



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



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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."**



COMPACT FOR EXCELLENCE

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

- »
- » Be open to and respectful of ideas, people, and the process
- » Listen to understand – then listen to reply
- » Participate – Don't hide / Don't dominate
- » Assume best intentions
- » Appropriate IT use



Adapted from Lickona & Davidson (2005).

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Notes

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



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West Virginia Oath for Lawyers

“I do solemnly swear or affirm that: I will support the Constitution of the United States and the Constitution of the State of West Virginia; that I will honestly demean myself in the practice of law; **that I will conduct myself with integrity, dignity and civility and show respect toward judges, court staff, clients, fellow professionals and all other persons**; and to the best of my ability, execute my office of attorney-at-law; so help me God.”

COMPETENCIES

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



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

CLARITY

HABIT

MINDSET

ACCOUNTABILITY

Clarity, Habit, Accountability, Mindset → Performance

CLARITY

HABIT

MINDSET

ACCOUNTABILITY

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

What Will Matter

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.