

AGLP Leadership Development Curriculum

Respect for Others

6/6/2022

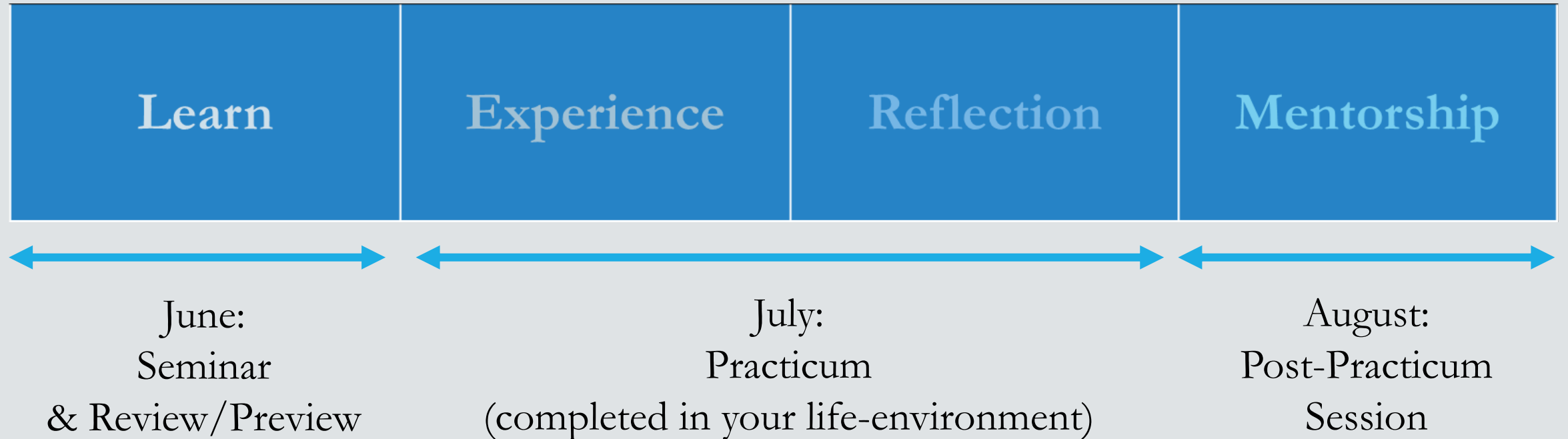
Leadership Competencies

(USCGA Leadership Development Model)

Leading-Self Competencies	Leading-Others Competencies
Accountability & Responsibility	Team Building
Aligning Values	Influencing Others
Followership	Effective Communications
Health & Well Being	Mentoring
Self-Awareness & Leading	Respect for Others
Personal Conduct	Taking Care of People
Technical Proficiency	

AGLP Leadership Development Sequence

Leading-Others Competency: Respect for Others



“Leaders who show respect treat others as worthy human beings.”
Peter G. Northouse: Leadership Theory & Practice

Respect for Others - Outline

- Respect
 - forms & ethical leadership
- Others
 - others = everyone
- Bias
 - block between respect & others
 - unconscious bias
- Case Study
- Next Steps



Forms of Respect

- **respect:** a set of judgments relating to the perceived worthiness, ethical behaviors & shared values between leader & follower
- **appraisal respect** - judgment of worthiness based upon some perceived quality possessed by an individual
- **identification respect** - a close alignment of values between leader & follower
- **recognition respect** - to act in an unbiased, dignified, ethical and trustworthy manner



Nicholas Clarke - The Leadership Quarterly - "An integrated conceptual model of respect in leadership"

Forms of Respect



- 20,000 employee survey – being treated with respect was the important leadership characteristic
- **owed respect** – every member is inherently valuable – leadership can promote this value throughout an organization
- **earned respect** – awarded to those who display valued qualities or behaviors
- employees who feel respected are more satisfied with their jobs & more loyal to their companies

Kristine Rogers - HBR - "Do Your Employees Feel Respected?"

Experiencing Respect

Fig 1. The 12-item respectful leadership scale: My leader...

- | | |
|---|---|
| 1 ... trusts my ability to independently and self-reliantly perform well. | 7 ... does not try to hold me responsible for his/her own mistakes. |
| 2 ... expresses criticism in an objective and constructive way. | 8 ... unequivocally stands up for me and my work against third parties. |
| 3 ... recognises me as a full-fledged counterpart. | 9 ... provides me with any information that is relevant to me |
| 4 ... recognises my work. | 10...takes me and my work seriously |
| 5 ... shows a genuine interest in my opinions and assessments. | 11...interacts in an open and honest way with me. |
| 6 ... treats me in a polite manner. | 12...treats me in a fair way. |

Niels van Quaquebeke - RSM Insight - "Defining Respectful Leadership"

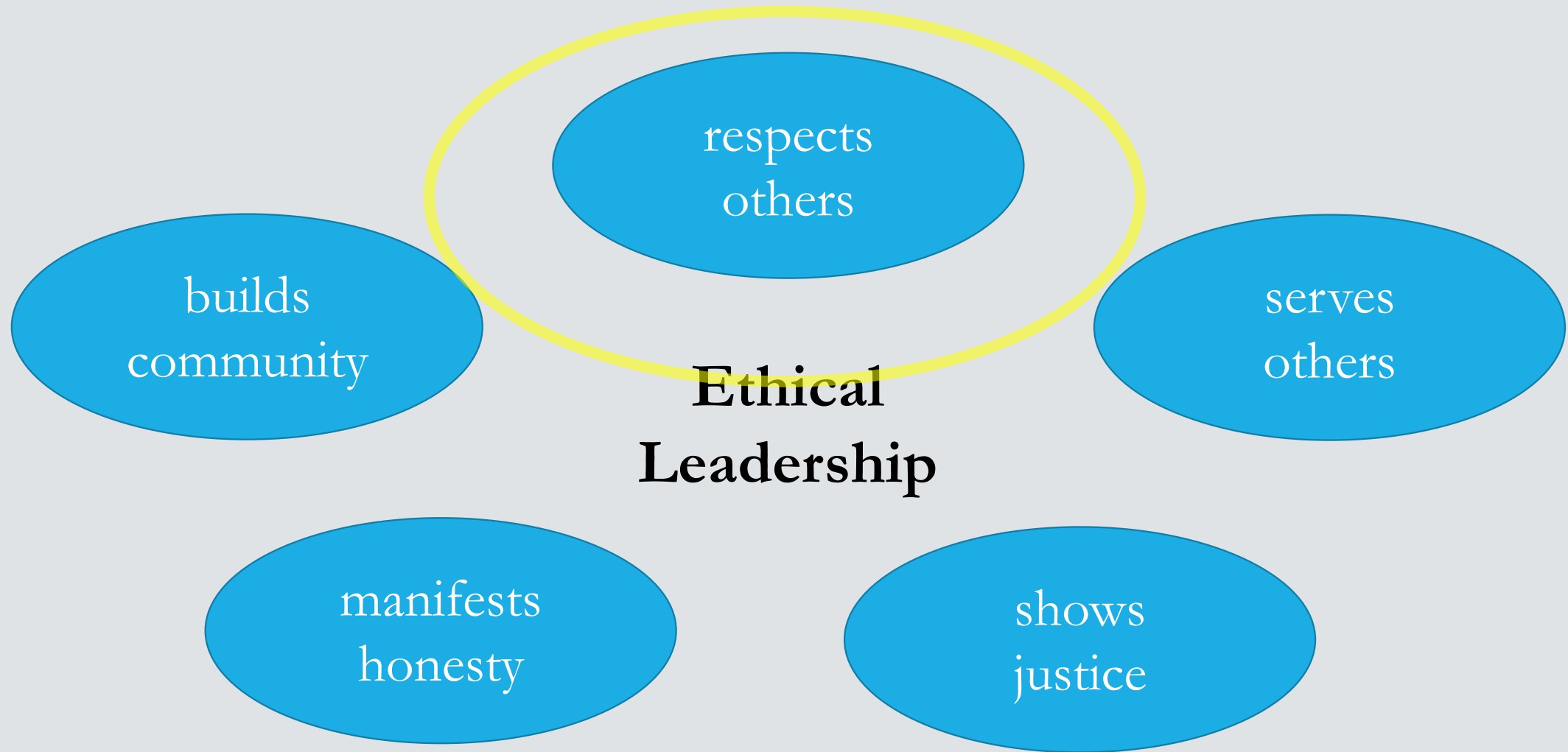
Respect & Leadership: Personal Conduct



“Respect means that a leader listens closely to followers, is empathic, and is tolerant of opposing points of view. It means treating followers in ways that confirm their beliefs, attitudes, and values. When a leader exhibits respect to followers, followers can feel competent about their work. In short, leaders who show respect treat others as worthy human beings.”

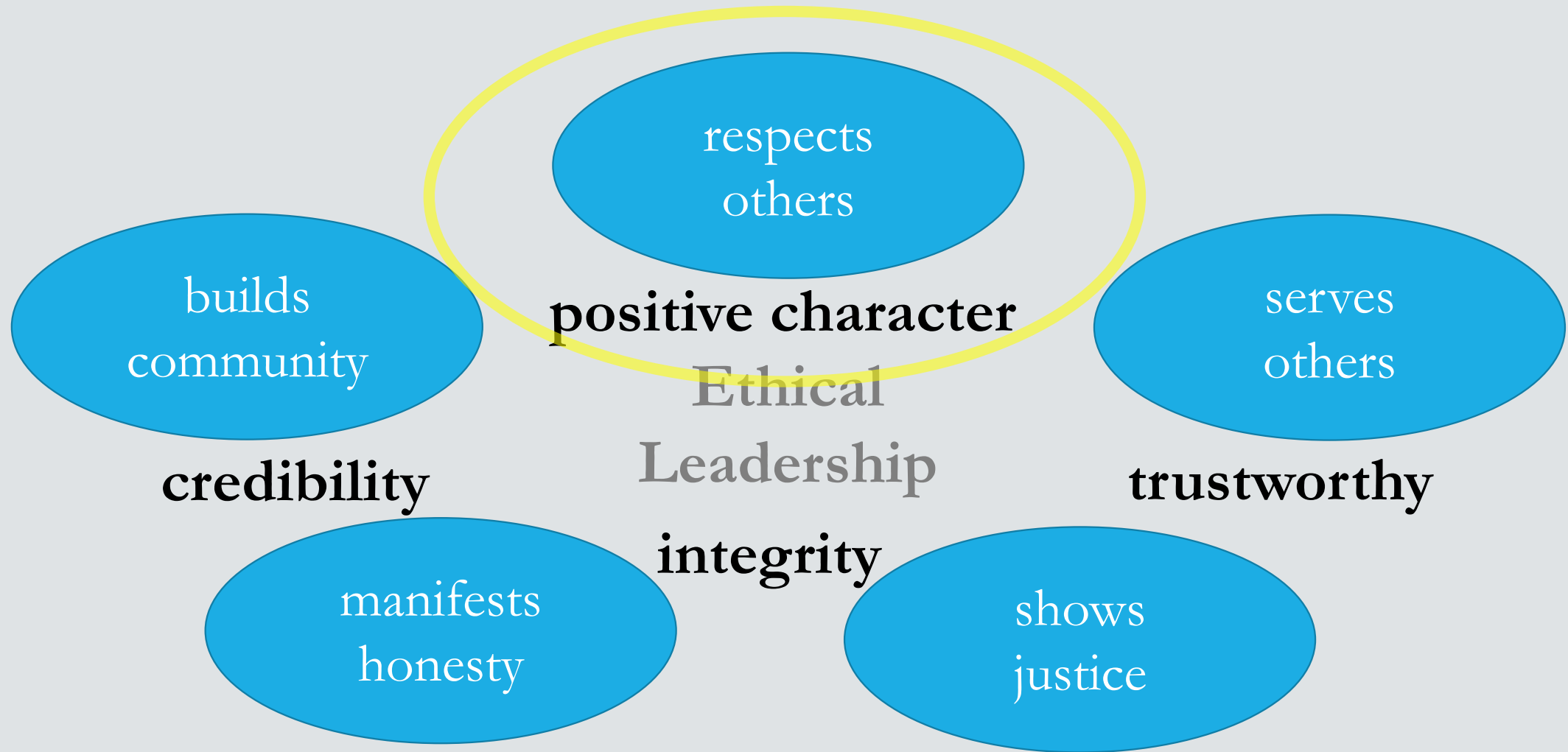
P. Northouse: Leadership Ethics

Respect & Leadership: Personal Conduct



P. Northouse: Leadership Ethics

Respect & Leadership: Personal Conduct



Kouzes & Posner's desired attributes of a leader

What do we mean by “Others”

- others = everyone
 - others = all
- missing all misses opportunities

Through trust, empowerment, and teamwork, leaders create an environment that supports diverse perspectives, approaches and thinking, fairness, dignity, compassion, and creativity.

They demonstrate sensitivity to cultural diversity, race, gender, background, experience, and other individual differences in the workplace. Leaders guide and persuade others to see the value of diversity, building and maintaining a healthy working environment.




Coast Guard Leadership Competencies: Respect for Others

[Diversity in the Corporate Boardroom Video Link](#)

**FINDING
SOLUTIONS**

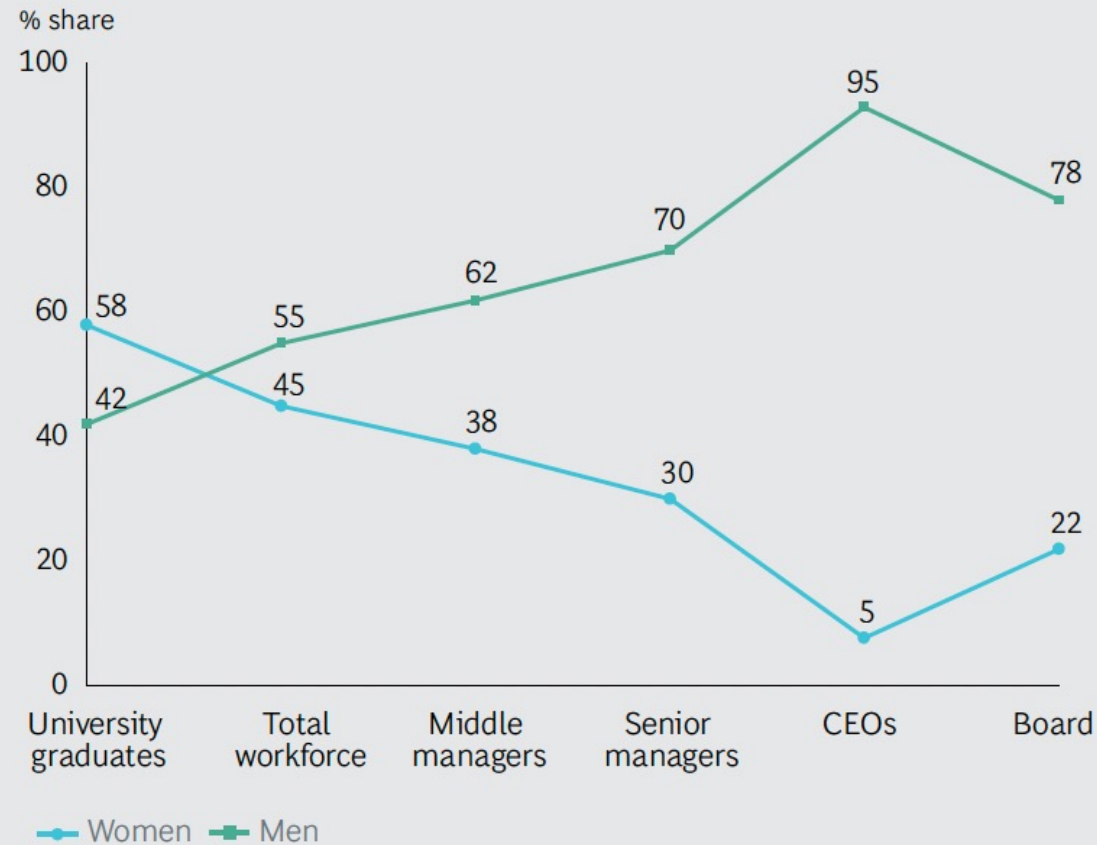
SEEMA MODY
CNBC BUSINESS NEWS

CNBC

 **CNBC**

The Challenges for some Others

EXHIBIT 1 | Gender Gap in the Australian Workforce Widens with Seniority

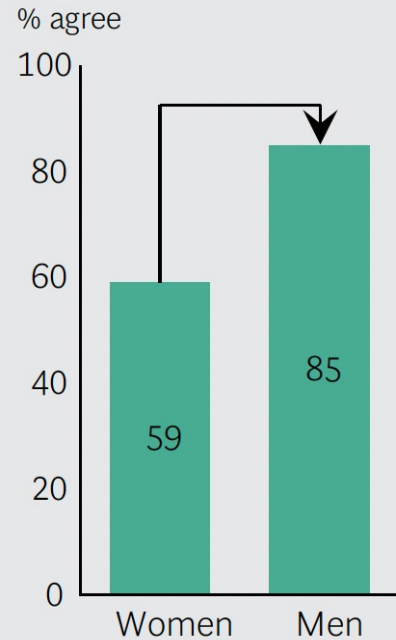


BCG Report: "What's Working to Drive Gender Diversity in Leadership"

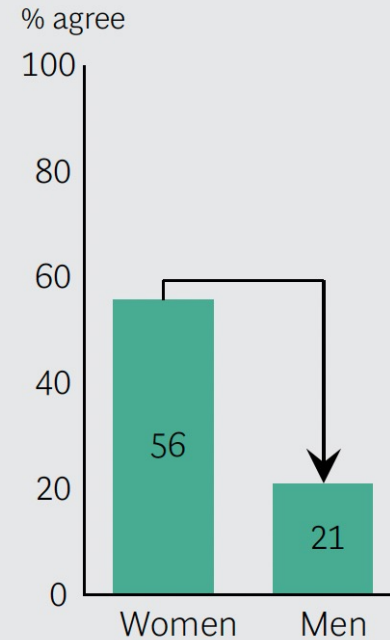
The Challenges for some Others



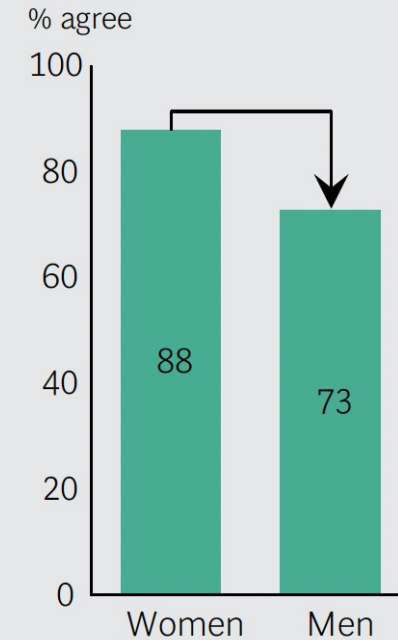
EXHIBIT 2 | Differences Exist Between Men and Women in How They Perceive Gender Diversity and in How Willing They Are to Change Their Own Behaviour



"There is support for female leaders from executives through to middle management"



"There are obstacles to gender diversity in my company related to advancement"



"To improve diversity, I am prepared to ... redistribute work across the team to enable part-time working models"

BCG Report: "What's Working to Drive Gender Diversity in Leadership"

The Challenges for some Others



TWO-DIMENSIONAL (2D) DIVERSITY
describes leadership that exhibits at
least three kinds of both:

&

Inherent diversity (gender, race, age, religious background, socioeconomic background, sexual orientation, disability, nationality)

Acquired diversity (cultural fluency, generational savvy, gender smarts, social media skills, cross-functional knowledge, global mindset, military experience, language skills)

Innovation, Diversity & Market Growth

The Challenges for some Others



TEAM MEMBERS WHO REPORT THAT THEIR LEADER...

63% vs. 29%
Ensures that everyone speaks up and gets heard

74% vs. 34%
Makes it safe to risk proposing novel ideas

82% vs. 40%
Empowers team members to make decisions

64% vs. 25%
Takes advice and implements feedback

73% vs. 30%
Gives actionable feedback

64% vs. 27%
Shares credit for team success

(% respondents whose leader has at least three acquired diversity traits vs. % respondents whose leader has NO acquired diversity traits)

EMPLOYEES WHO REPORT THAT THEIR TEAM...

67% vs. 40%
Embraces the input of a diverse array of its members

50% vs. 29%
Is not afraid to challenge the status quo

43% vs. 22%
Is not afraid to fail

40% vs. 21%
Takes risks

(% respondents at companies WITH 2D diversity in leadership vs. % respondents whose leader exhibits NO inclusive behaviors)

Innovation, Diversity & Market Growth

The Challenges for Some Others

TEAM MEMBERS WHO REPORT THAT THEY FEEL...

Welcome and included in their team

87% vs. 51%

Free to express their views and opinions

87% vs. 46%

That their ideas are heard and recognized

74% vs. 37%

(% respondents whose leader exhibits at least three inclusive behaviors vs. % respondents whose leader exhibits NO inclusive behaviors)

EMPLOYEES WHO REPORT THAT...

40%
vs.
25%

Groupthink is a problem on their team

62%
vs.
37%

Leadership at their company does not perceive value in ideas they don't personally see a need for

48%
vs.
26%

Ideas at their firm rarely make it to market

(% respondents at companies WITHOUT 2D diversity in leadership vs. % respondents at companies WITH 2D diversity in leadership)

Innovation, Diversity & Market Growth

Responding to the Challenges

Inclusion & Diversity

We're continuing to build a culture where everybody belongs. That's what sparks our innovation. And our progress toward a more inclusive workforce and a better world.

Overall

| Leadership¹

↑ 89%

Increase in the number of female employees globally

↑ 74%

Increase in the number of employees from underrepresented communities (URCs)² in the U.S.

↑ 71%

Increase in the number of Black employees in the U.S.

↑ 104%

Increase in the number of Hispanic/Latinx employees in the U.S.

Apple's Inclusion & Diversity Program

All data as of December 2021 unless otherwise stated. Trends account for data between 2014 and 2021.

Responding to the Challenges

Inclusion & Diversity

Overall

Leadership¹

↑ 87%

Increase in the number of female employees in leadership globally

↑ 80%

Increase in the number of employees from URCs in leadership in the U.S.

↑ 84%

Increase in the number of Black employees in leadership in the U.S.

↑ 90%

Increase in the number of Hispanic/Latinx employees in leadership in the U.S.

Overall

Leadership¹

↑ 89%

Increase in the number of female employees globally

↑ 74%

Increase in the number of employees from underrepresented communities (URCs)² in the U.S.

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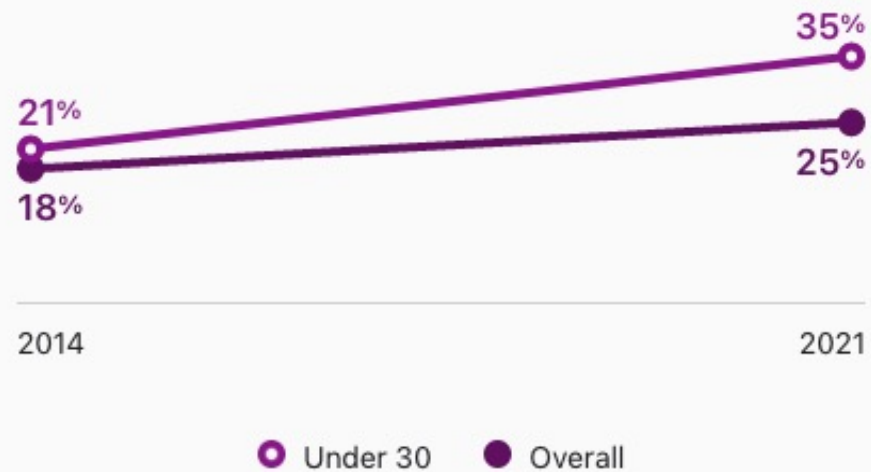
Increase in the number of Hispanic/Latinx employees in the U.S.

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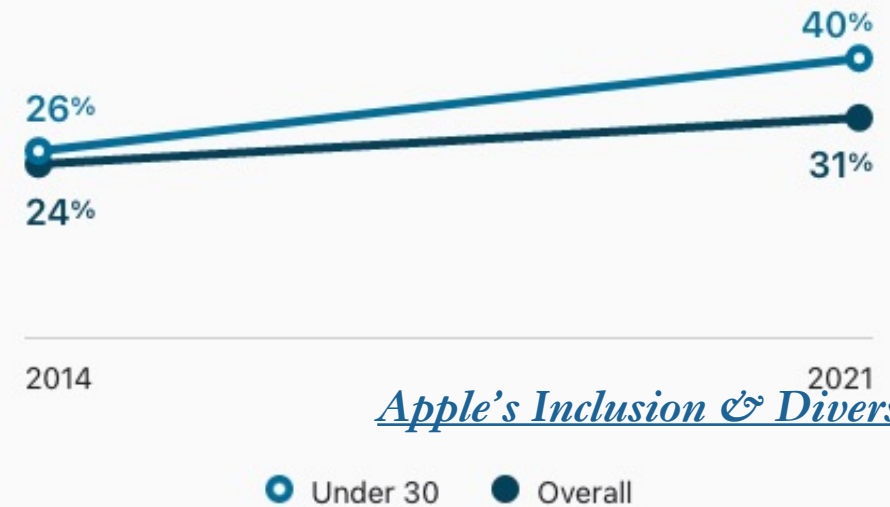
Global Female Representation

Apple R&D Non-R&D



U.S. Underrepresented Community Representation

Apple R&D Non-R&D



Apple's Inclusion & Diversity Program

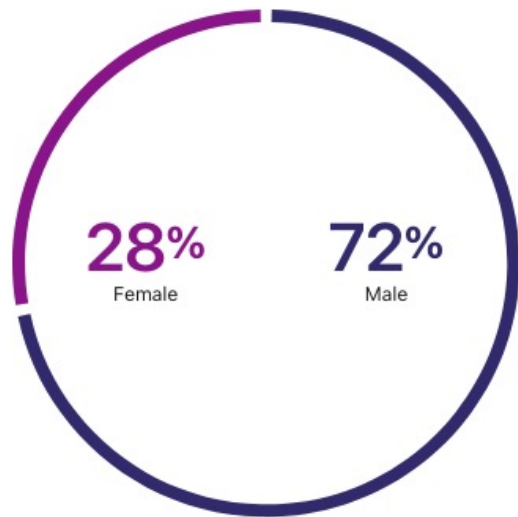
Responding to the Challenges

Inclusion & Diversity

Apple Workforce

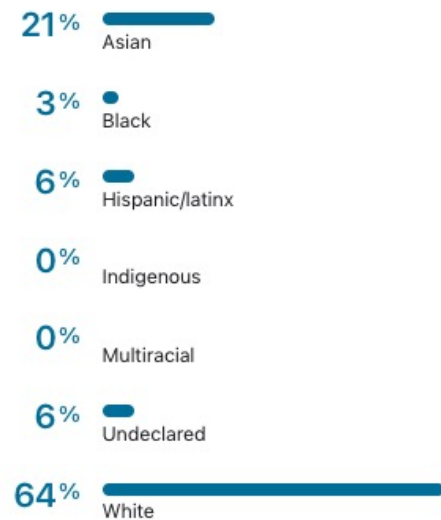
2021 2020 2019 2018 2017 2016 2015 2014

Global Gender



Overall Tech³ Nontech Leadership
Retail Retail Leadership

U.S. Race and Ethnicity

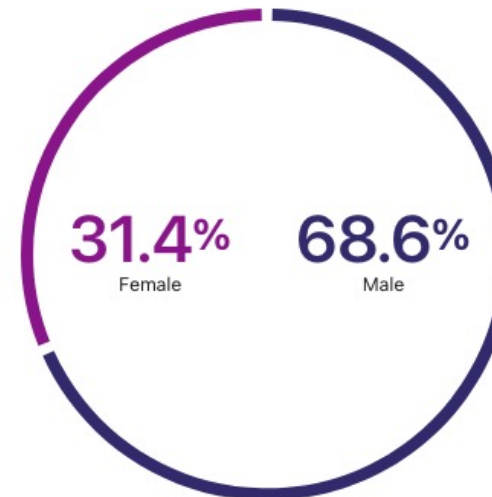


Overall Tech Nontech Leadership
Retail Retail Leadership

Apple Workforce

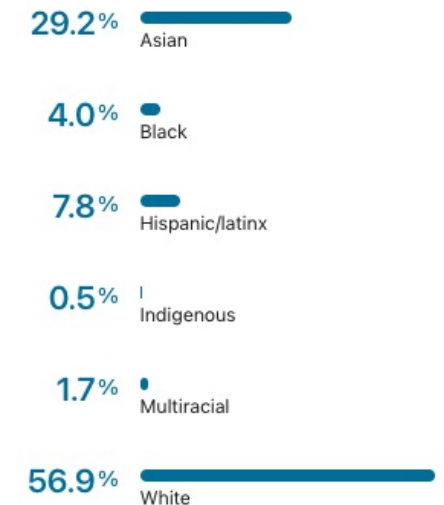
2021 2020 2019 2018 2017 2016 2015 2014

Global Gender



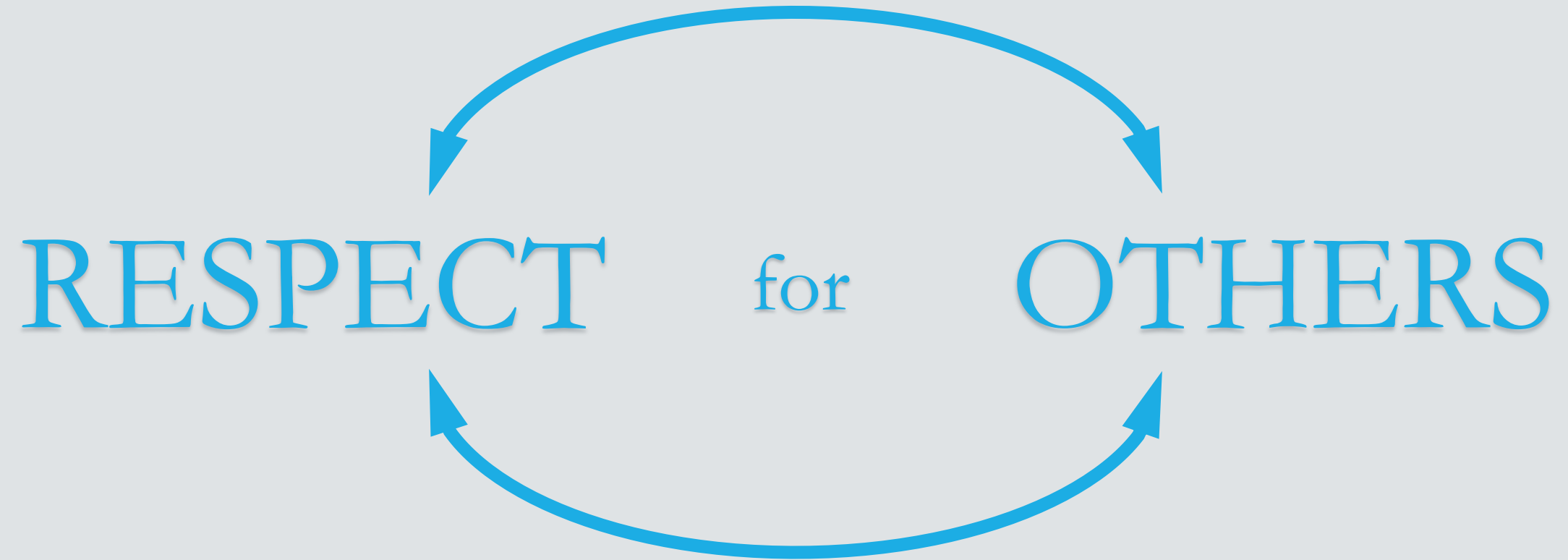
Overall Tech³ Nontech Leadership
Retail Retail Leadership

U.S. Race and Ethnicity



Overall Tech Nontech Leadership
Retail Retail Leadership

Respect for Others



Respect for Others

RESPECT
BIAS
OTHERS

[Unconscious Bias Video Link](#)



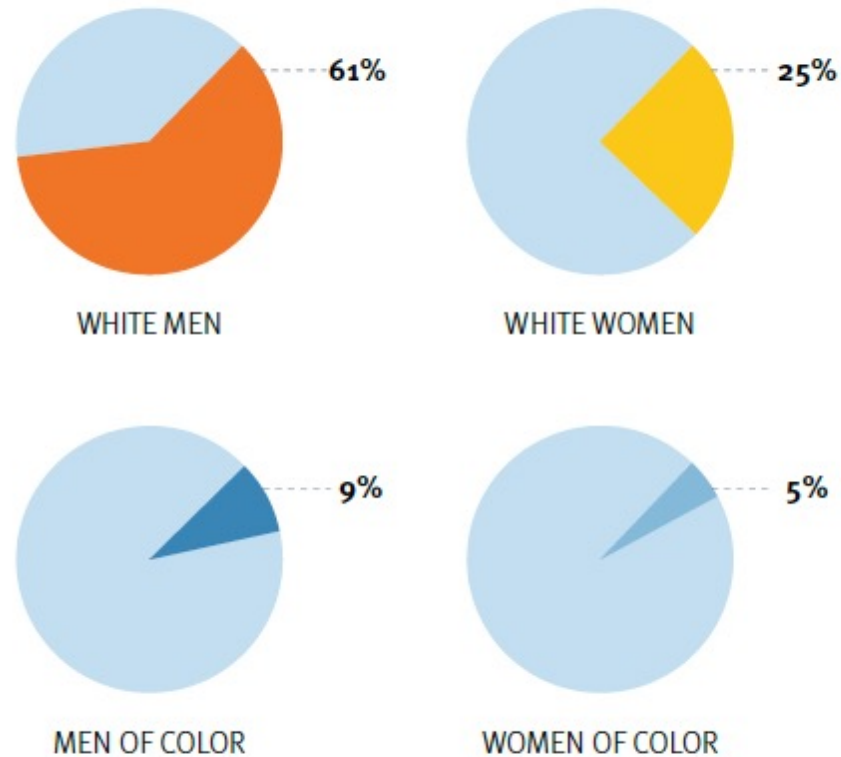
Bias as a Blockade to Success

A new lens on bias

IN CORPORATE LEADERSHIP, the disproportionate representation of white men¹ remains a stubborn reality. Women and minorities do occupy leadership roles, but not anywhere near in proportion to their representation as college- and advanced-degree holders in the US.²

WE SET OUT to discover the bigger story on bias: how it manifests in corporate culture, how it hits the bottom line, and how companies can truly disrupt it.

MANAGER AND SENIOR EXECUTIVE ranks in the private sector³



Codifying assessments of potential

FIRST, WE SOUGHT THE INPUT OF OUR TASK FORCE, a consortium of human resource officers and diversity specialists at 86 multinational organizations. We elicited the many ways they assess potential. From their responses, we derived ACE, a framework that codifies assessments of employee potential.



COQUAL Formerly CTI

SYLVIA ANN HEWLETT
RIPA RASHID
LAURA SHERBIN

**DISRUPT BIAS
DRIVE VALUE**



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Coqual Report: Disrupt Bias - Drive Value, Diversity

Yale SCHOOL OF ENGINEERING
& APPLIED SCIENCE

WE WANTED TO UNDERSTAND how employees experience bias. Do they think their potential is being fairly assessed by their managers? Or do they see bias creeping into the way their potential is judged at work?

In a nationally representative survey of 3,570 full-time, college-educated employees in white-collar jobs, respondents shared the following:



How they assess their own potential on each of the ACE elements

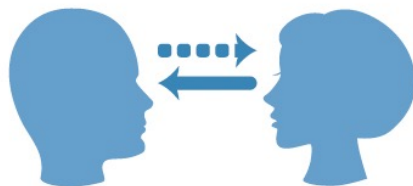


How they believe their superiors assess them on each of the ACE elements

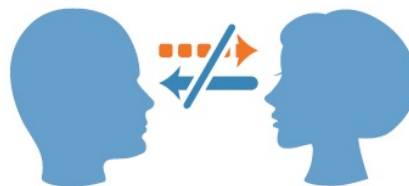


What kind of feedback they have received on each of the ACE elements

WHEN WE ANALYZED their answers, we zeroed in on employees at large companies* and divided our sample into three groups:



Self-Assessment = Superiors' Assessment



Self-Assessment < Superiors' Assessment



Self-Assessment > Superiors' Assessment

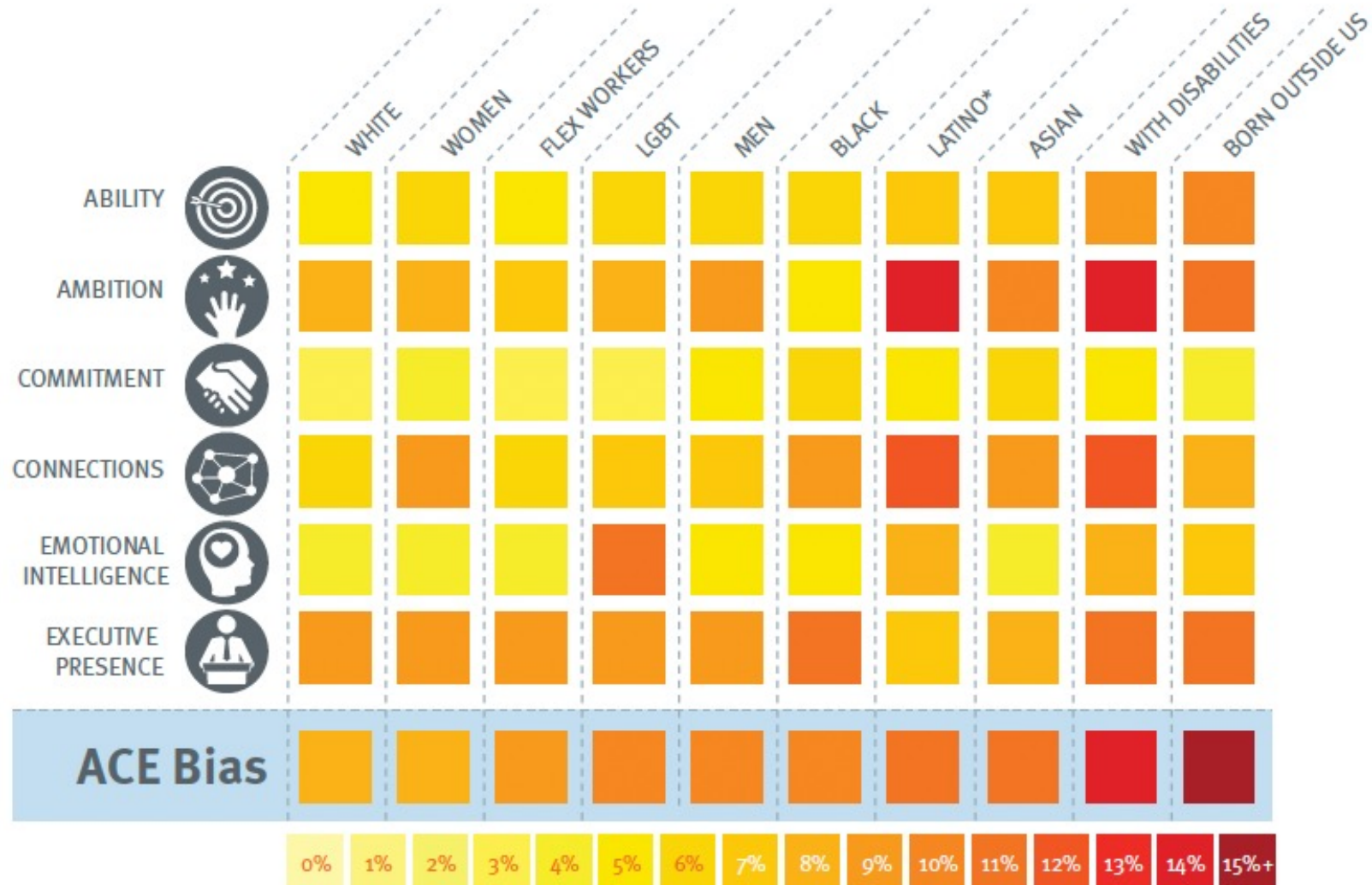
FOR THOSE WHOSE self-assessment was higher than their superiors' assessment, we deemed negative bias.

**Large companies have 1,000 or more employees.*

Mapping negative bias

WHICH EMPLOYEES REPORT BEING NEGATIVELY MISJUDGED about their professional potential against the ACE dimensions? To better understand the experience and impact of bias among employee cohorts against each ACE dimension, we charted our findings into a heat map.

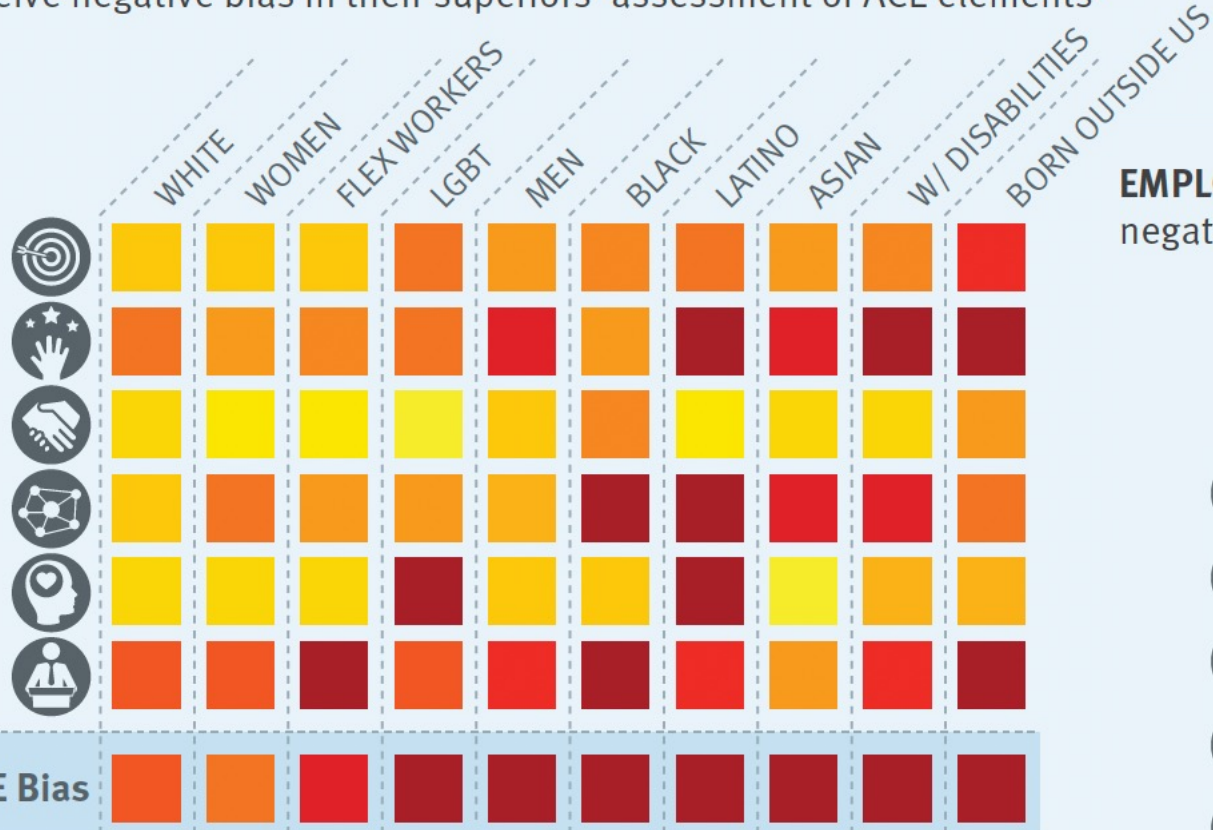
EMPLOYEES AT LARGE COMPANIES who perceive negative bias in their superiors' assessment of ACE elements



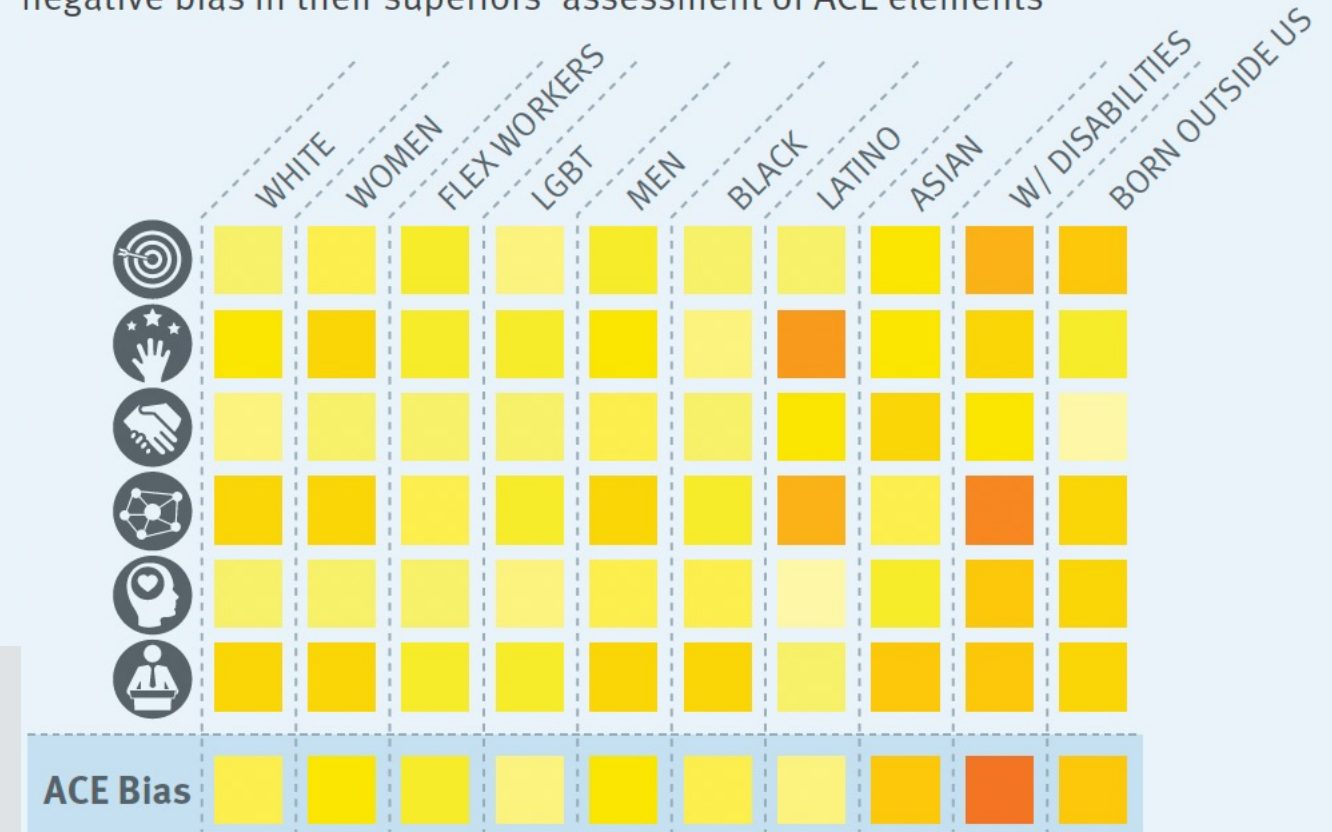
**For data collected and referenced in this report, "Latino" refers to those who identify as being of Latino or Hispanic descent.*

Bias as a Blockade to Success

EMPLOYEES WITHOUT DIVERSITY IN LEADERSHIP at large companies who perceive negative bias in their superiors' assessment of ACE elements*

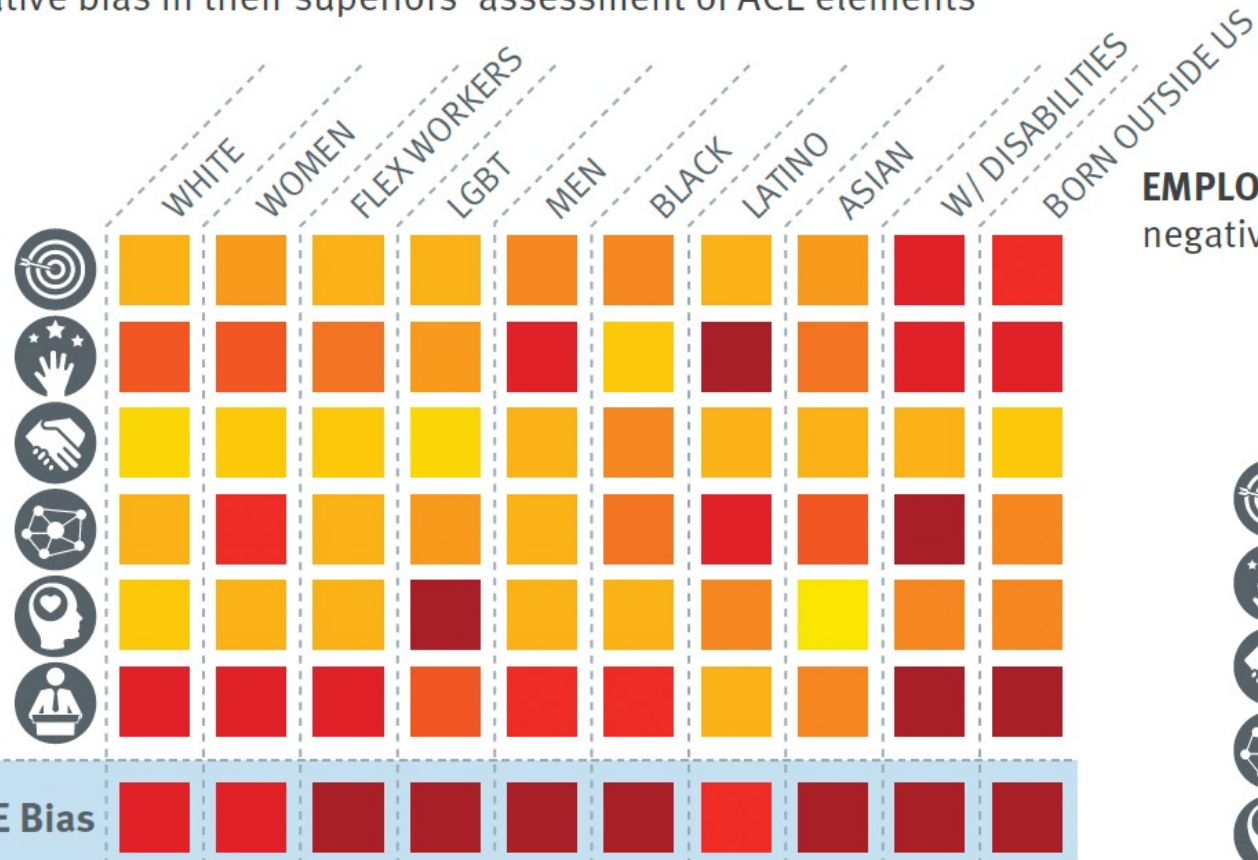


EMPLOYEES WITH DIVERSITY IN LEADERSHIP at large companies who perceive negative bias in their superiors' assessment of ACE elements*

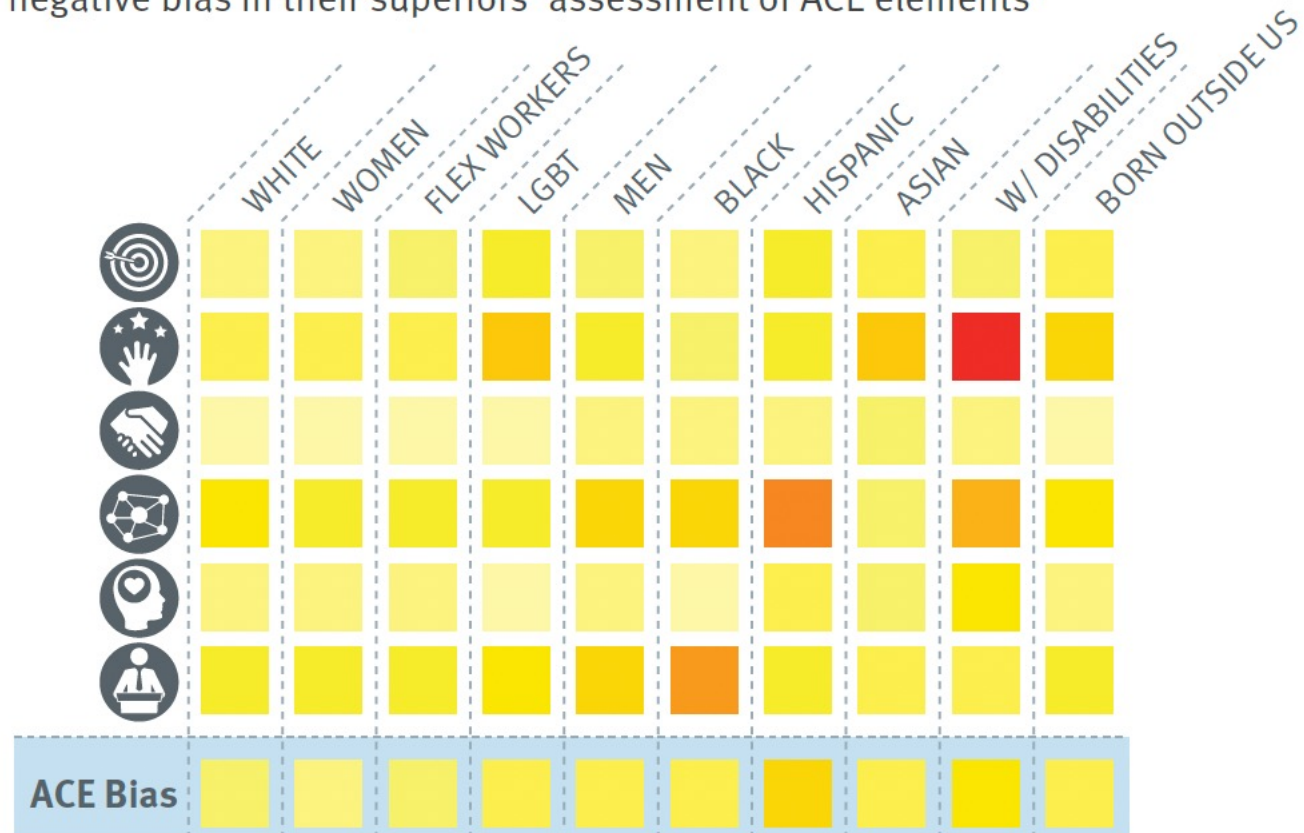


Bias as a Blockade to Success

EMPLOYEES WITHOUT INCLUSIVE LEADERS at large companies who perceive negative bias in their superiors' assessment of ACE elements*

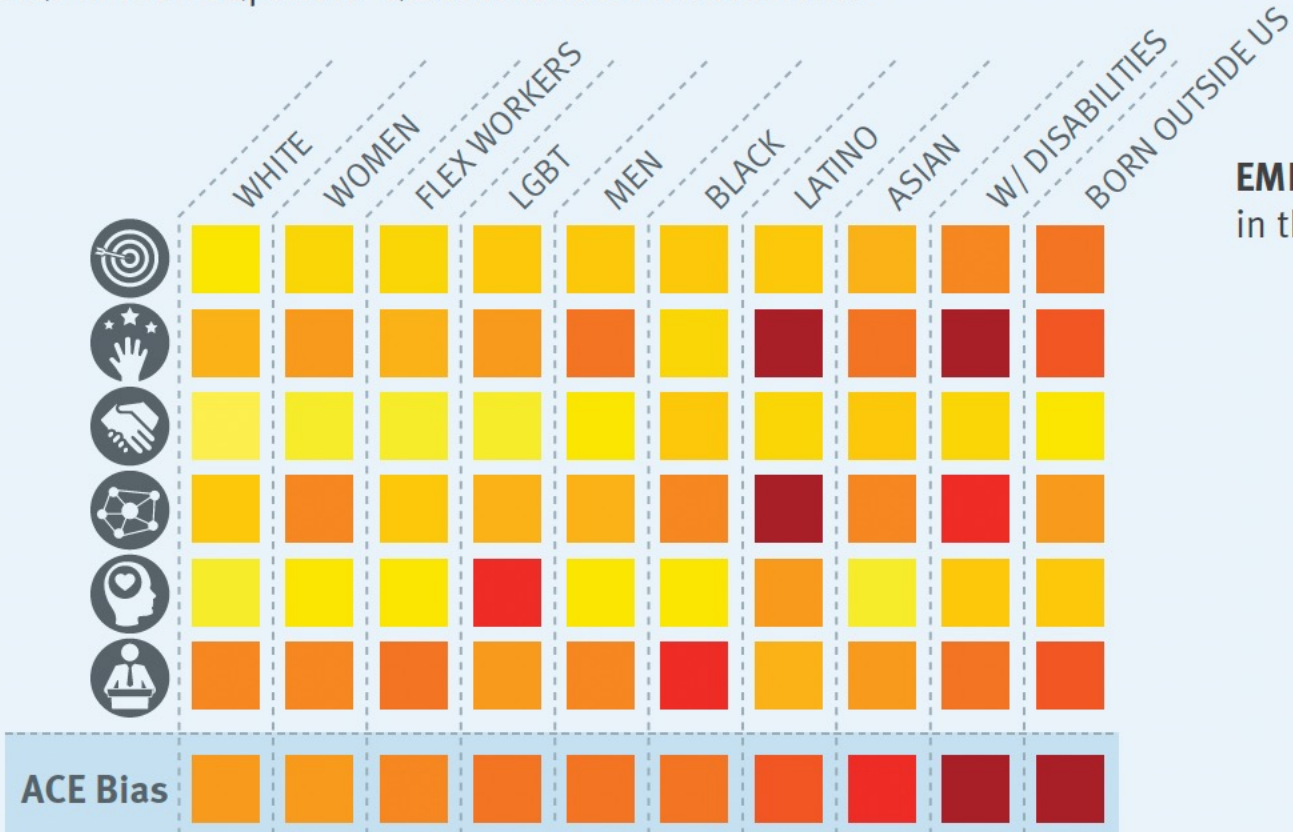


EMPLOYEES WITH INCLUSIVE LEADERS at large companies who perceive negative bias in their superiors' assessment of ACE elements*

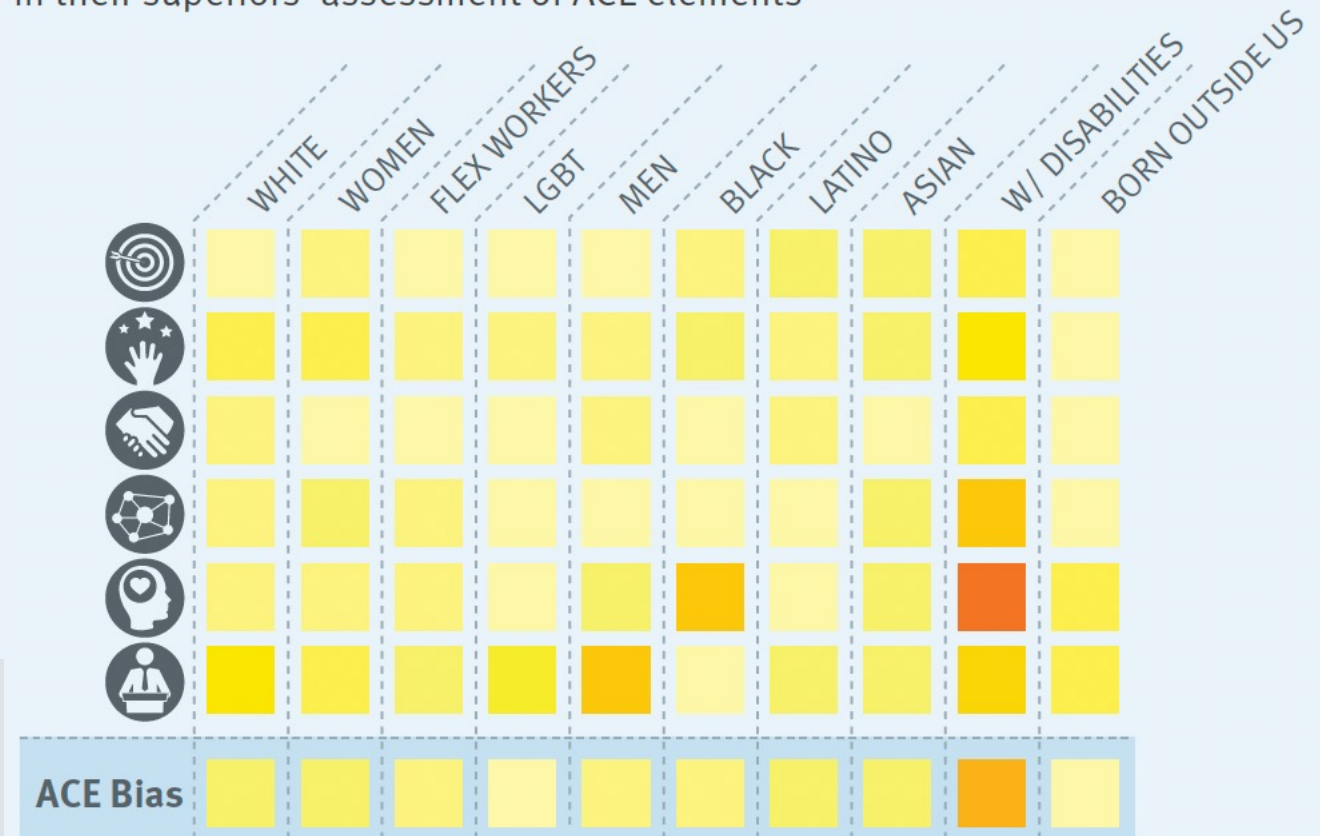


Bias as a Blockade to Success

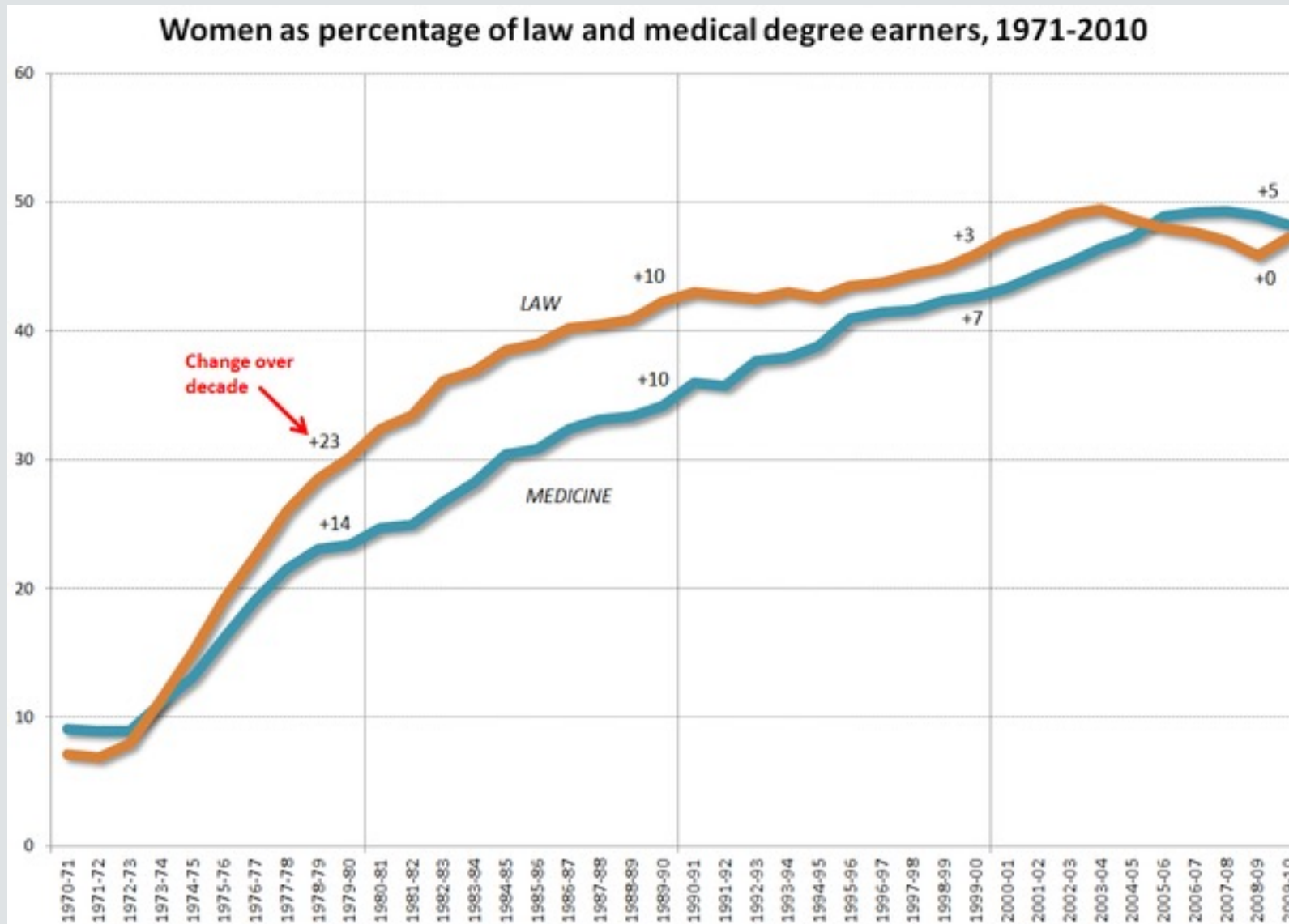
EMPLOYEES WITHOUT SPONSORS at large companies who perceive negative bias in their superiors' assessment of ACE elements*



EMPLOYEES WITH SPONSORS at large companies who perceive negative bias in their superiors' assessment of ACE elements*



Case Study – Access & Opportunity

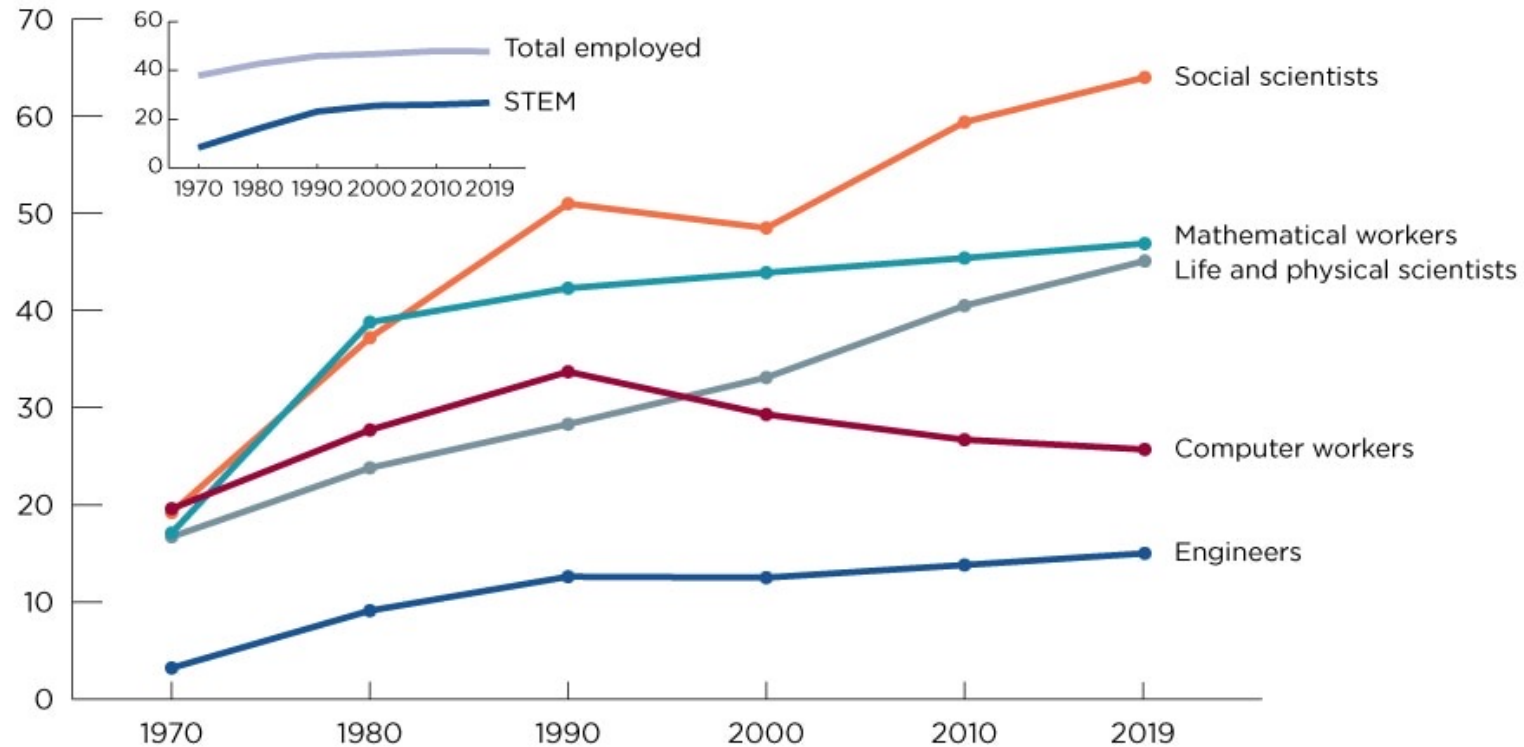


*The Atlantic -
"More Women Are
Doctors and
Lawyers Than
Ever—but Progress
Is Stalling"*

Case Study – Access & Opportunity

Percentage of Women in STEM Jobs: 1970-2019

(Civilian employed, 16 years and over)



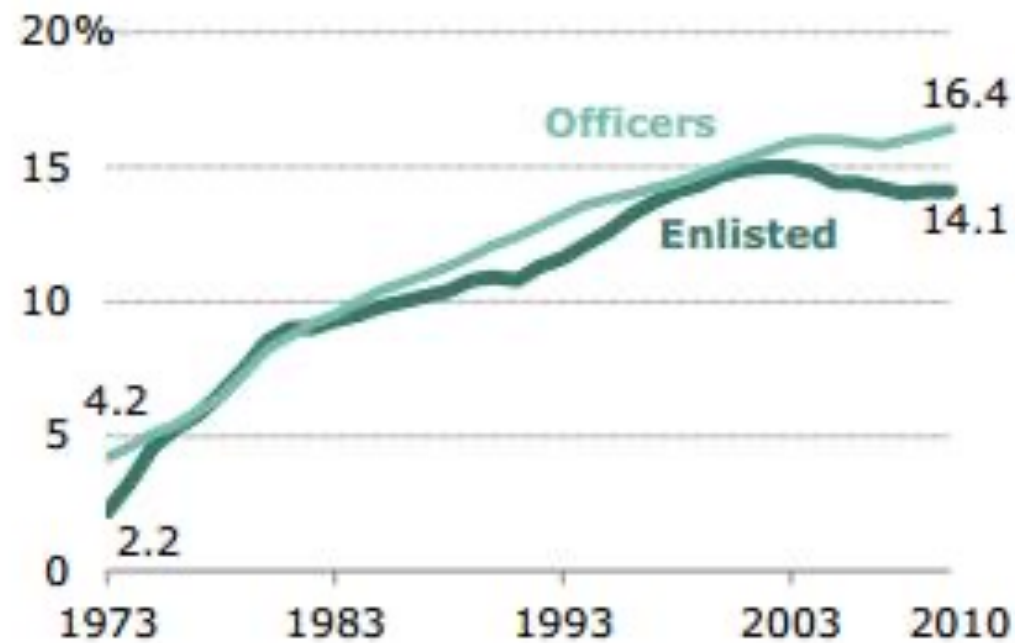
Source: U.S. Census Bureau, 1970, 1980, 1990 and 2000 Censuses; 2010 and 2019 American Community Surveys, 1-Year Estimates.

*US Census -
"Women Are
Nearly Half of
U.S. Workforce
but Only 27%
of STEM
Workers"*

Case Study – Access & Opportunity

Women's Growing Share, 1973-2010

% of enlisted, commissioned officers who are women



Source: Department of Defense *Population Representation in the Military Forces, FY2010*.

PEW RESEARCH CENTER

The Society
Pages -
"Women,
Opportunity,
and the
Military"

Coast Guard Admiral to Become First Female Service Chief, Shattering Another Glass Ceiling

In 1985, the service had no gender-based prohibitions on where women could go. That cleared the way for Admiral Linda L. Fagan to rise to the top.

Adm. Linda L. Fagan will shatter one of the last glass ceilings in the military on Wednesday when she takes the oath as commandant of the Coast Guard and becomes the first female officer to lead a branch of the American armed forces.

Admiral Fagan, who was previously the service's second in command, graduated from the Coast Guard Academy in 1985, in just the sixth class that included women. She steadily rose through the ranks, serving at sea on an icebreaker, and ashore as a marine safety officer.



Adm. Linda L. Fagan will be the 27th commandant of the Coast Guard. Alyssa Schukar for The New York Times





A Four-Star Female Admiral Makes History for the Navy



Give this article



Adm. Michelle J. Howard, the vice chief of naval operations, has become the first female four-star in the history of the Navy. Doug Mills/The New York Times

Nominee for Air Force Chief Would Be First African-American in Post

If he is confirmed by the Senate, Gen. Charles Q. Brown Jr. will become the rare black officer to sit on the elite Joint Chiefs of Staff.

 Give this article



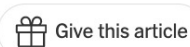




General Charles Q. Brown Jr. is the commander of the U.S. Pacific Air Forces. Bullit Marquez/Associated Press

Senate Confirms Austin, Installing First Black Defense Secretary

The retired general was approved overwhelmingly, after Congress granted him a waiver from a law restricting those who are retired from military service fewer than seven years from leading the Pentagon.



As defense secretary, Lloyd J. Austin III, a retired general, will face numerous global and domestic threats. Pool photo by Jim La Scalzo

Pentagon Taps Next Commander of U.S. Forces in Africa

If approved, Lt. Gen. Michael E. Langley would become the first Black four-star Marine Corps officer.

 Give this article







If formally nominated by the White House and confirmed by the Senate, Lt. Gen. Michael E. Langley would become the first Black four-star Marine Corps officer. U.S. Marine Corps/Pfc. Larisa Chavez, via Alamy

AGLP Leadership Development Curriculum

Respect for Others Questions

6/6/2022

Respect for Others - References

- “An Integrated Conceptual Model of Respect in Leadership” – Nichols Clarke, *The Leadership Quarterly*, March 27, 2011 ([available online](#))
- “Do Your Employees Feel Respected?” – Kristy Roberts, *Harvard Business Review*, July-August 2018 ([available online](#))
- “Defining respectful leadership” – Niels van Quaquebeke, *RSM Insight*, 1st Quarter 2011 ([available online](#))
- “Coast Guard Admiral to Become First Female Service Chief, Shattering Another Glass Ceiling” – John Ismay, *New York Times*, May 31, 2022 ([available online](#) with embedded links to other military minority “firsts”)

Next Steps

- Respect for Others
EL&R – JUN 13
- EL & R – Mentoring+ –
all JULY
- Seminar: Taking Care of
Others – JULY 11
- Mentorship: Effective
Communications –
JULY 13

Learn	Experience	Reflection	Mentorship
Learn	Experience	Reflection	Mentorship
Learn	Experience	Reflection	Mentorship
Learn	Experience	Reflection	Mentorship

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