

Workplace Civility

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In Our Culture
Incivility is a
growing
concern.



Wicked: A woman reached out to snatch away a foul ball that an Arizona player tossed to a little girl last week and it was caught on camera





NAME & SHAME: CAUGHT ON CAMERA OR JUST DOING THEIR JOB?

#ThisMorning

How do we ensure
that the workplace
remains a place
where respect and
civility remain?



Explore

Explore perceptions of incivility and understand its impact on performance



Discuss

Discuss 3 steps to creating and sustaining civility in the workplace



Identify

Identify various root causes of workplace incivility



Review

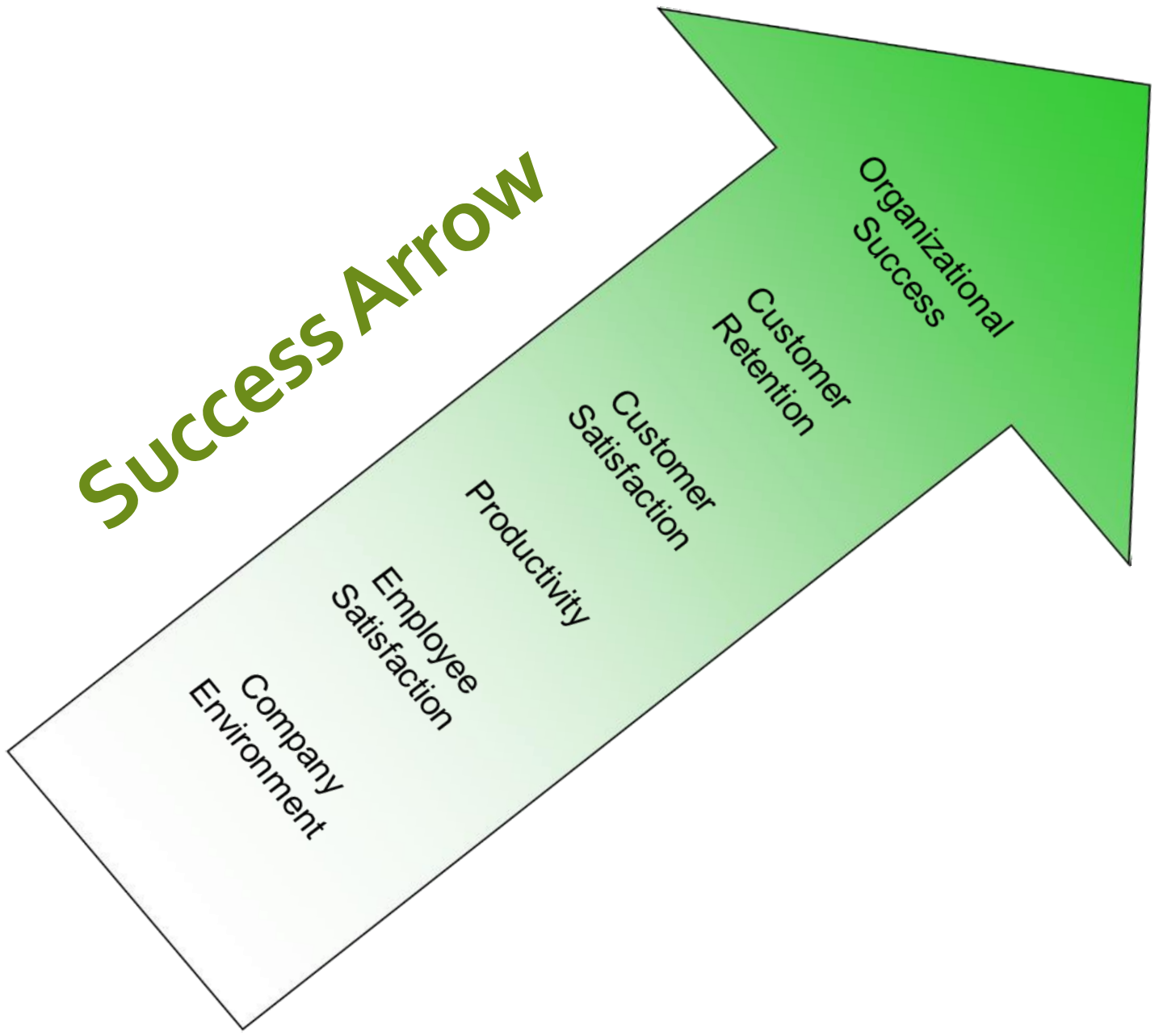
Review tools and methods to support workplace civility and address challenges



Select

Select one way you can cultivate a positive, productive work environment

Learning Objectives



Incivility

“The exchange of seemingly inconsequential inconsiderate words and deeds that violate conventional norms of workplace conduct.”

more mild, rude, passive aggressive, subtle

What are some
examples of incivility in
the workplace that you
witness?

Incivility in the Workplace

- Taking credit for others' efforts
- Passing blame
- Freezing someone out
- Gossip / Bad-mouthing
- Not listening
- Dismissive
- Withholding information
- Demeaning
- Freezing someone out / Ignoring
- Avoiding someone

What do you think
leads to or contributes
to incivility in the
workplace?

Top Poll Answers:

What has contributed to increased incivility in our culture ?

- Social Media / Internet
- Politics
- News Media
- Younger Generations

Source: "Civility in America", Powell, Tate

Contributors in the Workplace

- Stress
- Lacking or unclear expectations
- Poor examples
- Lack of or inconsistent accountability
- Praise or unspoken valuing of behaviors
- Misunderstandings

What is the impact?

Potential Impacts

- 78% become less committed
- 66% suffer a decline in performance
- 47% spend less time at work
- 25% take frustrations out on customers

Source: "The Cost of Bad Behavior", Porath, Pearson

Most incidents go unaddressed. Why?

- » employees don't report them
- » fear of repercussions
- » 60% of the time it flows top down

Three Steps to Build Workplace Civility

1. Set the Standard
2. Teach and Model
3. Hold Accountable



Step 1: Set Standards



Build on company values



Clear and Simple



Senior Leader Involvement



Build Accountability in Upfront



Leverage Service Initiatives

External Customers
Internal Customers

Standards: Define 3 key behaviors that demonstrate “Professionalism”

Professionalism: Conducts oneself in a courteous, friendly, respectful manner at all times.

Behaviors:

“Professionalism”

Professionalism: As experts in our field, we conduct ourselves in a courteous, friendly, respectful manner at all times with all people.

Behaviors:

- Always greet and acknowledge others
- We give each other our complete attention (phones out of site).
- Openly listen to and consider others' ideas
- Treat internal partners as we do external customers

“Productive Conflict Resolution”

Professionalism: Engages in productive conflict resolution.

Behaviors:

- Address disagreements directly and timely
- Share thoughts and ideas openly
- Intent on finding best possible outcome for all
- Communicate with respect even when we disagree

Step 2: Teach & Model



WALK THE TALK AT
ALL LEVELS



SELF-
ASSESSMENTS



EMOTIONAL
INTELLIGENCE
WORK



COACH, COACH,
COACH



FEEDBACK



RECOGNIZE

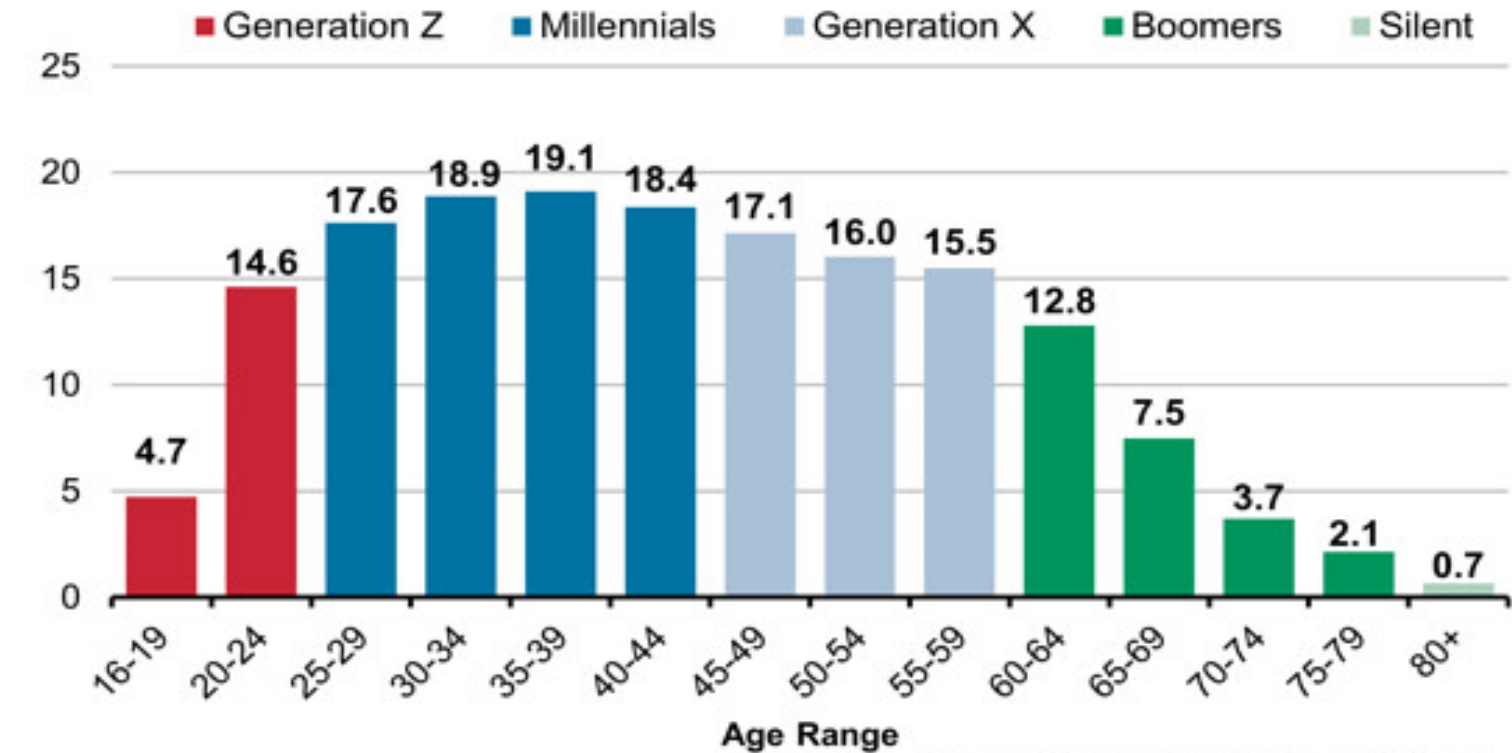
A Word on Generational Differences

- Traditionalists: Born Through 1945
- Baby Boomers: 1946 - 1964
- Generation X: 1965 - 1980
- Millennials (Gen Y): 1981 – 1995
- Generation Z: 1996 -

The Numbers

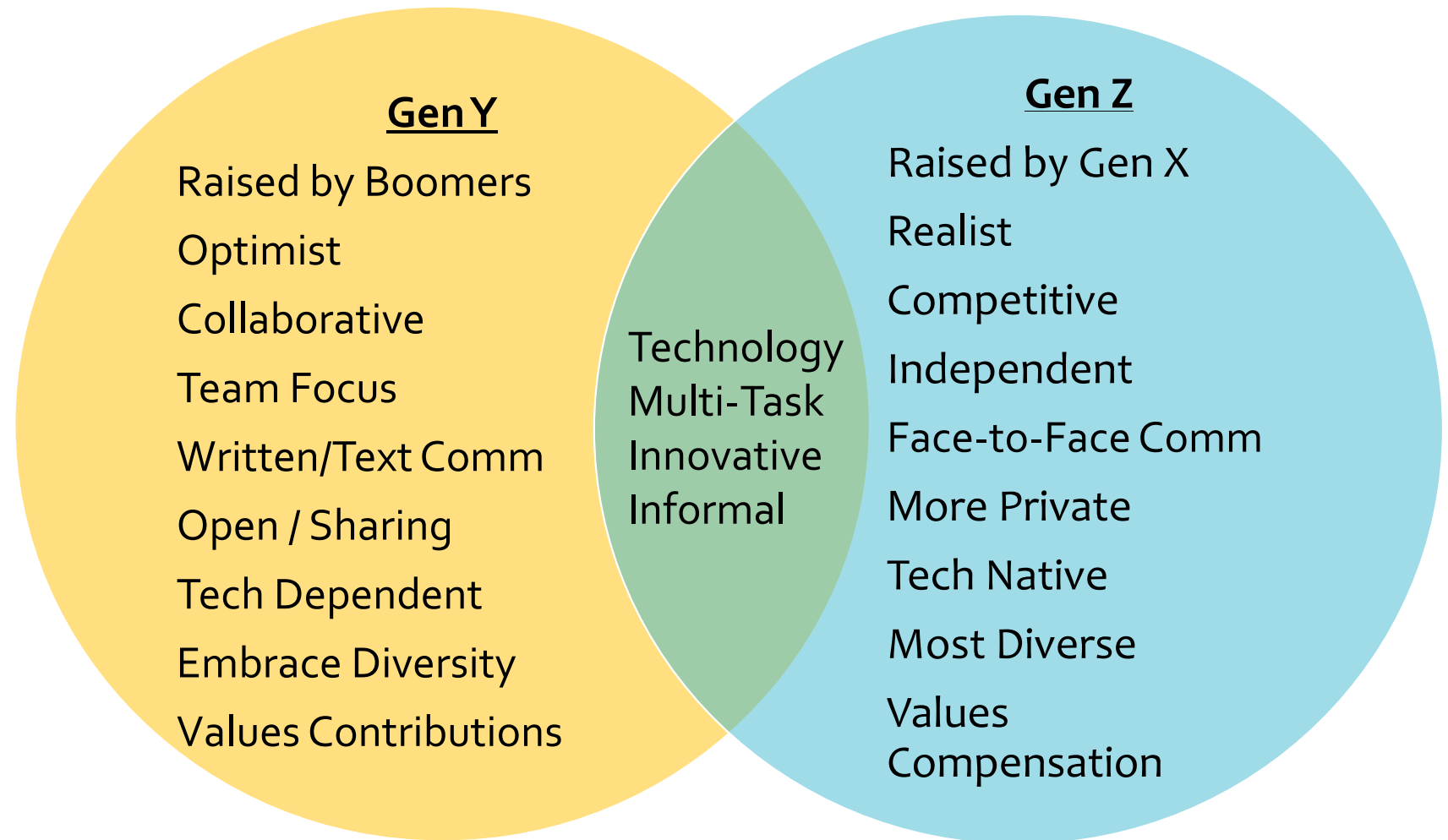
The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025



Source: Department of Labor | WSJ.com

Contrast & Compare



Most
Importantly:
Give them a
script!

Teach how to handle incivility:

- What to say and do
- Give options
- Provide the words
- Identify resources and support
- Make it public

**“This is how we resolve conflict and
disagreement.”**



The “I-You-We” Approach to Conflict Management

“This is how we resolve conflict and disagreement.”

Listen, I need your help. It’s about the meeting this morning.

I’d like to tell you what I think, and then get your perspective, so that we can work together to come up with a solution.

Step 3: Hold Accountable



Be willing to take a stand



Address shortfalls in real-time



Make it visible, respectfully



Build expectations or standards into Performance Management



Give managers the language/scripts they need



Make it comfortable to call each other on it

Step 3: Hold *Everyone* Accountable



Be willing to take a stand



Address shortfalls in real-time



Make it visible, respectfully



Build expectations or standards into Performance Management



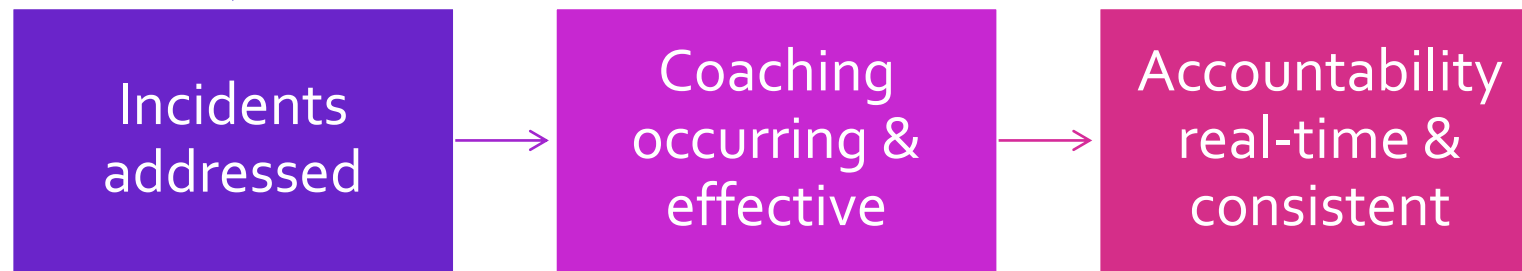
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Make it comfortable to call each other on it

Discussion Question

How do you hold everyone accountable, specifically senior leaders or people who hold “sensitive” positions?



Ask yourself, is there an unspoken value where certain incivility is celebrated?

Root Cause Checklist

Tools and Methods

Promote

Promote company values and positive work environment

Reward
and
recognize

Reward and recognize positive examples of conflict and resolution

Embed

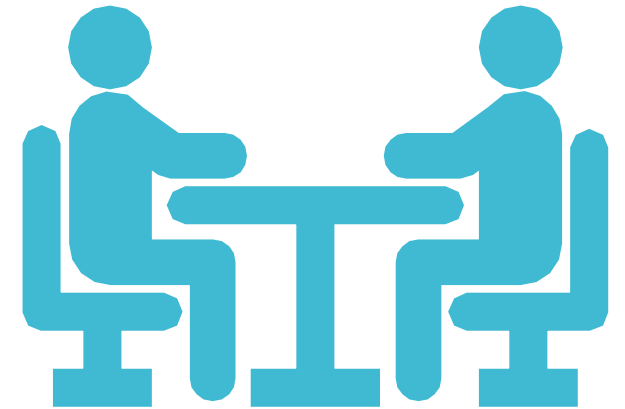
Embed performance into performance management, coaching programs, meeting structure

Utilize

Utilize development programs: self-awareness, diversity and inclusion, skill development

Sample Tool: “Handling Difficult Conversations in a Positive Way”

- 1) Listen
- 2) Be constructive
- 3) Preserve the relationship
- 4) Be respectful
- 6) Explore possibilities and alternatives together



1

Treat all people
as respectfully as
you would a client

2

Remain
professional at all
times

3

Avoid
assumptions and
stereotyping

4

Care about
diversity and
inclusion

5

Know when to
consult with HR

TRACK to Success

The Feedback Model

1. What went well?
2. What didn't?
3. What would you do differently?

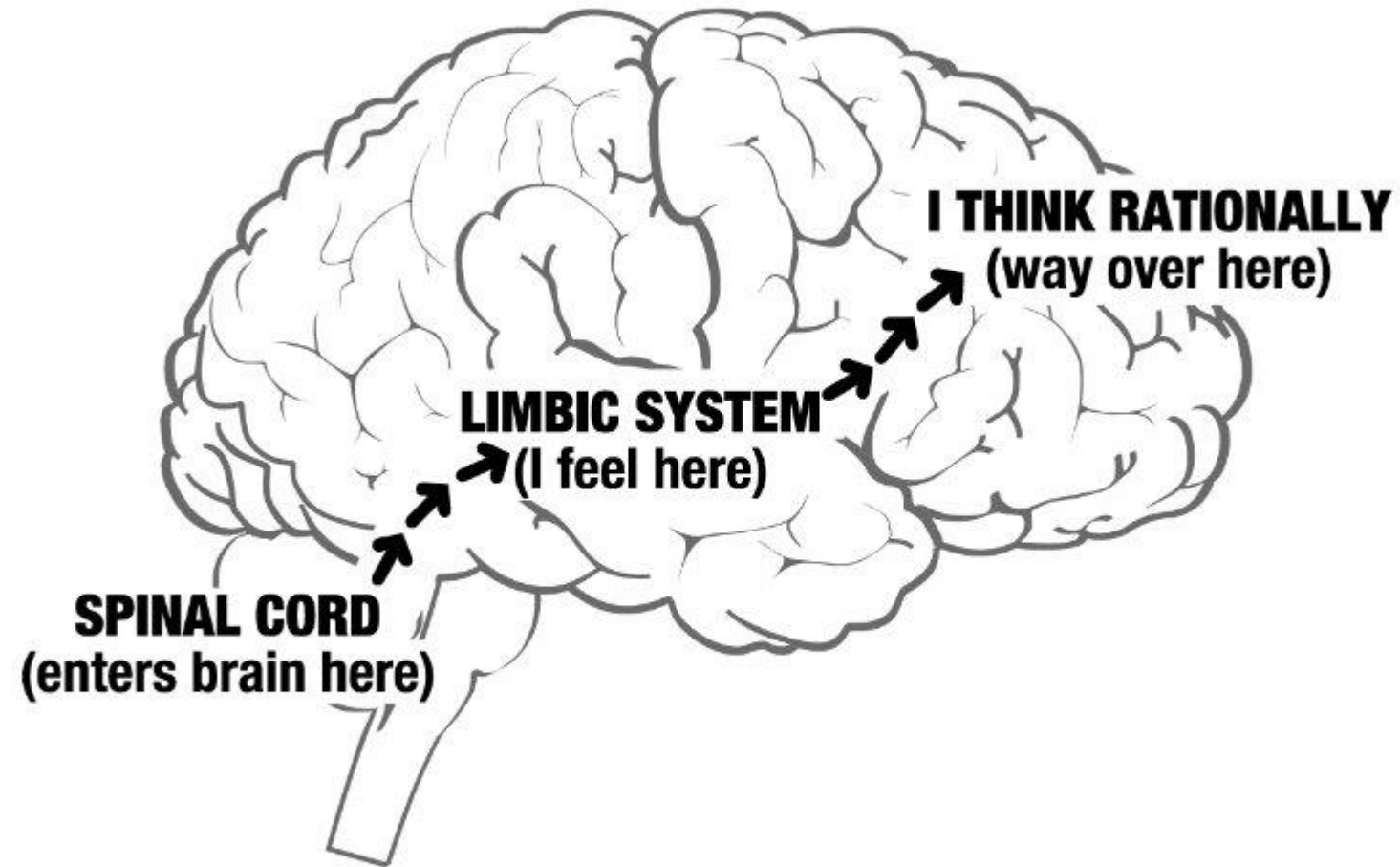
One of the
Greatest Tools

Emotional Intelligence

"The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships."

- Daniel Goleman

We are wired
to experience
emotions first.



Know Yourself:

- what makes you tick?
- what are your triggers?
- what are your reactions

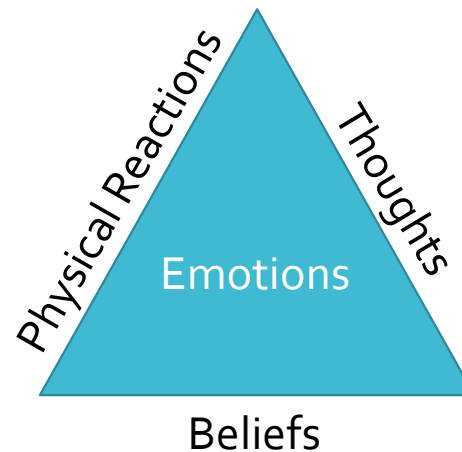
Bias
Past Experiences
Prejudice
Hunch
Perception
Culture
Personality
Values

Anyone can be angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – this is not easy.

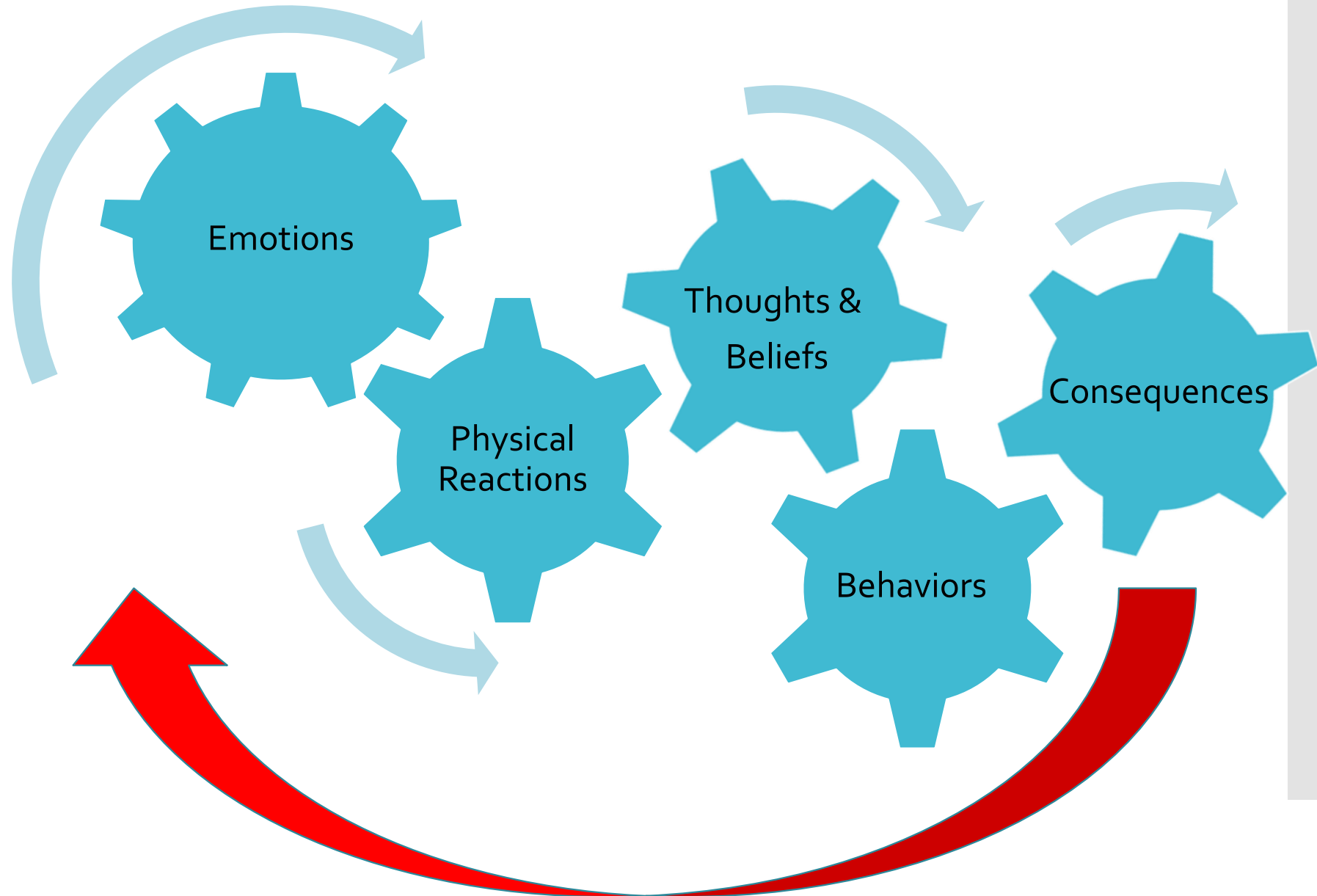
Aristotle, The Nicomachean Ethics

Emotions

1. Everyone has the same emotions; how we express them is different
2. Emotions impact performance and behavior; whether you acknowledge them or not
3. Emotions are neither good or bad; it is the actions we take because of them



Know Yourself



Don't make a permanent decision for your temporary emotion.

Six Seconds Model

Emotional Intelligence

Know Yourself

(Awareness)

Increasing self-awareness and recognizing patterns and feelings, lets you understand what makes you tick and is the first step towards growth

Choose Yourself

(Intentionality)

Building self-management and self-direction allows you to consciously choose your thoughts, feelings, and actions (vs. reacting unconsciously).

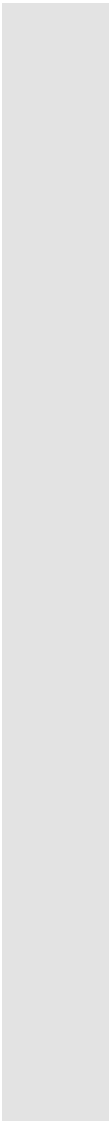
Give Yourself


(Purpose)

Aligning your daily choices with your larger sense of purpose unlocks your full power and potential. It comes from using empathy and principled decision making to increase wisdom.

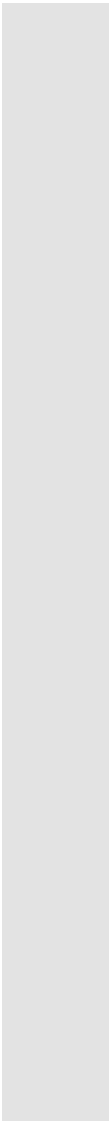


Recap

- Causes
 - Impact
 - Set Standards
 - Teach & Model
 - Hold Everyone Accountable
 - Value Diversity
 - Provide Scripts
 - Root Cause
 - Tools
 - Develop Emotional Intelligence
- 



What is one
thing you can
do to promote
civility in the
workplace?

- Causes
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- 

Thank You!

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