

IPMA Western Region Conference
Denver, CO April 2009

Do We Lead, Follow, or Get Out of the Way?

Using Moral Intelligence to Navigate the Rough
Waters of HR Leadership

Building A Learning Organization

"When we give up this illusion [that the world is created of separate, unrelated forces]—we can then build "learning organizations," organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together."

—Peter M. Senge

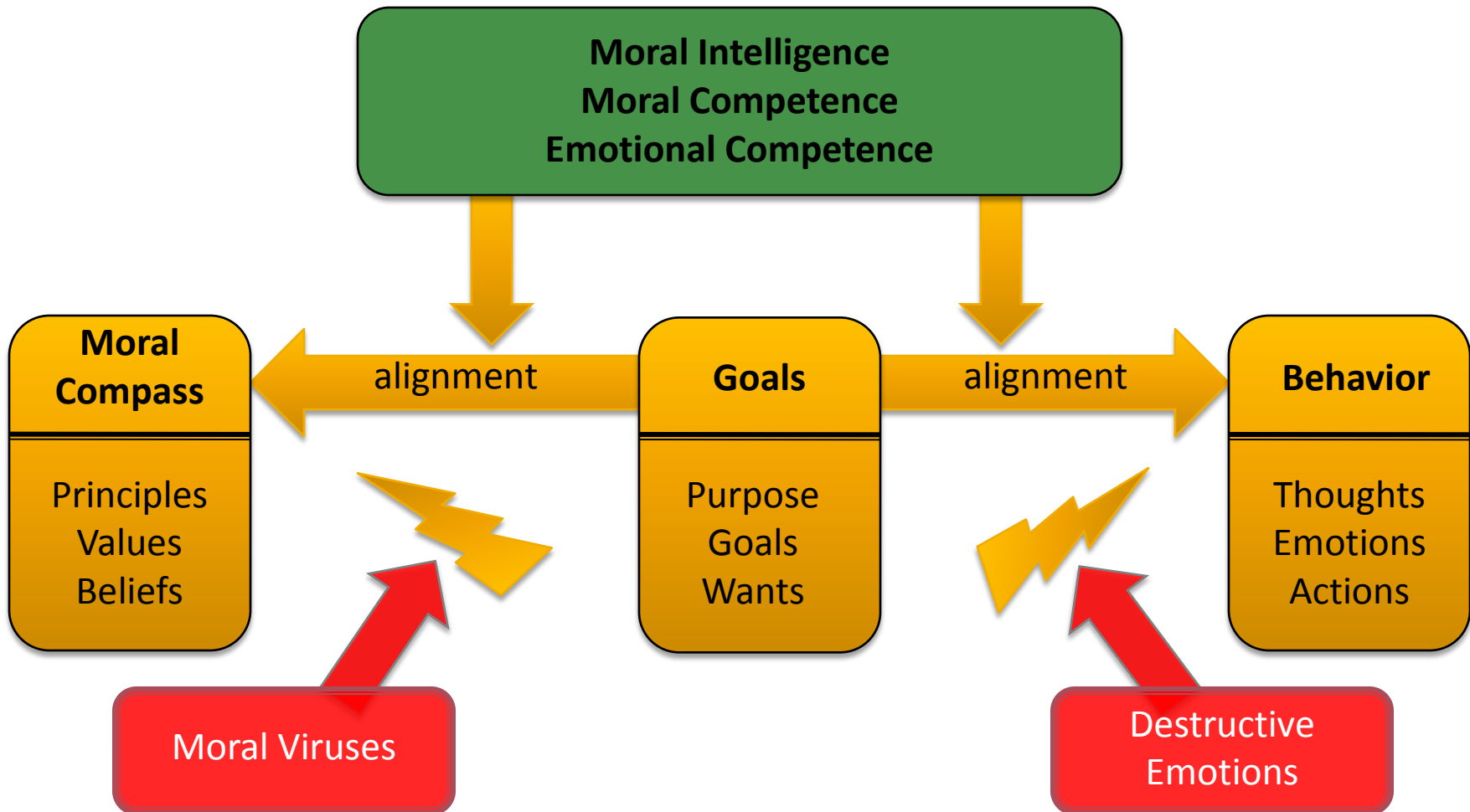
Context and Climate

- What are the “rough waters” that are effecting both what your job is and how you do your job?

Moral Alignment

- **Moral Intelligence** – Part of us that shapes our moral compass and ensures that our goals are consistent with our moral compass.
- **Moral Competence** – Ability to act on our moral principles
- **Emotional Competence** – Ability to manage our and others' emotions in morally charged situations

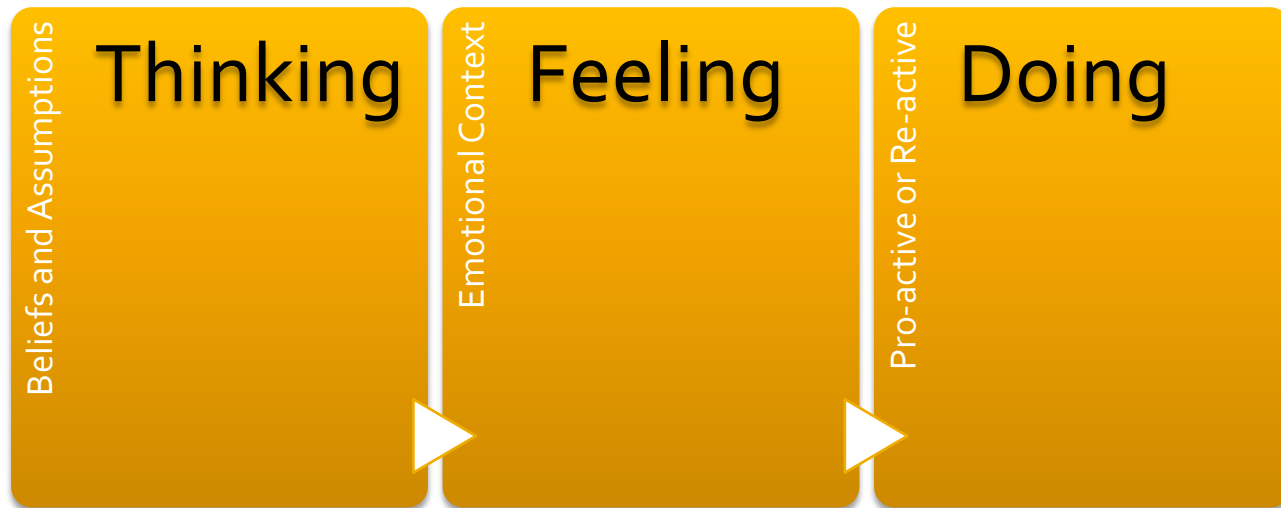
A Working Model



Destructive Emotions

- What are the most common destructive emotions in your organizational culture?
- What are the most common destructive emotions in your personal leadership?
- How do these effect your organizational effectiveness

Leadership Behavior



Moral Leadership: Key Questions

- What do you do with the “spotlight”?
- How do you share power?
- How do set and communicate standards?
- How do you view your followers?
- How do you communicate belief in the employees?
- How do you deal with value conflicts?

Defining Purpose: Using the Tool

- Personal Development
- Coaching Leaders
- Selection and Retention

Taking Responsibility for Personal Choices

- When I make a decision that turns out to be a mistake, I admit it.
- When I make a mistake, I take responsibility for correcting the situation.
- When things go wrong, I do not blame others or circumstances

Admitting Mistakes and Failures

- I always own up to my own mistakes and failures
- I am always willing to accept the consequences of my mistakes
- I use my mistakes as an opportunity to improve my performance
- I discuss my mistakes with coworkers to encourage tolerance for risk.

Embracing Responsibility for Serving Others

- I believe and show through my actions that an important aspect of my leadership approach is to find ways to serve and support others.
- I pay attention to the development needs of my co-workers
- I spend a significant amount of my time providing resources and removing obstacles for my co-workers.

Breaking Bad Habits

- Realize that doing something different will not feel natural.
- Don't wait until something new feels right.
- Do the right thing until it feels right.
- Expect new behavior to feel strange and uncomfortable.
- Be willing to do it no matter what for x days

Creating Alignment

A Six Step Process

Making Tools Work



What We Do...

- Executive Coaching
- Leadership Training
- Council Retreats
- Management Retreats
- Customized Training
- Supervisor Development
- Process Improvement
- Measurement and Assessment for individuals and organizations

Thank You

The logo for Traaen & Associates, LLC is displayed in a blue serif font. The text is arranged in two lines: "TRAAEN &" on the top line and "ASSOCIATES, LLC" on the bottom line. The logo is centered within a white rounded rectangle that has a subtle drop shadow, giving it a three-dimensional appearance. In the background, behind the text, there is a large, faint, light blue watermark of the letters "TAA" in a similar serif font.

Personal Development

A Six Step Plan to Create Moral Alignment

Appendix and Bonus Material from our
2 Day Leadership Workshop

Step 1-Describe Your Ideal Self

- Moral development planning only makes sense in the context of who you want to be. Recall the principles, values, and beliefs that form your moral compass. Given that set of beliefs, what kind of person would you be if you were at your absolute best?

Step 2-Document Your Goals

- Again, moral development is only important if it helps you accomplish your most important goals. Recall your goals frame. What are the most significant things you want to accomplish in all the important areas of your life?

Step 3-Identify the Moral Competencies You Need the Most

- Reflect on the moral and emotional competencies that you need the most to reach your goals. If you used the alignment worksheet presented earlier, you have already completed this step.

Step 4-Leveraging Your Strongest Moral Competencies

- In the course of the next six months, how can you use those competencies to get closer to your goals?
- Can you use your strengths in a new situation?
- How might you become even stronger in your use of some of those strengths?
- If it were possible to use your strengths and use them well enough, how many gaps would you actually have?

Step 5-Reducing Moral Gaps

- In the next six months, what could you do to strengthen those moral competencies in situations that are important to you?
- If you strengthened one competency, what impact would that have on your ability to accomplish your goals?
- In the next six months, what could you do to strengthen those moral competencies in situations that are important to you?

Step 6-Your Moral Development Short List

- Putting all this together, what are the three to five most important actions you can take to boost performance by developing your moral competence? Put this on a note card, enter it into your planner, or record it anywhere that you can keep it handy as a reminder of what you plan to accomplish