

Addressing Incivility for Supervisors

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In this Presentation

Here's what we'll cover:

What is incivility?

Examples of Incivility

Benefits of a Civil and Respectful Workplace

Impacts and Causes of Incivility

Actions for Interrupting Incivility

Case Study Examples

Resources

What is Incivility?

Generally inappropriate behaviors that display a lack of regard or respect for others.

Rudeness

Microaggressions

Unprofessionalism

Bias

Bullying



Continuum of Incivility



Low Risk

High Risk

Disruptive Behaviors

Threatening Behaviors

Behaviors range from:

Eye-rolling Sarcastic
Comments Bullying Taunting Racial/Ethnic
Slurs Intimidation Physical
Violence



How would you rate the civility of your unit?

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Enter Code:
or Scan QR Code

Type in your response & click submit

Responses are anonymous**



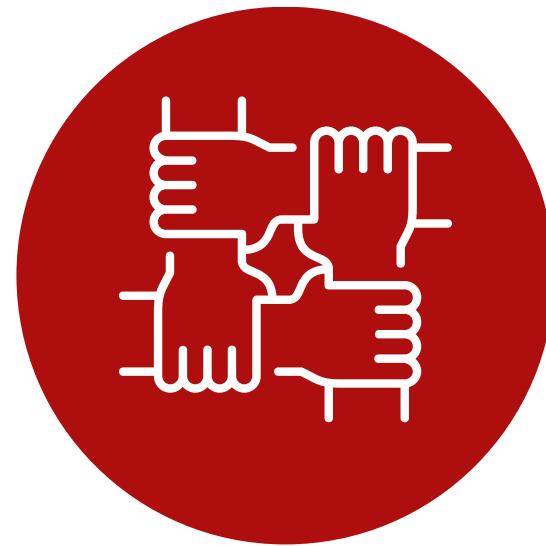
Benefits of a Civil and Respectful Workplace



Less Stress



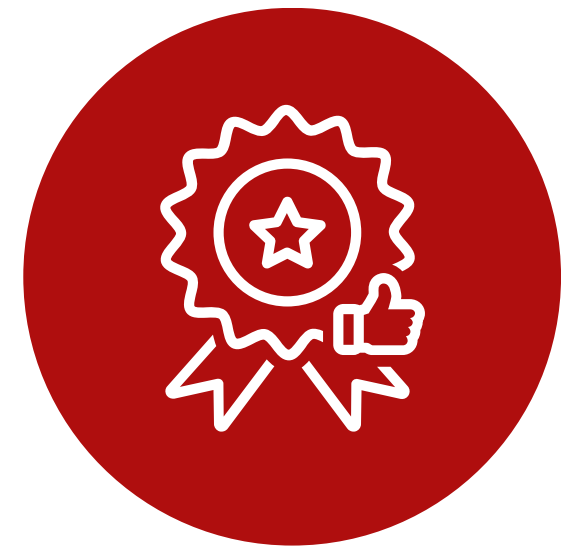
**Higher
Engagement**



**Higher Productivity
& Collaboration**



**Retainmentment of
Talent**



**Improved
Quality of Work**

Impacts of Incivility

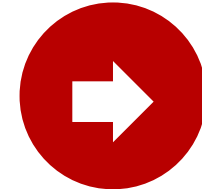
EEOC Reported:

- ➔ **Increased employee stress = 80%**
- ➔ **Lower employee engagement and commitment = 78%**
- ➔ **Reduced Productivity = 66%**
- ➔ **Increased absenteeism = 63%**
- ➔ **Higher turnover = 12%**



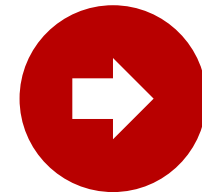
As incivility builds, the risk of bullying, harassment, and violence increases

Causes of Incivility

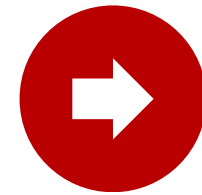


Frustration

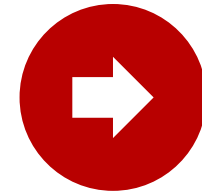
- Excessive workload
- Lack of recognition
- Anxiety around job security



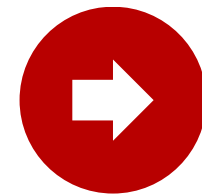
Miscommunication/Misunderstanding



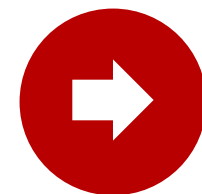
Bias



Cultural Differences



Lack of Training/Support



External Pressures

Actions Specific to Supervisors

- 1 Lead by example, you are responsible for the behaviors in your unit and protecting your employees
- 2 Create/inspire a culture where people are comfortable going to you
- 3 Develop a Code of Civility for your unit
- 4 One-on-one meeting/intentional conversation
- 5 Detailed documentation
- 6 Performance Review/Performance Improvement Plan
- 7 **What do you do if you don't feel like you can deal with a given situation?**
Seek guidance from HR, Chief Compliance Officer, and your direct supervisor

How equipped do you feel to address incivility in your unit?

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or Scan QR Code

Type in your response & click submit

Responses are anonymous**





CASE STUDIES





Case Study 1 – The Micromanager

Employees feel micromanaged and smothered. They don't feel trusted, which causes friction and uncivil behavior amongst the team.



How would you handle this?

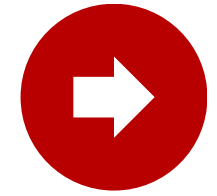
Case Study 2 – Top Leader Being Uncivil

Billy, Sara, and Kate are meeting with several others to discuss a recent policy change affecting their unit. Kate has been a vocal critic of the change and, as a result, has been displaying some microaggressions to try to prove her point. Billy starts the meeting off by talking about the agenda and then begins an update when Kate jumps in: “Look, I don’t care what the results of the survey say, this new policy is ridiculous, and Billy, you just like it because there is less work for you to do.” Kate takes over as Billy grimaces.

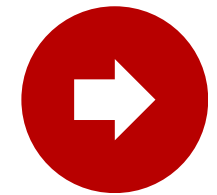


➤ **If you were Sara, how would you handle this?**

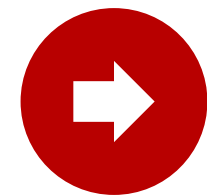
Options:



Schedule time with Kate and express clearly how her behavior affects her team. Sara could tell Kate, "When you interrupted when Billy spoke, he felt devalued. He takes his job seriously, and if we are not meeting expectations, please let me know how my team and I can improve."



Communicate her concerns via email. Sara could say, "Billy felt discounted this morning when you interrupted him during the staff meeting. Our team would function better if everyone is treated respectfully, despite our differences."



Contact HR to help have the conversation.

Case Study 3 – Behavior Continues & Worsens After Intervention

A supervisor and three members of the supervisor's team are meeting to discuss a new initiative/project, brainstorm ideas, and consider options for how to deliver on the new initiative/project. While one team member, Naomi, shares her idea/perspective, Jane cuts Naomi off mid-sentence, saying, "Let me stop you there; that won't work because of XYZ. We need to do ABC instead." Naomi, new to the unit, quickly goes quiet and looks down.



How might the supervisor respond?



Case Study 3 – Supervisor's Response

The supervisor responds, “Jane, I value your opinion, and I’d like us to discuss the idea you proposed. I also value Naomi’s perspective and am very interested in hearing the rest of what Naomi had to say. Our team operates best when we’ve considered multiple angles, and if we interrupt each other, we miss out on the benefit of considering various perspectives. Naomi, would you please continue where you left off?”



What are your thoughts on the supervisor’s response?



Case Study 3 – Continued

Jane rolls her eyes at the supervisor's response. As Naomi continues, Jane turns her seat slightly away from Naomi and lets out a noticeable exhale and a face of disapproval. Throughout the meeting, Jane continues to look disengaged. The meeting has just ended, and everyone is packing their things to leave the conference room.



How might the supervisor respond?

Case Study 3 – Supervisor's Response

As people leave, the supervisor asks Jane to hang back.

Once everyone except (Jane and the supervisor) has left the room, the supervisor says to Jane, "During that meeting, I noticed you interrupted your colleagues, rolled your eyes at me, and during the later half of the meeting, your body language indicated to me that you were not open to other perspectives and that you weren't fully engaged. When you interrupt your colleagues and roll your eyes at me, it prevents us from having a productive discussion, it's disrespectful, and it violates our unit code of civility. It also makes people less likely to listen to your ideas. In future meetings, I expect you will approach other ideas with curiosity and an open mind and let colleagues finish what they say before presenting your ideas and opinions. What are your thoughts on what I just shared?" Jane says she doesn't have any thoughts to share.

The supervisor asks, "What questions do you have about my expectations?" Jane says the expectations are clear. The supervisor says, "Ok. I want to reiterate that I value your ideas and perspectives, and I want to help you excommunicate them most effectively. I also want to ensure we have a respectful culture and an environment where everyone feels safe to share their ideas. Please talk to me if you have any thoughts or questions later."



What are your thoughts on the supervisor's response?

Case Study 3 – Continued



Later that day, Jane complained to Nikko about the supervisor's response. Jane says the unit doesn't benefit from the supervisor coddling team members and says if someone can't handle being interrupted or standing up for themselves, they shouldn't even be in the meetings. She continues to go on about how it's such a waste of everyone's time to continue to indulge an idea that has no chance of being acted on like the one Naomi was sharing in the meeting and concludes with, "I'm not sorry, I would do it again."

Nikko comes to the supervisor to share what Jane had to say but asks that the report remain confidential.



How might the supervisor respond?

Case Study 3 – Supervisor's Response

The supervisor thanked Nikko for sharing this information and promised to keep the report anonymous. The supervisor is unsure of how to address this behavior with Jane while maintaining confidentiality for Nikko and is concerned about the potential for retaliation against Nikko, so the supervisor decides not to address the behavior with Jane but does make a note of the situation and Jane's response in the ongoing performance review document for Jane that the supervisor keeps throughout the year.



What are your thoughts on the supervisor's response?

Case Study 3 – Continued



A few weeks later, supervisor hears yelling coming from an office down the hall, supervisor goes to see what's going on and finds Jane in a screaming match with Naomi.



How might the supervisor respond?

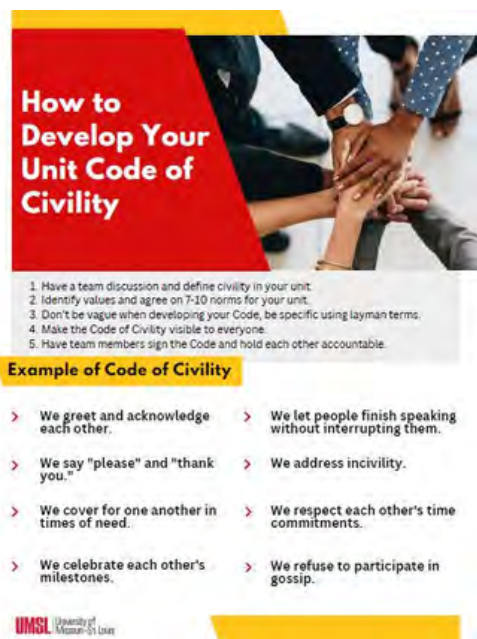
Case Study 3 – Supervisor's Response

The supervisor invites Jane to join her in her office to discuss; the supervisor reiterates the importance of the civility code and points out that screaming at a colleague violates the code and allows Jane to explain what's happening. Jane tells the supervisor that her mother is dying of cancer, is struggling to balance work with her new caretaking responsibilities, hasn't slept well, etc. The supervisor offers support and resources and explains that she needs to document this incident and create a performance improvement plan.



What are your thoughts on the supervisor's response?

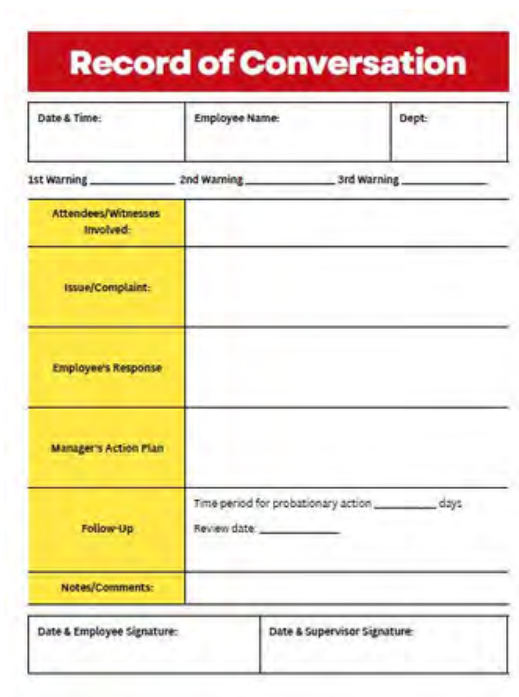
Resources



Code of Civility



Navigating Difficult Conversations



Record of Conversation Template



Record of Conversation & Email Example

Resources



TED Talk
Difficult Conversations Made
Easy by Joy Baldrige



TED Talk
How to Start Changing an Unhealthy
Work Environment by Glenn D. Rolfsen

THANK YOU

ANY QUESTIONS?

