

# **ETHICAL LEADERSHIP AND CIVILITY**

**ASHA LEADERSHIP ACADEMY  
ON-DEMAND WEBINAR**

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# ASHA DISCLOSURE STATEMENT

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- ◆ Financial: Nourse Leadership Strategies, Independent Contractor.
- ◆ Receiving compensation from ASHA for conducting this webinar.
- ◆ Non-Financial: None

# INTRODUCTION

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## LEARNING OBJECTIVES

By the end of this session, participants will be able to:

- ◆ Assess their career history to identify core elements of their leadership platform
- ◆ Articulate their unique leadership purpose
- ◆ Translate ASHA civility principles into their professional behavior as leaders

## AGENDA

- ◆ Key concepts
- ◆ Part 1: Career history
- ◆ Part 2: Leadership purpose
- ◆ Part 3: Civility behavior
- ◆ Wrap-up

## GETTING THE MOST OUT OF THIS WEBINAR

- ◆ Print this guide
- ◆ Learning environment
- ◆ Stop the action
- ◆ Deepen your learning



## CORE LEADERSHIP COMPETENCIES

- ◆ Clear about his or her philosophy of leadership
- ◆ Has awareness of his or her unique leadership purpose and acts upon it consistently
- ◆ Demonstrates authenticity by being aware of ones' strengths, weaknesses, and values
- ◆ Models behavior for others by being aware of and acting upon civility principles
- ◆ Is willing to act with courage to champion civility principles in personal and professional domains

# KEY CONCEPTS

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**Ethical leadership** is a form of transformational leadership in which individuals demonstrate a commitment to the common good. Ethical leaders embody their commitment to the common good in their decisions and behavior, as well as creating ethical cultures or environments. Four key components of ethical leadership include:



Values



Vision



Voice



Virtue

**Civility** is a mindset and set of behaviors including:

- ◆ Awareness of one's words and actions on others
- ◆ Consistent recognition of one's responsibility to ease the burden of others
- ◆ Embracing civil behavior as an ongoing character trait

## ACTIVITY: ETHICAL LEADERSHIP ROLE MODELS

Reflect on the following questions:

- ◆ Who is an example of an ethical leadership role model for you?
- ◆ What are some of the specific behavior they have demonstrated?

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# PART 1: CAREER HISTORY LIFELINE

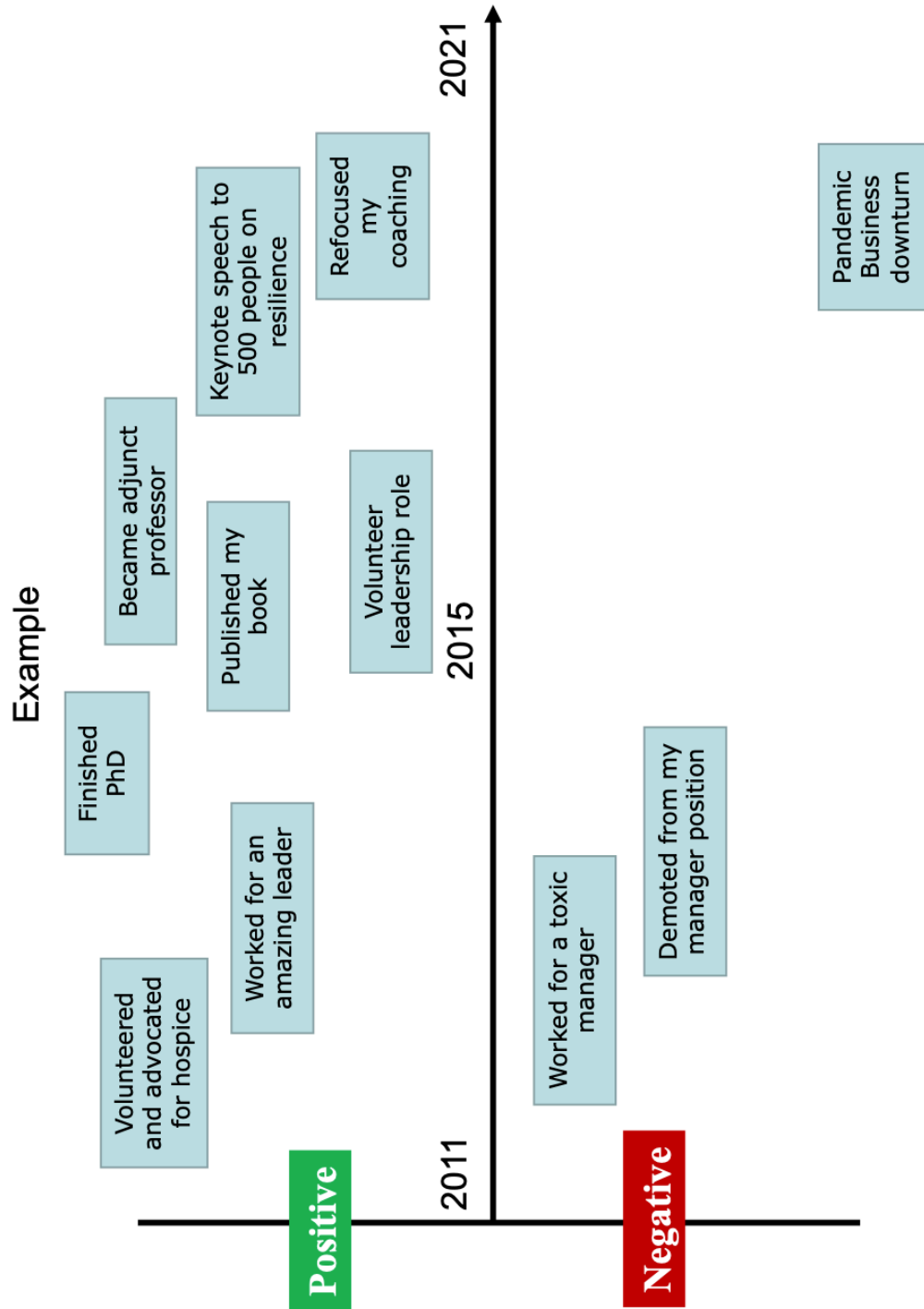
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Transformational and ethical leaders are aware of their strengths, weaknesses, and core values. A career history lifeline is one method for gaining perspective on ones' past by using an appreciative view to review critical experiences. By exploring these experiences and milestones, you are better able to identify your authentic leadership platform.

Key ingredients of a career history lifeline include:

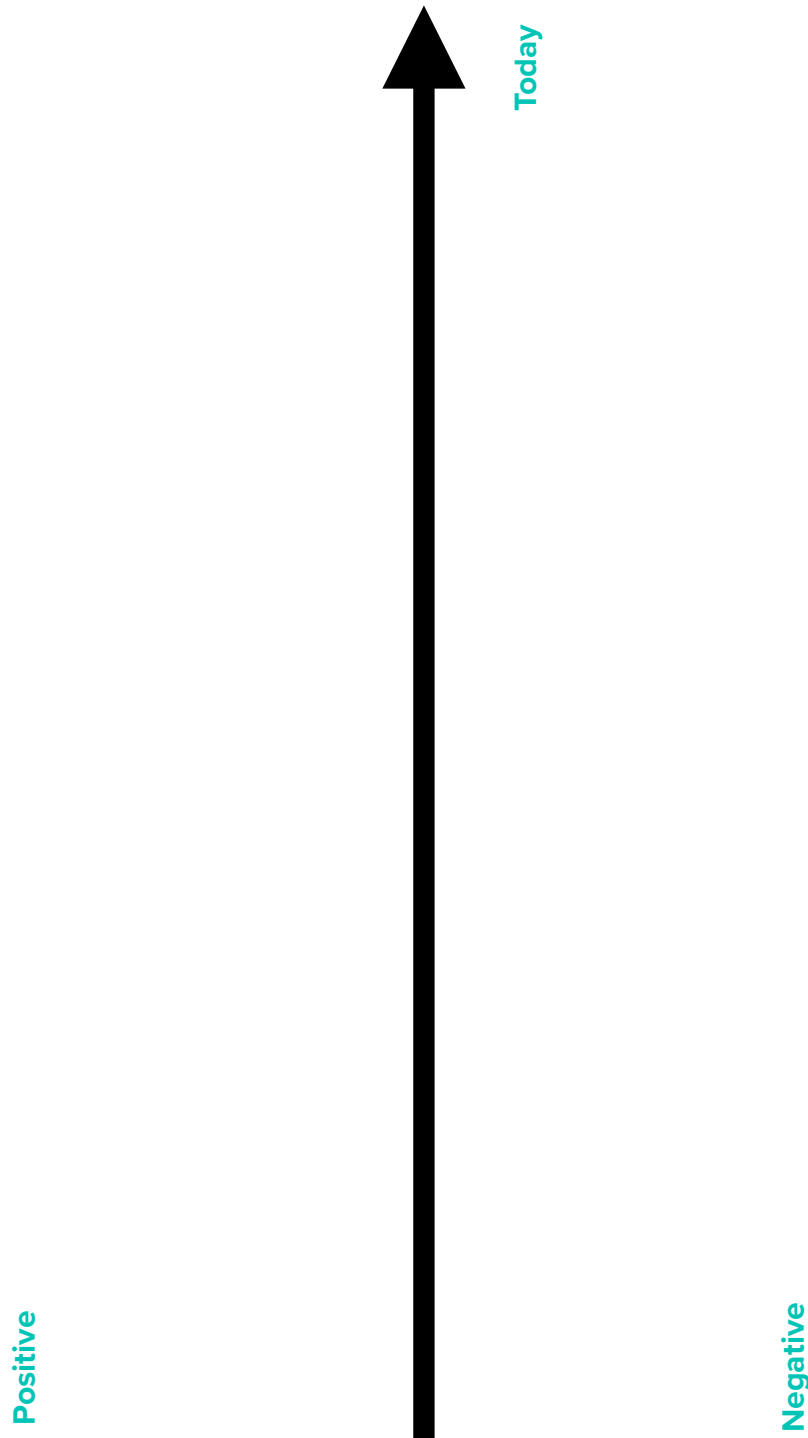
- ◆ Peak experiences that embodied your purpose and mission
- ◆ Setbacks and challenges that triggered learning
- ◆ Essential people that played a role in your growth
- ◆ Core values and beliefs in action

# EXAMPLE CAREER HISTORY LIFELINE



## ACTIVITY: CREATING YOUR CAREER HISTORY LIFELINE

Part 1: Use the blank career history timeline on the next page and capture key events, people and milestones over the past 10 years. Focus on what was most meaningful for you.



Part 2: Respond to the following reflection questions

1. What were some of the common themes associated with your peak experiences (e.g., speaking my truth, challenging the status quo, building collaborative cross functional teams, etc.)

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2. What are three core values are present in your lifeline (e.g., communication, diversity, creativity, impact, learning, etc.)

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3. What were some of the situations or experiences where you showed up powerfully as a leader?

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## PART 2: LEADERSHIP PURPOSE

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Leadership expert Don Pontefract argues that an essential part of enjoying our work is based on the extent to which our role aligns with our purpose. He identifies three mindsets:

Job  
Mindset

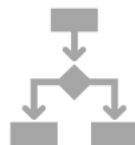
Career  
Mindset

Purpose  
Mindset

Leadership Purpose: A succinct statement that describes the impact you have and approach you use as a leader. Well-crafted purpose statements have three components:



Action



Outcome



Approach

Leadership purpose statement examples:



- ◆ Develop and empower my team to achieve our goals and objectives designed to provide quality health care for our patients.
- ◆ Create a culture of innovation that establishes cutting edge practices for improving access to reliable and affordable healthcare.
- ◆ Leveraging innovative telemedicine technologies to improve audiology service delivery and access for rural patients.
- ◆ Enhance the skills and knowledge of educators on the science of reading through research, practice, and inter-professional education.

## ACTIVITY: YOUR LEADERSHIP PURPOSE STATEMENT

Instructions: Create a draft of your leadership purpose statement by capturing your ideas in the table below. Draw upon insights from your career lifeline.

Component	Your Response
<p>Action Verb</p> <p>For example: Inspire, Direct, Facilitate, Guide, Engage, etc.</p>	
<p>Outcome of this Action and the Recipient of the Outcome</p> <p>For example: Direct reports, Women, African American Women, etc.</p>	
<p>How do you do it? Your approach?</p> <p>For example: conducting research, speaking and education, challenging status quo, etc.</p>	

# PART 3: CIVILITY PRACTICES

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## ASHA Civility Practices Model



- ◆ Respect: Embracing others' perspectives
- ◆ Constructive Dialogue: Building shared understanding
- ◆ Discouraging Belittling: Taking action
- ◆ Professionalism: Demonstrating a leader-like demeanor



Awareness



Intention



Action

## ACTIVITY: IDENTIFYING YOUR CIVILITY PRACTICES

Instructions: Identify specific ways you can practice the ASHA civility practices.

Basic Civility Tenet	Specific actions or behaviors
Respect	
Constructive dialogue	
Discourage belittling behavior	
Professionalism	

# SUMMARY

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## KEY POINTS

- ◆ Reflecting on your career lifeline is a useful way to clarify your purpose, vision and values.
- ◆ Leadership purpose is essential element of what it means to be an ethical leader.
- ◆ Civility tenets are a critical component of what it means to be an ethical leader.

# ADDITIONAL RESOURCES

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

Choosing Civility: The Twenty-five Rules of Considerate Conduct by P.M. Forni (2010).

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/>

Real Leadership: 9 Simple Practices for Leading and Living with Purpose by John Addison and John Mann (2016)

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