Addressing Workplace Incivility

PRESENTED BY HEATHER FLODEN & APRIL LONGLEY
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
Examples of Incivility in the Workplace

1. Talking negatively about others; passing along rumors or gossip
2. Interrupting employees during meetings, presentations or conversations
3. Keeping important client/company information from an employee
4. Sabotaging someone’s project or assignment
5. Refusing to respond to emails/calls or purposely responding late
6. Belittling people who are different or think differently
7. Failing to listen and respond effectively
8. Bad email etiquette; i.e. overuse of exclamation points, all caps, a lot of big red bold text
What does Incivility look like in your Unit?

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Responses are anonymous**
Behaviors range from:

- Continuum of Incivility
- Distracting, annoying, irritating behaviors
- Aggressive, potentially violent behaviors
- Low Risk
- High Risk
- Disruptive Behaviors
- Threatening Behaviors

Behaviors range from:

- Eye-rolling
- Sarcastic Comments
- Bullying
- Taunting
- Racial/Ethnic Slurs
- Intimidation
- Physical Violence
Benefits of a Civil and Respectful Workplace

- Less Stress
- Higher Engagement
- Higher Productivity & Collaboration
- Retainment 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**
How Incivility Escalates and Spreads

If one employee's incivility is tolerated and allowed to fester, it can infect the whole group.
Actions for Interrupting Incivility

1. Proactively fostering positive work environments
   - Hold a team meeting and establish acceptable conduct for your department
   - Examine your own behavior and how you contribute to civility or incivility
   - Look for common ground in dealing with conflict
   - Stop the blame game and encourage a solutions orientation to problems
   - Don’t listen to or tolerate rumors or gossip

2. Inform a supervisor

3. Bystander training
Notice the event
Interpret the situation as a problem
Assume personal responsibility
Know how to help
  - Direct
  - Distract
  - Delegate
  - Delay
  - Document
Step up
CIVILITY COSTS NOTHING, AND BUYS EVERYTHING.

MARY WORTLEY MONTAGU
REAL-LIFE
CASE STUDIES
Staff reported senior leader George for gossip/negative speech. Private/confidential information about the team was being shared with others. The gossip and rumors included staff members looking for other jobs, sharing staff’s personal situations, and sharing performance issues/demotions.
What can you do?

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Case Study Outcome:

TERMINATED
Case Study 2 - Nastygrams & Communications Lacking Tact

Numerous staff reported concerns about the senior leader, Sara needing more tactful communication and making decisions without input. Sara cultivated an environment of distrust and gave the team no opportunity for feedback. Sara joked when a staff member mentioned improving morale and stated that mad employees work better.
What can you do?

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Case Study Outcome:

DEMOTE
Melanie and a few other colleagues have reported concerns about Brian’s unprofessional conduct. He disrespects staff whom he perceives as “beneath him” and belittles and demeans their work. Brian often made rude comments to her face. Melanie stated, “Brian is condescending and spoke in a bullying conversational style.”
What can you do?

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Case Study Outcome:

Partially Substantiated

Performance Improvement Plan
Additional Leadership Training
Henry lived in constant fear for his job. He felt compelled to do what Beth, his supervisor, instructed him to do, even if he knew it was wrong. Beth had great power and demoted or terminated staff without justification or counseling, disregarded University policies, and abused her level of authority.

Although Henry knew his actions were wrong, he enjoyed Beth’s continued promotion and compensation increases. Employees that Beth did not like were put "on the list" and were the first ones laid off due to budget cuts. Staff reported Beth as a micromanager, putting intense pressure on unrealistic deadlines, threatening retaliation, and creating a culture of power and control, making the team miserable.
What can you do?

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Case StudyOutcome:

TERMINATED
Resources

24/7 Hotline:
1-866-447-9821

Website:
secure.umsystem-
accountability.ethicspoint.com

Percipio

TED Talk by
Diana Damron

TED Talk by Shelby
Scarborough
May is International Civility Awareness Month

31 Day Civility Challenge
THANK YOU

ANY QUESTIONS?