance”
- Assumed R/D can change more easily
- Developed R/D “harder” to change due to
“confirmation bias”



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SIDEBAR! - Respect & Trust: closely linked

Someone we “Trust” (at work)

- *Follows through on commitments*
- *Doesn't take advantage of vulnerabilities*
- *Supports and assists*
- *Tells us the “truth,” about ourselves respectfully, coaching us to improve*
- *Gives the benefit of the doubt*
- *Forgives mistakes*
- *Admits, “owns,” apologizes for their mistakes*
- *Any others? (treats us with “respect” ???)*

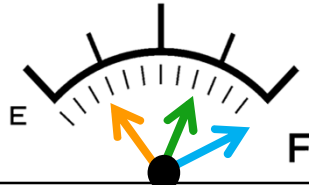


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Why is "Respect" the KEY?

Why is "Respect" the key to the collaborative workplace?

THE KEY POINT: *you don't have to "like" the person you're working with in order for you to have a collaborative relationship, but you do have to have some level of "respect" for them.*



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Question for debate

**Should respect be
Earned or Given?**



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Small Group Discussion

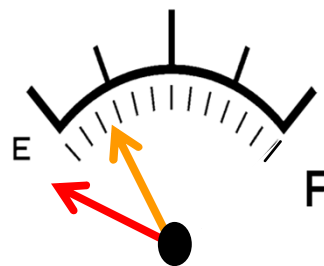
Identify common workplace attributes, language (words/phrases), tonal qualities, attitudes and behaviors (in North America) that cause us to develop **Respect**



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Losing Respect / Developed Disrespect

- Usually we “lose respect” for someone, or develop Disrespect for them, as a result of the...
 - “absence” of (see the list we developed)
 - “engaging in” the **opposite** language, behaviors (...from the list we developed)



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Winning Back / Re-Gaining Respect

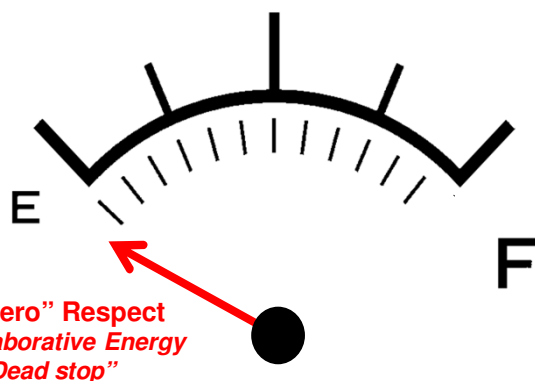


Case Study

- Respected purchasing manager assembles a “tiger team” to analyze all options for a coming major capital expenditure (equipment, software)
- He says: “Be our SME’s; then present a recommendation. Your recommendation will carry a lot of weight.”
- The team spends weeks – with many late hours – analyzing options and finally makes a unified recommendation to the manager
- Manager “barely” thanks them; goes in the opposite direction – one they strongly cautioned against
- Afterwards, they found out:
 - He made decision *before* they submitted their recommendation
 - The rep for the vendor/product he chose is a close personal friend

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The Purchasing Manager



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The 7 Steps to Winning Back / Regaining Respect

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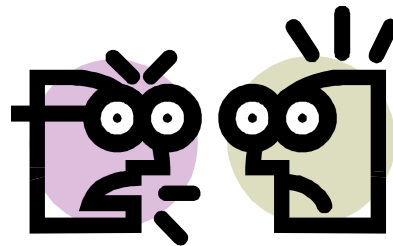
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|---|---|
| 1. Acknowledge your language/behavior | 1. "I realize I did X, Y, Z" |
| 2. Own, and apologize for, the negative impact of your language/behavior on them | 2. "I realize it offended / hurt you / was disrespectful in the following way..." |
| 3. Make no excuses | 3. "I make no excuse for my language / behavior. There are no excuses." |
| 4. Promise to improve (provide specific examples of the language/behavior that will change) | 4. "I promise to improve by saying / doing X, Y, Z. (specifics!!)" |
| 5. Own the Process / Time it will take / Possibility you may not win it back | 5. "I realize this is a process; that it will take time and that I may not win respect back." |
| 6. Request their willingness to allow you to try: <ul style="list-style-type: none">▪ If "yes," thank them and get to work▪ If "no," thank them for their honesty and ask if you can revisit this with them in the near future | 6. Ask for their "willingness" to allow you to try (regardless of yes/no, thank them, then... |
| 7. Get to work (regardless of response to 6) | 7. (Get to work) |

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But what if it's my boss who disrespected me?!

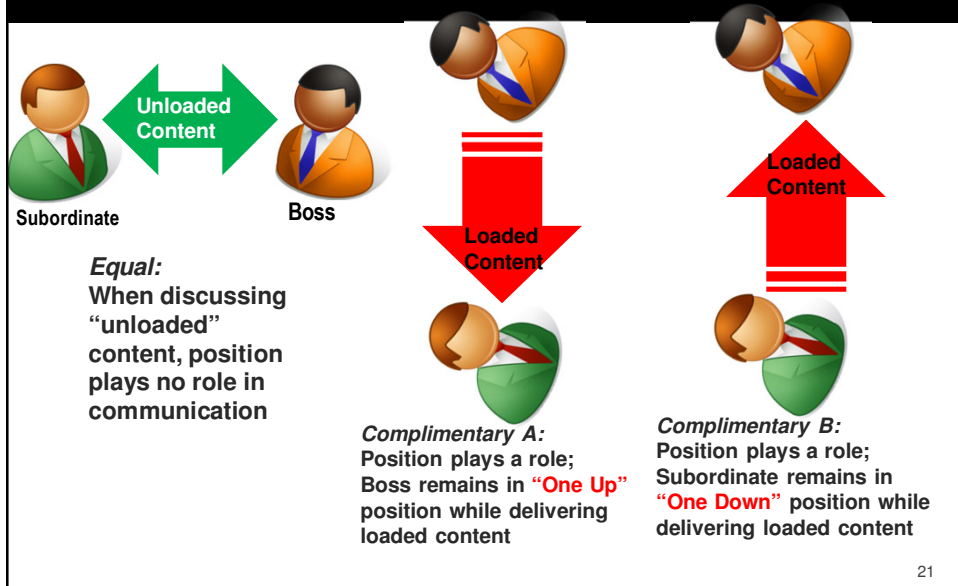
You have five choices...

1. Ignore it (stay on "Empty")
2. Retaliate / sabotage / engage in disrespectful behavior
3. Quit / Request a transfer
4. Ask someone else (whom they respect) to talk to them
5. Talk with them from the "one down" position

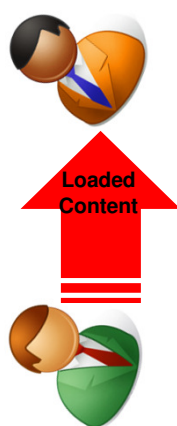


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"Positions" While Communicating



Talking to Your Boss From The "One Down" Position



"One Down" statements...

- "I'd like your permission to..."
- "I wouldn't be doing my job if I didn't..."
- "I'm finding this difficult because I work for you..."
- "Expectation" statements
- "Mutual Purpose" statements
- "Respect" statements
- "Contrasting" statements

When in doubt?

- Ask for help / coaching!



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Practice from "one-down" position

Pre-Conversation Notes (Scripting)

1. *What is their language / behavior that caused me to lose respect for them?* _____
2. *What, specifically, do I wish to hear / have happen when this conversation is over?* _____
3. *What specific "one down" words/phrases/statements will I use?* _____
4. *What will I say / do if they deny / reject what I'm saying?*

5. *How will I know I've achieved what I set out to do?*

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Summary



1. Assumed R/D is immediately given based on which attributes?
2. Developed R/D results from which attributes?
3. What changes more easily: Assumed or Developed R/D?
4. Is there common agreement in N. America on workplace language/behaviors that cause us to develop respect?
5. Should respect be earned or given?
6. What causes us to lose respect or develop disrespect?
7. What's the most important ingredient in the 7 Steps to Winning Back Respect?
8. If you have the courage to ask your boss to apologize for disrespecting you/team, what position do you want to do it from?

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