Managing a Civil Workforce

USC Center for Work & Family Life

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Psychologically Healthy Workplace Awards

USC Honored with Psychologically Healthy Workplace Award

Psychologically Healthy Workplace Awards

2012 – California State Award Winner
2013 – National Best Practices Honoree
2014 – National Award Winner

Learning Objectives

- Review the content provided to your team in the staff-only training

- Review the survey results from an interactive portion of the staff training

- Discuss options for preferred management tools in order to respond to incivility

You Are Now Entering a Guilt-Free Zone

Let's have a CHAT

- Confidentiality
- Honor diverse ideas
- Anonymity
- Trust

Why Relationship-Building is a Workplace Necessity

1. All workplaces are a "social construct"
2. Our best work is done through our relationships
3. Our relationships are built and sustained on the "interpersonal channel"
4. Coworker job satisfaction jumps when you make the workplace a more-inviting place to work

Characteristics of High Quality Workplaces

1. You know what is expected of you.

2. You have the materials and equipment to do your work right.

3. At work, you have the opportunity to do your best everyday.

4. In the last seven days, you have received recognition or praise for doing good work.

5. Your supervisor, or someone at work, seems to care about you as a person.

6. There is someone at work who encourages your development.

Characteristics of High Quality Workplaces

7. At work, your opinions seem to count.

8. The mission/purpose of your organization makes you feel like your job is important.

9. Your co-workers are committed to doing quality work.

10. You have a best friend at work.

11. In the last six months, someone has talked to you about your progress.

12. This year, you have had the opportunity to learn and grow.

No time for "nice"? Incivility is on the rise

- Four out of five people believe that lack of respect and courtesy is a serious problem
- People believe they don't have time to be nice
- Incivility is a workplace deviance that is not illegal, yet:
  - Many companies fail to recognize it
  - Most managers are ill-equipped to deal with it
- Incivility is costly and may increase dissatisfaction in the workplace, decrease loyalty and undermine leadership

What is the cost of an uncivil workplace?

A 2014 Workplace Bullying Institute (WBI) survey shows:

- Nearly a third of Americans have suffered serious bullying at work
- Another 21% have witnessed it
- That's an increase from 15% just a year before

Researchers at the National Institution of Occupational Safety and Health recently discovered that office bullying accounted for 5.5% of sickness and absenteeism in 2010

Bullying costs US employers more than $4bn annually—including in a wide variety of insurance claims.

- Increased workers comp claims and higher health rates due to greater use of sick days
- Victims are forced to seek recourse through legal channels based on emotional distress, defamation, assault and battery

What is the cost of an uncivil workplace?

- The USC Marshall School of Business reported that rudeness in the workplace can cost an organization time, effort and talent.

- 3,000 people were surveyed and found that:
  - 50% of workers had lost time worrying about an incivility incident, while
  - 50% considered changing jobs to avoid a recurrence.

- Article by Loretta Chao
- Wall St Journal, Jan 17th, 2006, pB4

Losing a Nurse to Incivility

Versant Overview

In 2007, replacement costs for each nurse was
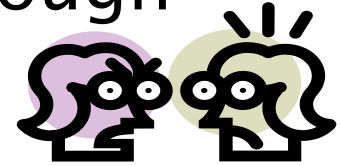
$85,000

Replacement cost is the average in a range cited in B. Ulrich, C. H. Ashlock, C. Krozek, L. M. Africa, S. Early, M. L. Carman, "Improving Retention, Confidence, And Competence of New Graduate Nurses; Results from a 10-Year Longitudinal Database", Nursing Ecomonic$, November-December 2010, Vol.28, No. 6, p. 374

What Happens When We Are Treated Uncivilly?

▸ People continue to be uncivil through reciprocal exchanges

▸ The exchanges intensify

▸ Someone leaves the situation unhappily

"Sticks and Stones May Break My Bones, But..."

- Brain research shows that human minds process hurtful words in the same way as physical pain

- This, in turn, activates fear and/or aggression

Being ignored is WORSE than being bullied: Ostracism is more psychologically damaging

Researchers from the University of British Columbia's Sauder School of Business found feeling excluded in the workplace, leads to:

◦ a degraded sense of workplace belonging and commitment
◦ greater job dissatisfaction
◦ a larger proportion of health problems and
◦ a stronger intention to quit their job

compared to those who are harassed and bullied

So What's Going On?

▸ Greater Stress?

▸ Greater Informality/More Casual (in the Workplace)?

▸ Change / Loss / Fear?

▸ Media Influences / Pop Culture?

What is Incivility?

▸ Incivility implies rudeness and disregard for others in a manner that violates norms for respect

▸ Actions or verbal exchanges you would consider rude, dismissive, threatening, demeaning or inappropriate

▸ Manifested as:
  ◦ Treating others without dignity
  ◦ Crude behavior or verbal exchange
  ◦ Unprofessional conduct
  ◦ Disrespect, lack of respect for others

"Rudeness is the weak man's imitation of strength" –Eric Hoffer

What is Civility?

- Civility is demonstration of respect

- Civility has to do with courtesy, politeness, and good manners

- Being civil means being constantly aware of others (and yourself!) and weaving restraint, respect, and consideration into the fabric of this awareness

- Observe USC's rules of decorum, even if they're unwritten

Nelson Mandela

"No one is born hating another person because of the color of his skin, or his background, or his religion.

*"People must learn to hate,
and if they can learn to hate,
they can be taught to love,
for love comes more naturally to the human heart than its opposite."*

Interpersonal Incivility

What Incivil People Do...

- Rude
- Dismissive
- Habitually interrupting others
- Acting as though only your opinions count
- Eye rolling
- Not saying "hello" or "good morning"
- Not saying "please" or "thank you"

What Most Adults Do...

- Polite
- Patient
- Not talking over someone
- Asking the opinion of others
- Avoiding passive-aggressive gestures
- Good manners daily
- Stick to business in meetings

Work Space Incivility

What Incivil People Do…

- Yelling across a work area
- Talking too loud on cell phone
- Leaving trash in common areas
- Not replenishing supplies or equipment when you use the last one
- Consuming coworker's drink or food from the refrigerator

What Most Adults Do…

- Lowering voice to match the environment
- Cleaning up after oneself and others
- Maintain all shared items in "like new" condition and return borrowed supplies
- Contribute treats or beverages for the team

Unprofessional Incivility

What Incivil People Do…

- Berating coworkers in public
- Crude behavior
- Disrespectful
- Undermining a colleague's performance or reputation, whether through action or inaction
- Not returning phone calls, voice mails, or e-mails
- Not recognizing everyone's strength in a group project

What Most Adults Do…

- Speak and act with maturity
- Accept feedback (even criticism) with grace
- Demonstrate basic respect for everyone
- Offer to help others who are struggling or falling behind
- Return messages promptly
- Give others generous praise and credit

Non-Inclusive Incivility

What Incivil People Do…

- Demeaning
- Belittling people who are different or think differently from you
- Failing to acknowledge or greet colleagues
- Ignoring a newcomer to a conversation
- Giggling and gossiping with another co-worker in front of others
- Excluding a co-worker from invitations to lunch or social events

What Most Adults Do…

- Celebrate diversity
- Demonstrate flexibility with others
- Welcome others to your conversation
- Solve your problems soon, and 1-to-1
- Make others feel welcome in the workplace

Hostile Incivility

What Incivil People Do…

- Threatening
- Shouting at someone, regardless of status
- Intimidating or abusive language

What Most Adults Do…

- Solve their differences calmly and quickly
- Seek support from supervisor to help mediate the disagreement
- Practice daily stress management
- De-personalize disagreements
- Issue grace

Who deserves our respect?

People who deserve my respect include…	Also deserving of my respect are…

People who deserve my respect include…

- Coworkers I admire
- Coworkers from whom I can learn something
- Coworkers with a similar background
- Coworkers I like
- Coworkers who are fun and easy to get to know.

Also deserving of my respect are…

- Coworkers I disagree with
- Coworkers with nothing to teach me
- Coworkers who are different than me
- Coworkers with whom I struggle to find something to like
- Coworkers who are serious or private.

Eight Rules for a Civil Life

1. Slow down and be present in your life
2. Listen with the voice of empathy
3. Keep a positive attitude
4. Respect others and grant them plenty of validation
5. Disagree graciously and refrain from arguing
6. Get to know the people around you
7. Pay attention to the small things
8. Ask, don't tell

The Art of Complaining

- Is your complaint worthwhile?
- Are you the right person to make the complaint?
- What results do you want?
- What's the best approach?
- What's the right time?

The SIR Sequence

When responding to an act of rudeness, follow these three essential steps: State, Inform, Request

- State the facts.
  - "the other day, you said _____ to me, in a loud voice, in front of my coworkers"

- Inform the other person of the impact he or she had on you.
  - "that stung a bit, and I was embarrassed that my peers heard that too"

- Request that the hurtful behavior not be repeated.
  - 'my preference is to receive feedback in private, and in a calm tone"
  - Seek a commitment… "in the future, will you do that for me?"

Give feedback firmly, politely, and unapologetically. And do it sooner rather than later. You will be more effective and won't have to dread the prospect of doing it in the future.

Survey Results

- As an interactive element in the staff-only training, your staff responded to a survey about the real-world incidence of incivility

- If you are interested, your trainer can share with you the results of that survey

What Managers Can Do To Promote a Civil Workplace

- Be a "walk-around" manager
- Be a role-model
  - Protect employees' dignity during feedback
  - De-personalize the effects of frustration
- Develop or sustain a feedback system
- Solve the problems that incivility is trying to fix
- Set a clear expectation for civil exchanges
- Make the tough decisions
- Refer employees to CWFL
- Seek management consultation from CWFL about supervising a challenging employee
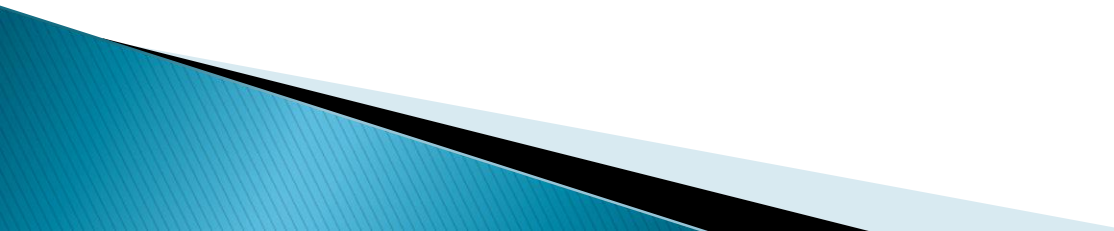
When a complaint is made

HR managers should consider this short, but not exhaustive, list of lessons learnt from the analysis of workplace bullying legal judgements.

▸ Take all complaints seriously.

▸ Proceed quickly but thoroughly.

▸ Set aside individual reputations.

▸ Don't blame the complainant. Focus on the behaviors and look for a pattern.
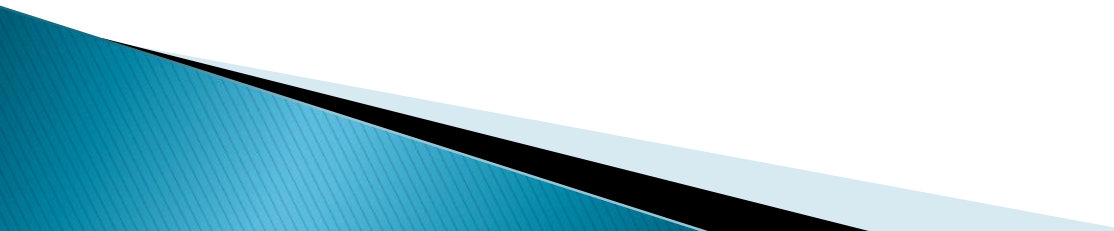
▸ Protect and support witnesses.

When a complaint is made

- Provide support to both the complainant *and* the alleged bully.
- Follow the organization's policy and procedures and keep good records.
- Maintain the confidentiality of all parties.
- Communicate the process and outcomes and keep the parties informed about progress.
- Ensure resolutions are implemented and followed up.

Authentic Leadership Traits

- Effective leaders lead by example
- Leaders tend to be confident, hopeful, optimistic, resilient, transparent, moral, ethical, and future oriented
- Leaders are aware of the circumstances and contexts of the situation
- Leaders give priority to developing staff to become leaders themselves
- Leaders are self-confident, genuine, reliable, and trustworthy, and they have a primary focus on building followers' strengths, broadening their thinking, and creating a positive and engaging work environment

Authentic Leadership Traits

▸ Because people trust them, leaders are able to motivate others to high levels of performance.

▸ Rather than letting the expectations of other people guide them, leaders are prepared to act based on their own core beliefs.

▸ Leaders engender trust and develop genuine connections with others and they are more concerned about serving others than they are about their own success or recognition.

For more:

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