



This document is provided as an outline for note-taking.

Three Personal Lessons:

- When are you at risk of acting like “the real doctor?”
- Can you make mistakes with class?
 - Own them (be accountable and try to make things better).
 - Learn from them (don’t repeat mistakes unnecessarily)
 - Forgive yourself (and move on with your life).
- What features belong in your “User Guide” for other contributors on an audit project?

Ethical Enablers/Communications:

- What factors make it harder for you to be an excellent listener?
- How can you mitigate these risk factors?
- Do you give orders or establish agreements?

Ethical Persuasion:

1. Check your Motives
 - a. Are you open to learning something?
 - b. Do you respect the persons involved as individuals with their own goals and values?
2. Listen to achieve complete understanding.
 - a. Listen actively.
 - b. Confirm your understanding.
3. Articulate Points of Agreement
 - a. Be explicit
4. Negotiate differences
 - a. Use points of agreement as starting points.
 - b. Refer back to your understanding of the others’ perspectives.

Fair Process

Research shows that processes that exhibit the following three features tend to promote a sense of trust, even among those who don’t “get their way.”

- Engagement
 - The right people give the right kinds of input to decisions.
 - People who are affected by decisions have the chance to be heard.
- Explanation
 - The process and criteria for decision-making are articulated, along with their rationale.
- Expectation Clarity
 - Those affected by a decision explicitly understand the decision’s implications for them.
 - What can they expect? What is expected of them?