

Examples of INVOLVE Fair Process Leadership Communication Practices

	Active Listening and Constructive Dialogue	Agreed Communication Protocols	Accessible Connection
Individuals	<ul style="list-style-type: none"> • Emotionally intelligent conversation. • Focused and respectful Listening. • Question asking to develop ideas and understanding. • Technology devices do not become distractions. • Use of demonstrable evidence to support advocated positions and ideas. • Use of appropriate non-verbal behaviours (eye contact, voice, and facial expression) to convey engagement. 	<ul style="list-style-type: none"> • Involvement with, and commitment to the creation and execution of team communication rules. • Role models the team rules. <ul style="list-style-type: none"> ○ Will subvert individual frustration when someone is taking longer to make a point in a Telecom. ○ Actively seeks and gives constructive feedback on individual communication habits – especially as these relate to agreed approaches in the team’s protocol. 	<ul style="list-style-type: none"> • Has the ability to use, and access to the agreed formats and media of communication. • Understands and respects the communication preferences of others in the team and promotes the forms of communication agreed by the team in its protocol. • Once decisions are made, communicates these to relevant stakeholders quickly, and takes the time to answer questions.
Teams	<ul style="list-style-type: none"> • Meetings (in-situ and virtually) where debate is constructive. • Team members are allowed to complete their statements without interruption and ideas are given a “fair” hearing. • Counter viewpoints are presented to debate the issue constructively, rather than be seen as a personalized attack. 	<ul style="list-style-type: none"> • Team members understand the overall fair process being used, and each of the steps within the cycle. • Team collectively creates and implements a short and defined protocol covering issues such as: <ul style="list-style-type: none"> ○ Meeting rules for agendas, timekeeping, reporting, and debriefing activities. ○ Agreed approaches for email and text exchange. ○ Agreed approaches for team conflict resolution and feedback. 	<ul style="list-style-type: none"> • Team members have equivalent access to technology. • Team members are notified and pre-prepared for important team discussions and events. • Team members have similar information available to them to be able to explain opinions or decisions to others. • There is a convenient system for knowledge-sharing and dissemination.
Organizations	<ul style="list-style-type: none"> • Respect, Integrity, Transparency and Trust are corporate values. • Using fair process is obvious, not sacrificed to other short-term objectives. • Using evidence is an obvious quality in making and taking decisions. • Corporate and organizational communication that is frequent, timely and clear. 	<ul style="list-style-type: none"> • The organization has clearly defined communication rules, systems and procedures; yet these are flexible enough to allow teams to adapt to undertaking the fair process steps in their own situations. • Creating and using communication protocols are seen as important and valuable tools within the organization’s teams and units. 	<ul style="list-style-type: none"> • Relevant media and technology are available, and people are trained to be able to use these effectively and efficiently. • Corporate communication systems and practices are clear and timely. These take account of different knowledge needs, competencies, and levels in the organization.

Source: Ian C. Woodward, Elizabeth A. More, Ludo Van der Heyden (2016)
 “Involve” – The Foundation for Fair Process Leadership Communication,
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