

ASHA Leadership Academy

Quick Reference









ETHICAL LEADERSHIP AND CIVILITY

Ethical leadership, anchored in transformational leadership theory, forms the basis for civility in the workplace. Embodying ethical leadership, ASHA's focus on communication has resulted in research on declining civility nationally and its implications for members. This growing awareness has prompted ASHA to develop a suite of tools and resources for building and sustaining civility in the CSD professions.

ASSESSMENT	
Webinar Objective	Skill Rating ① None ② Basic ③ Competent ④ Masterful
Assess career history to identify core elements of a leadership platform	
Articulate a unique leadership purpose	
Translate ASHA civility principles into professional behavior as leaders	
TOTAL	

Scoring

SCORE	SUGGESTED NEXT STEPS
LESS THAN 6	Complete the Leadership Academy webinar on this topic
7-9	Review the developmental suggestions in this reference
MORE THAN 10	Explore the supplemental resources for in-depth insights on this topic; consider mentoring others on this skill.

SKILLED BEHAVIOR	UNSKILLED BEHAVIOR
 Demonstrates authenticity by being aware of ones' strengths, weaknesses, and values	 Unaware of ones' strengths, weaknesses, and values
 Has awareness of his or her unique leadership purpose and acts upon it consistently	 Scattered and lacks focus on ones' unique purpose; does not persevere to enact it
 Models behavior for others by being aware of and acting upon civility principles	 Talks about the importance of civility but does not model it in his or her behavior
 Willing to act with courage to champion civility principles in personal and professional domains	 Has awareness of civility but does not take the risk to advocate for it

Development Tips and Suggestions

- Interview two experienced leaders you respect to learn about how they have discerned their unique purpose
- Reflect on a situation where you did not act with courage to address a civility issue and explore the underlying factors that prevented you from taking a stand
- Ask three colleagues who know you well about their perceptions of your skills in active listening
- Pay attention to examples of colleagues who actively intervene to discourage belittling behavior in social media or another context; reach out to them to explore how they decided to intervene
- Set intentions each week on how you will live and embody your purpose
- Share your purpose statement with three people who know you well and ask them for feedback about the extent to which you live it

Resources

Centered Leadership: Leading with Purpose, Clarity, and Impact by Joanna Barsh and Johanne Lavoie (2014)

Finding Meaning and Purpose in Your Role and Work as a Manager by Art Petty. Available at: <https://www.thebalancecareers.com/finding-meaning-in-your-role-as-a-manager-4102518>

Leader's Credibility is Golden by John Baldoni. Available at: <https://hbr.org/2008/11/leaders-credibility-is-golden>

Podcast: *The Power of Civil Discourse* Host Mary Kate Cunningham, CAE, and guest co-host Arlene Pietranton, FASAE, CAE, and CEO of ASHA interview three experts on the importance of civility and the risks of a lack of listening with an intent to learn. Available at: <https://www.thepowerofa.org/podcasts/the-power-of-civil-discourse/>

You're Never Done Finding Purpose at Work by Dan Pontefract in *Purpose, Meaning, and Passion: HBR Emotional Intelligence Series* (2018)