



PROGRAM MATERIALS

Program #3323

January 20, 2023

Improve Civility from the Inside Out

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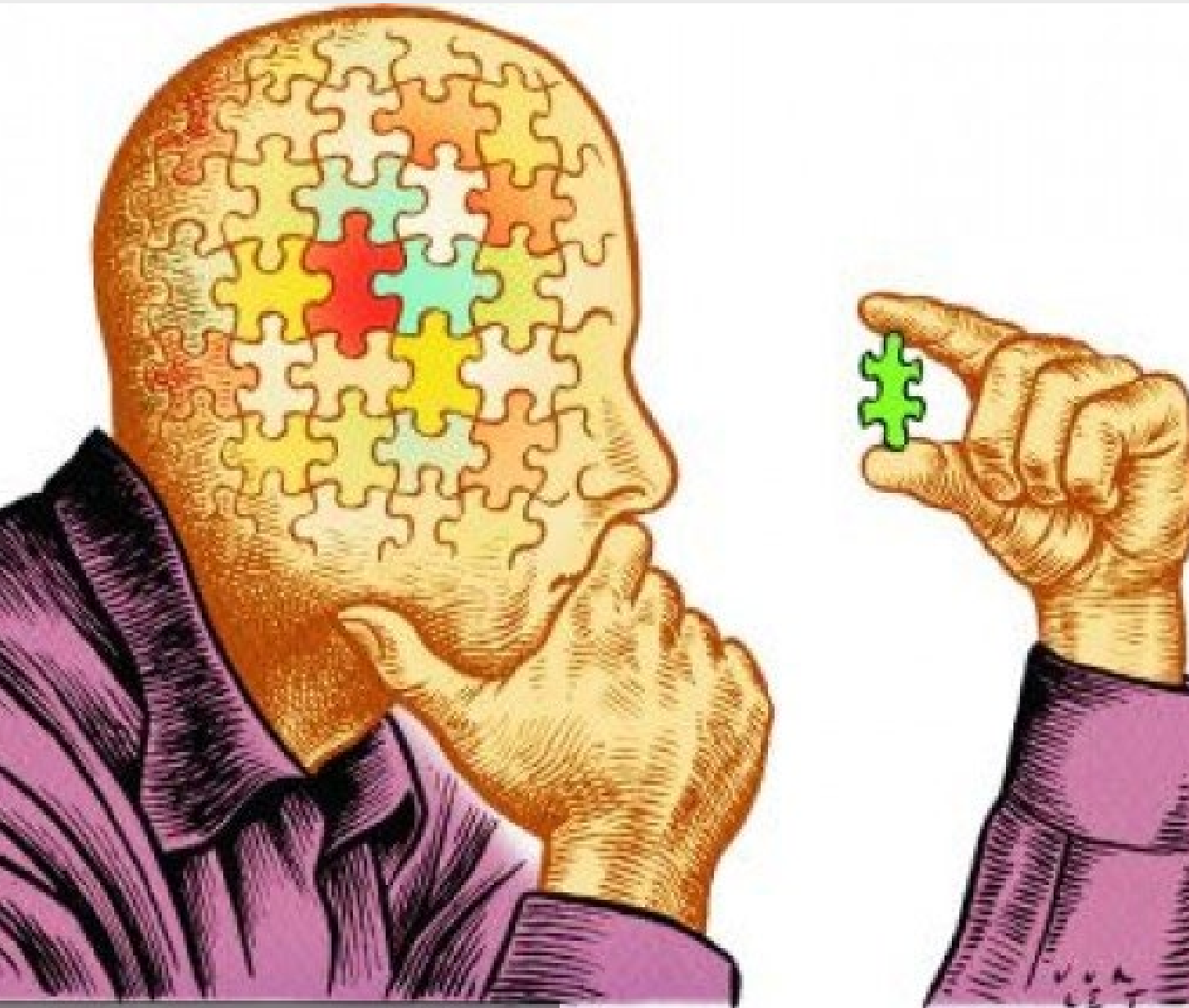


Improving Civility from the Inside Out

January 2023



Power is learning from what is inside you.



- Self-Awareness
- Manage Self
- Manage Relationships & Situations

Success

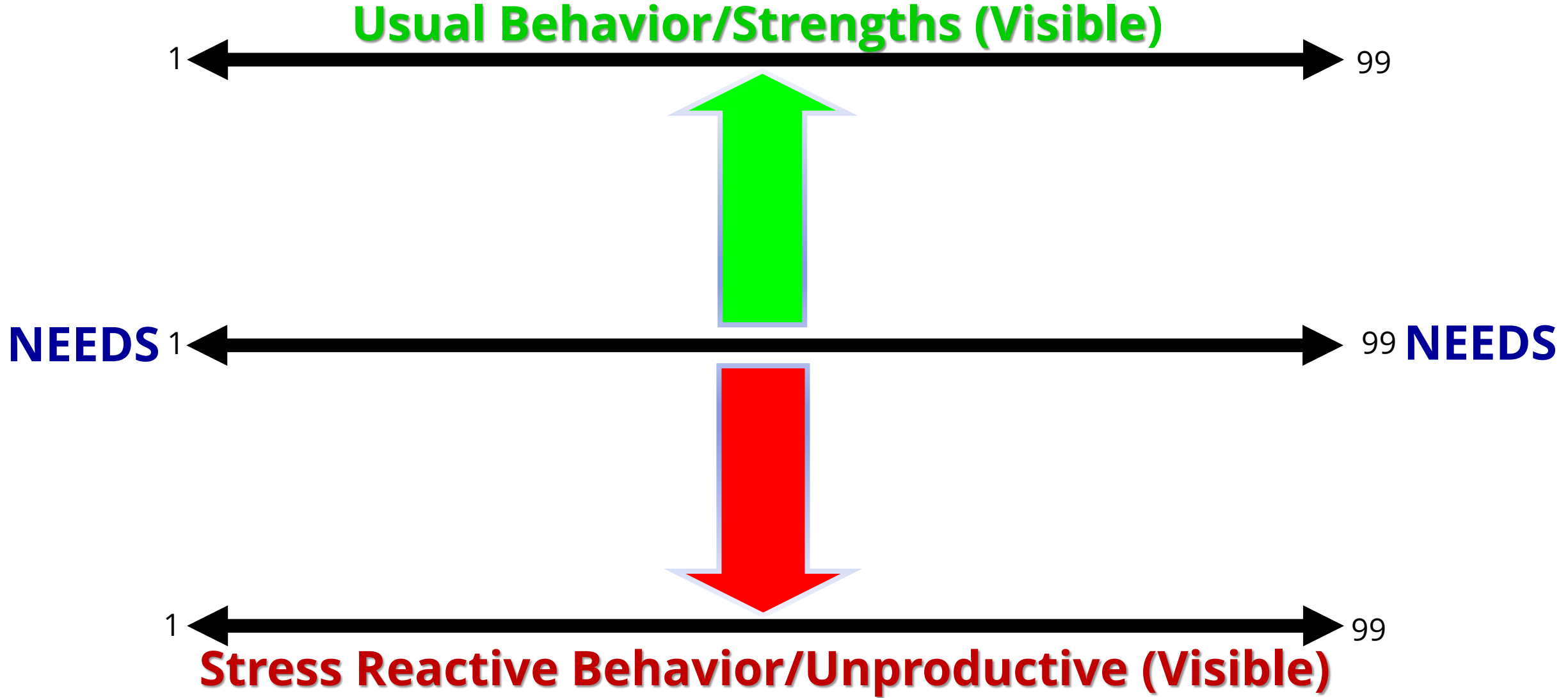
Today's Process

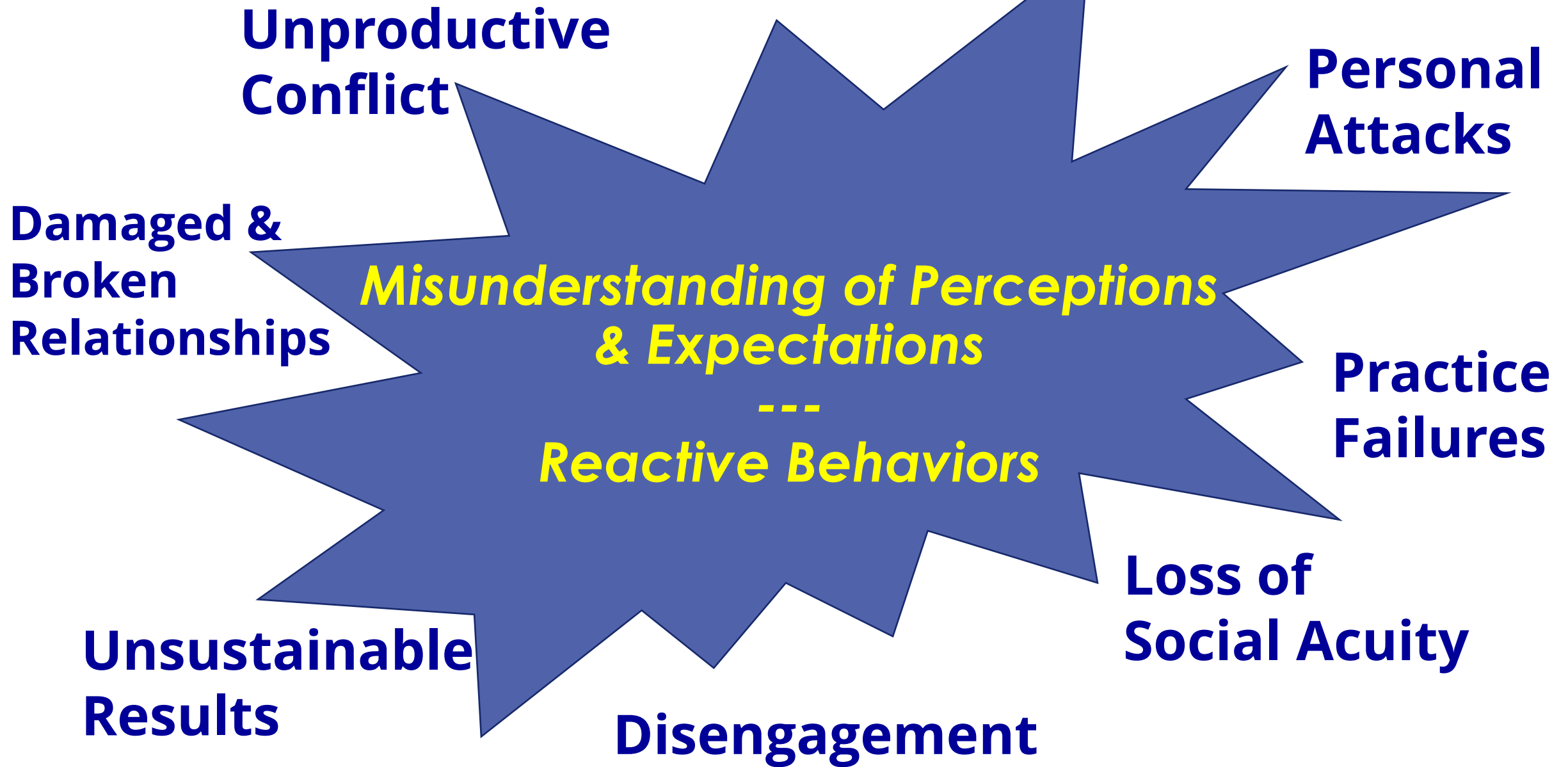
- **Each section will require you to self-score multiple layers of behavior.** Typically, it is your first reaction to the descriptions that are most valid.

You will score yourself for the following:

- 1) **Usual Behavior.** Represents how you effectively operate and how others see you. These are learned and socialized behaviors. We stay in our usual behavior or self-manage the behavior by having our needs met.
- 2) **Internal Needs.** Captures your expectations of how situations and relationships should be managed. How you expect to be treated. Typically remains hidden or unseen by others.
- 3) **Reactive Stress Behaviors.** Frustrated, reactive behavior that is counterproductive. The behaviors you adopt when expectations are not met.







Let's Jump In!



Photo: Jeremy Bishop Unsplash

Behavioral Topic #1: Assertiveness

Suggest vs. Tell



Your tendency to speak up and express opinions openly and forcefully.

This behavior impacts issues such as:

- How you **manage and respond** to conflict
- Openly **confront vs. navigating** conflict
- Cooperation; **openness to others' ideas**
- How you **view authority and boundaries**
- Your willingness to **openly disagree**
- **Listening**

Assertiveness Usual Behavior

- **Usual Behavior is outwardly visible behavior.**
- **It represents how you have learned to 'show up.'**
- Usual behavior is the easiest for you to manage since human beings are adaptable, and behavior can be modified through training, experience, and self-awareness.
- Although about you, **the best validators of this layer of behavior are other people who know you** and have worked with you.
- Others typically see usual behavior as effective, productive, natural, and what comes effortlessly to you.



Assertiveness Usual Behavior

The forcefulness of ideas and expressing opinions



Self-score; Select one of the three options:

Do you see yourself, and would those who know you best describe you by:

**The left side
of this scale**

**Some blend of
the left and
right side**

**The right side
of this scale**

Assertiveness Strengths- Application Questions

- *In what ways does your Assertiveness usual behavior (strengths) positively impact your relationships and work?*
- *How might overusing your Assertiveness strength create challenges in your practice?*
- *Think about the lawyers you regularly practice with – or against- identify some with assertiveness strengths that are similar to yours or different than yours.*
- *If similar Assertiveness, how does that similarity impact your interactions?*
- *If different Assertiveness, how does that difference impact your interactions?*
- **Action Plan:**
To succeed with a broader range of clients and in a wider range of circumstances, what behaviors could you add to your existing skillset that would balance your current strengths?
- **At this Sections End:**
Once you better understand the importance of Internal Needs (perspective) and reactive behaviors- reflect: how might your strength cause others to perceive you negatively?



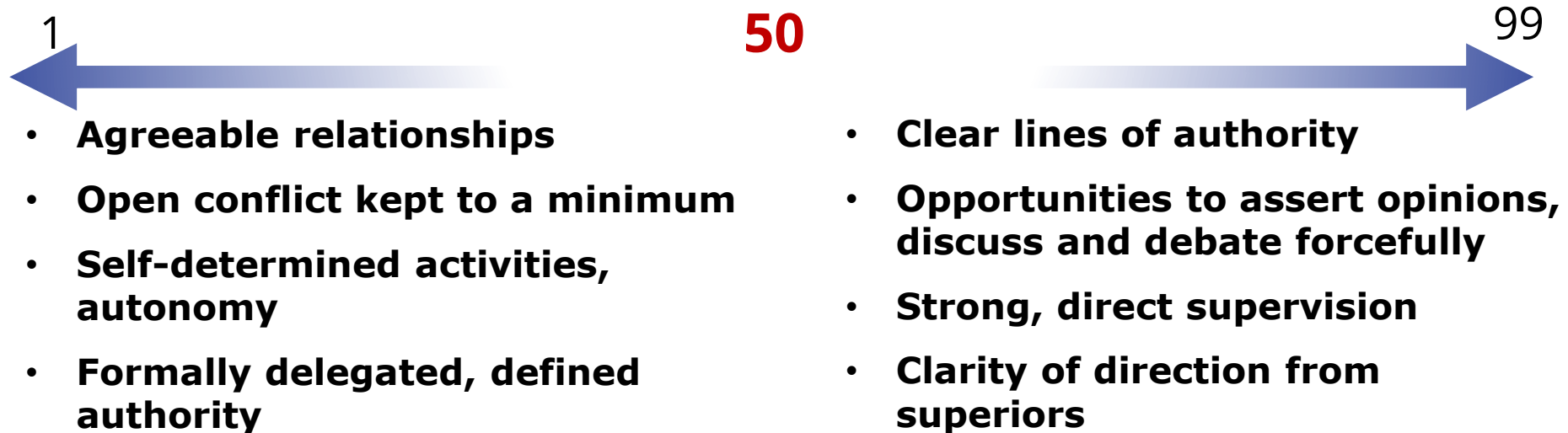
Assertiveness Internal Needs

- **This is internal behavior**
- **It represents our true innate self**
- Needs help us understand what motivates you and how your expectations are defined.
- Insight into internal needs helps us understand how you expect situations and relationships will be managed
- Most, but certainly not all, people have developed strengths to succeed that are not the same as their core selves.



Assertiveness Needs

What a person expects from their environment and interactions. Often different than strength.



Self-score; Select one of the three options:

How do you see yourself; what expectations do you have about how situations and relationships should be managed? (Despite how you have learned to succeed)

**The left side
of this scale**

**Some blend of
the left and
right side**

**The right side
of this scale**

Assertiveness Internal Needs

- Needs always center because they are not subject to social desirability.
- When a person's Needs are met, they are in the best position to ***make positive contributions through their usual behavior.***
- When Needs are met, you can self-manage behavior away from your natural strength.
- **When Needs are unmet, the stress-reactive behavior triggers.**



Assertiveness Needs- Application Questions

- *Is your Assertive strength like, or different than, your need?*
 - *If similar, how may that particular behavioral pattern have helped you succeed? Caused you to misjudge what others do and expect?*
 - *If different, how often- and in what ways- has that gap created a misunderstanding in how you expect to be treated?*
- *How does your Internal Need influence your own approach to conflict?*
- *How has your Assertiveness Internal Need influenced the type of law you practice?*
The firm culture you choose to work for – or has it contributed to a choice to practice solo?

Action Plan:

Think of instances where you think people may not have understood your need.

- *What people or circumstances in your daily life do not meet your dominant needs?*
- *What can you do to manage these needs to avoid stress behaviors?*
- *What can you do to help other people understand these needs?*
- *Are you comfortable articulating your need to others in your firm?*



Assertiveness Stress Reactive Behavior

- **Stress is outwardly visible behavior.**
- **We are 'triggered' into this behavior; we do not choose it.**
- Although about you, **the best validators of this layer of behavior are other people who know you** and have worked with you.
- As with Needs, the median behavior for Stress is 50. As many people take on the Stress behaviors of the left of the scale as the right.
- While Usual behavior is distinguished by its evident, positive qualities and Needs provide insight into important information about underlying motivations and expectations, **Stress is described in negative terms; as frustrated, counter-productive behavior.**
- **Stress Reactive Behavior is the uncomfortable, less socially desirable counterpart** that we measure.



Assertiveness Stress Reactive Behavior

The behavior that is triggered when the corresponding need is unmet



Self-scoring:
You are already done!

Why?

- Approximately 90% of the population in the database has the same Stress Reactive Behavior as their Internal Need.
- If you self-scored to the left or right or a blend of needs, you have already identified your stress.

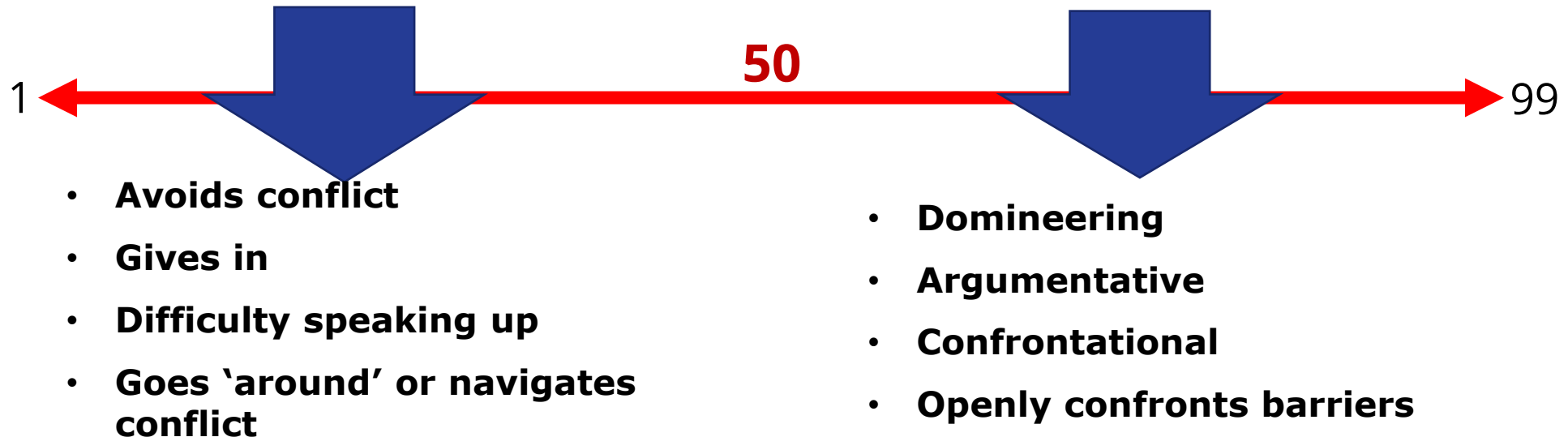


Behavioral Shift to Reactive Behavior: Low to Low & High to High

Need

- Agreeable relationships
- Open conflict kept to a minimum
- Self-determined activities, autonomy
- Formally delegated, defined authority

- Clear lines of authority
- Opportunities to assert opinions, discuss and debate forcefully
- Strong, direct supervision
- Clarity of direction from superiors

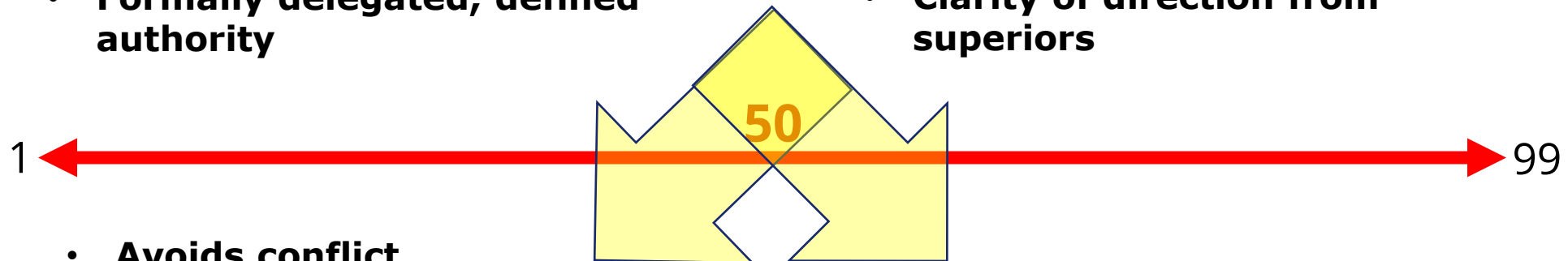


Behavioral Shift to Reactive Behavior: Balanced Need 40-60

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**Stress
Reactive
Behavior**

- Avoids conflict
- Gives in
- Difficulty speaking up
- Goes 'around' or navigates conflict

- Domineering
- Argumentative
- Confrontational
- Openly confronts barriers

The ~10%+ Behavioral Shift to Reactive Behavior

Need

- Agreeable relationships
- Open conflict kept to a minimum
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Assertiveness Stress - Application Questions

- *What potential problem/s do you foresee if a lawyer (or you, your partner, or associate) is working from this Stress Reactive behavior rather than their usual productive behavior?*
- *Think of specific stressful experiences you have had in your firm/practice or even with clients -How might you personalize those experiences to the stress descriptions you just learned?*
- *What new insights might you have gained now realizing that you – or someone you are working with or representing might be in a reactive behavior state rather than behaving by choice?*

Action Plan:

- *What self-management strategies can you proactively commit to should your stress-reactive behaviors begin?*



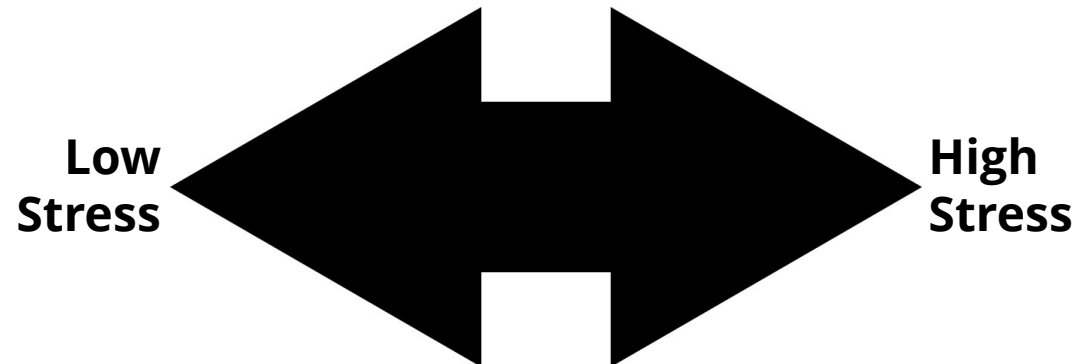
Instant Insight

Lower-Higher-Higher

- Pleasant and agreeable when directing others
- **Needs an environment where the issues are debated openly**
- Under stress, may tend to confront others and demonstrate a domineering attitude

Higher-Lower-Higher

- Operates with firm direction and openly expresses differences of opinion
- **Prefers that others approach with suggestions rather than orders**
- Under stress, may become domineering or verbally aggressive



Assertiveness: What to do



Stress Behavior (Needs not met)

- ✓ Avoids open disagreement
- ✓ Experiences difficulty speaking up
- ✓ Strives for compatibility
- ✓ Uncomfortable actively directing others
- ✓ Loses self-assertiveness
- ✓ Resists firm, assertive management
- ✓ May concede under pressure
- ✓ Goes “around” conflict

- ✓ Argues aggressively
- ✓ Airs opinions too freely
- ✓ Provocative
- ✓ Demands special attention
- ✓ Becomes domineering
- ✓ Loses effectiveness without authoritative direction
- ✓ Openly confronts barriers

To manage this STRESS behavior:

- ✓ Engage in discussions or debates - your ideas are needed to find the best solutions
- ✓ Openly share your goals, views, and needs with others
- ✓ Avoid withdrawing to avoid conflict, and express your thoughts persuasively
- ✓ Seek common ground when others suggest a different approach or oppose your ideas
- ✓ Risk expressing yourself honestly when you need to take a stand
- ✓ Remember that you do a disservice when you don't respond

- ✓ Avoid challenging existing policy or procedure unless there is ample reason for the change
- ✓ Listen carefully and invite others to explain their ideas - ask questions for clarification
- ✓ Identify common goals and purposes with others who differ from you on important issues
- ✓ Allow others to present their goals and views without becoming intense with them
- ✓ Sometimes, you need to speak softly and force yourself to listen

Descriptive

Prescriptive

Behavioral Topic #2: Advantage

We vs. Me



How one competes, and your drive for **personal rewards** or **preference to share in group reward**.

This behavior impacts issues such as:

- **Intangible values vs. materialistic winning**
- Whether you prefer **collaboration** or **competition**
- Comfort and risk-taking in **bargaining** and **negotiation**
- How one evaluates **"fair"**
- Cautiousness about giving **trust**
- The degree to which you **prefer individual rewards**
- The **incentives that motivate** you

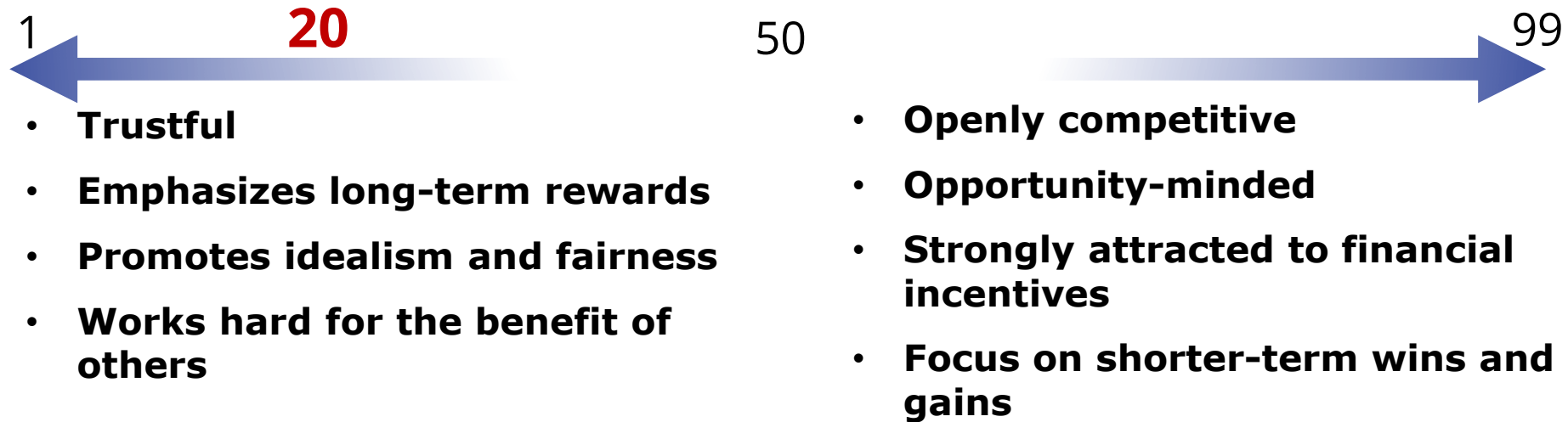
Advantage Usual Behavior

- **Usual Behavior is outwardly visible behavior.**
- **It represents how you have learned to 'show up.'**
- Usual behavior is the easiest to manage since human beings are adaptable, and behavior can be modified by training and experience and through self-awareness.
- Although about you, **the best validators of this layer of behavior are other people who know you** and have worked with you.
- Others typically see usual behavior as effective, productive, natural, and what comes effortlessly to you.



Advantage Usual Behavior

Drive for personal rewards or preference to share in group reward.



Self-score; Select one of the three options:

Do you see yourself, and would those who know you best describe you by:

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**Some blend of
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right side**

**The right side
of this scale**

Advantage Strengths- Application Questions

- *In what ways does your Advantage usual behavior (strengths) positively impact your relationships and work?*
- *How might overusing your Advantage strength create challenges in your practice?*
- *Think about the lawyers you regularly practice with – or against- identify some with Advantage strengths that are similar to yours and different from yours.*
- *If similar Advantage, how does that similarity impact your interactions?*
- *If different Advantage, how does that difference impact your interactions?*
- **Action Plan:**
To succeed with a broader range of clients and in a wider range of circumstances, what behaviors could you add to your existing skillset that would balance your current strengths?
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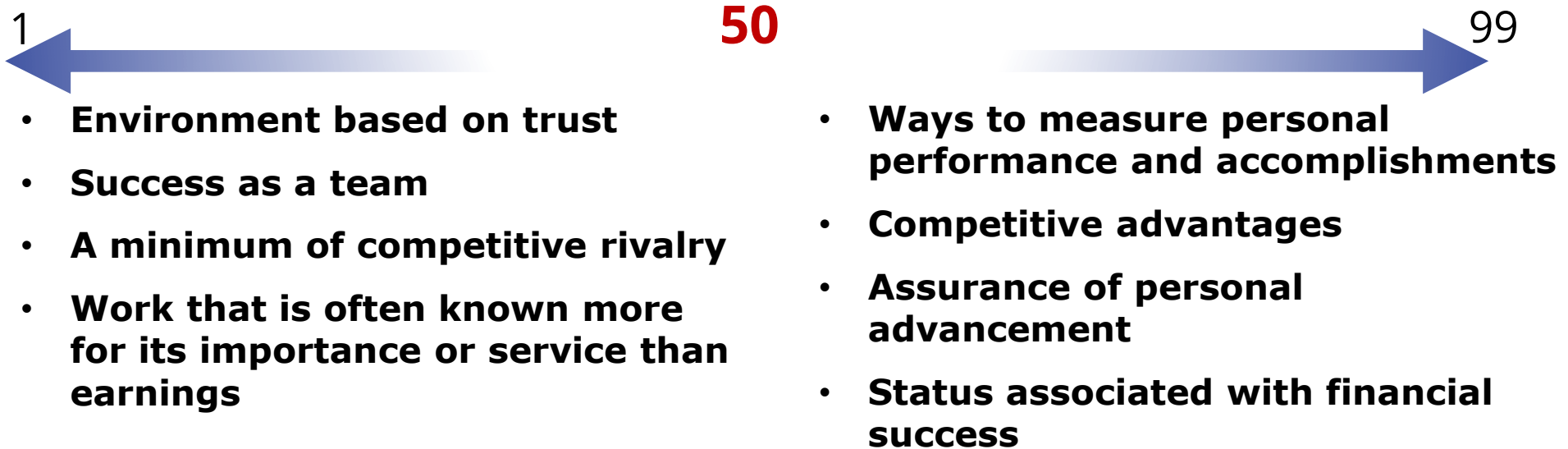
Advantage Internal Needs

- **This is internal behavior**
- **It represents our true innate self**
- Needs help us understand what motivates you and how your expectations are defined
- Insight into internal needs helps us understand how you expect situations and relationships will be managed
- Most, but certainly not all, people have developed strengths to succeed that are not the same as their core self
- In this category, there is a 30-point median gap in the database (20 for Usual Behavior and 50 for Needs)
- *Core value* versus *learned value*



Advantage Internal Needs

What a person expects from their environment and interactions. Often different than strength.



Self-score; Select one of the three options:

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Advantage Internal Needs

- Needs always center because they are not subject to social desirability.
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- When Needs are met, you can self-manage behavior away from your natural strength.
- **When Needs are unmet, the stress-reactive behavior triggers.**



Advantage Needs- Application Questions

- *Is your Advantage strength like, or different than, your need?*
 - *If similar, how may that particular behavioral pattern have helped you succeed? Caused you to misjudge what others do and expect?*
 - *If different, how often- and in what ways- has that gap created a misunderstanding of how you expect to be treated?*
- *How does your Internal Need influence your own approach to conflict?*
- *How has your Advantage Internal Need influenced the type of law you practice?*
The firm culture you choose to work for – how do you reward your people? Or has it in some way contributed to a choice to practice solo?

Action Plan:

Think of instances where you think people may not have understood your need.

- *What people or circumstances in your daily life do not meet your dominant needs?*
- *What can you do to manage these needs to avoid stress behaviors?*
- *What can you do to help other people understand these needs?*
- *Are you comfortable articulating your need to others in your firm?*



Advantage Stress Reactive Behavior

- **Stress is also outwardly visible behavior.**
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Advantage Stress Reactive Behavior

The behavior that is triggered when the corresponding need is unmet



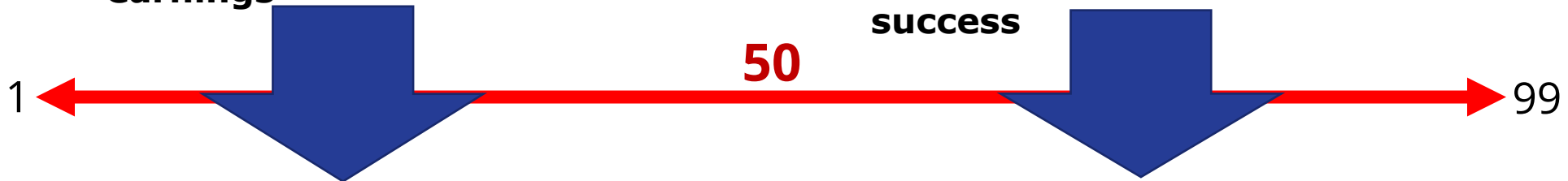
Self-scoring:
You are already done!

Behavioral Shift to Reactive Behavior: Low to Low & High to High

Need

- Environment based on trust
- Success as a team
- A minimum of competitive rivalry
- Work that is often known more for its importance or service than earnings

- Ways to measure personal performance and accomplishments
- Competitive advantages
- Assurance of personal advancement
- Status associated with financial success



Stress
Reactive
Behavior

- Too idealistic; idealism overtakes the practical
- Gullible; easy to 'fleece'
- Uncomfortable in highly competitive situations
- Underestimates the degree to which others protect their own interests

- Quick to protect own interests
- Self-promotional
- Overly competitive
- Opportunistic and distrusting
- Gives too much importance to the appearance of quick success

Behavioral Shift to Reactive Behavior: Balanced Need 40-60

Need

- Environment based on trust
- Success as a team
- A minimum of competitive rivalry
- Work that is often known more for its importance or service than earnings
- Ways to measure personal performance and accomplishments
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The ~10% Behavioral Shift to Reactive Behavior

Need

- Environment based on trust
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- Work that is often known more for its importance or service than earnings
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Stress
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Advantage Stress - Application Questions

- *What potential problem/s do you foresee if a lawyer (or you, your partner, or associate) is working from this Stress Reactive behavior rather than their usual productive behavior?*
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Action Plan:

- *What self-management strategies can you proactively commit to should your stress-reactive behaviors begin?*



Instant Insight

Lower-Higher-Higher

- Team-oriented and focuses on long-term rewards such as motivation
- **Needs an environment that rewards individual achievement**
- Under stress, may become self-promotional and overly competitive

Higher-Lower-Higher

- Opportunity-minded and resourceful with a tendency to naturally bargain
- **Needs an encouraging environment with a trusting, team-based approach**
- Under stress, may become distrusting and self-protective



Assertiveness & Advantage

What happens when we layer these two behavioral elements?

Usual Behavior:	Low/Low	Pleasant, democratic and trusting
	High/High	Enjoys the debate and the prize
Need:	Low/Low	I need everyone to get along and perceive team wins
	High/High	I need to be in charge and achieve a personal win
Stress	Low/Low	I lose my edge, become idealistic, and concede/avoid clashes
	High/High	I'm out for me; I fight to win!

Stress Consequences:

The higher the combination of Assertiveness & Advantage Stress the harder the person will force the win. Often unconsciously, they position themselves to have the last word too.

For them, one way to win the argument is to have the final say.

The lower the combination, having to go toe-to-toe in an argument is exhausting, as is fighting for what is 'fair.' They find it exhausts their competitive advantage when they try, and they concede.



Behavioral Topic #3: Independence

Conventional vs. Independent (Distinctive)



Expression of **Individuality**

This behavior impacts issues such as:

- Personal freedom
- Independence in thought and behavior
- **Conforming and cooperating**
- Resistance in work and social situations
- **Social acuity**
- **Distinctiveness**

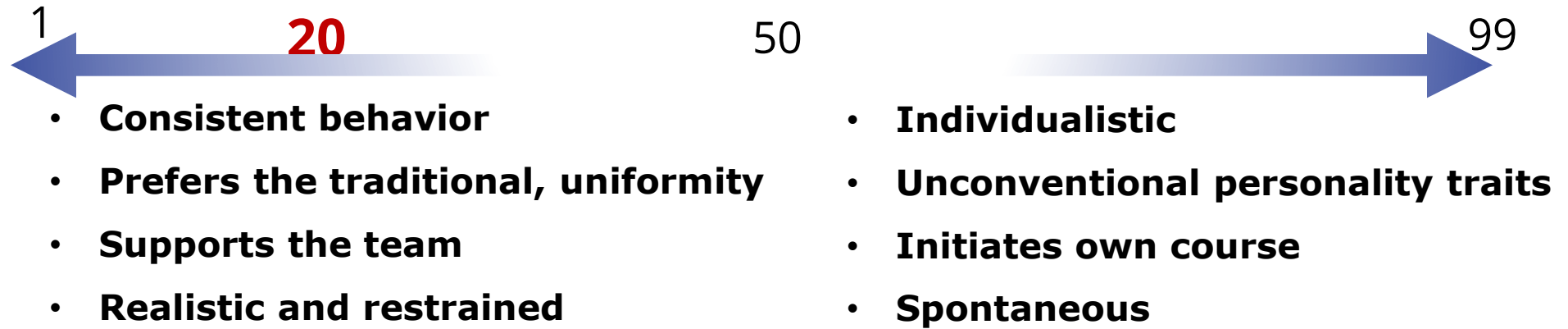
Independence Usual Behavior

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Independence Usual Behavior

Consistency and cooperation with the team vs. individual thought and behaviors



Self-score; Select one of the three options:

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Independence Strengths- Application Questions

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Independence Internal Needs

- **This is internal – it is as attitudinal as it is behavioral.**
- **It represents our true innate self**
- Needs help us understand what motivates you and how your expectations are defined
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- Most, but certainly not all, people have developed strengths to succeed that are not the same as their core self
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Independence Internal Needs

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Independence Needs- Application Questions

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 - *If similar, how may that particular behavioral pattern have helped you succeed?*
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Independence Stress Reactive Behavior

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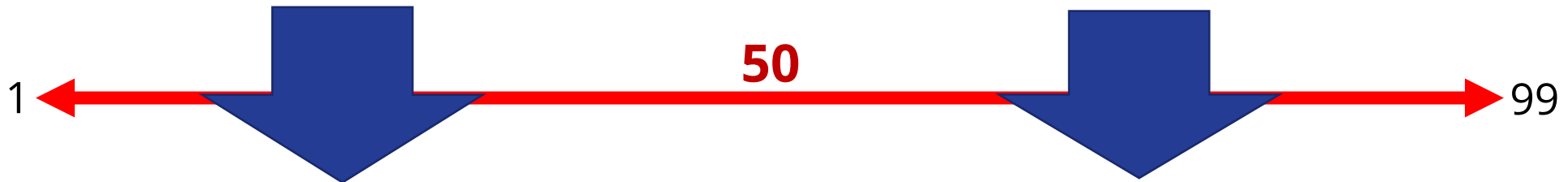


**Self-scoring:
You are already done!**

Behavioral Shift to Reactive Behavior: Low to Low & High to High

Need

- To be informed, protection from uncertainty
- Order and consistency
- The familiar
- Support of the team or group
- Freedom in action and thought
- To be nonconforming
- Freedom from outside control, real or perceived
- Independent assignments



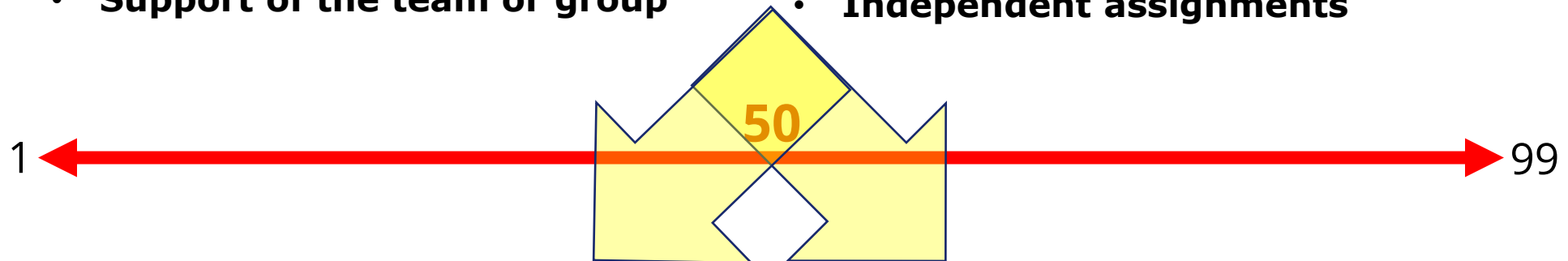
**Stress
Reactive
Behavior**

- Too confirming, inhibited
- Apprehensive about the unexpected
- Restricts own personal freedom
- Anxious, frequently on an unconscious level
- Discomfort with unusual ideas/behaviors
- Too individualistic, rebellious
- Nonconforming
- Unpredictable in action and thoughts
- Misjudges needs and feelings of the 'average' person
- Loss of social acuity

Behavioral Shift to Reactive Behavior: Balanced Need 40-60

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The ~10% Behavioral Shift to Reactive Behavior

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Independence Stress - Application Questions

- *What potential problem/s do you foresee if a lawyer (or you, your partner, or associate) is working from this Stress Reactive behavior rather than their usual productive behavior?*
- *Think of specific stressful experiences you have had in your firm/practice or even with clients -How might you personalize those experiences to the stress descriptions you just learned?*
- *What new insights might you have gained now realizing that you – or someone you are working with or representing might be in a reactive behavior state rather than behaving by choice?*

Action Plan:

- *What self-management strategies can you proactively commit to should your stress-reactive behaviors begin?*



Instant Insight

Lower-Higher-Higher

- Realistic and restrained, consistent in behavior. Conforms behavior to fit in and co-exist.
- **Freedom to live life without constraints. Self-determine your own path.**
- Unpredictable thoughts and actions, lost sense of social acuity. Resists others' ideas. Stops listening.

Higher-Lower-Higher

- Comfortable being different than others, not willing to conform to the expectations of others.
- **Value tradition and focus on maintaining the status quo. Comfortable with rules that establish a protocol, so everyone knows what's expected.**
- Independent or rebellious behavior is triggered by the sense they are not wanted or included by the people or groups they want to be part of.



Independence & Assertiveness

Usual Behavior:	Low/Low	Collegial, realistic, empowering, and consistent in behavior
	High/High	Self-reliant, doesn't follow (unless they clearly see you as an authority figure), in general, do not listen particularly well
Need:	Low/Low	I need partnered with and be kept in the loop
	High/High	I need to be in charge and for nonconformity in my actions and thoughts to be accepted
Stress	Low/Low	I lose my edge, compromise, become inhibited, anxious
	High/High	Argue, rebel, cease to listen, act in unpredictable and possibly socially unacceptable ways



Recap

- **Lack of civility** is often a by-product of situations where our behavior has been triggered due to our unmet expectations (Needs).
- When working from the **Strengths of our Usual Behavior**, 'most' people are democratic, empowering, collegial, trusting, 'fair,' and work to fit in.
- The average person has **Behavioral Needs** that balance collegiality and forcefulness, an environment that rewards both team and individual rewards in both the long and short term, and balances conforming and individuality.
- **Reactive Behavior** can span anywhere along the spectrum of shutting down, losing a competitive edge to over constraining your own personal freedom, becoming combative and argumentative, winning at any cost, and rebelliousness and unpredictability.
- Working to maintain your innate internal Needs is central to **resiliency**.
- **Expressing** our innate internal Needs to others is essential.
- When Needs are unmet, we move into **counterproductive reactive behavior**.
- That counterproductive behavior can have us behave in ways that **jeopardize our relationships and practice**.
- The ability to self-manage oneself out of counterproductive reactive behaviors is an **essential skill to learn**.



Questions?



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Doug

DL

Who is Doug Leonard?

Business Experience

Behavioral Consultant/Executive Team Coach

- 25+ years consulting experience
- Evaluated thousands of behavioral profiles
- Certified and SME in The Birkman Method®
- Certified in Birkman Mindsets®
- Certified in Conversational Intelligence®
- Certified in Psychological Safety
- Domestic and International experience
- Engagements in a wide range of industries
- Public and private sector experience
- Clients with 10 to over 140,000 employees

Legal Experience

Law Firm, Trial Court, Mediation, Disciplinary Board

- 3 years law firm administrator
- 6+ years trial court administrator
- President of the PA Court Administrators Assn.
- Mediated child custody cases for 2 years
- 8+ years as a member, deputy chair, and chair of the Pennsylvania Disciplinary Board
- Member of IWIL (Institute for Well-Being in the Law), formerly the National Task Force on Lawyer Well-Being; Member of Governance Committee
- Founder of the PA Task Force for Well-Being in Law

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