



# Western Legislative Academy

THE COUNCIL OF STATE GOVERNMENTS WEST

*Helping Legislators Become More Effective Leaders &  
Building Stronger State Legislative Institutions*

## Creating a Culture of Excellence and Civility



The Robert D. and Billie Ray Center

*Featuring*

*Excellence with Integrity™ Knowledge and Tools*



## The Robert D. and Billie Ray Center

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# The Robert D. and Billie Ray Center

## Civility in Public Service



The Ray Center is a local, statewide, and national leader in developing and delivering best practices in civility and ethical leadership. We provide research-based strategies to help individuals continuously develop their character and ethical leadership skills. These character and leadership competencies can help create a sustainable positive and meaningful organizational culture.

### Services

Our research-based strategies are woven throughout assessments, best practices, and engaging professional development training. These custom-built resources help public servants strengthen their organizations and communities.

#### Professional development topics include:

- Creating a Culture of Excellence and Civility
- Shaping Group Norms
- Integrity: Without It Nothing Works
- Communication and Teamwork
- How to Identify and Manage Stress
- Mastering “Care-Frontation”
- Developing Growth Mindset
- Mastering Goal Achievement
- Attitude + Effort = Improvement
- Managing and Engaging in Effective Committee Meetings
- Consensus Building in Polarized Times

The Ray Center has worked in the public arena for more than 15 years and has annually worked with U.S. legislative leaders in all 50 states, all U.S. territories, Canada, and Mexico for nearly 10 years.

### National Civility Summit for Local Government

In partnership with the Center for Public Democracy and the National and Iowa League of Cities, The Ray Center coordinates the annual National Civility Summit for Local Government to provide government officials, both elected and appointed, with best practices to lead an engaged and participatory government.

### Facilitating Challenging Issues

The Ray Center also provides strategic planning and facilitation of challenging issues, such as governance structure and funding models.

### Our Mission

To improve civility through character development and ethical leadership.

### Our Vision

To transform lives and strengthen communities around the world. We will provide strategies to help individuals practice good character by demonstrating trustworthiness, respect, responsibility, fairness, caring, and good citizenship.

### Drake University’s Center for Public Democracy

We’re proud to be part of this hub for democratic discourse, dialogue, and action focused on renewing a government of the people, by the people, and for the people.

### Expert Partners

In addition to being part of Drake’s Center for Public Democracy, The Ray Center partners with the Excellence With Integrity Institute to provide customized research-based strategies and tools.

# One-on-One Stand and Find a Partner

- 1) Introduce yourself including your name, position and where you live.
- 2) What is your favorite personal interest or hobby?
- 3) What inspired you to want to serve?
- 4) What do you consider as your best leadership skill?
- 5) What leadership skill would you like to enhance or improve?

 | Excellence with Integrity™ TOOLS

## ***Social Networking***

**How to find connections with practically anyone anywhere.**

1. Have the **courage and curiosity** to connect — especially with those who are new or different.
2. Connect by asking questions that go **"from surface to substance."**



## Bob and Donna

- Most unlikely person
- Follow-up
- No agenda – other than to get to know each other
- Courage to reach out – and respond
- Common Ground / Connections
- Disagree without being disagreeable
- Don't have to hurt each other
- Beliefs didn't change – approach did
- Find the person – reach out

 Excellence with Integrity™ TOOLS

## **COMPACT FOR EXCELLENCE TEMPLATE**

In order to do our **best work** and treat each other with **respect and care**,  
we each agree to/not to:

- » Participate – don't hide / don't dominate
- » Listen actively
- » Respect each other and the process
- » Essential IT use
- » Be open to new ideas
- » Candid conversations



Adapted from Lickona & Davidson (2005).

# COMPACT FOR EXCELLENCE

In order to do our **best work** and treat each other with **respect and care**, we each agree to/not to:

- We will have, and are committed to, clear communication
- We will have an open and transparent process
  - ✓ The sub-committees will be where the budget is developed.
  - ✓ We will not conduct committee business at any time after 12:00 am or prior to 6:00 am
  - ✓ We will have a 24-hour window for every bill to be reviewed prior to action by the full committee
- We will have areas of agreement and we want to build those bridges and incorporate minority party perspectives into the budget process
- Neither party has license on good ideas
- We will have areas that we do not agree and the expectation in this committee is that we will conduct our business with the civility, decency and respect that the people of Iowa deserve from their elected leaders



Adapted from Lickona & Davidson (2005).

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## Notes

# COMPETENCIES

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## EXCELLENCE

WORK ETHIC  
EFFORT  
ATTITUDE  
DELIBERATE PRACTICE  
GRIT/ENDURANCE  
ASPIRATION/HIGH STANDARDS  
GOAL ACHIEVEMENT  
COACHABILITY  
PROBLEM SOLVING  
CRITICAL THINKING  
INNOVATION & CREATIVITY

## INTEGRITY

HONESTY  
FAIRNESS  
EQUITY  
JUSTICE  
ETHICAL COMPETENCY  
HUMILITY  
RESPECT  
ACCOUNTABILITY  
LOYALTY  
RESPONSIBILITY  
COURAGE



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## GROWTH & BALANCE

SELF-AWARENESS  
SELF-MANAGEMENT  
PRIORITIES/TIME MANAGEMENT  
STRESS MANAGEMENT  
RESILIENCE  
GROWTH MINDSET  
ENGAGEMENT  
PRUDENCE  
HARMONY  
GRATITUDE  
LIFE PURPOSE

## TEAMWORK & COMMUNITY

LEADERSHIP  
CIVILITY  
COMMUNICATION  
INCLUSION  
EMOTIONAL INTELLIGENCE  
PRODUCTIVE RELATIONSHIPS  
OPEN & FLEXIBLE MINDSET  
PRINCIPLED NEGOTIATION  
COLLABORATION  
TEAM-FIRST MINDSET  
CITIZENSHIP

## PERFORMANCE CHARACTER AND MORAL CHARACTER COMPETENCIES



Adapted from Lickona & Davidson (2005).

# Notes

# **INTEGRITY:**

## **WITHOUT IT, NOTHING WORKS**

- Integrity is like the Law of Gravity
- Integrity as wholeness - honor our word
  - Keeping our word – on time as promised
  - Inform parties when we can't keep our word as soon as we know – and clean-up any 'mess' created
- Integrity deals with oneself
- Integrity impacts performance
- Objects and systems have integrity – design, implementation and use
- Out-of-Integrity behavior impacts performance, reliability and workability

Notes

# INTEGRITY-IN-ACTION ESSENTIALS

» **Discernment:**

*Being able to make well-reasoned decisions about right and wrong.*

» **Conscience:**

*Sense of obligation to do the right thing.*

» **Competence:**

*Demonstrating the “know-how” needed to translate knowledge into action.*

» **Identity:**

*The degree to which our character and integrity are central to our sense of self.*



# RULES OF AN ACTIVE CONSCIENCE

*What NOT to do to keep your conscience as a guide for your integrity.*

» **Don't distort.**

*Don't exaggerate or blow things out of proportion.*

» **Don't create an enemy.**

*Don't avoid the truth by finding or creating an enemy to fight against.*

» **Don't play the victim.**

*Don't rationalize to convince self or others that I/we are really the victim.*

» **Don't fan the flames.**

*Don't get self/others fired-up so that emotion clouds reason.*

» **Don't be a gamer.**

*Don't try to convince self/others that it isn't wrong, "just how the game is played."*

» **Don't let ego get in the way.**

*Don't let "being right" interfere with "getting it right."*



# *Clarity, Habit, Accountability, Mindset* → *Performance*

## **CLARITY**

clear specific expectations for context, resources, abilities

## **HABIT**

intentional, intensive, focused practice, real-world simulation

## **Performance**

## **MINDSET**

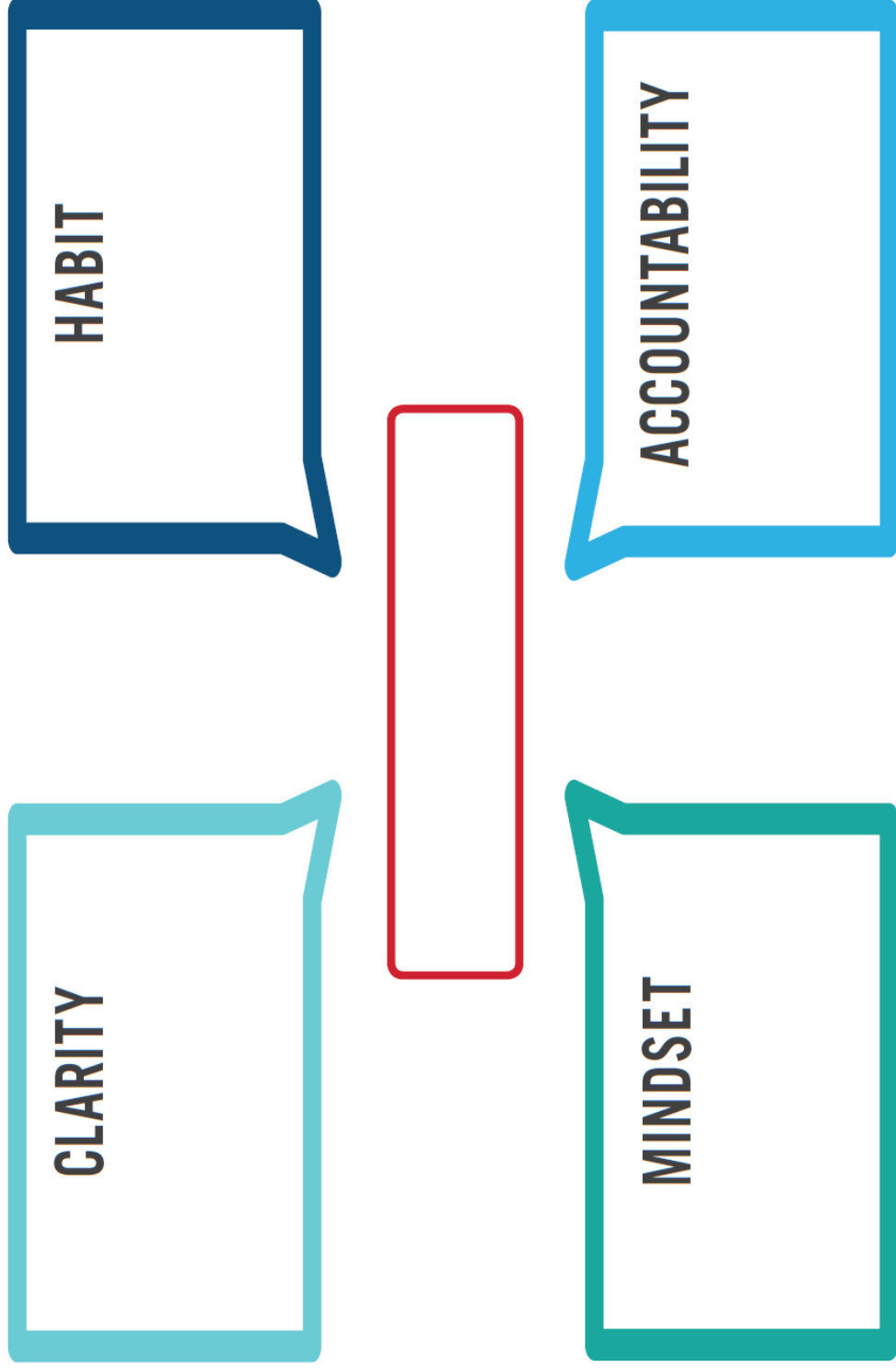
mental preparation, emotional toughness, focus, resilience

## **ACCOUNTABILITY**

support, challenge, reflection for growth

## Notes

**Clarity, Habit, Accountability, Mindset → Performance**



# Dewitt Jones Insights

- Do you have the right lens on?
  - What's your perspective or angle?
  - Find the extraordinary viewpoint to the problem.
- Are you in the place of the most potential?
  - What's the one thing we could do better or differently right now?
- Don't worry about making mistakes.
  - There's more than one right answer; find the next right answer.
- How many times a week is it up to you?
  - See the extraordinary in the ordinary.
  - Are you ready to embrace this and respond?

Notes

# LEADER-TO-DETRACTOR RUBRIC

## Leader

*Demonstrates personal commitment and mastery, and encourages others by word and deed to do the same.*

- » Demonstrates teamwork, initiative, and willingness to work with others.
- » Demonstrates the ability to organize and lead group toward stated goals, but also does his/her part in the actual group tasks.
- » Encourages teamwork and leadership in others.

## Participant

*Carries out personal responsibilities in an adequate way, but does not demonstrate collective responsibility for shared goals or collective good.*

- » Demonstrates adequate teamwork and willingness to work with others.
- » Rarely, if ever, demonstrates the ability to organize and lead group toward stated goals.
- » Assumes adequate responsibility for group tasks — not leading others, but not detracting either.

## Detractor

*Doesn't meet the standards personally and prevents others from meeting the standards.*

- » Demonstrates poor teamwork and inability to work with others.
- » Demonstrates inability to organize and lead group toward stated goals.
- » Assumes no responsibility for group tasks, and detracts from the group's ability to function adequately.

Adapted from Jeffrey Beedy.

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# ORGANIZATIONAL EFFECTIVENESS AUDIT

1

*Review the effectiveness and efficiency of **CURRENT PRACTICES**. Determine which of them we should:*

## Stop

**We should stop practices that:**

- are not having the desired outcome
- may have proved impractical or inefficient
- are distracting from core mission or overall effectiveness

## Continue

**We should continue practices that:**

- are having the desired outcome
- are efficient and effective

## Improve

**We should improve or enhance practices that:**

- are having some of the desired outcome, show promise
- but need to be more efficient or effective

2

*Brainstorm and identify **NEW PRACTICES** that may help address a new situation or factors that did not exist before, or new ideas that the team may want to try to improve effectiveness and/or efficiency*

# ORGANIZATIONAL EFFECTIVENESS AUDIT

## Stop

Practices that:

- are not having the desired outcome
- may have proved impractical or inefficient
- are distracting from core mission or overall effectiveness

## Start

New practices

that may help address a new situation or factors that did not exist before, or new ideas that the team may want to try to improve effectiveness and/or efficiency

## Continue

Practices that:

- are having the desired outcome
- are efficient and effective

## Improve

Practices that:

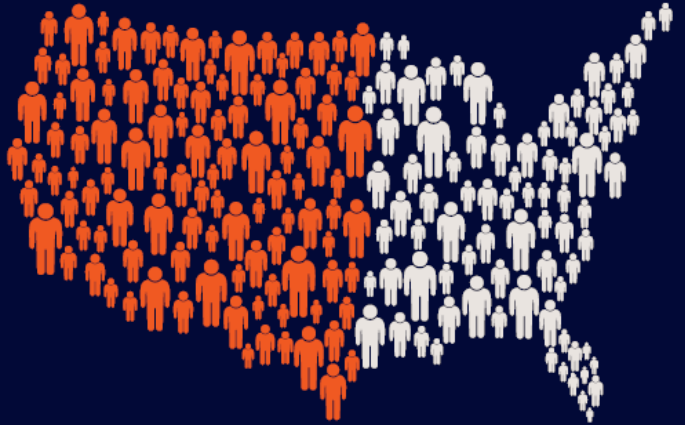
- are having some of the desired outcome, show promise
- but need to be more efficient or effective

## **MORE THAN HALF OF U.S. WORKERS BELIEVE OUR SOCIETY IS UNCIVIL**

In the current political climate, it's our collective duty to foster workplaces that prioritize civility and respect. We may not always see eye to eye, but we can be champions of civility and work together to end the cycle, one conversation at a time.



[shrm.org/civility](https://shrm.org/civility)



Source: SHRM Civility Index, August 2024.

*From May 24 to June 4, 2024, SHRM surveyed 1,618 U.S. workers to assess their experiences and observations of incivility in daily life and at work. The data is weighted to reflect the broader U.S. workforce.*

**STEP 1:  
EDUCATE YOURSELF.**

**STEP 2:  
ESTABLISH SHARED  
UNDERSTANDING  
OF CIVILITY.**

**STEP 3:  
ESTABLISH AND  
FOSTER TEAM NORMS  
FOR MUTUAL RESPECT.**

**STEP 4:  
PROMOTE A CULTURE OF CIVILITY.**

**STEP 5:  
BECOME A CATALYST FOR CIVILITY.**



# **5 STEPS FOR ENCOURAGING CIVIL CONVERSATIONS AT WORK**

## What Will Matter

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Ready or not, our public service will quickly come to an end.

There will be no more balancing work and legislative service,  
no more overflowing e-mail in-boxes, no more negotiations, no floor debates,  
no more questions from the media, and fewer missed family events.

All the things we collected, whether treasured or forgotten  
will eventually collect dust in a box, be given to Goodwill, or thrown away.

Our political capital, distinction,  
and ability to get bills and amendments passed will shrivel to irrelevance.

With the possibility of a minor exception  
it will not matter what we 'voted for' or what we 'voted against.'

Our grudges, resentments, frustrations and jealousies  
will ultimately and finally disappear.

So too, our legislative hopes, ambitions, plans and to-do lists will expire.  
The wins and losses that once seemed so important will fade away.

In the end, it won't matter what district we came from  
or even what side of the aisle we represented.

It won't matter what leadership positions we held, how many doors we knocked,  
whether we were a great debater or a brilliant strategist.

Even knowledge of rules, decorum and protocol will be irrelevant.

So what will matter?

How will the value of our days in the House be measured?

What will matter is not what we got but what we gave,  
not our arguments - but the friendships we developed with those we argued with.

What will matter is not our success - but our significance.

What will matter is not only what we learned - but what we taught.

What will matter is every act of integrity, compassion, courage, and sacrifice  
that enriched, empowered or encouraged others to emulate our example.

What will matter is not our competence - but our character.

What will matter is not how many people we knew,  
but how many people we impacted, and how many will feel a lasting loss when we are gone.

What will matter is not our memories,  
but the memories that live in those we served - and those who served with us.

What will matter is not how long we served and in what capacity,  
but how long the impact of our service will be remembered, by whom and for what.

Public service that matters doesn't happen by accident.

It's not a matter of circumstance but of choice.