AGLP Leadership Development Curriculum

Respect for Others Experiential Learning & Reflections Preview

6/13/2022

AGLP Leadership Development Sequence

Leading-Others Competency: Respect for Others

June:
Seminar
& Review/Preview

July:
Practicum
(completed in your life-environment)

August:
Post-Practicum
Session

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

Forms of Respect

- **owed respect** – every member is inherently valuable – leadership can promote this value throughout an organization
  - **recognition respect** - to act in an unbiased, dignified, ethical and trustworthy manner (i.e. general respect)
- **earned respect** – awarded to those who display valued qualities or behaviors
  - **appraisal respect** - judgment based upon perceived qualities of an individual (i.e. technical abilities)
  - **identification respect** - a close alignment of values between leader & follower

Kristine Rogers - "Do Your Employees Feel Respected?"

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

Personal Experiences of Feeling Respected

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

1 … trusts my ability to independently and self-reliantly perform well.

2 … expresses criticism in an objective and constructive way.

3 … recognises me as a full-fledged counterpart.

4 … recognises my work.

5 … shows a genuine interest in my opinions and assessments.

6 … treats me in a polite manner.

7 … does not try to hold me responsible for his/her own mistakes.

8 … unequivocally stands up for me and my work against third parties.

9 … provides me with any information that is relevant to me

10…takes me and my work seriously

11…interacts in an open and honest way with me.

12…treats me in a fair way.

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

"Create what you see.
Create what you feel.
Create what you have never seen.
Just create."
Nathan Sawaya
CIRCLE TORSO
Piece Count: 10,305
88 x 60 x 38 (cm)
SQUARE TORSO
Piece Count: 9,957
88 x 48 x 38 (cm)
TRIANGLE TORSO
Piece Count: 9,147
88 x 53 x 38 (cm)
Celebrate difference. If everybody looked and was the same, it wouldn't be a very interesting world, would it? So which shape are you? And which color? The circle, square and triangle are the fundamental building blocks of all things. And the colors red, blue and yellow are the primary colors of our world.

“Create what you see.
Create what you feel.
Create what you have never seen.
Just create.”

Nathan Sawaya

What do we mean by "Others"

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

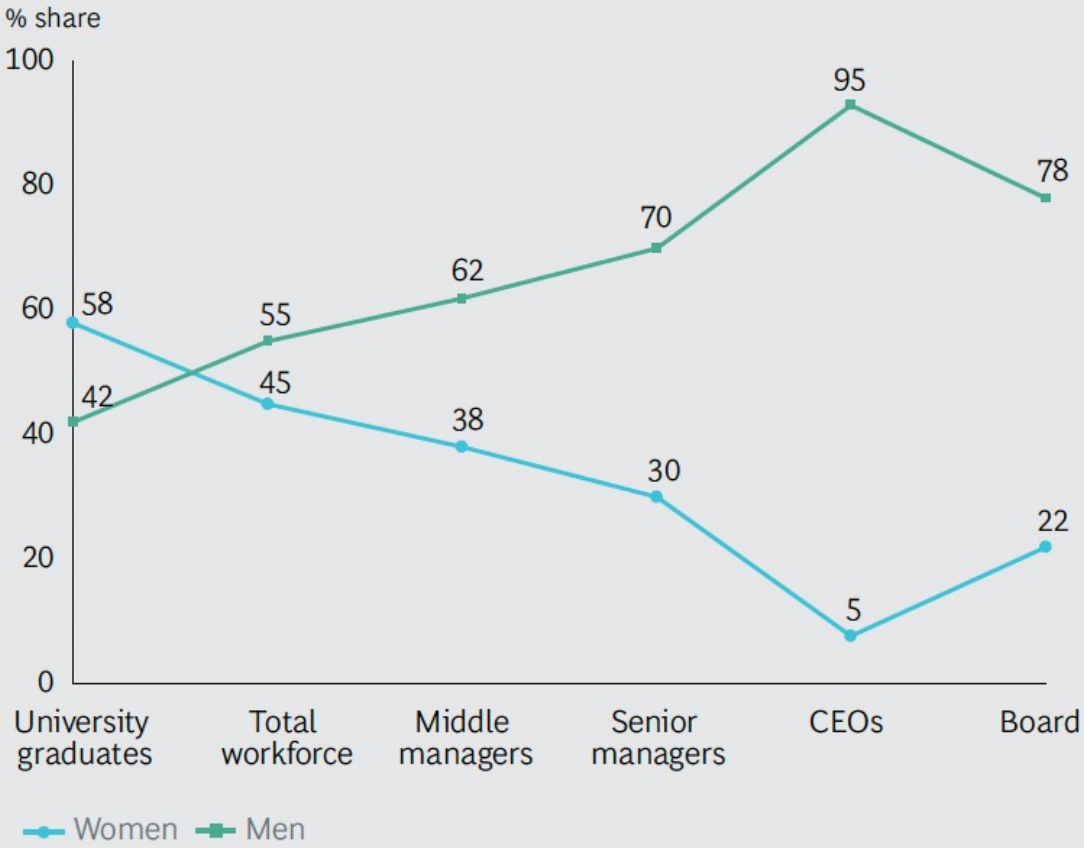
TWO-DIMENSIONAL (2D) DIVERSITY
describes leadership that exhibits at least three kinds of both:

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)

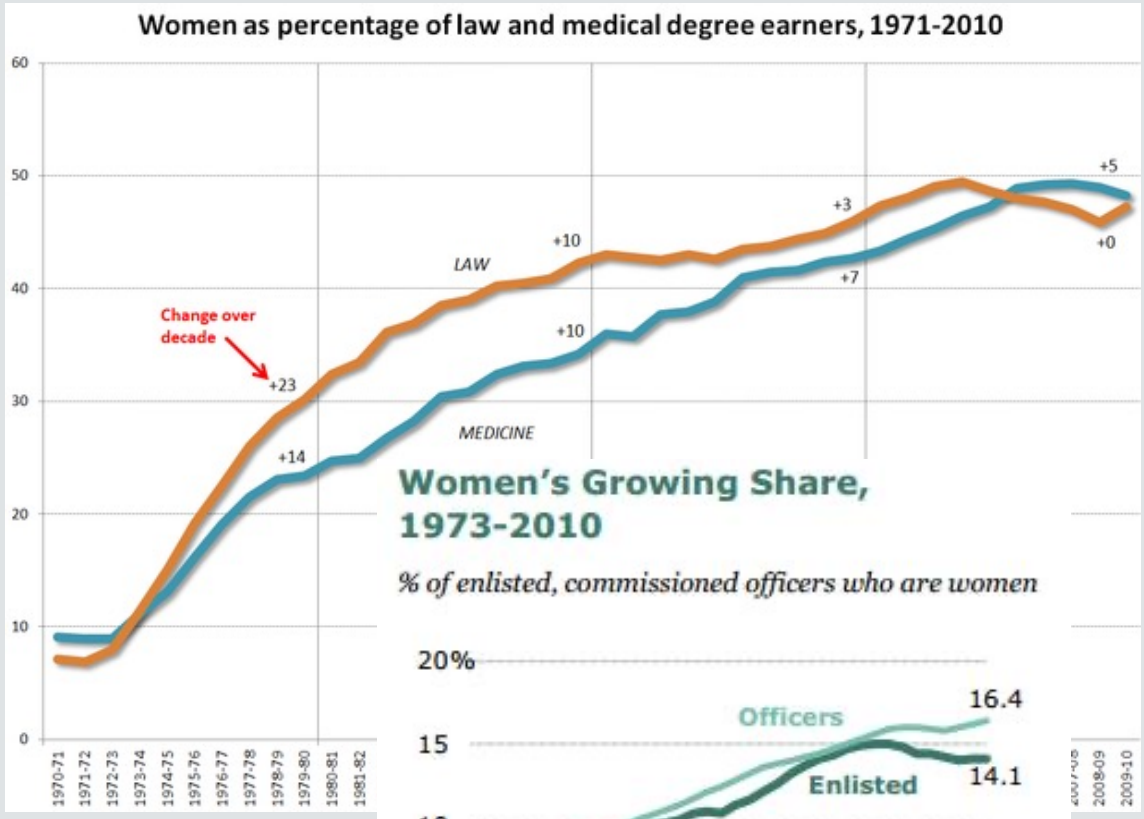
EXHIBIT 1 | Gender Gap in the Australian Workforce Widens with Seniority

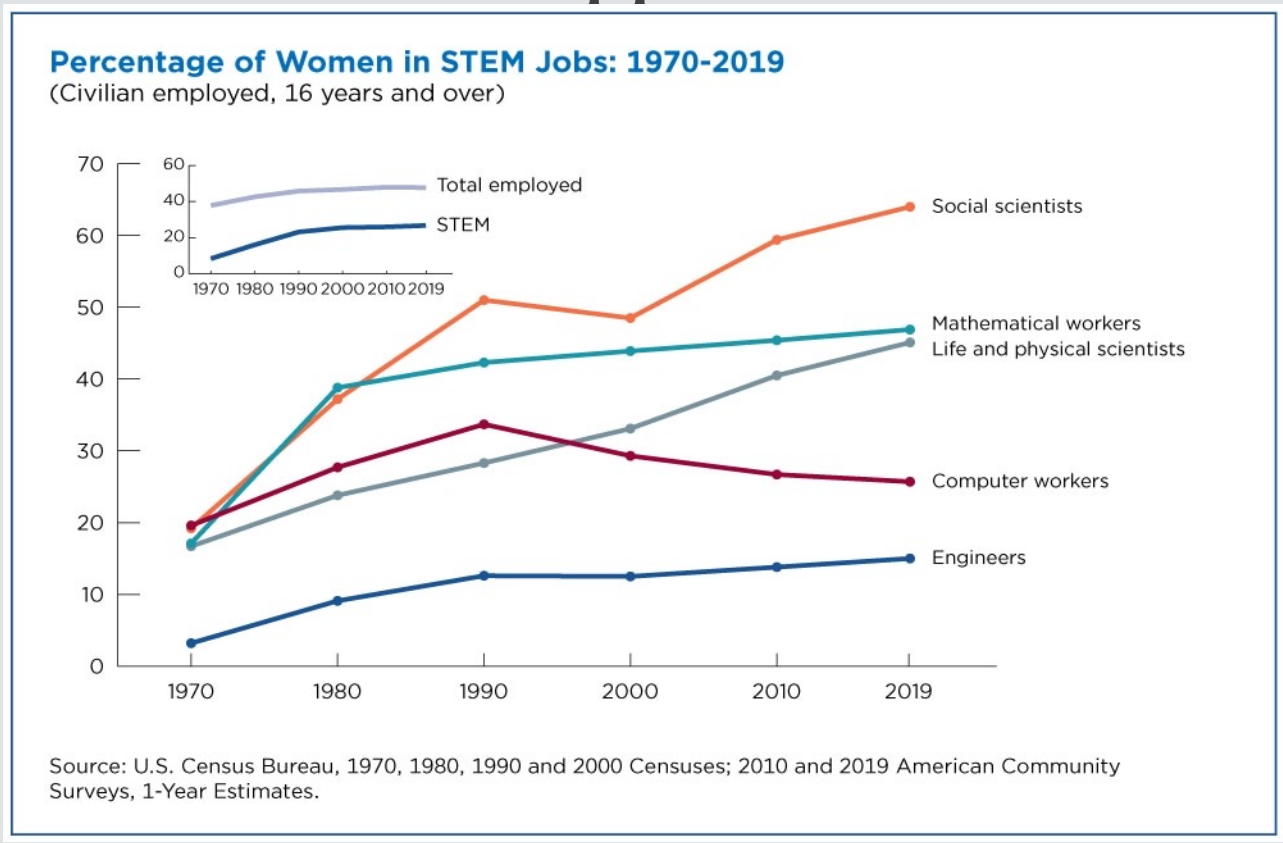


Respect for Others

RESPECT BIAS OTHERS

Bias, Actions, Limited Access & Limited Opportunities





The New York Times

2014 -2022

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

Adm. Linda L. Fagan will be the 27th commandant of the Coast Guard. Alyssa Schukar

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

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

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

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.

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.

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

NEWS

DOD Pays Tribute to LGBTQ+ Service Members

JUNE 7, 2022 | BY DAVID VERGUN, DOD NEWS

Pride Month is a time to come together to honor the contributions of LGBTQ+ service members, said Deputy Defense Secretary Kathleen H. Hicks, who spoke today at the 11th LBGTQ+ Pride Ceremony at the Pentagon.

SHARE

CMO TODAY

Some Flight Attendants Can Bring Their Full Selves to Work—Tattoos, Sneakers, Nose Studs and All

Certain carriers are loosening decades-old rules on more formal appearance and uniforms as they look to recruit personnel and keep those they have

Virgin Atlantic flight attendants Terry Nunn and Josie Hopkins. The airline now permits staff to show most body art while on shift.

PHOTO: VIRGIN ATLANTIC

By Katie Deighton
Updated June 9, 2022 2:26 pm ET

Chevron Drills Into Data to Refine Customer Experience

Chevron is evolving its approach to data, technology, and organizational structure to improve business operations and make customer interactions more seamless.

Design a Human-Centered Data Experience

Aera CEO: 'Connecting the Dots' With Decision Intelligence

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The Wall Street Journal news department was not involved in the creation of this content.

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Action Plan

Resources

Committee

Dashboard

SEAS COMMITMENT TO DIVERSITY, EQUITY, INCLUSION, AND BELONGING

The School of Engineering & Applied Science (SEAS) at Yale strives to create an inclusive and supportive environment for all members of its community to learn, work, and live our lives together. We acknowledge, welcome, and celebrate our differences, including those related to age, race and ethnicity, gender and gender identity, nationality, immigration status, sexual orientation, religion, disability status, and socioeconomic status. We work to prevent implicit biases from negatively impacting our community. Motivated by the understanding that research and education benefit from the supportive involvement of all people, we are committed to broadening participation and diversity in our departments and in our professions. We actively support the recruitment, retention, and success of undergraduate and graduate students, postdocs, staff, and faculty from varied backgrounds.

SPRING 2022 SEAS DEIB WORKSHOPS

As part of the SEAS DEIB plan, we are committed to offering evidence-based diversity training for the SEAS community. Our goal is for all staff, faculty, postdocs and graduate students in our community to attend one of these workshops. These workshops below were offered in the fall; you're welcome to attend the same workshop and/or a new one.

Workshop	Date, Time	Facilitator	Location	SEAS Point of Contact
Inclusive Teaching (for graduate students and postdocs)	March 8, 4- 5 p.m.	Suzanne Young	Zoom	Sabrina Whiteman
Leading Inclusive Lab Meetings	March 11, 2-3 p.m.	Jenny Frederick	Zoom	Michael Loewenberg
Inclusive Teaching (for faculty and staff)	March 14, 3-4:30 p.m.	Melissa Scheve	IN PERSON: Poorvu 120C	Michael Loewenberg
Implicit Bias	March 18, 10:30-12 p.m.	Darin Latimore	IN PERSON: Teal Room, 17 Hillhouse	Sabrina Whiteman

In addition, we encourage all SEAS community members to take advantage of the multitude of opportunities available to us, with belonging-related events happening nearly every day.

RESOURCES:

- Best Practices for Inclusive Teaching in Yale Computer Science, Yale CS Dept

- Inclusive Lab Meetings in Engineering, Jenny Frederick, Poorvu Center for Teaching and Learning:
  - Ten simple rules for productive lab meetings (also many good references)
  - Ten simple rules for building an antiracist lab
  - Reflections and Actions for Creating an Inclusive Lab Environment
  - To Build an Inclusive Culture, Start with Inclusive Meetings
  - Inclusive Zoom meetings

ACTION PLAN

Goals and actions strategically developed for SEAS to prioritize diversity, equity, inclusion, and belonging as fundamental in the pursuit of academic excellence.

READ MORE »

RESOURCES

A collection of resources at Yale, including links to policies, anonymous reporting hotlines, mental health & wellness, affinity groups, cultural centers, and many more resources.

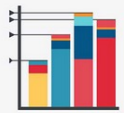
READ MORE »

COMMITTEE

History and current membership of the SEAS DEIB committee as well as a form to anonymously contact us.

READ MORE »

DASHBOARD



Data about SEAS graduate student body composition, as well as statistics about admissions, retention, and job placement.

READ MORE »

Best Practices for Inclusive Teaching in Yale Computer Science

Introduction 2

Part 1: Inclusive Teaching Guidance 3

Section 1: Accommodating Different Levels of Preparedness and Ways of Learning 3

Section 2: Accommodating Students With Disabilities 5

Section 3: Supporting Students Who Are Struggling 7

Section 4: Inclusive Language in Teaching 8

Part 2: Course Structure 9

Section 5: Course Policies for Late Work and Extensions 9

Section 6: Collaboration and Academic Honesty Policies 10

Section 7: Accessibility of the Teaching Team 13

Section 8: Crafting a Syllabus 17

Part 3: Yale Specific Policies 19

Section 9: Residential College Deans, Dean's Excuses, TIs, and ABXs 19

Section 10: Policies around TFs, ULAs, Tutors, and Graders 21

Section 11: Yale Handbook Policies 22

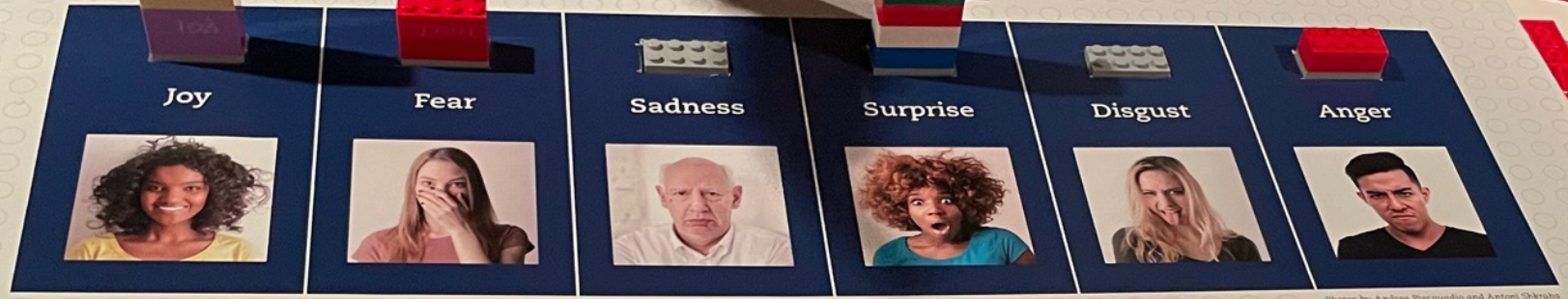
Section 12: Other Recommended Resources 23

Section 13: Glossary of Terms Specific to Yale 23

Joy
Fear
Sadness
Surprise
Disgust
Anger
Instructions:
1.
2.
3.
Why these six emotions?
Graph

Graph Your Emotions

Emotional Gr



Photos by Andrea Piacquadio and Antoni Shkraba

Instructions:

1. *Take a look at the piece of art. How does it make you feel?*

2. Add a brick to the graph for each emotion you feel. If your exact emotion is missing, pick the emotion that is the closest to how you feel.

3. Look at the graph. How are the emotions you experienced the same or different than others?

Why these six emotions?

These six emotions are based on the psychologist Dr. Paul Ekman's research into Basic Emotions. These are emotions which are felt the same way by everyone. By studying how we experience emotions, scientists hope to help us better understand and communicate with each other.

Respect for Others: Experiential Learning Scenario

- **respect in your lab environment** – observe, document and practice examples of recognition respect, appraisal respect, and identification respect in your lab environment.

Where do **you** show respect for each form?

Respect for Others: Experiential Learning Scenario

- **opportunities for all in your home environment** – How can you promote & experience opportunities for all? Can you find ways to increase your own acquired diversity?
- **unconscious bias** – Can a partner help you detect some bias blind spots?

Respect for Others: VW Reflections on Experiential Learning Scenarios

- **my most inclusive activity –** organizing the world's largest "Robot Olympics" with participants from every nation, supported by a get-it-done team from many nations

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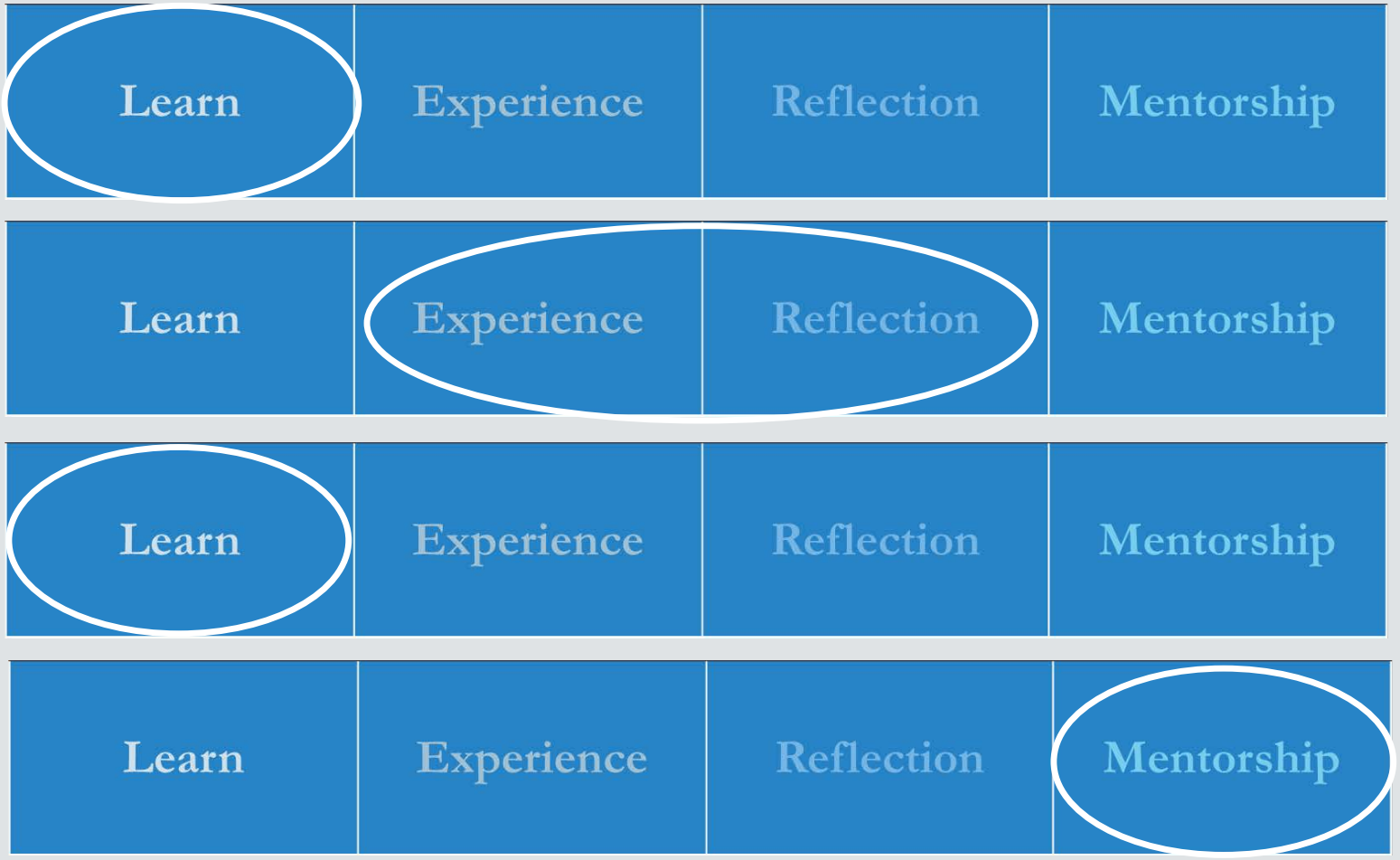
Respect for Others Questions

6/13/2022

Next Steps

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



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