Leadership Lessons: Bridging the Gap

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Learn From The Best
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We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services.
Start With What They Believe: Using Your Own Mission And Values

- Coca Cola
  - Be a great place to work where people are inspired to be the best they can be
- Bayer
  - Treat others fairly and with respect
- Target
  - Our team is our greatest asset
- Whole Foods Market
  - We strive to create a work environment where motivated Team Members can flourish and succeed to their highest potential
Pick The Right Time To Start Conversations

- Lessons learned after a costly event
- During a strategic planning meeting or retreat
- Following a provocative news article or event
- Following an investigation that turned up something nasty
Allies?

- Do you have them?
- Can you enlist them?
What Do Your Leaders Think?
And How Do Your Leaders Think?

If you don’t know the answer, your conversations may not be as successful
Don’t Make This A Narrow Issue

• The narrower the interest group, the less it will seem significant
  • Don’t focus solely on sexual harassment
  • Do focus on broad cultural issues within the workplace
Is It Time To Rethink Diversity Initiatives?

- Organizational fatigue
  - Is this the flavor of the month?
- Resistance to programs that call themselves initiatives
  - Is this jumping on somebody else's bandwagon?
- Rise of “employee affinity groups”
  - Is this bias by another name?
- Are there valid metrics?
  - What do we really know?
- Is “Diversity” (as practiced) just another way of pointing out differences?
There Are Other Choices

- Normative culture
- Pragmatic culture
- Academy culture
- Collaborative work culture
- Adhocracy work culture
- Baseball team culture
- Club culture
- Fortress culture
- Or maybe we want to be a clan
Frame The Conversation

• Talk to leaders about leadership

• Where the communication breaks down
  • Sermonizing and preaching
  • Doomsaying about legal risk
  • Focusing on the sensibilities of the victims rather than how the culture tolerates misconduct
Use The Right Communication Style And Language

• Study how your leadership communicates
  • Evidence based
  • Statistics
  • Business impact
  • Budgetary impact
  • ROI
  • Bottom line
  • Goal-setting

• There’s a reason they invented the Executive Summary
Gather Compelling Information

• Statistics on charges and litigation
• Turnover
• Hard cost
  • Recruiting
  • Legal
  • Verdicts
• Soft cost
• Projected outcome
Have An Implementation Plan
Executives Need Three Things

1) To understand what you are requesting

2) The background information needed to understand the “why” behind your request

3) Consequences that will follow if the answer is “yes” or “no”
A Sample Training Slide

• Consequences of a case gone wrong
  • Back pay
  • Front pay
  • Reinstatement
  • Injunctive relief
  • Compensatory Damages
  • Punitive Damages
  • Litigation Costs
  • And
    • You get to pay both sets of lawyers
How Can A Subway Ride Teach Leaders?
Put On A Good Show

• You get to control the format
  • How do your leaders solve problems
    • Classes
    • Interactive meetings
    • Brown bag casual sessions
  • Borrow the format they seem to use most

• You get to control the agenda
  • Provide the leadership with information they can use
  • Don’t recycle the employee training program – do a leadership training program
How To Train Leaders

• Focus on an incident that was handled well
  • Remember: behavior rewarded is behavior repeated

• Assume they want to do the right thing

• Focus on “taking care of your people”
Provide Useful Tools

• What to say when a key customer does something awful

• How to tell a colleague he/she is over the line

• How to have a business event with customers who want to exclude women
Teach Your Leaders Self Defense

- Safe business travel
  - You aren’t ever off the clock
  - How to be “business cordial”

- Safe recruiting
  - Don’t make Bill Clinton’s mistake

- Frank talk about affairs
  - But don’t be the morality cop

- Smart use of email and social media
Disciplining Offenders: Reinforcing The Message

• Employees will emulate what you do
• Express disapproval when it is merited
• Mention policy violations in performance reviews
• Make certain consequences are real
  • Discipline
  • Delay or deny raises and bonuses
• Practice peer review and enforcement
How Can You Influence Discipline?

• Recognize that it isn’t your decision
  • All you can do is help make the right choice
• Be prepared with the rules
  • Discipline must be prompt and effective
  • Discipline must end the harassment
    • It doesn’t count if it stopped on its own, you still need to do something
  • Discipline must ensure nothing more happens in the future
  • A failure of discipline means the behavior will be repeated
• Provide options and suggestions
• Do your leaders know what really happened
  • Have they ridden the subway?
• How can you discuss the event from the framework of your mission and values statements?
If You Aren’t Effective...

... Have You Asked Why Not?
Thank You ~ Questions?

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