



A *Willing Change* STUDY GUIDE Written by Jane Collins CPA, CA  
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# THE F.A.C.E. OF ETHICAL CHARACTER: FAIRNESS

## *IN THE WORKPLACE*

### PART ONE: STUDY GUIDE

#### ABOUT THE AUTHOR

Jane Collins is a CPA, CA with work experience in an international accounting firm (audit and tax engagements), Canadian and Ontario governments (income tax and social services), practice as an internal auditor (credit unions) and as a teacher of accounting and other business subjects (Mohawk College). Jane has been offering continuing education courses, workshops and webinars for over 15 years in business-related topics, productivity and innovative thinking.

Jane is the author of *Willing Change*, an accompanying workbook, *Self-Employment Success*, and two fiction novels, *Perspectives* and *Perceptions*, the first two books of the Inward Trilogy (Jane Vlasblom).

**The F.A.C.E. of Ethical Character in the Workplace**  
FAIRNESS • ACCOUNTABILITY • COURAGE • EFFORT

ABOUT WILLING CHANGE COURSES

WELCOME! Thank you for taking a *Willing Change* course. The book *Willing Change* is the source of many of the concepts and ideas throughout all *Willing Change* courses.

PREMISES

1. The first premise of this course is from *Willing Change*: **Thoughts > Actions > Results**. Otherwise stated as: **Results** are determined by **Actions** which are directed by **Thoughts**.
2. The use of case studies is helpful in recognizing personal beliefs, rules and their results because it is easier to notice what others do right or wrong (in your opinion) than to have complete self-awareness.
3. Ethical decision-making is enhanced by case studies which offer mental preparation for unexpected or new situations and circumstances.
4. Clarifying your personal ethical code of behaviour is beneficial to all concerned.

REQUIREMENTS & INSTRUCTIONS

1. The book *Willing Change* is required for the *Willing Change* Study Guides.
2. This Word file serves as your evaluation form **if you require a certificate of completion** (available at [willingchangecourses.com](http://willingchangecourses.com) for a small fee). Record your answers in the spaces provided using Word.

ESTIMATED TIME PART 1: Study Guide - 6 hours

ESTIMATED TIME PART 2: Case Studies and Personal Code of Conduct - 6 hours

To purchase *Willing Change*:

PURCHASE A PRINT COPY: [willingchangecourses.com](http://willingchangecourses.com)

PURCHASE THE E-BOOK: Go to Chapters Indigo, Amazon Kindle, KOBO or eBooks to order a copy. The links can be found here: [www.willingchangecourses.com/willing-change](http://www.willingchangecourses.com/willing-change)

PERMISSIONS

All course and study guide materials are the property of Jane Collins Publications, and you may store one copy of the materials for the purpose of taking this course. No copies can be made, sold or distributed in any form without written permission.

The purpose of this course, *The F.A.C.E. of Ethical Character in the Workplace: Fairness*, is not to advance a particular viewpoint or to offer pronouncements of right and wrong, or good and bad; differing life experiences, situations and circumstances affect every learner's belief systems and lead to differing opinions.

As with all *Willing Change* courses, the primary purpose of this one is to provide inspiration to think in new ways, to open your mind and stretch your self-concept, all in the pursuit of *purposeful* change. This course presents each learner with the opportunity to set personal goals for improved ethical behaviour in the workplace and, correspondingly, all other areas of life. To do this, it is vital to understand that changes in behaviour require changes in the beliefs and the rules used to direct character.

*The F.A.C.E. of Ethical Character in the Workplace: Series of Four Courses*  
OUTLINE

Workplace code of character as defined in this series of four courses includes:

1. FAIRNESS - *respecting others and yourself* and treating others as you would like to be treated;
2. ACCOUNTABILITY - *having a vision* of what is right or wrong, good or bad and honouring that vision through your actions;
3. COURAGE – *moving forward* with worthy goals of fairness, accountability, best effort;
4. EFFORT - *striving* to do your best work, give your best effort, and strive

F. is for FAIRNESS

*Willing Change* STUDY GUIDE – Read the Introduction and Chapters 1 to 9 of the book *Willing Change* with the purpose of thinking in new and ethical ways of fairness in order to gain more control over your behaviours and results.

CASE STUDIES address ethical workplace fairness in subjects including: preferential treatment, unreasonable expectations, undue pressure, bias, taking advantage of power.

PERSONAL WORK CODE: Devise a plan to affirm your selected beliefs

A. is for ACCOUNTABILITY

*Willing Change* STUDY GUIDE – Read the Introduction and Chapters 1 to 9 of the book *Willing Change* with the purpose of thinking in new and ethical ways of accountability in order to gain more control over your behaviours and results.

CASE STUDIES address workplace accountability in subjects including: unreasonable promises, declining to speak up, false claims, hiding incompetence, undermining the profession.

PERSONAL WORK CODE: Devise a plan to affirm your selected beliefs.

C. is for COURAGE

*Willing Change* STUDY GUIDE – Read the Introduction and Chapters 1 to 9 of the book *Willing Change* with the purpose of thinking in new and ethical ways of courage in order to gain more control over your behaviours and results.

CASE STUDIES address ethical workplace courage in subjects including: willingness to make changes, confidence, declining to speak up, keeping cool, bullying behaviours.

PERSONAL WORK CODE: Devise a plan to affirm your selected beliefs.

E. is for EFFORT

*Willing Change* STUDY GUIDE – Read the Introduction and Chapters 1 to 9 of the book *Willing Change* with the purpose of thinking in new and ethical ways of giving effort in order to gain more control over your behaviours and results.

CASE STUDIES address ethical workplace effort in subjects including: respect for others' work ethic, perfectionism, pulling your weight, doing the work of others, offering input.

PERSONAL WORK CODE: Devise a plan to affirm your selected beliefs.

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### COURSE GOALS

If reading the company's code of conduct could make every employee ethical, there would be no need for contemplation or discussion about ethics. But that isn't the case; you could behave ethically because of threats or fear (of punishment, loss of employment or reduction of status). And all codes of conduct are subject to interpretation. When it comes to matters requiring ethical decisions in the workplace, we sometimes hope they won't happen; we plan to figure out how to deal with them when, and if, they ever arise. But ethical matters appear regularly, and you *have been* dealing with them, but not necessarily the way you would if you gave them the consideration they deserve. Have you contemplated if it is more difficult to behave ethically in certain situations? Consider these:

- A friend or family member is involved in a dispute with your employer or a customer.
- You have a conflict between your personal code and the code used in your workplace.
- You have knowledge of legal wrongdoing by your employer or an important client.

Many influencers have taught us what we should believe, how we should behave and what we should want; a strong character takes note of the ideas of others but will not be influenced against his or her will. She is above small states of mind, and filters information by asking: Is that *true*? Is that *right*? Is that *fair*? Your *personal* work code is a set of beliefs and rules which you choose to guide you. You have beliefs and rules for behaving in the workplace now, but probably give them little thought unless there is a specific issue or conflict. You may notice them when you have a strong reaction to an incident at work, but you might not recognize beliefs and rules as the source of your discomfort or more intense feelings. You could feel a strong desire to take a certain action but not be able to define what holds you back. Your work beliefs and rules are always present, affecting everything that you do or don't do in the workplace.

Ethical behaviour is what others see. It is true that if required to, you can behave according to a code of conduct and—also have no desire to be ethical. To behave ethically consistently, more is required than reading a manual that gives instructions for how to handle most of the anticipated situations in a particular workplace. The person with ethical *character* has the intention of doing what is right and strives to do so, regardless of workplace mandates. Ethical character ensures ethical behaviour more than any code of conduct. Consider these potential gains as you set three goals for this course:

- recognize personal beliefs about how to function fairly in the workplace
- recognize hidden fears that prevent fair behaviour – your own and others'
- recognize and exhibit fair behaviour
- see the workplace from more than one perspective
- create or revise your personal work rules
- develop a personalized work code based on a fair character
- think more fairly in all areas of life

### COURSE GOALS

Ask: *What good can come from my taking this course?*

Having clear goals in mind as you go through the materials helps to guide and enhance your learning experience by giving it more purpose. Take a few moments to record three goals for this course.

1	
2	
3	

F. is for FAIRNESS

Truth is always true, but *fairness* is an idea that can be different for everyone. Attempts to define fairness usually include using the term *equal*: equal treatment; equal priority; equal opportunity; equal importance. But the application of equality in the workplace is complex. For instance, any physical concessions that are made for disabled employees or elderly clients could be construed to be either special treatment (unfair), or as courtesy (fair). When it comes to promotions, there are decisions made about weighing the determining factors such as education, experience and suitable personality. In one promotion, education may be the most important factor, and in another promotion, the least. As well, the big picture of gender or racial balance can make decisions seem unfair in the short-term.

What you see as fair is largely dependent on your perspective. *Willing Change*, Chapter 5 discusses the concept of perception vs. *reality*. Look at the following picture; two people can view it and see something different.



- Can you see both—an elderly woman and a young one?
- Who did you see at first?
- Is one perspective right and the other wrong?
- Would you be willing to argue that one is better?
- Can two people perceive differently and both be right?
- Is it fair to disparage someone who sees it differently?

Rather than thinking of fairness as an absolute, think of it as a perception. Perhaps you can recognize it from its effects, such as these:

- all parties were provided the same information
- all parties involved were heard
- if compromises were made, they were accepted as reasonable
- there is harmony (no anger, arguments, etc.)
- all parties are satisfied with the outcome
- all parties feel respected

The above criteria don't necessarily prove fairness, but they reflect a desire and willingness to be fair. In the treatment of clients, co-workers, management and owners/partners, fairness is more about your self-awareness of your perceptions. Consider these questions and answer yes or no:

Do you ever jump to conclusions without attempting to get the complete information?	Y/N
Do you see only black or white and ignore the levels or nuances in between?	Y/N
Does one negative aspect of a person/thing define your opinion of a group?	Y/N
Do you magnify the importance of some qualities and minimize others?	Y/N
Do you easily apply labels to groups of people?	Y/N

## WILLING CHANGE INSIGHTS

Read through *Willing Change* with fairness in the workplace in mind. Questions and exercises are provided to guide you.

### READ: *WILLING CHANGE* “INTRODUCTION”

Keep in mind as you go through *Willing Change* that you can create any mindset that you want. This course is not about getting you to agree with any particular beliefs or develop any specific rules—on the contrary, it is to point out to you that you are in control of your thinking, and you are responsible for it. All of it.

Yes, your parents taught you their beliefs and rules, so did your teachers, coaches, mentors and other influential adults. You had friends that persuaded you, cajoled or bullied you into experiences that helped to shape your ideas. The media—through shows, movies and commercials—has shaped your preferences more than you may realize. Social media has greatly influenced, convinced, and misled many. But here you are, now. You can choose to change what you believe and the rules that govern your behaviour.

You already know the basics of ethical behaviour:

- Follow the company/organization rules.
- Obey the law.
- Treat others fairly
- Do your best.
- Be honest.

Other than the basics, what do you consider to be part of being fair in the workplace?

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Do you *want to* develop your character to become more ethical in terms of fairness in the workplace?

Y/N	Explain:
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Do you see any benefits or advantages *to yourself* by thinking more fairly?

Y/N	Explain:
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### READ: *WILLING CHANGE* CHAPTER 1, “Living through Change”

This chapter takes the reader on a metaphorical ride down the river of life, but for the purposes of F.A.C.E., think of the river as your workplace. The regular flow represents the everyday work experience, and the rapids represent the difficult ethical issues that you may face in the workplace.

Some examples of fighting the current in life include denial of changes that are happening, refusing to learn something new, avoiding conflicts or playing it safe. What are some examples of fighting the current in the workplace?

Y/N	Explain:
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Have you faced a tough situation that you thought was bad and later learned it helped you in some ways?

Match these beliefs with George and Ray:

<i>Ignore trouble and it will probably go away.</i>	G/R
<i>Expect the unexpected.</i>	G/R
<i>Life isn't supposed to throw you curveballs.</i>	G/R
<i>When things go wrong, I need to adjust.</i>	G/R
<i>I can always find a way to handle new situations.</i>	G/R
<i>When things go wrong I get ready to fight.</i>	G/R
<i>If it is unplanned it must be bad.</i>	G/R
<i>If it is unplanned it must be bad.</i>	G/R
<i>Change is usually bad.</i>	G/R
<i>Change can be good!</i>	G/R

How do you think George and Ray view the fairness of approaching the rapids?

George:
Ray:

If rapids (difficult situations) are a regular part of life (or work) for everyone, does that make them *fair*?

Y/N	Explain:
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As George and Ray demonstrated, there are many potential reactions to any situation. Although there are many forms of each, here are three typical *reactions*. You could:

1. ignore it, (*I am not dealing with this situation.*)
2. resist it, (*I hate this situation. This shouldn't happen to me.*)
3. or handle it with conditioned reactions. (*What worked in the past will always work.*)

Reactions are instantaneous, using conditioned mindsets that may or may not serve you well in a particular instance.

Have you had any of the above reactions when you noticed unfairness in your workplace or elsewhere?

A fourth option is to respond, rather than react. Responding involves open-minded thinking that considers the factors that you have knowledge of and a realization that you don't necessarily have all the answers.

Which of the above four options seems most *fair* to you?

Explain:

Consider this work situation of deciding who to promote to a higher position. There are four candidates from within the company and three from outside. The manager making the decision may have a long-standing rule: *Promote the most qualified—always*. There can be many good reasons to follow that rule—it seems logical—and it may have served the company well in the past. In *your* opinion, which exemplifies *most qualified* in a job promotion:

- a. most educated;
- b. most experienced;
- c. the smartest;
- d. or something else?

Explain how your choice is fair:

**READ: WILLING CHANGE CHAPTER 2, “The Importance of Thoughts”**

From *Willing Change*: Every result was created through action, and every action was preceded by a thought. It is true for anything you have achieved, purchased, or done . . . Thoughts >> Actions >> Results  
It follows from the quote above that: FAIR Thoughts >> FAIR Actions >> FAIR Results

When you were very young, you were curious and learned quickly how to navigate the world. At first it was easy—you cried and had your needs met. You also learned what pleased your parents, and that had positive rewards. But along the way, you learned that not everything you tried or wanted was acceptable to them. You developed some doubts about getting everything because it didn't always happen as you



expected. As you grew, you stored all your thoughts, about easy or difficult, certainties and doubts, and your mind organized them for you as mindsets, some of which you rely on heavily, as core mindsets.

Examine some of your core mindsets about your workplace. Record your agreement with each statement on a scale of 1 to 5, with 5 indicating the highest agreement.

I feel safe at work.		Good work opportunities abound.	
People are basically good.		I am treated fairly at work.	
Most people behave fairly.		I trust most people at work.	
Being fair is easy.		The workplace can be fair to everyone.	
Working is a privilege.		I expect fair treatment.	

Which of your strongest beliefs help you to be a fair employee and why?

What are three rules you have for being a fair employee?

1	
2	
3	

**READ: WILLING CHANGE CHAPTER 3, “The Thought Process”**

Many beliefs about work were first instilled by your early influencers—your parents, teachers, and friends. As you grew, new experiences and knowledge caused you to challenge many of those beliefs and you changed them. Your beliefs have been fine-tuned, adjusted, or dropped as you’ve grown.

Can you identify 3 rules your parents gave you regarding the workplace?

1	
2	
3	

What did your influencers teach you about *fairness* in the workplace?

What did early influencers teach you about work and the workplace that you now consider to be:

false?
outdated?
not true in your current workplace?

Can you identify three rules about work that you learned on the job that your parents didn't have or would not agree with?

1	
2	
3	

**READ: WILLING CHANGE CHAPTER 4, "The Introduction of Doubt"**

Doubts can make a lot of sense and come in many forms. You may believe that an unfair aspect of a situation can never change. Thoughts of *always*, *never* or *impossible* suggest change cannot happen, casting doubts on anything you want to accomplish, regardless of the truth.

Identify any doubts you have regarding fairness in your current workplace. Consider pay, promotion opportunities, management, decision-making etc. e.g. *I'll never get promoted because . . .*

*Willing Change* identifies six specific doubtful mindsets that affect everyday life. They have been taught to you and learned in various situations and it is likely that you use them in the workplace as well. Each has an ego advantage and disadvantage, helping you to feel that you can or cannot be fair.

How would each of these mindsets affect your development of ethical character in terms of fairness? For example if you hold a victim mentality and believe you have been treated unfairly, you may feel justified in treating others unfairly as well.

Victim (I am helpless.)
Pessimist (Things will never get better.)

Blamer (I will make someone else responsible.)

Perfectionist (I must always be right.)

Can you identify a particular belief that inhibits your tendency to be fair to others in your workplace?

Can you identify a particular belief that inhibits someone in your workplace from being fair to others? For example there may be someone who feels he must always be seen as right, and tends to blame others for his mistakes.

**READ: WILLING CHANGE CHAPTER 5, "Perception"**

From *Willing Change*: Perceiving is the continuous process of analyzing, choosing, assuming, rejecting or accepting, organizing, changing, and judging. Any information blanks are filled in automatically by the subconscious mindsets, and assumptions are made as necessary.

One difficulty in achieving fairness is the belief that you *already know* what is fair because of the above processes, perhaps more than other parties involved and you don't need to give it any thought. Read this old Zen story.

A farmer had a mare that broke through the fence and ran away. When his neighbours learned of it, they came to the farmer and said, "What bad luck this is. You don't have a horse during planting season." A few days later, the mare returned with two stallions. When the neighbours learned of it, they visited the farmer. "You are now a rich man. What good fortune this is," they said. Later that day, the farmer's only son was thrown from one of the stallions and broke his leg. When the neighbours heard about it, they came to the farmer. "It is planting season and now there is no one to help you," they said. "This is truly bad luck." The very next day, the emperor's army rode into the town and conscripted the eldest son in every family. Only the farmer's son with his broken leg remained behind. Soon the neighbours arrived. Tearfully, they said, "Yours is the only son who was not taken from his family and sent to war. What good fortune this is."

No one knew which events were good or bad, lucky or unlucky, because they could never know their meaning or their implications for the future. We have subconscious beliefs that tell us that we *do* understand, but without *all* the facts, we can't understand what is relevant, or if the information we do have is complete or accurate. As a result, we make assumptions, fill in the blanks for missing information and rely on our own beliefs to tell us. It may be necessary to decide or form an opinion under less than perfect conditions, but it is important to remember that we don't really know the full story, and assuming that you are always right—is closed thinking. How can anyone always be sure of what is fair?

Bias is an example of a perception that is a detriment to fairness. No one is without bias, recognized or *unrecognized*. For example, we notice how people dress and groom, stand, express themselves verbally and physically and we are inclined to feel acceptance, aversion or something in between, based on

personal past experiences or lessons learned. Sometimes people just remind you of someone that you like or dislike. Neutrality may be your goal, but the best you can do is to be aware of your bias and attempt to remove it from your decision-making.

Do you favour or disfavour any of these people? Record a yes or no.

young		happy/fun		bold	
athletic		remind you of a loved one		funny	
physically attractive		celebrity/well-known		quiet	
intelligent/intellectual		fellow group members		neighbours	
from same town		same ethnicity		same religion	

Read the case study for Carrie and answer the questions that follow. Did any of your answers change with the additional information?

Can you recall a time when you were very sure of a fact and later learned it was untrue?

Assumptions are a part of daily living. We usually assume that what happened in the past will be repeated. It is not unusual to feel very strongly that we know what someone else is thinking—even though we know that it is not possible. We often predict how others will react, even though the number of possibilities is enormous. We assume what was true yesterday is true today. But assumptions have a great use. Without them we would need to continuously question everything around us.

Take notice of your assumptions of how others perceive you in the workplace by completing these sentences with your first thought:

My co-workers always see me as
When I represent my workplace, customers see me as
My employers know that I

Assumptions can be very helpful, but we often forget we are making assumptions and accept them as the truth. How can this affect your workplace fairness ethics?

**READ: WILLING CHANGE CHAPTER 6, “Self-concept is a Perception”**

Self-awareness is the beginning point for willing the changes that you want to see in your character.

For each of the following role changes, consider the changes in self-concept that are necessary to transition well.

child to adult	e.g. childish to mature,
student to employee	
employee to manager	
young to old	
single to married	
childless to parent	

Do you see yourself as fair in your workplace now?

Y/N	Explain:
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Do others in your workplace see you as fair now?

Y/N	Explain:
-----	----------

Should your personal ethics of fairness change as you are promoted to more responsibilities?

Y/N	Explain:
-----	----------

Do you feel that you have the self-discipline you need to behave fairly?

Y/N	Explain:
-----	----------

Do you have any traits that could prevent you from behaving fairly in certain workplace situations?

Y/N	Explain:
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**READ: WILLING CHANGE CHAPTER 7, “Model for Changing and Developing Mindsets”**

*Willing Change* provides a 5-step model to facilitate the changing of mindsets. You can purposefully choose to believe whatever you want to believe. For the purpose of this course you will choose beliefs that support both being fair and asking for fair treatment. Here are the steps one follows to bring about deliberate change.

Step 1 of the model is to know what you really want. Define the person you want to be in terms of having an ethically fair character in the workplace. List at least five factors. E.g. I try to look at both sides of a disagreement.

Some desires are so universal we refer to them as needs. For the purposes of this course, needs are categorized as follows:

- A - Approval / Admiration of others
- B - Belonging
- C - Control/ Lack of control
- D - Drama / Contentment
- S - Safety / Security

How can each of these needs enhance or conflict with your ethics of fairness in the workplace? E.g. You may feel the admiration of co-workers is more important than treated customers fairly.

A	
B	
C	
D	
S	

How does a fair person think? For steps 2 and 3 of the *Willing Change* model, you need to understand how to think in terms of *already* having or being what you want. Here are some potential beliefs and rules that may or may not be part of your fairness in the workplace mindset. Record whether you consider the statement to be positive (P) or negative (N) and rate your agreement with each of the beliefs and rules for fairness in the workplace on a scale of 1 to 5, with 5 indicating the highest agreement.

#	P/N	Agreement 1 to 5	BELIEFS & RULES in the Workplace
1			I always know what is fair.
2			I am aware of the biases I have now.
3			Always avoid conflict.
4			In communications I am direct.
5			I strive to keep an open mind.
6			The important clients come first.
7			Be honest.
8			Everyone in my workplace is vital to my success.
9			Always agree with the boss, no matter what.

10			My intention is to be fair.
11			There is no such thing as a completely fair workplace.
12			I deserve to be treated fairly at work.
13			First look out for number one.
14			I know that everyone at work tries to be fair.
15			I usually know what others are thinking.

Step 4 is about directing your thinking from doubtful to certain. If you choose to improve the level of fairness you give at work, make the goal statement: *I always strive to be fair at work.* What thoughts arise after you make that statement? You may think, *I want to try, but it can be difficult with certain people.* *Willing Change* provides 4 methods for transforming doubts into either less doubtful or statements of certainty. Here are some possible transformed statements that are more positive (and believable).

- I *often* give my best effort to be fair.
- When I think about the effects of my decisions on others, I open my mind to fair solutions.
- I may not *always* be fair, but I listen when others question my fairness.

When you create your new mindsets, keep a few things in mind:

- **Keep it simple.** Use language you use regularly, and it will register easily with your subconscious.
- **Keep your language positive.** The subconscious mind recognizes the key words and feelings you attach to them and not the negations you apply. Just as you can't stop yourself from picturing a pink elephant when told not to, resolving to *never fail* causes the idea of failure to come forward. It is better to say *I treat others fairly.*
- **Attach feelings to your words.** The stronger the impression your thoughts make on your subconscious, the more quickly they are assimilated and grow in strength.
- **State your new thought in the present tense** to convince your subconscious it is true now, rather than waiting for some unspecified future date.

For each of these statements, record a doubt and transform it into a new certainty (or less doubtful) statement. Use the *Willing Change* model and techniques to lessen doubts that you identify regarding your ethics in the workplace.

AFFIRMATION	ORIGINAL DOUBT / REDUCED DOUBT
I expect fair treatment in my workplace.	Doubt:
	New:
I see all co-workers as equally important and worth of fair treatment.	Doubt:
	New:
Any bias I have does not affect any decisions in the workplace.	Doubt:
	New:

Step 5 in the *Willing Change* model is the reinforcement of your new and improved beliefs; have your new and improved thought ready to repeat and affirm. It is best to focus on a few that will make the biggest difference for you. Here are some ideas for reinforcement:

- Write and repeat them five times before you start your workday.
- Develop a reminder system to repeat them regularly throughout the day.
- Focus on any expected rewards or benefits.

Select three goal beliefs that will help you to treat others more fairly and to accept only fair treatment in the workplace.

1	
2	
3	

**READ: WILLING CHANGE CHAPTER 8, “Develop a Mindset to Create Change”**

Sometimes any change is considered to be unfair simply because some people believe the workplace should always stay the same. It doesn't. If you think of change as unfair then you will always feel you have been treated badly. Accept change more easily by finding another way to look at the way you are treated so that you can feel more comfortable with it—by asking yourself some questions.

- Is there a way to adjust or improve the change?
- Is there a way I can adjust or improve to make the change easier for me?
- Will this change help me or someone else in the long-term?
- What is the big picture?

It is possible you have refused fair treatment in the past because of one of the doubts in chapter 4, or you may have issues with past workplaces and have an expectation of receiving the same treatment. You may be unaware of biases you hold. When you know how you want to be treated and how to treat others, you can create the mindset changes you need to reach those goals. Believing that you can change your character leads to believing that others can too. Why not decide to believe that others in your workplace are trying their best to be fair?

Record whether you consider the statement to be positive (P) or negative (N) and rate your agreement with each of the beliefs and rules on a scale of 1 to 5, with 5 indicating the highest agreement.

#	P/N	Agreement 1 to 5	BELIEFS & RULES in the Workplace
1			I always deserve fair treatment.
2			I am treated the way I ask to be treated.
3			I am willing to accommodate others but not at my expense.
4			I am willing to make personal changes for my job.
5			I am happy to learn on the job.
6			I can't change others but I can set an example of fairness.



7			I can handle any changes that come my way.
8			I trust my co-workers to be helpful.
9			I persist until I see the change I want to see.
10			I strive for harmony in the workplace.

**READ: WILLING CHANGE CHAPTER 9, “Develop a Mindset to Handle Change”**

From *Willing Change*: Acceptance is not about rolling over when a tough situation arises, or giving in to every difficulty you face. It is recognizing your responsibility in creating situations you dislike, knowing you can change whatever you created, and trusting yourself to handle your new circumstances, regardless of how unwelcome you judge them to be.

How have you defined acceptance in the workplace and how does that feel?

Fair decision-making and problem solving are mindsets you can learn by being aware of differing perspectives, any biases and striving to purposefully be fair—as you see it. Of course as discussed others may disagree with your version of fair and an open mind will help you to see new ways to handle the situation and give you further options to consider. Consider these questions about how you perceive now.

What do you consider to be a problem in your life now that others may consider to be unimportant?

What do you worry about or try to fix that is out of your control?

Do you frequently seek only information that you can agree with?

If you *believed* you could handle any situation, which problems would cease to be a problem?

What have you worried about in the past that did not occur?

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Have you made the same decision repeatedly because your solution didn't work but you tried it again anyway?

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Have you made important assumptions in past decisions that proved to be wrong?

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Do you believe you have no control over your workplace? Why?

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It is easy to say that you have no control over your workplace unless you are the manager, owner or CEO; it is easy to say that there is nothing you can do to make your workplace fairer—you are just one person. But consider that just as one thought can change how you live your life, one person in the workplace can change how it functions. You don't know how much one act of fairness can affect everyone who witnesses it or hears about it. You don't know how influential you can be. One idea can give your workplace a more ethical culture that everyone can thrive in. **Why couldn't that idea come from you?**

Describe in general terms how your increased fairness in the workplace could affect your:

Co-workers
Supervisors/managers
Clients/customers
Profession/associates
Community
Society

#### PURCHASE A CERTIFICATE OF COMPLETION

This course is eligible for a verifying Certificate of Completion of 3 hours in ethics and 3 hours in professional development.

Purchase your certificate on the website here: [www.willingchangecourses.com/courses](http://www.willingchangecourses.com/courses).  
Download and complete the form for verification and email along with this Word file which serves as proof of completion.

#### PURCHASE PART 2 OF THIS COURSE

Part 2 of this course offers case studies on these fairness subjects:

1. preferential treatment
2. unreasonable expectations
3. undue pressure
4. bias
5. taking advantage of power

Exercises to develop your personal work code of fairness in the workplace show you your priorities and help to establish and instill your work beliefs and rules.

Purchase the course here: [www.willingchangecourses.com/ethics](http://www.willingchangecourses.com/ethics).

Happy Changes!

*Jane*