

37. Increasing the effect of exemplary behaviour

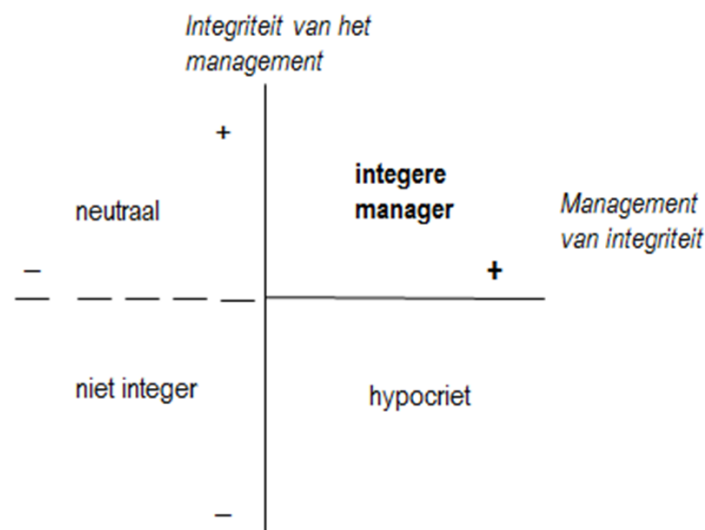
Challenge

The behavior of employees is largely influenced by the behavior they (think they) see from their manager and how other employees subsequently experience this behavior. If you as a manager think that you are setting a good example by doing the right thing yourself, that is often (unfortunately) not enough. It only really has an effect if it is also seen and understood. ¹

Solution

A solution to help managers in making more conscious use of the effect of exemplary behaviour is the conversation or a workshop based on the 'Trevino matrix'².

Explanation of the 'Trevino-Matrix'



In this matrix, the following axes are set opposite each other:

- Integrity of management: this refers to the degree of integrity of the manager.
- Management of integrity: this refers to the extent to which the manager consciously manages his integrity by, for example, consciously discussing and showing it.

¹ See publications by Linda Klebe-Trevino, or publications by Olov Bik.

² Linda Klebe-Trevino, Laura Pincus Hartman, Michael Brown, 'Moral Person, Moral Manager, How executives develop a reputation for ethical leadership' in California Management Review, VOL 42, No4, Summer 2000.



We explain the quadrants:

- Bottom left: A manager who does not have integrity, and does not pretend to be, is simply 'not with integrity'.
- Bottom right: A manager who does not have integrity, but claims to be, is hypocritical.
- Top left: A manager who has integrity, but does not consciously convey that, is neutral in terms of moral leadership. After all, employees do not see the exemplary behavior of the manager, and therefore it has little or no effect.
- Top right: A manager who has integrity, and shows this unconsciously and consciously, is an honest manager, in the sense that the manager makes good use of the exemplary role and allows it to have an influence.

Workshop

During a training or workshop with a group of managers, you can use this exercise well. For example, you can use the following approach:

- Explain the Trevino matrix.
- Give an example of a neutral manager.
 - An example: a driven manager who is committed in his MT not to accept certain dubious customers, but does not share that with people outside the MT. Outside the MT, his employees mainly see his commercial drive and not his commitment to prevent the acceptance of dubious customers. He does not share this with his people, because for him that is 'self-evident'. By not sharing it, this exemplary behavior is not visible and therefore not effective. We call this the neutral manager.
- Give an example of an honest manager.
 - An example: after mentioning the earlier example of a neutral manager, giving an example of an honest manager is no longer difficult. Building on the earlier case, this manager would explicitly share his commitment not to accept certain dubious customers with his employees and explain why certain customers are not accepted. This may feel a bit 'exaggerated' for this manager, because this is self-evident to him. Sometimes it is therefore necessary to explain in conversation with the manager why it is useful to be explicit in this, even if it is self-evident to him.
- Ask all participants to come up with an example of themselves in which they have acted as an 'honest manager'.
- Let the participants share their examples with another participant or in groups of 3 people. Ask whether they want to properly test whether the behavior has been visible to the employees and whether it was unambiguous behavior. Ethical exemplary behaviour only has a positive effect if it is also recognised and explained as having integrity by most employees.



- If no examples are found that really qualify as 'honest manager': Give the groups the opportunity to help each other to look for examples of 'honest manager'. These could also be examples of 'informal leaders' within the organisation.
- Discuss this exercise in plenary.
- Identify opportunities and good examples to consciously show integrity to employees so that it becomes easier for managers to make the step from 'neutral' to 'honest manager'.

Tips

1. Behavior cited as an example of "honest manager" often qualifies as "neutral." The difference between the manager's perception and how others interpret and recognize the behavior plays a role here. You can find out by asking carefully.
2. This workshop or exercise requires regular repetition. During the workshop, the eyes are often opened, and therefore improvement takes place shortly after the workshop. After a few weeks it is forgotten again. Tip: make sure you send a message 4 weeks after the training or workshop: for example, with the question: 'Which examples of 'honest manager' can you now add to your list? Or send the collected tips from 'neutral manager' to 'honest manager' around again. And repeat this workshop after, for example, 6 months or a year, and discuss together what improvements the participants have made and have signaled to their colleagues.

Conversation

In a one-on-one conversation with a manager, you can discuss the effect of his or her exemplary behavior on the basis of the Trevino Matrix.

- Explain the Trevino matrix.
- Give a general example of a neutral manager.
- Give a general example of an honest manager.
- Depending on the reason for the conversation, you can ask for examples from the manager, or you can provide examples that have seen from the manager.
- Finally, share the opportunities and good examples to consciously demonstrate integrity to employees so that it becomes easier for managers to make the step from 'neutral' to 'honest manager'.

Actors

- Compliance professional
- Executives
- Drivers
- Commissioners



Techniques

- Being able to provide a workshop or training
- Being able to give constructive-critical feedback when examples of 'honest manager' are given while they qualify as 'neutral manager', without acting judgmentally
- Acting as moderator

Role Compliance Professional

- Initiator of the training or workshop on improving the effect of exemplary behaviour with integrity
- Initiator of the conversation about improving the effect of exemplary behaviour with integrity
- Trainer or moderator
- Providing follow-up of the training, workshop or conversation.