



RESPECTFUL LEADERSHIP REPORT

The Case for Respect



CRL

THE CENTER FOR
RESPECTFUL LEADERSHIP®



“Real leaders are those who seek to earn the respect and trust of those they lead.”

– Gregg Ward, MCEC BCC
Founder & Executive Director

EVERYTHING HAS CHANGED

It would be an understatement to say that the world of work has changed significantly in the past few years.

According to Gallup, in 2021 Gen Z and millennials – many of them highly educated – grew to represent 46% of the full-time US workforce. Nearly one quarter of all US workers worked from home in 2021, and a record number of employees quit their jobs during “The Great Resignation,” or what we at the Center for Respectful Leadership (CRL) call, “The Great Reconsideration.”

REASONS FOR RESIGNING April-September 2021

Toxic Corporate Culture

10.4

Job Security & Reorganization

3.5

High Levels of Innovation

3.2

Failure to Recognize Employee Performance

2.9

Poor Response to COVID-19

1.8

Source: MIT/Sloan Management Review, January 2022

Note: the bars indicate importance relative to compensation, i.e. “Toxic Culture” was 10.4 times a more important reason for leaving than compensation.

“ People will forget what you said, people will forget what you did, but people will never forget how you made them feel. ”
– Maya Angelou

At the same time, more employees are becoming informed and passionate about complex societal challenges including systemic racism, income inequality, gender disparity, disability and LGBTQ+ discrimination, sustainability, and climate change.

And yet, unfortunately disrespect, incivility, and hostility in public and within our organizations are rising to all-time highs. In fact, according to a new, exhaustive study by MIT, the main reason people left their jobs during the pandemic is, “A Toxic Culture,” which we define as, “an organization with a culture that fails to promote diversity, equity, and inclusion; where workers feel disrespected; and which engages in unethical behavior.” Faced with these realities, organizational leadership is calling for Human Resources, Learning and Development, and DE&I professionals to help drive positive, measurable, lasting change.

At CRL, we believe respect is the answer to this call. All of our research in the last 20+ years tells us that respect is, in fact, a key – yet woefully undervalued - driver of partnership, productivity, and performance. We’ve also learned that disrespect can have significantly negative impacts on employee engagement, teamwork, and turnover.

With respect and Respectful Leadership™ great things happen. The data supports us: organizations with what we call “Actively Respectful Cultures (ARC’s),” have fewer complaints and conflicts, higher retention, greater customer and employee NPS scores, and better, more sustainable business outcomes.

We’ve also found that educating people on respect and Respectful Leadership™ is neither difficult nor expensive, nor does it require trigger warnings or dancing around hot-button social issues; it’s all about straightforward, common sense concepts, principles, and practices that most people understand and value. Respect and Respectful Leadership™ are not only easy to learn and talk about, they’re as good for business as they are for people.

At CRL, we’re on a mission to support leadership and organizational transformation based on respect. We hope you’ll join us in ensuring that our new work worlds are as respectful, resilient, and productive as they can be.

Respectfully Yours,
Gregg Ward & The Team at the Center for Respectful Leadership





THE VOICE OF RESPECT™

Founded by organization culture expert and award-winning, best-selling author, speaker and facilitator Gregg Ward, The Center for Respectful Leadership is committed to supporting leadership and organizational transformation through...

- In-Person | Virtual, and Self-Directed Learning & Development Programs
- Active Research and Publication
- Public Dialogues
- Executive Coaching and Consulting

...on Respect, Respectful Leadership™, Psychological Safety, Executive Presence, Conflict Resolution, Emotional and Cultural Intelligence.

01

We focus on the practical neuroscience and the validated performance data re: the impact of respect & disrespect.

03

We consistently champion the foundational business, organizational & community cases for respect.

02

We are non-judgmental, non-shaming, and non-confrontational.

04

We align with and support your DE&I, cultural, HR, legal, and leadership messaging.

WHAT DRIVES US: OUR VALUES

01

Understand Respect:

We understand that informational, procedural, and interpersonal respect – in other words, “Respectful Leadership™” – are key drivers of partnership, productivity, and performance.

02

Value Respect:

We genuinely value respect, civility, transparency, decency and consideration. If we ignore or dismiss the value and impact of respect, we put ourselves, our colleagues, customers, communities, and organizations at risk.

03

Practice Respect:

We intentionally and consistently treat everyone with respect, civility, transparency, consideration, and decency. In short, we treat others the way they want to be treated.

OUR MISSION:

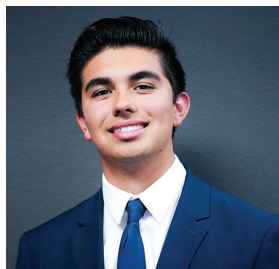
The Center for Respectful Leadership is committed to supporting leadership and organizational transformation by focusing on the positive power and measurable impact of respect.

OUR VISION:

Supporting an ever-growing community of thriving and successful organizations which understand, value, and practice respect as a cornerstone of their cultures



WHO WE ARE – ADVISORY COUNCIL | ENGAGEMENT PARTNERS



Miguel Aldrete

Founder of The CTW Movement



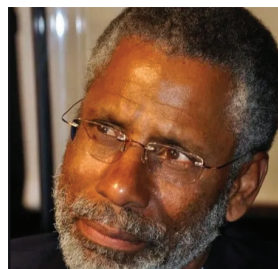
Cynthia Burnham, MBA

Leadership Coach/Speaker/
Author of Best-Selling
The Charisma Edge



Maya Hu-Chan

Award-winning Speaker/Exec.
Coach/Author *Saving Face: How to
Preserve Dignity and Build Trust*



Dr. Billy Vaughn,

CDP CDT CDE

Sr. Managing Partner, Diversity
Training University International



Gerald Finch, Ph.D.

Co-director of The Respect Project
Latin America/Professor of
Mngmt. & Psych., Universidad
San Francisco de Quito, Ecuador



Gaby Alvarez-Pollack

Chief Learning
Officer of GSL Consulting



Erika Dadsetan-Foley

Executive Director, VISIONS



Luis Martinez, MSOL

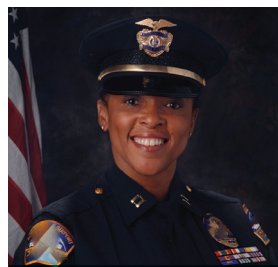
Founder/CEO of We Tha Plug &
Director of Startup Grind
San Diego



Dr. Maureen Orey,

Ed. D., CPLP

Founder/CEO, Workplace Learning
& Performance Group, Inc.



LaPonda Fitchpatrick

Equity, Diversity, Inclusion, &
Culture Transformation Consultant

“ Their work is
incredibly effective.
They don’t dabble
in organizational
development theory
or play the guru.
They work closely
with your organization
to learn your culture
thoroughly and
reflect it back in truly
powerful ways. ”

– Former CIO,
Price-Waterhouse

Cristina Crespo Andrade, Ph.D. – The Respect Project, Latin America
Dr. Rosa Belzer, Former Coach Leader – The Center for Creative Leadership
Dr. Susan Bernstein – Executive Coach/Leadership Consultant
Roberto Blain – USC Professor of Culture Change & Talent Management
CB Bowman – Founder/CEO, Association of Corporate Executive Coaches
Donald E. Coleman – Chief Evangelistic Officer of Semper Kaizen Corp
Dottie Li – CEO Transpacific Communications
Silvia Mah, Ph.D., MBA – Founder of Ad Astra Ventures, Stella Labs & Stella Angels
Robert Makar – SVP Booz Allen Hamilton, Retired
Salvatore Manzi – Leadership Coach
Joel P. Martin, Ph.D. – President of Positively Powerful™ Triad West, Inc
Arthur Theotis Matthews J.D – University Professor, Host of “Elevated Dialogue”
Paul Meshanko, MBA, CSP – Founder & President of Legacy Business Cultures
Walter G. Meyer – Award-Winning Author/Speaker, LGBTQ Advocate
Susie Miller, MA, MDiv – Founder of LeaderSynq, Author/Speaker/Catalyst,
Adam Noakes, J.D., Expert – Alternative Dispute Resolution
Patti Perez – Founder/CEO of PersuasionPoint
Don Pierro, CEO Empower Labs
Kevin Rafferty, CEO Business Frontiers
Mark Schall, LGBTQ Advocate, NYC
Mauricio Velásquez, MBA – President, The Diversity Training Group
Maurice Wilson – Pres/ED Reboot Workshop
Chris Witt – President, Witt Communications
John Schinnerer Ph.D., – Host of “The Evolved Caveman”



OUR OFFICERS WILL HATE IT...

...said one of the directors of training for the New York City Police Department back in 1986 when I suggested we use live, professional actors in a new program on managing emotionally disturbed people in public spaces. He was worried that our approach was too “out there,” too weird, too “touchy feely.”

Months later, after we had developed and rolled out our uniquely powerful training program featuring actors portraying a homeless schizophrenic, a furious commuter undressing in public, and a suicidal office worker, among others, that same training director turned to me and said, “I was wrong. Our officers think it’s the best training they’ve ever had.”

This is frequently the most common post-program evaluation we receive on CRL’s uniquely interactive, compelling, and memorable approach to training, learning and development. For over 30 years we’ve brought professional theatrical performance, interactive facilitation, and 1-on1 experiential learning (role-play) sessions opposite professional actors into the in-person and virtual training rooms of some of the world’s most prestigious companies.

Regardless of the venue, organization, or industry, our commitment remains the same: support our clients in driving positive, lasting change on challenging and “difficult” topics like Respect and Trust, DE&I, Leadership, Emotional Intelligence, Conflict, and Psychological Safety.



“Gregg Ward’s incredible sense of respect and appreciation for supporting others through listening and motivating people provide him a premier point of expertise in identifying the essential skills every leader should exercise to become more effective.”

– Nina Tassler, Former
Chair CBS Entertainment

Trainee Evaluations of CRL's Programs

95%

Rate as
"Highly
Effective"

97%

Rate as
"Memorable"

93%

Would
Recommend
to colleague

"Your program changed my life."

– Sr. Manager, ADP

Sadly, too often we find that training on these issues is cerebral, preachy, lukewarm, and/or confrontational. At CRL, our commitment is to expertly inform our audiences and then move them out of their heads and into their hearts in ways that are supportive, engaging, and memorable. At the same time, we base all of our learning, consulting, and coaching methods on validated neuroscience, proven business models, and compelling metrics and data. This is how we help organizational leaders drive positive and lasting cultural change around the toughest issues.



CRL actors performing for Kaiser Permanente leadership in Northern California

CREATING ARC ORGANIZATIONS

Any team, group, or organization that has an Actively Respectful Culture (ARC) focuses on making understanding, valuing, and practicing respect and Respectful Leadership™ a part of every interaction and relationship.

They do this in many ways, including assessing and declaring “what’s real and true” about the organization, consistently engaging in the common courtesies, nipping disrespectful micro-inequities in the bud, managing their own “emotional shift,” and championing and walking-their-talk on respect, diversity, equity, inclusion, decency, dignity, and civility.

By being genuine and consistent, leaders in ARC organizations create “communities of practice,” which in turn make powerful, positive differences in the lives and work of everyone in the organization.

However, ARC organizations don’t spring up overnight. Creating them is a process. We encourage organizations to...

02 Educate & Socialize to create a common language & understanding through...

- Asynchronous, self-directed online learning programs
- Reading, Videos, Podcasts
- Talks, Seminars, Interactive Workshops

01 Gain Clarity on the current state through inquiry, surveys, questionnaires, feedback mechanisms

03 Build Skills/Practice by engaging in live, experiential learning events

04 Support Sustainability through coaching, team exercises, knowledge sharing, measuring, creating communities of practice; mentoring & reverse mentoring



CASE STUDY: LEONARDO DRS

Bill Guyan, Senior Vice President & General Manager

Leonardo DRS is a US-based defense contractor and manufacturer. Gregg originally provided a half-day, in-person Respectful Leadership workshop for Bill's 45-member leadership team in Florida in December of 2019.

Bill then referred us on to the SVP of HR at Leonardo DRS Corporate (McLean VA, with 6,700 employees) who contracted CRL in the Fall of 2020 to provide 2-Day Virtual Respectful Leader Workshops for all the company's managers (in groups of 12, approximately 2-3 workshops per quarter). These workshops are currently ongoing and are consistently receiving the highest ratings from participants.

In August 2021, Bill's Land Electronics leadership team of 46 managers spent another half-day with Gregg in a virtual interactive "Creating & Sustaining A Respectful Culture" program. During CRL's first annual Ignite Respect awards ceremony, held outdoors in San Diego in October of 2021, Bill was the first corporate leader in CRL's history to win this prestigious award. He will also become a member of our Advisory Council in 2022.



“Respectful Leadership has made me a better manager and person.”

– Sr. Manager, Leonardo DRS

CASE STUDY: PREMIER MEMBERS CREDIT UNION

Karen Smith, Director of Training (Ret.)

After reading Gregg's book *The Respectful Leader*, Karen contacted Gregg for help supporting PMCU's leadership team in adapting their organizational culture after a major merger (making it one of the largest CU's in Colorado with nearly 400 employees and 20+ branches).

The engagement included focus groups, surveys, consulting with the leadership team, and a year-long rollout of the Respectful Leader Workshop that featured the use of CRL's signature training techniques: live, professional theater and experiential learning. 20 groups of 20 mixed employees and managers participated in the RL workshop, learned new skills and practiced them with professional actors.

The program was consistently rated by employees and managers as "excellent," and "life changing" and Karen credits it for supporting the credit union's successful organization/cultural transformations.



“ The best leadership course
I’ve ever experienced. ”

– Manager, PMCU

PROGRAMS & CAPABILITIES

01 **Keynotes, Talks, Seminars, Training, Interactive Workshops, Live Professional Theater**

Led by Gregg Ward and expert facilitators who are SME's in Respectful Leadership™ these virtual/in-person programs are for groups of various sizes and are fully customizable, informational, interactive, highly engaging, and memorable. Many can include the use of live, professional theater performance and experiential learning sessions with actors working "in character" opposite trainees who are practicing their new skills.

02 **Cultural Surveys | Assessments | Consulting**

Developed & Led by Subject Matter Experts – organizational culture assessments, surveys, interviews, and focus groups with analysis, reporting and recommendations conducted by Gregg Ward and colleagues from CRL's Advisory Council.

03 **Executive Coaching**

Highly Experienced/Credentialed Executive Coaches – experts in respect and Respectful Leadership™, certified in the top assessments and with decades of experience coaching C-suite members in global corporations, high-profile political and military leaders, and heads of prestigious universities and non-profits.

04 **Roadmap 2 Respect™: eLearning Programs**

Self-directed, online programs on respect and Respectful Leadership™ for individual contributors, managers & supervisors, teams and leadership/culture creators. (Currently the "Foundational" level programs are available; "Core Skills Introduction" level coming in 2022.)



CRL's ROADMAP RESPECT™

Online, self-directed programs designed by digital learning experts to engage, inform, and move trainees beyond the head and into the heart.

For Individuals

All Courses

The Keys to Gaining Respect

4 Lessons

30-40 mins.



For Managers/Supervisors

All Courses

Earn Great Respect, Build Strong Leadership

5 Lessons

45-60 mins.



For Teams

All Courses

The 4 Habits of Respectful Teams

6 Lessons

45 mins.



For Culture Creators

All Courses

People with Purpose: Creating a Meaningful Employee Experience

4 Lessons

45-60 mins.



WHO WE SERVE / WHO'S LISTENING



Booz | Allen | Hamilton



Forbes

The San Diego
Union-Tribune

FAST COMPANY

Inc.



Entrepreneur
MAGAZINE

Chicago Tribune

FORTUNE



“Being treated with dignity, fairness, and respect should be the inalienable right of every employee. Gregg Ward [and CRL] provide vital insights that help leadership deliver on that promise at all levels of the organization.”

– Kenneth W. Freeman, Dean
Boston University's Questrom
School of Business



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