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"POSITIVE WORKPLACE BEHAVIOR: CIVILITY ON A CONTINUUM"

Gary Cormier
Senior Director of HR Consulting, Harvard University
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"Civility is part of the foundation for bringing out people's brilliance… if you want to touch people's smartness and bring out their brilliance, then you need to be able to create a space where people feel safe enough to speak, to listen to one another, to be heard, to offer support, to coach one another."

- Joan Wangler, Civility Collaborative

BUSINESS NEWS DAILY
A guide for startups & small businesses

Creating Workplace Civility: Why Courtesy is Critical for Businesses

HRMagazine
Drive Down the Cost of Unemployment Insurance

Incivility Rising

Entrepreneur

8 Steps to Surviving Workplace Bullying and Salvaging Your Reputation

BusinessCom

npr

Harvard Business Review

The Price of Incivility

Why Does Power Abuse Persist?

Nike Sees Executive Departures In Harassment Reckoning

Civility in the workplace survey

INSIDE HIGHER ED

Emily Post

TechJournal

9 signs your work place needs civility, 6 steps to achieve it

"Free Speech for Some, Civility For Others"

Five Steps to Workplace Civility

Psychology Today

"Uncivil Behavior May Hurt Politicians —Even With Their Base", September 27, 2018

Bloomberg Business

Companies Have an Aha! Moment: Bullies Don't Make the Best Managers

FORTUNE

"Are Americans Really Nicer to Each Other at Work?" 9/6/18

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Today's discussion on bullying and civility will focus on workplace behaviors along a continuum:

- Civility

- Incivility

- Bullying

- Unresolved Conflict – we will not address this during today's discussion
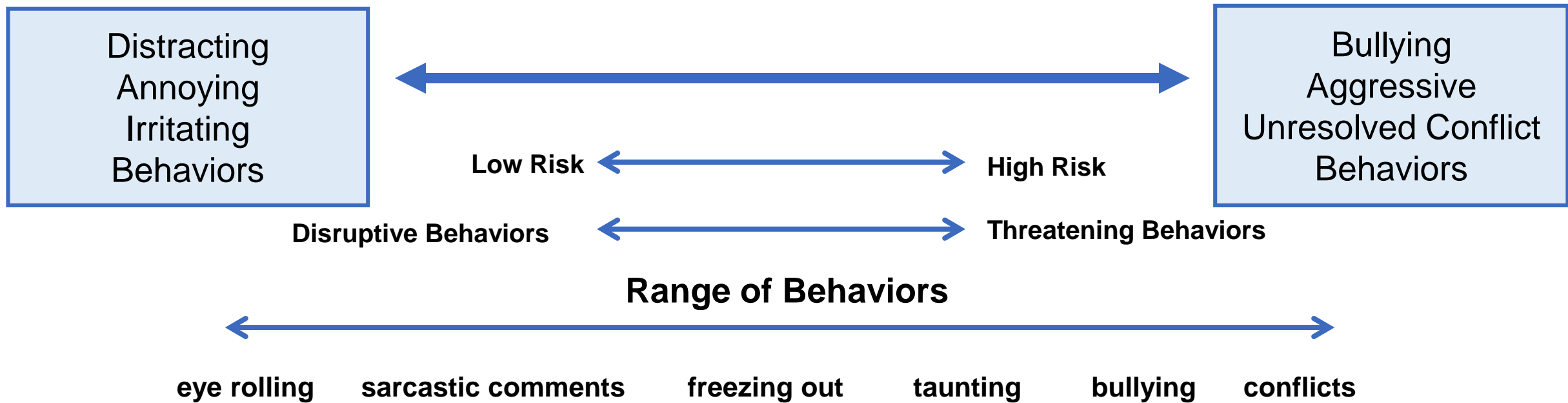
Workplace Behaviors Continuum

Civility   **Incivility**   **Bullying**   **Unresolved Conflict**
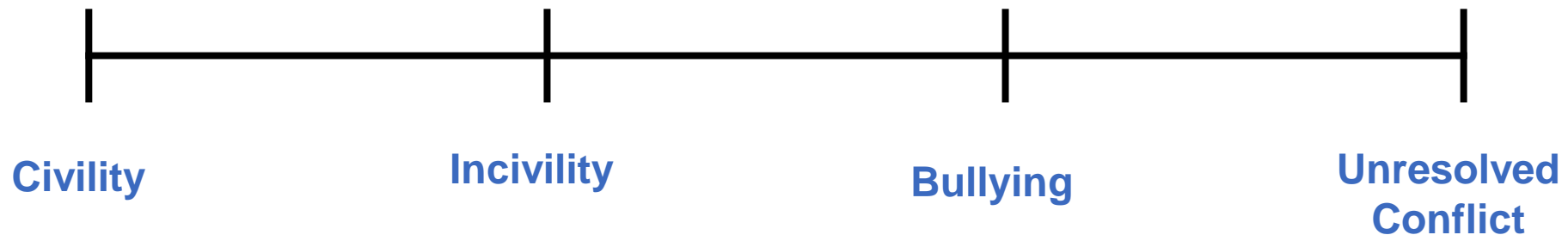
- Understand the business case for workplace civility as well as the implications of incivility.

- Recognize uncivil, appropriate/negative or bullying behaviors in our workplace and what we can do about them.

- Make civility part of your organization's culture:

  - Understand how staff may be expected to conduct themselves in the workplace.

  - Know ways to address inappropriate behaviors as well as what resources and approaches may be available.

What is **not** covered in the scope of today's discussion:

- Illegal, discriminatory behavior toward someone based on their protected status (age, gender, race, etc.…).

- Violent behavior that poses a direct threat to one's safety or to the safety of others.

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Continuum of Incivility

| Distracting
Annoying
Irritating
Behaviors | ← → | Bullying
Aggressive
Unresolved Conflict
Behaviors |

Low Risk ← → High Risk

Disruptive Behaviors ← → Threatening Behaviors

Range of Behaviors

← →

eye rolling   sarcastic comments   freezing out   taunting   bullying   conflicts

Incivility breeds incivility and resides on a continuum of aggression. Incivility can be expressed passively, covertly or overtly - from the less obvious to the more obvious.

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"All this talk about civility is interfering with my constitutional right to yell at my co-workers."

- The **#MeToo Movement** has become a moment of reckoning: a lens through which we view the world, a sense of blinders being taken off.

- Recognizing inherent power imbalances that exist side-by-side throughout workplaces, it is important to strive for a respectful and fair community where all voices can be heard.

- Each of us sets the tone to establish a positive environment essential to getting our work done well.

- Lack of respect hurts morale and the bottom line for any organization - on the other hand, there are clear benefits to an organization when civil behavior is commonplace.

- Without clear expectations on what constitutes acceptable behavior, **small things** can easily escalate into **bigger things**, on a continuum of incivility, workplace bullying and/or inappropriate conduct.

Stanford University Study by psychologist Philip Zimbardo:

- Study of a vacant building with a few broken windows:

    - So long as the windows weren't repaired, the tendency was for bystanders to walk by and break a few more windows.
    - Eventually, people broke into the building, it was then occupied by squatters who lit fires inside.

Similar events can occur in any civilized community where **communal barriers – the sense of mutual regard and obligations of civility –** are lowered by actions that suggest *"no one really cares."*

What to Learn from This:

Fix problems when they are small: in this case, repair the broken windows within a short time and people are much less likely to break more windows or do further damage.

*"Being civil means being constantly **aware** of others and weaving **restraint, respect** and **consideration** in the very fabric of awareness."*

Dr. P. M. Forni (Co-founder of the John Hopkins Civility Project)

Civility is….

▪ Treating others in the best way, thereby urging them to do the same in return.

▪ Knowing all our actions have consequences.

▪ Anticipating these consequences BEFORE we act.

▪ Considering the rights and inclusiveness of others.

What does civility look like?

- Acknowledging someone you know when you see them.

- Saying please and thank you.

- Responding to a question as soon as you can.

- Refraining from interrupting when someone else is speaking.

- Taking time to clear up a misunderstanding.

- Showing respect for another point of view, even if you don't agree.

What does incivility look like?

- Walking by a colleague you know without any greeting.

- Failing to lower your voice on the phone in a close work space where others are near.

- Responding to a question or comment with sarcasm or rolled eyes.

- Barking orders or continually interrupting someone.

- Not waiting your turn to speak.

- Not giving credit (for work, for ideas) where credit is due.

- Talking down to someone else.

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TEN REASONS WE MAY TOLERATE INCIVILITY

1. *"She's tough on people—but she gets results"*

2. *"Deep down he is actually very kind"*

3. *"We have an edgy-sarcastic-hip culture—everyone understands that"*

4. *"If we censor people, we limit their creativity"*

5. *"He was hired to clean house; people are just mad because they are finally being held accountable"*

6. *"If I speak up, I could become a target"*

7. *"Management/HR won't do anything anyway"*

8. *"Grow up—even the Supreme Court stated that "The workplace is not meant to be an idyllic retreat"*

9. *"Incivility? What incivility??"*

10. *" This is how it's always been. It's too deep to change."*

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Lessons we learned growing up still hold true today*
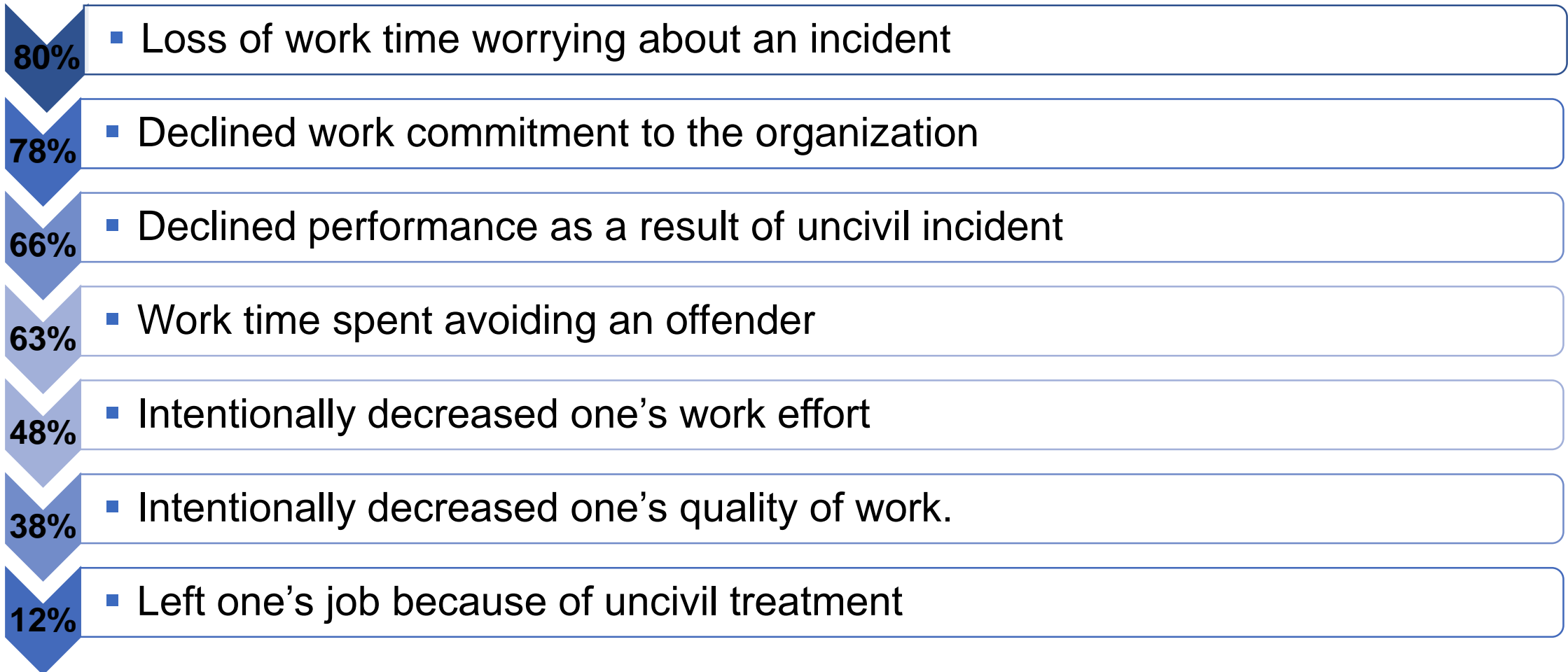
*Guidelines from a fifth grade classroom

- Try to talk out your arguments.

- Don't laugh at the mistakes of others.

- Include others.

- Listen to what people are saying.

- Try to be positive, not negative.

- No laughing at the opinions of others.

- Be kind.

"Teaching civility walks side-by-side through life with good decision-making and respecting others, as well as strong and interpersonal relationships and a sense of fairness - it is all interconnected."

Workplace Civility Continuum

Civility — **Incivility** — **Bullying** — **Unresolved Conflict**

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80% ▪ Loss of work time worrying about an incident

78% ▪ Declined work commitment to the organization

66% ▪ Declined performance as a result of uncivil incident

63% ▪ Work time spent avoiding an offender

48% ▪ Intentionally decreased one's work effort

38% ▪ Intentionally decreased one's quality of work.

12% ▪ Left one's job because of uncivil treatment

Poll of 800 Managers and Staff in 17 Industries: January – February, 2016: HBR

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Manage Yourself – You set the tone for your team so be aware of your actions and how you come across to others:

- Model civil behavior on a consistent basis

- Ask for feedback

- Pay attention to your progress

Manage Your Team – Take appropriate actions across the organization as well:

- Hire for civility

- Teach civility

- Give others feedback

- Reward appropriate behaviors

- March, 2015 survey of 1,000 adults* – nearly **45%** reported working for an abusive boss.

- September, 2016 poll** showed **37%** of American workers (54 million people) report being bullied at work.

- Risk of being bullied is **1 in 6.**

- Workplace bullying is **four times more common** than workplace harassment.

- People who have been bullied sometimes become bullies themselves.

* Stop Bullying At Work by Teresa A. Daniel **SHRM/Ethics Resource Center

"Bullying is the sexual harassment of 20 years ago; everybody knows about it, but nobody wants to admit it."

Lewis L. Matby, President, National Workrights Institute

- Persistent, demeaning or hostile behavior over an extended period that provokes, intimidates, frustrates, or otherwise causes discomfort to another person and harms one's health and well being.

- Numerous negative interactions that feel intimidating, insulting or exclusionary, and prevent work from getting done. Intentional efforts to control another individual and/or to drive them from the workplace.

- Mostly linked to "power" since those in more powerful positions (e.g., higher level, deep institutional knowledge, someone "linked" to power) tend to bully those who are perceived to be in less powerful positions.

- If bullying is through use of technology (such as on email, Facebook, Twitter or texting), there is a greater chance of bystanders witnessing it as cyber bullying.

- Persistent verbal abuse, threats or intimidation.

- Shunning or freezing someone out.

- Continuously spreading malicious gossip, rumors, or lies.

- Engaging in public humiliation or embarrassment.

- Initiating cumulative small jokes, sending "not so funny" e-mail.

- Yelling at or publicly degrading someone.

- Deliberately undermining another person's effectiveness by overloading work, withholding information, or refusing to provide necessary resources.

A FIVE STAGE CYCLE OF BULLYING

Aggressive Behaviors
(indirect, subtle putdowns, sarcasm)

Bullying
(more direct behaviors, ridicule, humiliation, blame)

Stigmatization
(criticizing abilities, threatens job loss, discounting accomplishments)

Severe Trauma
(target suffers stress symptoms)

Expulsion
(target leaves organization)

Note: The Cycle of Bullying is often compared to the cycle of domestic violence.

- **No current laws prohibiting bullying exist in the U.S. Other countries have passed laws against it.**

- In academic institutions, it's often the power dynamic that drives tolerance of bullying.

- An organization's response to bullying is critical – workplace bullies will continue until they are stopped – this is more challenging when they typically operate <u>within</u> the rules and policies of the organization.

- No one single explanation for condoning bullying, but several reasons contribute to it:

  - o The person in power has control over those who are less in power.

  - o "Just following orders" to "get rid of" a perceived problem employee.

  - o Fear of losing a high performing bully who is perceived to be indispensable (the *what* someone does conflicts with the *how*).

  - o Conflict avoidance, especially for fear that the bully will retaliate.

  - o Minimizing the problem as an interpersonal conflict.

HOW A BULLY MIGHT THINK

- Bullies are often "blind" to the impact they have on others: ↑ **IQ** / ↓ **EQ**

- They value "competence" above relationships - perceived threats to their competence are met with aggression and defensiveness.

- Crusaders for competence - fear of incompetence is nearly incapacitating.

- Often believe that super competency is the only guarantee of survival.

- "Adequate" as a self image = deplorable.

Rationale:
  - Survival requires competence;
  - Competence **must** be pursued at any interpersonal cost;
  - Threats to competence must be defended at any cost;
  - Intimidation promotes dominance;
  - Dominance assures survival / security.

Closely Managing

- Decisive
- Has a good appreciation of short and long term goals and strategy
- Accepts responsibility
- Shares credit - fair, treats all equally
- Respectful and considerate
- Values others and includes everyone
- Truthful and confident
- Cares about staff and the organization
- Assertive
- Delegates
- Leads by example

Bullying

- Patterns of repeated, hostile acts
- Rigidly short term outlook
- Plagiarizes and takes all the credit
- Disrespectful and inconsiderate
- Does not value others
- Includes and excludes people selectively
- Lacking in truth and confidence
- Cares only about self
- Aggressive
- Restrains and disempowers
- Singles people out, shows favoritism

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Closely Managing:

Joan, Robert's manager, has requested that Robert provide weekly department finance reports since he is unsure of the details regarding spending in his department, and Robert has provided monthly reports in the past that have been inaccurate. Joan has asked Robert if he can explain to her how he develops the finance reports he provides. Joan indicated to Robert that the reports need to be more complete.

Bullying:

Ralph throws John's weekly finance report across the table during an all staff meeting because it did not contain a particular item Ralph wanted. At the prior meeting, Ralph made a joke at John's expense in front of the entire staff. After the meeting, John sees Ralph and three of John's team members talking in the hall, but they stop talking as soon as John approaches.

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- Create a vision.

- Make the case.

- Involve staff members.

- Create core values.

- Reference policies and code of conduct.

- Have a conversation about what respectful treatment means.

- Share how incivility is detrimental to an organization and its mission.

- Show how civility ties to team values.

- Explain how incivility creates legal risks.

Manager

Create zero-tolerance for bullying within your organization.

Promote a culture of respect and civility.

Establish multiple avenues and resources for incivility and issues of conflict resolution.

Identify mechanisms for raising concerns.

Staff

Be conscious of your <u>own</u> behavior.

Foster a civil environment within your own department.

Know the policies that apply and use available mechanisms to seek help.

Also consider:

- Talking to a trusted colleague.
- Writing it down.

Bystanders

Show support for a victim by discouraging the bully, defending the victim, or redirecting the situation away from bullying.

Rally support from peers to stand up against bullying.

Document and report the bullying behavior and support the victim.

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- Civility is **good** for an organization.

- Civility can be **taught as a skill**, without moralizing and judging.

- Civility breeds civility; likewise, incivility breeds incivility.

- The basis of civility is **awareness, respect, and consideration.**

- Civility requires **paying attention** and **acknowledging** others.
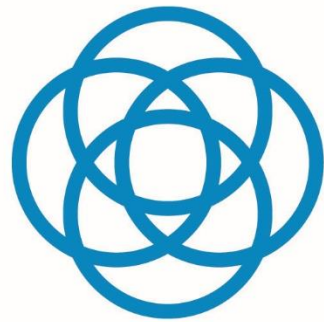
- All of us can be civility **role models.**

Civility costs nothing, and buys everything.

— Mary Wortley Montagu

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