

SIRM



OH, HI THERE!

- Who are you?
- Who are you with (company)?
- What is your industry?
- What is your company's head count?
- Why are you here?

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COMPETENCIES

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SIRM

Behavioral Competencies



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SIRM The Role of the Leader

Leadership style affects employees':

- Ability to make decisions.
- Sense of responsibility.
- Standards for performance.
- Belief that they will be rewarded.
- Sense of mission/shared values.
- Commitment to shared goal.

Henri Fayol 1841-1925

Functions of management

- Planning
- Organizing
- Staffing
- Directing
- Controlling

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SIRM Leadership Approaches

- Coercive** Leader imposes a vision or solution.
- Authoritative** Leader proposes a solution and invites team to join this challenge.
- Affiliative** Leader creates strong relationships and encourages feedback.
- Democratic** Leader invites followers to collaborate and acts by consensus.
- Pacesetter** Leader models high performance standards.
- Coaching** Leader develops team members' skills.

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SIRM LEADERSHIP APPROACHES

- Coercive** • Do what I say. AGGRESSIVE
- Authoritative** • Come with me. AGGRESSIVE
- Affiliative** • People come first. PASSIVE
- Democratic** • What do you think? PASSIVE
- Pacesetter** • Do as I do, NOW AGGRESSIVE
- Coaching** • Try This PASSIVE

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SIRM **Universal Characteristics of Leaders**

Certain characteristics are defined around the world as traits of real leaders.

- Trustworthy and dependable
- Just
- Honest
- Thinks and plans ahead
- Encouraging
- Positive
- Dynamic
- Motivational
- Confidence building
- Decisive
- Committed to excellence
- Intelligent and informed
- Effective, win-win bargainer
- Administratively skilled
- Communicative
- Organized

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SIRM **Trait Theory and Behavioral School**

Trait theory

- Leaders possess innate characteristics.
- Equates characteristics and leadership without evidence.
- May discourage leader development.

Behavioral school

- Leaders influence group members through certain behaviors.

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SIRM **Blake-Mouton Theory**

Manager types

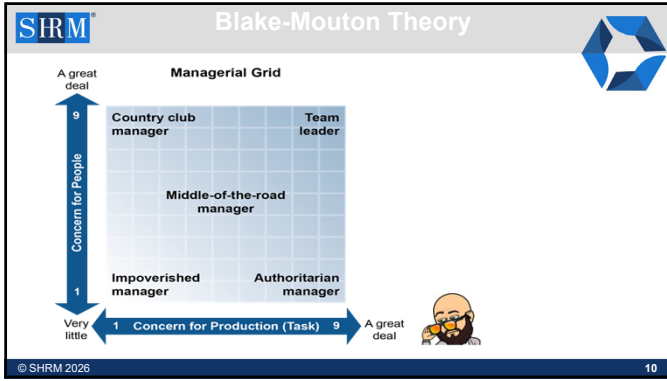
- Country club managers
- Impoverished managers
- Authoritarian managers
- Middle-of-the-road managers
- Team leaders

Task
Work to be done

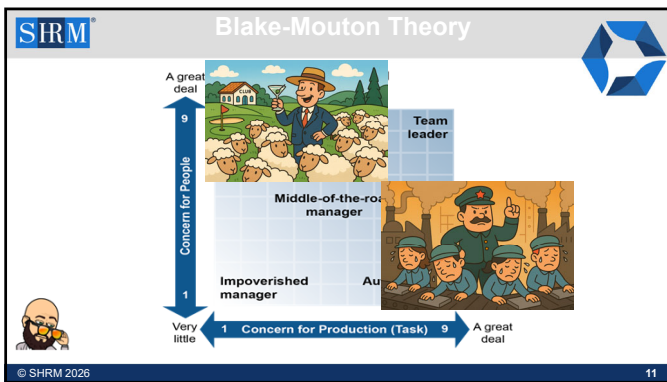
Employees
Relationships

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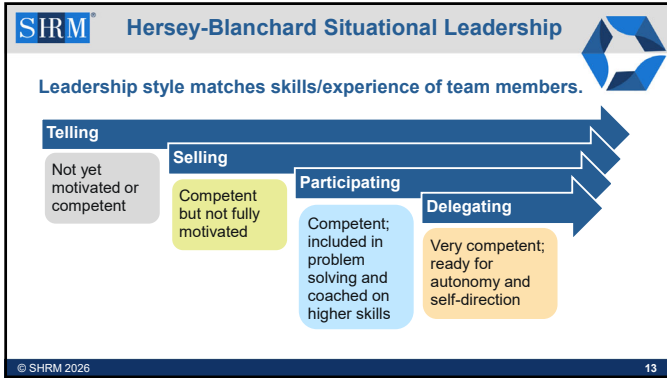


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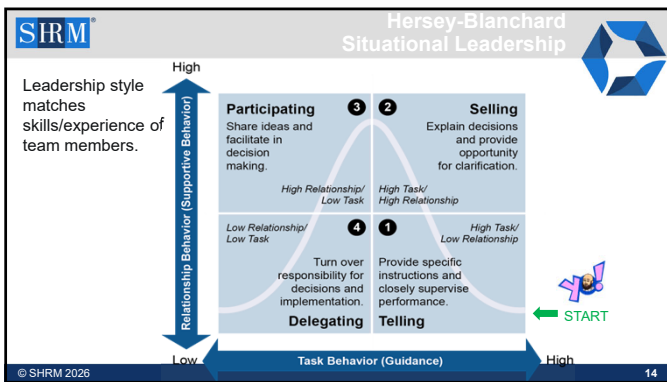
SIRM Situational Theories

- Leaders can flex their behaviors to meet the needs of unique situations.
- Employ both task or directive behaviors and relationship or supportive behaviors with employees.

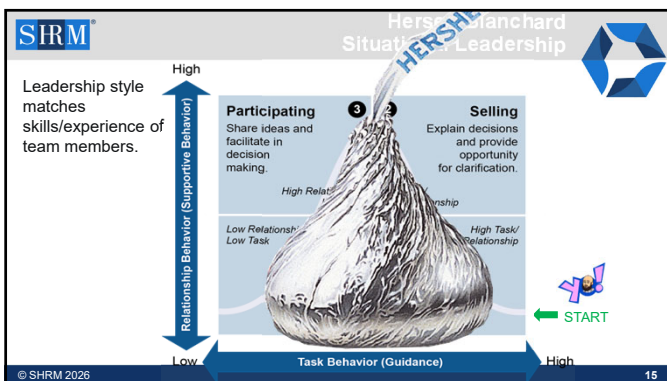
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SIRM Fiedler's Contingency Theory

- Leaders change situation to make it more "favorable," more likely to produce good outcomes.
- "**Situation favorableness**" occurs when:
 - Leader-member relationships are strong.
 - Task structure and requirements are clear.
 - Leader can exert necessary power to reach group's goal.
- Unfavorable situations** can be changed by:
 - Improving relations between leader and team.
 - Changing aspects of task.
 - Increasing or decreasing leader's exercise of power.

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SIRM Fiedler's Contingency Theory

Relationship + Task structure + Power = Situation favorableness

R + T + P = 100

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SIRM Fiedler's Contingency Theory


Relationship + Task structure + Power = Situation favorableness

A 5 + 30 + 65 =


B 80 + 10 + 10 = 100


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SIRM Fiedler's Contingency Theory 

Relationship + Task structure + Power = Situation favorableness

10 + ? + ? =  100

$U = QT\pi$ 

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SIRM Path-Goal Theory 

- Leaders help employees stay on track toward goals.
- Involves addressing different types of employee needs:
 - Directive
 - Supportive
 - Achievement
 - Participative




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SIRM Emergent Leadership 

- Leader is not appointed but emerges from the group.
- The group chooses the leader based on interactions.



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SIRM Transactional, Transformational, Leader-Member Exchange, Servant

| | |
|---|---|
| Transactional <ul style="list-style-type: none">Emphasizes leader's preference for order and structure. TaskMore common in military and large and multinational organizations. | Leader-member exchange (LMX) <ul style="list-style-type: none">Focuses on two-way relationship between leaders and chosen employees.Can contribute to growth and productivity but can also create in-groups and out-groups. |
| Transformational <ul style="list-style-type: none">Emphasizes leader's ability to inspire employees to embrace change.Encourages communication, cooperation, collaboration. | Servant <ul style="list-style-type: none">Leader's goal is to serve the needs of their employees.Leaders tend to be more empathetic and more trusted by employees. |

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SIRM Building a Leader

Navigating the Organization & Finding Allies

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SIRM Learning the Organization

| | |
|---|---|
| Formal organizational features | <ul style="list-style-type: none">Reporting linesDecision-making processFunding processStrategy, mission, valuesAssessment-shaping events |
| Informal organizational features | <ul style="list-style-type: none">Values and beliefsCross-organizational relationshipsCommunication methodsSocial networks |

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SIRM Building a Leader

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SIRM Types of Power

Using power to influence others requires understanding types of power

| | |
|-------------------|--|
| Legitimate | Created formally through a title or position |
| Reward | Created when followers receive something they value in exchange for commitment |
| Expert | Created when a leader possesses great intelligence, insight, or experience |
| Referent | Created by the force of the leader's personality |
| Coercive | Created when the leader has the power to punish non-followers |

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SIRM Persuading

Methods of Persuasion

- Use reason.
- Appeal to mutually held visions or values.
- Trade by using expertise or resources to fulfill another's needs.

- Always use influence with honesty and concern.
- Avoid manipulating others by misusing emotional appeals and networking.

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SIRM Building a Leader

- Navigating the Organization
- Influence
 - Power
 - Persuasion
- Motivation

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SIRM Motivation

Understanding why people behave the way they do helps leaders influence behavior by appealing to the right needs in the right way.

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SIRM Theory X/Theory Y, Needs Theory

| Theory X/Theory Y | Needs Theory (Maslow) |
|--|---|
| <ul style="list-style-type: none">Theory X leaders believe that people must be strictly controlled and forced to work.Theory Y leaders believe that employees dislike rigid controls and inherently want to accomplish something. | <ul style="list-style-type: none">Individuals are motivated by a desire to satisfy certain needs.Maslow identified five categories of needs that must be met in an ascending order:<ul style="list-style-type: none">– Physiological– Safety and security– Belonging and love– Esteem– Self-actualizationA lower-level need must be relatively satisfied in order for a higher-level need to emerge or serve to motivate. However, no need is ever totally satisfied. |

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SIRM Theory X/Theory Y, Needs Theory

| Theory X/Theory Y | Needs Theory (Maslow) |
|--|--|
| <p>Theory X</p>  |  <p>Self-Transcendence</p> |
| <p>Theory Y</p>  | |

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SIRM Herzberg

Herzberg's Motivation-Hygiene Theory

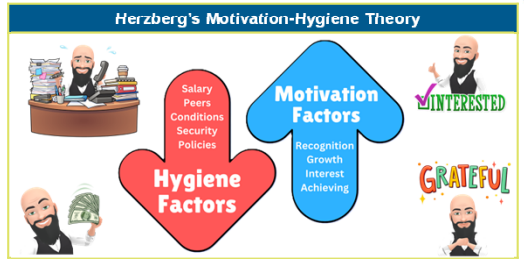
- Behavior is driven by:
 - Intrinsic factors (challenging work, meaningful impact of work, recognition).
 - Extrinsic factors (job security, pay, conditions).
- Satisfying hygiene factors can remove some discontent that interferes with motivation, but satisfactory conditions are not enough in themselves to create motivation.
- Motivation is created by appealing to individual desires or needs.

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SIRM Herzberg

Herzberg's Motivation-Hygiene Theory



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SIRM McClelland

McClelland's Three Needs Theory

Individuals are motivated by **achievement, affiliation, power.**

Effective leaders identify and appeal to each employee's primary motivators.

Examples:

- **Achievement**-oriented employees are given assignments that will require and call attention to their **abilities.**
- **Socialization** events or opportunities are incorporated into team schedules for **affiliation**-oriented employees.
- **Power**-oriented employees are given tasks that they can **control** and direct.

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SIRM Self-Determination

Self-Determination Theory

Individuals are motivated by innate needs:

- Competence (McClelland's achievement)
- Relatedness (McClelland's affiliation)
- **Autonomy** (need to feel that one has control over one's life)
- **Purpose** (sense that one's actions have effects beyond individual or workplace)

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SIRM Other Motivation Theories

Expectancy theory (Vroom) Level of effort depends on expectancy, instrumentality, valence.

| | | |
|------------------------|--------------------------|----------------------------|
| <u>Expectancy</u> | <u>Instrumentality</u> | <u>Valence</u> |
| effort impacts results | outcome produces rewards | rewards are valuable to me |

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SIRM Other Motivation Theories 

Attribution theory (Heider, Weiner) How person interprets causes for past success or failure impacts motivation. Leader can help employees attribute causes and create opportunities for success.

Goal-setting theory Motivation can be increased if employees assess achievement against goals. They should be involved in designing goals and supported in achieving them.

Equity theory Motivation is based on employees' sense of fairness. When they believe they are being compensated and treated fairly, motivation will be maintained.

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SIRM Personal Leadership Qualities 

Self-motivated

Self-disciplined


Comfortable with risk-taking

Committed to continuous learning

Embody a growth mindset

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SIRM Knowledge Item #1 

Which leadership approach is most effective when the leader anticipates strong resistance to change?

- A. Coercive
- B. Democratic
- C. Authoritative
- D. Pacesetting

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SIRM Knowledge Item #2 

Which type of power can create dependency among team members and weaken their initiative?

- A. Expert
- B. Reward
- C. Referent
- D. Coercive

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SIRM Knowledge Item #3 

A leader is leveraging reward power to help drive team performance and motivate their team toward a project that the leader believes will yield positive organizational changes. The leader has worked hard to instill that belief in the team as well. What type of motivational theory does this strategy best align with?

- A. Attribution
- B. Needs
- C. Theory X
- D. Expectancy

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SIRM Behavioral Competencies 



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SIRM Ethical Workplace




The diagram features a central blue oval labeled "Ethical principles". Surrounding this oval are four light green rounded rectangles: "Transparency" (top-left), "Honesty" (top-right), "Confidentiality" (bottom-left), and "Respecting the rights of others" (bottom-right). A blue recycling-style logo is in the top right corner.

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SIRM HR's Role in Supporting an Ethical Workplace

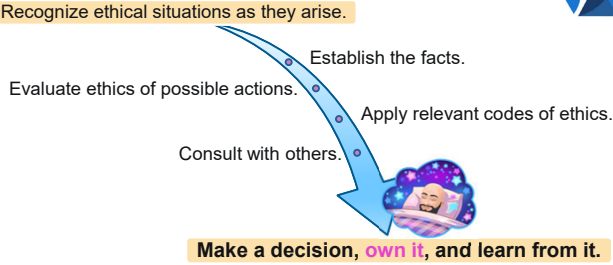


The diagram includes an illustration of a man with a beard and a "I SWEAR" sign. To the right are three light blue rounded rectangles: "Personal integrity" (Model ethical conduct and organizational values in all actions.), "Professional integrity" (Demonstrate awareness of and commitment to ethics in their work.), and "Ethical agent" (Support the organization's ethical goals.). A blue recycling-style logo is in the top right corner.

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SIRM Ethical Decision Making



The flowchart shows a sequence of steps: "Recognize ethical situations as they arise." (highlighted in orange), "Evaluate ethics of possible actions." (with a sub-step "Establish the facts."), "Consult with others." (with a sub-step "Apply relevant codes of ethics."), and "Make a decision, own it, and learn from it." (highlighted in orange). A blue arrow points from the first step to the last. An illustration of a person's face is at the bottom right. A blue recycling-style logo is in the top right corner.

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SIRM Ethical Workplaces 

Transparency

- Supports trust in relationships with stakeholders.
- Discloses details about dealings, transactions, or processes.

Authenticity


- Refers to person's ability to stay true to their values and maintain integrity in both personal and professional lives.
- If members of the organization believe that someone is authentic, they are more likely to believe what that person is saying.

Honesty

- Reflects a commitment to truthfulness and fairness.
- Avoids conflicts of interest and the use of bribery.

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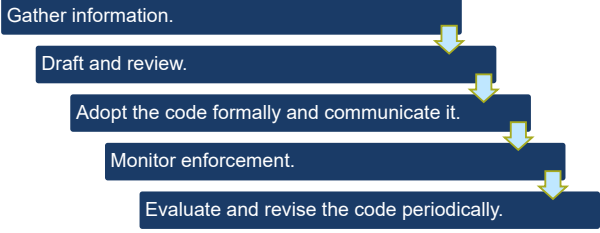
SIRM Codes of Conduct 

- Help an organization promote ethical behavior.
- Communicate organizational commitment internally.
- Define behavioral expectations for all employees.
- Serve as a guide by which employees and managers can judge their actions.

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SIRM Creating a Code of Conduct 




```

graph TD
    A[Gather information.] --> B[Draft and review.]
    B --> C[Adopt the code formally and communicate it.]
    C --> D[Monitor enforcement.]
    D --> E[Evaluate and revise the code periodically.]
  
```

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SIRM Investigation Steps/Elements 

| | |
|------------------------|--|
| Investigator | Should be experienced, neutral, objective. |
| Investigation | All parties should be interviewed, including potential witnesses and third parties. |
| Documentation | Document objective facts, avoid opinions, throughout investigation. |
| Confidentiality | Do not share personal information/make it public; especially important for misconduct investigation. |
| Credibility | Investigator must assess the credibility of all parties involved. |
| Conclusions | Findings are presented in confidential written report. |

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SIRM Knowledge Item #1 

A manufacturing organization that is implementing corporate social responsibility concepts into its mission and vision statements decides to invest in higher efficiency equipment before the end of the old equipment's life cycle. They make this decision largely to benefit the local community, in which many employees and their families reside. Which moral code approach is this decision most aligned with?

- A. Virtue
- B. Common-good
- C. Justice
- D. Rights

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SIRM Knowledge Item #2 

An organization develops a new code of conduct. The rules-based portion of the code of conduct includes ethical and conduct guidelines, rules of conduct required by law, and a description of the enforcement process. For the code to be effective, what other rules-based concept should be included?

- A. The organization's mission and vision statements.
- B. A detailed statement of ethical obligations to stakeholders.
- C. Examples of ethical and unethical behavior.
- D. A broad statement of values and principles.

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SIRM Knowledge Item #3

Which of the following code of conduct considerations is typically only a concern for global organizations?

- A. Home-country biases.
- B. Translations into other languages.
- C. Guidance on bribery.
- D. Communication of the code throughout the organization.

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SIRM Behavioral Competencies

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SIRM Inclusive Mindset

Inclusive Mindset is defined as, the KSAOs [knowledge, skills, and abilities] needed to create a work environment in which all individuals are treated **fairly and respectfully**, have **equal access** to opportunities and resources and feel a sense of **belonging** and which promotes collaboration, understanding and a shared sense of purpose across **diverse** boundaries worldwide to ensure organizational success.

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SIRM Inclusion & Diversity

Three Types of Diversity

The diagram consists of three overlapping hexagons. The leftmost hexagon is grey and labeled 'Legacy' with the text 'Traits that are recognizable and visible'. The middle hexagon is light blue and labeled 'Experiential' with the text 'Based on lived experiences'. The rightmost hexagon is light green and labeled 'Thought' with the text 'Different perspectives resulting from education and background'. A blue geometric logo is in the top right corner.

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SIRM Inclusion

The slide features two yellow callout boxes. The first box on the left contains the text: 'Extent to which a person is and feels welcomed, supported, and valued.' The second box on the right contains the text: 'Happens only when organizational culture recognizes and appreciates talents, skills, and perspectives of everyone.' A blue geometric logo is in the top right corner.

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SIRM Equity

The slide features a grey rounded rectangle containing a bulleted list. The list items are: 'Distinct from equality.', 'Refers to state of fairness.', and 'Goal is to lift all employees up and break down demographic barriers and challenges.' A blue geometric logo is in the top right corner.

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SIRM **Equity**

- Distinct from equality.
- Refers to state of fairness.
- Goal is to lift all employees up and break down demographic barriers and challenges.

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SIRM **Culture**

Set of beliefs, attitudes, values, and perspectives shared by members of a group and passed down from one generation to the next.

- Nations
- Geographical regions
- Organizations
- Industries
- Smaller divisions of these groups

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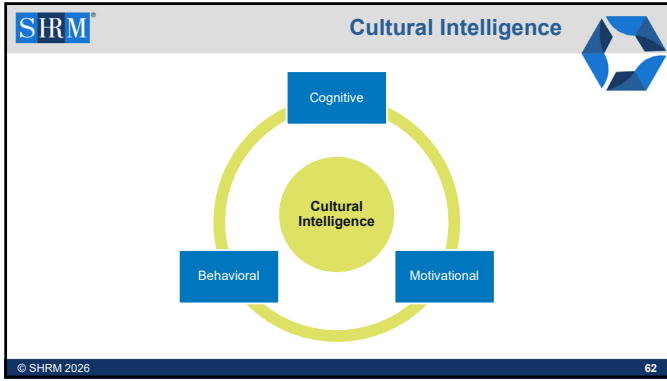
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SIRM **Layers of Culture**

- Artifacts and products
- Norms and values
- Basic assumptions

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The slide is titled "High- and Low-Context Cultures". It features two main sections: "High-context cultures" and "Low-context cultures".

High-context cultures

- Complex, long-standing networks of relationships.
- Rich history of common experience and implicit rules.
- What you say may not be what you mean.
- *Examples:* China, Japan, France, many Latin American countries.

Low-context cultures

- Relationships have less history.
- Background information is packaged with explicit communication.
- What you say is what you mean.
- *Examples:* United States, United Kingdom, Canada.

The slide includes the SHRM logo and a blue geometric logo in the top right, and the slide number "63" in the bottom right corner.

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The slide is titled "Hofstede's Dimensions of Culture". It contains a table with two columns: "Dimension" and "Definition".

| Dimension | Definition |
|----------------------------|---|
| Power distance | Extent to which unequal distribution of power is accepted. |
| Individualism/collectivism | Degree of group integration: Individualism values self-reliance, collectivism values group loyalty. |
| Uncertainty avoidance | Tolerance for uncertainty, ambiguity; comfort with unstructured, new, unexpected situations. |
| Masculine/feminine | <ul style="list-style-type: none"> • Masculine: ambitious; concerned with work and achievement. • Feminine: nurturing; concerned with quality of life and consensus. |
| Long-term/short-term | <ul style="list-style-type: none"> • Long-term: Values thrift, perseverance; orders relationships by status and values. • Short-term: Makes decisions based on likely results; values pragmatism. |
| Indulgence/restraint | <ul style="list-style-type: none"> • Indulgence: Enjoyment of life and freedom in gratifying desires. • Restraint: Suppression of desires in order to meet social norms. |

The slide includes the SHRM logo and a blue geometric logo in the top right, and the slide number "64" in the bottom right corner.

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SIRM Benefits and Characteristics of I&D



- Improved creativity and innovation
- Recruitment and retention
- Market strengths
- Branding
- Global integration and local differentiation
- Increased revenue

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SIRM Global HR Skills



- Develop a strategic view of the organization.
- Develop a global organizational culture.
- Secure and grow a safe and robust talent supply chain.
- Use and adapt HR technology.
- Develop meaningful metrics.
- Develop policies and practices to manage risks.

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SIRM Developing and Promoting a Global Mindset



- Study and understand your culture and how it relates to others.
- Study and understand global business trends and forces.
- Promote a global mindset within your organization.

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SIRM THE CONFERENCE BOARD

The Conference Board is the **member-driven think tank that delivers trusted insights for what's ahead.**

<https://www.conference-board.org/us/>

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SIRM Developing an Inclusive Workplace for All Employees


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SIRM Dynamic and Inclusive Workplace Characteristics

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SIRM Leadership Buy-in 

- I&D must demonstrate ability to play a critical role in achieving business goals.
- Must go beyond general truths about benefits and specifically link to organization's mission, vision, and business objectives.

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SIRM The 4 Ts 

| | |
|----------|-----------|
| Travel | Teams |
| Training | Transfers |

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SIRM Executive Sponsorship, ERGs 

- Executive sponsorship must be real, active, and long-term to succeed; may sponsor initiatives such as employee resource groups (ERGs).
- ERGs are voluntary groups for employees who share a particular diversity dimension.
 - Must be self-selecting.
 - Joining ERG can itself be empowering.
 - Must have open membership to all employees.

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SIRM **Unconscious Bias Training, Mentorship, Psychological Safety**



Unconscious bias training

- Designed to illustrate biases that an individual may hold.
- Works to reduce or remove inequalities through education.

Mentorship

- Can benefit both mentor and mentee.
- Provides opportunity to build strong and deep relationships with others.


Psychological safety

- Refers to feeling able to speak up, question, ask for help, admit mistakes.
- Makes individuals feel valued and allows them to freely contribute.

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SIRM **Conscious and Unconscious Bias**



Conscious bias

- Individual understands they have it.
- Results in intentional behavior.
- May manifest as physical and verbal harassment or other deliberate actions.


Unconscious bias

- Individual is unaware of the bias.
- May not result in overt or deliberate action but still informs decision-making process and behavior.

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SIRM **Forms of Bias**



Gender-based discrimination Sexual orientation bias Racism (including systemic) Stereotypes

Ageism Ingroup/outgroup bias Social comparison bias Extroversion/introversion bias

Neurodiversity bias Micro-aggressions

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SIRM Other I&D Concerns

- Impostor syndrome**
 - Feeling that success is due to luck, not hard work or skill.
 - Can lead individuals to feel unfit for their current role.
- Invisible disabilities**
 - Disabilities that are invisible, or nonapparent.
 - Unreported by employees at high rate
- Covering**
 - Defensive behavior when a workforce promotes assimilation rather than inclusion.
 - Affects workers' behavior with regard to appearance, affiliation, advocacy, and association.
- Cultural taxation**
 - Additional workload generated for members of underrepresented groups due to requested participation in I&D efforts.

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SIRM Challenge of Culture

- Ethnocentrism and parochialism** (limited world views)
- Cultural stereotypes** (judgmental characterizations)
- Cultural determinism** ("The culture made me do it.")
- Cultural relativism** (Everything varies with the situation.)

Cultural disconnects can lead to "malicious compliance"—agreeing to programs from headquarters and then watching them fail.

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SIRM Dilemma Reconciliation

- Recognize** Create awareness of cultural differences.
- Respect** Appreciate the value of difference.
- Reconcile** Resolve differences by finding a common path.
- Realize** Implement solutions and institutionalize them.

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SIRM Workplace Solutions

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SIRM Employee Surveys

Surveys to assess inclusion should examine:

- Overall I&D efforts/culture.
- Hiring and recruitment.
- Career development.
- Personal experiences.
- Policies and procedures.
- Suggestions and comments.

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SIRM Common I&D Metrics

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SIRM Pay Measures




- Pay audits**
 - Analyze pay information to see if sets of individuals are paid less or more than others on average.
 - Can be used to help reduce pay gaps.
- Pay equity reports**
 - Disclose results of a pay audit.
 - Pay equity refers to salary paid to similar positions examined through lens of one or more dimensions of diversity.
- Pay transparency**
 - Important to pursuit of pay equity.
 - Includes publishing pay scales.
 - Helps employees feel that their pay is equitable throughout workforce.

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SIRM Types of Legal Systems




| Civil Law | Common Law | Religious Law |
|---|---|---|
| <ul style="list-style-type: none">Based on written codes approved by legislative bodies.Governments implement regulations to enforce the laws. | <ul style="list-style-type: none">Based on judicial decisions.Evolves over time.Can change gradually. | <ul style="list-style-type: none">Based on religious beliefs and conventions (a mix of written codes and interpretations).Can influence HR policies and practices. |

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SIRM Key Legal Concepts



| | | |
|------------------|--------------------------------|---------------|
| Rule of law | Due process | Jurisdiction |
| Conflict of laws | Forum or jurisdiction shopping | Levels of law |

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SHRM SHRM – Civility Starter Kit



Civility Starts with You

We know people and business work best when we choose civility. The SHRM Civility Starter Kit contains the latest SHRM Civility Index and new tools for fostering civil conversations. Use it as your guide to cultivating a more civil and productive workplace.

Click here → [Download Civility Starter Kit](#)

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SHRM Knowledge Item #1

Which of the 4 Ts is most likely to strongly impact an individual's relationship development?

- A. Teams
- B. Transfers
- C. Training
- D. Travel

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SHRM Knowledge Item #2

Which of the following layers of culture reflects the culture's core beliefs about how the world is and ought to be?

- A. Artifacts
- B. Products
- C. Norms and values
- D. Basic assumptions

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SIRM Knowledge Item #3 

Which type of diversity is being addressed through an organizationally-sponsored cycling club?

- A. Legacy
- B. Thought
- C. Health
- D. Experiential

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SIRM Knowledge Item #4 

Which of the following obstacles to cross-cultural understanding is characterized by a lack of interest or willingness to consider other cultures and methods of reaching a goal?

- A. Ethnocentrism and parochialism
- B. Cultural stereotypes
- C. Culture determinism
- D. Cultural relativism

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