

# Workplace CIVILITY: It Really Matters!

## Leader's Guide

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## Background Information

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### Introduction

Incivility in the workplace has reached epidemic proportions. In North America it costs organizations billions of dollars every year. It seems that advances in technology and the impact of social media has contributed to and created a society that seems quite oblivious to basic social and 'human' values that affect our daily interactions in a negative way. That has led to a tremendous impact on the performance of organizations. Managers, supervisors and team leaders feel that public airing of grievances is entirely appropriate. Talking about our co-workers behind their backs with gossip or complaints is commonplace. Walking in late to meetings or appointments is standard behavior. And, all of that and much more has contributed to an increase in the number of organizations that have lost their way in terms of common decency and civility.

This workshop will discuss uncivil behaviors, why they're inherently bad for the culture of organizations and how you eradicate them. It will talk about the need for all levels of management to support and model behaviors that demonstrate positive civil communication and interaction. It will assist in exposing uncivil behaviors, and bring them to light so that real cultural change can occur.

### Workshop Objectives

**Participants in this workshop should be able to:**

- Assess their own level of workplace civility.
- Understand the definition of incivility.
- Be aware of the range of uncivil behaviors.
- Understand the affect on someone who is subjected to, or has observed incivility.
- Understand the benefits of eliminating uncivil behaviors.
- Know what to do when subjected to a case of uncivil behavior.
- Recognize the importance of leadership around the subject of civility.
- Learn about, and create specific strategies that will eliminate uncivil behaviors from your workplace.

## Training Session Format

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This workshop includes a training format that supports a 3-4 hour participant experience.

- **The Video Program** includes five workplace vignettes that demonstrate uncivil behaviors and the positions that both parties take. The narrator summarizes each vignette with advice to the parties on how to avoid these difficult, uncivil situations in the future.
- **The Leader's Guide** provides an immense amount of background information on the subject of Workplace Civility, and a script for the facilitator to follow. Also included are surveys, suggested activities, and feedback opportunities for participants.
- **The Facilitator's Resources Guide** provides copies of all handouts and documents that will assist you in delivering this workshop.
- **The Participant Workbook** provides background information on the subject, including surveys, activities and several places for note taking.
- **A PowerPoint Presentation** includes slides that support the facilitator's script.

### Who should attend this workshop?

The Workplace Civility workshop has been designed for all employees, so a copy of the Participant Workbook should be made available to all supervisors and managers who are also attending. The overall success of this workshop long term will be dependant on their support of the lessons learned here.

We recommend that the optimal group size be 16 – 22 participants in order that responses from all of your attendees can be actively shared, and group activities can be effectively monitored.

We also recommend, because of this subject matter, that you request that someone in a senior position open your workshop. If senior management is shown to be 100% committed to the premise of this workshop, and if they model the desired behavior, you'll achieve much better results.

## Pre-workshop exercise: Workplace Civility Self-Assessment

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About a week before your workshop session distribute the **Workplace Civility Self-Assessment** to all workshop participants. This is an awareness exercise. A copy of this assessment is in your Facilitator's Resources document. Ask them to take about 15 minutes to complete the 30 questions. It will give participants an introduction and insight into what uncivil behaviors are and how they affect employees and the general culture of an organization.

A copy of this is also in the Participant Workbook. Participants can use that copy as a gauge for their behavioral change. Re-taking the assessment a month after the training session will help participants track the differences/improvements in their scores. Notify your workshop participants by email about one month after their training workshop to re-take the Assessment in their Workbooks. Ask them in the email to compare it to the results of the first time they took the Assessment. You can let your participants know that you will be emailing them about this re-take at the end of the workshop.

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## Synopsis Of The Video Program

The *Workplace Civility: It Really Matters!* video opens with our narrator giving an overview of the topic of workplace incivility, its definition, along with some documented statistics on the effects of incivility. He also gives a list of some common uncivil behaviors that most employees experience. He then introduces the five vignettes. The vignettes feature two parties that have opposing perspectives of a situation. After each vignette, the narrator debriefs and provides recommendations for both parties on how to avoid similar situations in the future.

**In Vignette One** we meet Mike (the manager) and Janet (his employee) in an office situation. Mike asks Janet to work on a report but he doesn't fully disclose all the information she needs to complete it properly. And then Mike berates her in front of her colleagues because according to him she did it wrong. Janet is embarrassed and becomes visibly upset.

**In Vignette Two** we meet Hector and Johnathan. They are peers. Both are working on an efficiency project within a team. Johnathan is the team leader and appears to purposely undermine Hector, by not including him in all the update emails sent to the project team. He then blames Hector for not finishing his part of the project in a timely and complete way. Johnathan also talks about Hector with the other team members behind Hector's back.

**In Vignette Three** we meet Haya and Sheila. Both are employees in a hospital setting, but the situation is applicable for all work settings. Sheila's a nursing supervisor in a hospital unit and has some issues with one of her new nurses, Haya. She tells Haya that she's spending too much time with her patients and disparages her right in front of a patient. Haya is upset and distressed.

**In Vignette Four** we meet Mary and Angela. They both work for a generic organization. Angela is late for a meeting with her peers, including Mary. She thinks the meeting is a waste of time. Her behavior is rude, impatient, and disrespectful, especially to her colleague Mary.

**In Vignette Five** we meet Phil and Jordan. They both work for manufacturing facility, but the situation is applicable for all work settings. Jordan is charged with training his colleagues on a new piece of equipment. Phil is struggling with the training. Jordan loses patience with him, walks away and mutters a derogatory comment about Phil. Phil feels disrespected.

## Suggested Group Training Session – Time Allocation: 3-4 Hours

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### Workshop Introduction

20 Minutes

#### SHOW SLIDE 1: WORKSHOP TITLE



**Introduce yourself and** welcome your participants. Let them know that you're eager to discuss the subject of Workplace Civility because it's a topic that is literally in the news everyday, and that you think this course will improve the relationships they have with their co-workers, managers, supervisors, all employees, and customers.

#### SHOW SLIDE 2: CIVILITY QUOTE



**Comment that being** civil in any organization doesn't cost anyone anything, but it does have a positive impact on every interaction. It demonstrates credibility and respectfulness. And it improves relationships and employee morale.

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### SHOW SLIDE 3: What Is The Meaning Of Being Civil?



**Ask your participants** what they think the meaning of being civil is. Ask them to think about someone they worked with, or for, in the past that they admired because that person got along with everyone. What types of behavior did they demonstrate that made them stand out? Record a few responses on a flip chart sheet.

### SHOW SLIDE 4: What Is Workplace Incivility?



**Review the definition** of Workplace Incivility with your participants. You can say something like: workplace incivility is not 'normal' behavior. In many cases it's intentional, and even if it's not, it has a direct and negative affect on the receiver and those who observe the behavior.

### SHOW SLIDE 5: What Are Some Examples Of Workplace Incivility?



## SLIDE 5: Continued

**Review the list** of uncivil behaviors. Actually saying some of them will have an impact on your participants. Many will be able to relate to them because they have either behaved uncivilly or have experienced it from a co-worker or manager/supervisor.

**Civility is more than merely good manners.** Make note that in the past some of these behaviors have been referred to as “Micro-Inequities”, however, the feeling of most experts is that this label trivializes the behaviors, when in reality they are serious enough to cause considerable personal discomfort, anger, distrust, and fear in organizations. And, dealing with uncivil behavior promptly and consistently can, and may, prevent such behaviors in the future, as well as preventing possible bullying, harassment, and violence.

A larger list of uncivil behaviors appears in the Facilitator's Resources Section, and is also in the Participant Workbook.

### Activity 1: Conduct Survey

15 Minutes

Are uncivil behaviors undermining the culture in your organization? Use this simple exercise to gauge how your participants feel, and then present them with the statistics that are out there.

Write the results on a blackboard/whiteboard or flip chart paper (flip chart paper is preferable because you can keep the results for later use).

**Give your participants** a bit of time to record their answers in their workbooks—then do a survey with the group. If confidentiality is important, (you can ask participants how they feel about openly sharing) distribute a copy of this handout to all participants, have them fill it out anonymously, and hand them back in. You can mark each response ### on your prepared flip chart sheet or whiteboard. The five questions are on the next page, in the Participant Workbook, and are also in the Facilitator's Resources to be used as a handout if anonymity is needed.

## Civility Survey Questions

How often in the last month have you experienced rude/uncivil behaviour, or observed it happening to others?

- 1-3 times
- 4-6 times
- 7-9 times
- 10 times or more

Have you stood up to rude/uncivil behaviour directed at you—at the time or confronted it later?

- Never
- Sometimes
- Always

How often have you stood up for a colleague who was the target of rude/uncivil behaviour?

- Never
- Sometimes
- Always

What are the feelings you had after experiencing rude/uncivil behaviours? Check all that apply.

- Anger
- Embarrassment
- Shock
- Disgust
- Fear
- Wanting to quit your job

What are the feelings you had after observing rude/uncivil behaviours? Check all that apply.

- Feeling uncomfortable.
- Anger
- Shock
- Empathy
- Disgust

## Follow-up On The Survey

After recording the results from the survey on flip chart or board, solicit comments from your participants. You could say something like: **Do these results** surprise you? Do you think that we as a group can find ways to eliminate these negative behaviors? I'll need your assistance later in this workshop to make suggestions on the contents of a Civility Policy, and these results will help us do that.

## Civility Experiment

**Say something like:** Researchers devised an experiment where one group of participants witnessed rudeness, and another group actually experienced being treated rudely. They were then asked to complete problems solving tasks and creativity tasks.

The group who had been treated rudely found it hard to focus on the task and their performance plummeted. Compared to a group who hadn't been treated rudely, their problem solving ability was 61 per cent worse, and they produced less than half as many ideas in the creativity test.

In the group who just witnessed rudeness to another person, their problem solving was 33 per cent worse, and they came up with 39 per cent fewer creative ideas. The psychologists also found that when people encounter incivility, they are far less inclined to help others. They found that 73 per cent of those who hadn't experienced rudeness would volunteer to help someone, but this fell to only 24 per cent in those who had been treated rudely.

So we know that this research is important for organizations because it shows that even witnessing incivility significantly reduces people's ability to think clearly, be creative and help their colleagues. Rudeness and incivility is not just unpleasant, it has a direct and significant impact on performance and productivity.

**SHOW SLIDE 6: Workplace statistics on uncivil behavior.****Workplace Civility Statistics**

**Say something like:** These findings were also reflected in a recent survey reported in the Harvard Business Review, of how 800 managers and employees, typically reacted to rudeness and incivility in the workplace:

- 48% intentionally decreased their work effort.
- 47% intentionally decreased the time spent at work.
- 38% intentionally decreased the quality of their work.
- 80% lost work time worrying about the incident.
- 63% lost work time avoiding the offender.
- 66% said that their performance declined.
- 78% said that their commitment to the organization declined.
- 22% said that they left their job because of the uncivil treatment.
- 25% admitted to taking their frustration out on customers.

## Activity 2: Show Workplace Civility Video

**20 Minutes**

**Note that you have two options for showing the video.** You can either show the complete video, and then discuss all of the individual vignettes, or you can show one vignette at a time and then have your discussion. Both viewing versions are available on the DVD and USB.

## Activity 3: Discuss each vignette in the video

**50 Minutes**

### Vignette # 1 – Janet and Mike

In this vignette we meet Mike (the manager) and Janet (his employee) in an office situation. Mike asks Janet to work on a report but he doesn't fully disclose all the information she needs to complete it properly. Even when Janet asks for more information, Mike insists that he gave her everything. And then Mike berates her in front of her colleagues, because according to him she did it wrong. Janet is embarrassed and becomes visibly upset.

**Ask and record answers to these questions:**

#### Did Mike behave uncivilly?

Reference the answers below, but ask your participants for their opinions first.

#### What did Mike do wrong? Look for answers like:

- Mike didn't give Janet all the information she asked for before she started the report.
- When Mike discovers the errors in the report, he calls her out in front of Janet's colleagues, with a raised voice.
- Mike doesn't give Janet a chance to respond to his comments/questions, which makes her feel even more belittled.

### SHOW SLIDE 7: Janet & Mike Discussion—Lessons Learned



**Janet & Mike Discussion**

- Public reprimands or criticisms of subordinates are never acceptable.
- Leaders should always set a respectful example for all employees.
- If subjected to uncivil behavior, have a private meeting to discuss it.
- Focus the discussion on the behavior, not the person.
- Be assertive; suggest that you can give your manager what he needs if he shares his requirements in detail.

## Janet & Mike, Discussion - continued

**Review the following** points on the PPT slide. Ask participants if they can add any other suggestions on avoiding and resolving this kind of situation.

- Public reprimands or criticisms of subordinates are never acceptable.
- Leaders should always set a respectful example for all employees.
- If subjected to uncivil behavior, have a private meeting to discuss it.
- Focus the discussion on the behavior, not the person.
- Be assertive; suggest that you can give your manager what he needs if he shares his requirements in detail.

## Vignette # 2 – Hector and Johnathan

In this vignette we meet Johnathan (the team leader) and Hector (a team member) in an office situation. Johnathan appears to purposely undermine Hector, by not including him in all the emails sent to a project team. He sends Hector a last minute revision on some stats and then he blames Hector for not finishing his part of the project in a timely and complete way. Johnathan also disparages Hector with the other team members. None of those members defend Hector.

**Ask and record answers to these questions:**

### Did Johnathan behave uncivilly?

Reference the answers below, but ask your participants for their opinions first.

**What did Johnathan and the team do wrong? Look for answers like:**

- Johnathan should have shared weekly emails with all team members.
- Johnathan should have given Hector a reasonable amount of time to deal with the new set of stats before their meeting.
- Johnathan consistently ignores Hector's many suggestions to improve efficiencies, and instead took credit for one of Hector's suggestions.
- Johnathan badmouths Hector behind his back with other members of the team.
- None of Hector's team colleagues defend his contributions when Johnathan disparages Hector.

## SHOW SLIDE 8: Hector and Johnathan Discussion - Lessons Learned



**Review the following** points on the PPT slide. Ask participants if they can add any other suggestions on avoiding and resolving this kind of situation.

- The team leader should always set a respectful tone and treat each team member fairly.
- If you witness someone talking behind a colleague's back, it's up to you to challenge that behavior.
- In a team environment, share all suggestions with the whole team.
- If you're disrespected or treated unfairly, speak with the person promptly after the incident.
- Remember, that it's never okay to take credit for someone else's work.

### Vignette # 3 – Haya and Sheila

In this vignette we meet Haya (a recently hired nurse) and Sheila (a nursing supervisor) in a hospital unit. Sheila appears to have some issues with Haya. She tells Haya that she's spending too much time with her patients and disparages her right in front of a patient. Sheila feels that she should not have to support Haya, because she's too busy and thinks Haya is just being lazy. Haya is upset and distressed.

**Ask and record answers to these questions:**

#### **Did Sheila behave uncivilly?**

Reference the answers on the next page, but ask your participants for their opinions first.

**What did Sheila do wrong? Look for answers like:**

- It appears that Sheila doesn't like or respect Haya, and she thinks she's lazy.
- Sheila criticizes Haya in front of her patients.
- Sheila seems unaware that her behavior is also affecting Haya's patients.
- Sheila is unwilling to assist Haya when she's asked for help.

**SHOW SLIDE 9: Haya & Sheila Discussion - Lessons Learned**

**Review the following** points on the PPT slide. Ask participants if they can add any other suggestions on avoiding and resolving this kind of situation.

- Nurse supervisors should never disparage a subordinate or colleague in front of a patient. It's distressing for both the nurse and the patient.
- Supervisors must be willing to assist, or arrange for a colleague to provide assistance when requested.
- Confronting disrespectful behavior is crucial to avoiding communication breakdowns that can have consequences for patient safety and care.
- Choose an agreed upon time, and private place to discuss uncivil behaviors.
- In healthcare situations, respectful communication and conflict resolution is key to avoiding patient errors.

**You can also add this to your conversation:**

In a study of 4,500 doctors and nurses, 71 percent linked condescending, insulting or rude behavior to staff becoming inattentive and making medical errors; 27 percent knew of bad behavior leading to patients' deaths.

## Vignette # 4 – Mary and Angela

In this vignette we meet Mary and Angela. They are colleagues in a generic organization. Angela is late for a scheduled meeting with her peers. She thinks the meeting is a waste of time. Her behavior is rude, confrontational, impatient, and disrespectful, especially to her colleague Mary. The facilitator fails to deal with the situation.

**Ask and record answers to these questions:**

### Did Angela behave uncivilly?

Reference the answers below, but ask your participants for their opinions first.

**What did Angela do wrong? Look for answers like:**

- Angela was the only one who arrived late for the meeting.
- Angela was antagonistic and rude to her colleagues, but especially to Mary.
- Angela constantly interrupted her colleagues while they were discussing the problems.
- Angela showed no willingness to resolve the issues that were discussed.

## SHOW SLIDE 10: Mary & Angela Discussion - Lessons Learned



**Review the following** points on the PPT slide. Ask participants if they can add any other suggestions on avoiding and resolving this kind of situation.

- Establish and post a list of ground rules for meetings in your organization.
- Check and mute all cell phones and pagers at the door.
- Start your meetings on time, even if everyone is not there.
- Move forward with agenda items that don't directly involve late arrivals if possible.

## Mary & Angela, lessons learned - continued

- The facilitator should assist the group in dealing with inappropriate interruptions, criticisms, and rudeness.
- Respectfully listen to your colleagues' opinions and input before you judge their validity.
- If there are persistent conflicts between colleagues, they should meet outside of a group format to deal with their issues.

## Vignette # 5 – Phil and Jordan

In this vignette we meet Phil and Jordan. They work together in a manufacturing organization. Jordan is charged with training his colleagues on a new piece of equipment. Phil is struggling with the training. Jordan thinks Phil is resisting using the new machine and so he loses patience with him, walks away and mutters a derogatory comment about Phil. Jordan doesn't realize that Phil heard him. Phil feels that Jordan doesn't respect him.

***Ask and record answers to these questions:***

### **Did Jordan behave uncivilly?**

Reference the answers below, but ask your participants for their opinions first.

### **What did Jordan do wrong? Look for answers like:**

- Jordan appears to be inflexible with his training methods.
- His attitude demonstrates that he believes that Phil is deliberately refusing to learn how to operate the new machine.
- Jordan shows a lack of patience with someone who needs more training time.
- Jordan is rude and disrespectful when he shuts the machine down during the training, walks away and insults Phil.

## SHOW SLIDE 11: Phil & Jordan Discussion - Lessons Learned



**Review the following** points on the PPT slide. Ask participants if they can add any other suggestions on avoiding and resolving this kind of situation.

- Select an experienced, successful person to deliver training, based on trainee feedback.
- Everyone acquires new skills differently —flexibility with the training process is needed.
- Losing your temper with a co-worker and being disrespectful is never acceptable—it's counterproductive.
- If a co-worker is treating you rudely, speak up and let them know that you deserve their respect.
- Always have a supervisor or manager follow up on employee training.

**Activity 4: What are the benefits to changing our behavior?****10 Minutes**

**Introduce the concept:** Say something like, “We’ve looked at the types of behaviors that are uncivil, we’ve also looked at the affects on both the receiver and those who observe the uncivil behavior. Now we’re going to look at the benefits, personally and organizationally to changing that behavior.”

**SHOW SLIDE 12: What are the benefits of eliminating your uncivil behavior?**

**Review the following** points on the PPT slide. Ask participants if they can add any other benefits to eliminating uncivil behavior. Record them for follow up later.

- Employees who practice civil behavior have higher self-esteem
- Employees who practice civil behavior have higher performance levels
- When you are respected for behaving civilly, it reinforces your behavior in a positive way
- You are more likely to be praised by your co-workers and managers for being respectful
- If you're a manager or supervisor your employees are more inclined to be loyal and work harder for you
- Your relationships with both internal and external clients will improve
- Contrary to what some believe, being nice does pay off with more promotions and raises

## Activity 5: Sensory Acuity Exercise

25 Minutes

**Background Information** to summarize for your group.

If we work with someone, we need to develop rapport with them. When two people are connected, their subconscious minds tell them that the other person is just like them. In each encounter with someone else we give subtle clues and cues that tell the other person how we are feeling, how our thinking has changed, and whether we are accepting or dismissive of them.

Despite the large amount of literature on body language, you cannot always take a single gesture and derive universal meaning from it. So, for example, body language books will tell you that folded arms and crossed legs indicate that someone is resisting what you are saying. In reality, it may simply be comfortable for someone to sit that way! However, people are generally highly consistent in their own use of a gesture. Some of those gestures are very subtle—a change in muscle tone around the eyes or jaw, a slight change in colour of the cheeks, a slight dilation or contraction of the pupils. ***There is no right or wrong—just consistency within individuals.***

Through the ability to recognize these subtle signs, you can start to know intuitively the right time to expect a 'yes' in negotiations, the time to approach or retreat, the time to expect a warm or cold reception. This aids in developing rapport, communicating respectfully, and being open to work toward a compromise on contentious issues. Non-verbal language is powerful but just like verbal language, it must be learned.

***Be sensitive to anyone who may have physical difficulty in playing this game. If anyone is likely to have problems, substitute one of the three variations noted on the next page instead.***

### Overview

Often we give clues about ourselves through subtle gestures. This exercise is designed to develop sensory acuity (the ability to sense things which are not immediately obvious) of the observer to become aware of some of those gestures.

### What's it for?

To help employees develop new skills in identifying the subtle mental or emotional changes in others during communications. These signal the need for flexibility in communication. In other words, it's a gauge that will tell you to adjust your communication style.

### Time To Allot

Total time: 15 minutes

- Outline: 1 minute
- Play: 9 minutes
- Debrief: 5 minutes

**Props**

A chair for each player.

**How To Play** – Instructions are included in your Facilitator's Resources Section. A copy of the instructions are also included in the Participant Workbook.

- Players work in pairs, **A** and **B**.
- Pairs sit facing each other.
- **A** gets up from their chair and moves left and back again five times in a row. **A** sits down.
- **A** then gets up and moves right five times in a row.
- **B** observes.
- Then **A** gets up and randomly goes left or right.
- As **A** starts to get up, **B** guesses at the direction in which **A** is going to move.
- After **B** has given three correct answers, reverse the roles.

**Afterwards**

**Ask *what the*** Bs observed. What helped them to know the direction in which the As were about to move, and vice versa.

Explain that while there is no particular application in knowing the direction in which someone will move when rising from a chair, the development of sensory acuity is of immense importance in developing rapport and in gauging mood.

Each small change in emotion generates physical change. The ability to notice this change can be tremendously useful in influencing, in giving and receiving feedback, in dealing with possible contentious discussions—in virtually any one-on-one encounter with someone else in a business, organizational, or personal context.

**Pose this question** – how could this skill be valuable when interacting with people? Could it help employees/managers/supervisors to recognize when their behaviour is affecting the feelings and attitudes of the people they are interacting with?

**Variations**

1. A counts 'One, two, three' out loud and then raises their right arm. Repeat five times, and then do the same using the left arm. A now counts to three and raises either arm, randomly. B points to the arm A is about to raise. After three correct guesses, switch roles.
2. On a count of three, raise either the right or left thumb instead of the arm.
3. On a count of three, wink either with the right or left eye.

## Incivility Solutions

60 Minutes

***In this section***, you're going to discuss with your group how to change the culture of incivility in your organization. There are so many contributors to both incivility and creating a civil workplace that tackling all the solutions cannot possibly be addressed in one workshop. We recommend that you use the list at the top of the next page for additional training workshops that will assist in transforming your organization to a model of civility.

### SHOW SLIDE 13: Creating Incivility Solutions.



**These are the main discussions for creating incivility solutions that will be dealt with in this workshop:**

- What can your organization's Management Team do to promote workplace civility?
- How can you tell someone that they are behaving uncivilly?
- What are the costs of workplace incivility?
- How can we build a civil workplace?
- Rewarding civil behavior.

**These are the training topics that should be dealt with in future or concurrent workshops for employees, team leaders, supervisors, and managers (including senior management). They will also be important when drafting a Civility Policy. It is suggested that you could share this with any managers or supervisors who are attending the workshop. A copy of this is in your Facilitator's Resources.**

- What role does management have in ensuring a civil workplace
- Stress as a contributor to incivility
- How to deal with repeat transgressors
- How the role of forgiveness can contribute to a civil workplace
- Bystander Intervention Training
- Communication Skills Training
- Assertiveness Skills Training
- Conflict Resolution Training
- Emotional Intelligence Training
- Problem Solving Training
- Workplace Attitude Training

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## What can your organization's Management Team do to promote workplace civility?

Although this is really a subject that focuses on your Management Team, it's a valuable exercise to ask your participants (that may also include supervisors and managers) what they think the organization's Management Team should do to, and the civil behaviors that should be promoted to ensure the workplace is free of incivility. The list you create should be passed on to the Management Team.

**Here is a partial list—ask participants what could be added (this list is also in the Participant Workbook and Facilitator's Resources).**

- Mandate that a workplace Civility Policy be created with clear expectations and input from all stakeholders.
- Develop a formal procedure so that employees can report uncivil behaviors and make it simple to use. This is especially valuable if the transgressor is a manager or supervisor of the complainant.
- Ensure that HR and all hiring personnel include the disclosure of the organization's Civility Policy and when checking references look for indications of past inappropriate behavior.
- Offer Assertiveness and Conflict Management programs for all employees.
- Model the types of behavior expected of all employees.
- Treat everyone with respect.
- Don't play favourites or showing bias with employees.
- Offer praise for a job well done—in public.
- Don't over react to errors made by employees—take the time to educate.
- Give constructive criticism in private—help instil confidence.
- Avoid being autocratic.

## How can you tell someone that they are behaving uncivilly?

**Say something like:** The difficulty in dealing with incivility is that because we are addressing a problem, our behavior when tackling the person who is causing it, is likely to be either non-assertive or aggressive.

If we are to get others to change their behaviour, we need to approach them in a calm and controlled manner and explain ourselves in a way that minimizes the risk of their becoming defensive. This self-control helps avoid escalating the situation, and helps us stick to the point, rather than bringing in past problems, which could cloud the issue and then lead to a full-scale argument.

### A simple model is The Four 'I's

You need to encourage all participants to practice this model with their workplace interactions. A copy of this is both in the Participant Workbook and Facilitator's Resources. We recommend that you distribute an extra copy of this in the workshop for them to keep at their desk for reference.

### SHOW SLIDE 14: The Four 'I's – Introduce and Impact.



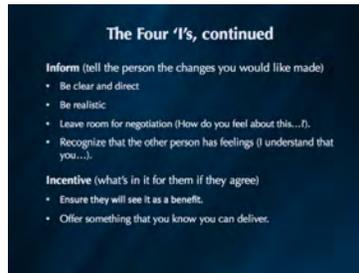
#### Introduce

- Be specific and simple (*When you stare out of the window while I'm talking...*).
- Describe the person's actions, not their motives or intentions (**not** *When you try to put me off by staring out of the window while I'm talking...*).
- Try to avoid accusing, 'you', statements (*When you talk over me at meetings... not You always talk over me at meetings*).

#### Impact (the effect it has on you)

- Acknowledge and take responsibility for your feelings (*I feel... not You make me feel...*).
- Be calm and specific (*I feel angry/humiliated/embarrassed*).

## SHOW SLIDE 15: The Four 'I's – Inform and Incentive



**Inform** (tell the person the changes you would like made)

- Be clear and direct.
- Be realistic.
- Leave room for negotiation (How do you feel about this...?).
- Recognize that the other person has feelings (I understand that you...).

**Incentive** (what's in it for them if they agree)

- Ensure they will see it as a benefit.
- Offer something that you know you can deliver.

**Say something like:** How could we apply the Four 'I's? Using the first vignette with Janet and Mike, let's talk about what Janet could do.

**Introduce:** She could say something like "When you come over to my desk and chew me out in front of my colleagues..."

**Impact:** "I feel angry, humiliated, and embarrassed."

**Inform:** "I need you to have those types of discussions with me in private. I also don't appreciate you raising your voice with me. And, I need you to also allow me time to respond to your questions and issues. I had explanations but you didn't allow me to speak."

"Do you feel that this approach is more reasonable? I understand that you are under pressure to have this report completed in time for your meeting, and I'll work with you to make that happen."

**Incentive:** "In the future if you spend some time upfront with me so that I am confident in what you need, then I can save us both a lot of time and get an accurate report to you in a timely way."

**You can choose** to ask participants if they'd like to practice the 4 'I's. Have them take a typical contentious interaction and work with a partner to role-play using the 4 'I's.

## What are the costs of workplace incivility?

**Say something like:** Although most of us would agree that incivility is wrong, not everyone recognizes that there are tangible costs inside and outside the organization. We're going to discuss those.

### SHOW SLIDE 16: The Costs Of Workplace Incivility



**Here is a partial list—discuss each point and ask participants what could be added. A copy of this is in the Participant Workbook.**

- High employee turnover—increased recruitment costs
- Increased legal costs to settle workplace lawsuits
- Increased healthcare costs
- High absenteeism rates—less work done translates into a productivity drain
- High rates of stress that affects employees at work and home
- Less confidence in management
- Customer complaints, loss of credibility, and loss of business
- Creativity suffers and that affects growth and competitiveness
- Decrease in effectiveness and productivity of teams
- Loss of commitment to the organization

## How can we build a civil workplace?

**Say something like:** Being aware of many of the costs of Workplace Incivility, let's talk about how we can build a civil workplace together.

**Here is a partial list—have a discussion and ask participants what could be added. Record those responses. This list could be valuable when creating your Civility Policy. A copy of this is in the Participant Workbook.**

- Require every employee to commit to behaving civilly.
- Be willing to intervene in extreme uncivil situations—it usually stops the behavior.
- Be respectful of all co-workers, supervisors and managers.
- Be, or become a good listener.
- Use a calm tone of voice when speaking—people will actually listen to you more.
- Endeavour to leave your home problems at home.
- Remember that not everyone is right or wrong all of the time.
- Make an effort to get to know your co-workers—show interest in them.
- Use good manners—please and thank you goes a long way.
- Recognize the contributions your co-workers make to your job.
- Avoid using email for difficult issues and discussions.
- Don't be late for meetings or deadlines—apologize if unavoidable.
- Welcome feedback from your colleagues on your behavior.
- Take 60 seconds before hitting reply on a contentious email.
- Say good morning and good night to your co-workers.
- Don't gossip or spread rumours.
- Be kind, and don't forget to smile

## Rewarding Civil Behavior

**Initiate a discussion** on the ways you can reward civil behavior. Ask for suggestions from your participants. Below is one suggestion that has been used in many organizations.

Punishment is not typically a long-term solution for uncivil behaviour. Many advocate for a reward system to combat unwanted behaviors. This doesn't mean that anyone should have to tolerate uncivil behavior directed toward themselves or others. It just means that rewarding and making publicly observed/experienced civil behavior is a much stronger vehicle for promoting a positive culture in your organization.

Every time you or your colleagues observe or experience those positive behaviors make sure that you acknowledge it with the other person. Here's an example: You pass on a report to a co-worker that unknowingly has an error in it. The recipient catches it and meets with you to let you know about it so it can be corrected. Your co-worker could chastise you for giving them erroneous information, or they could say something like, "I found an error in the report that you gave me. It's an easy mistake to make, especially with all the variables that we're using. No worries. Would you like me to make the change and send you a copy, or would you like to make the change yourself and forward me the revised copy?"

You can then say, "Thanks for understanding. It's been a little crazy here for the past week, and I guess I lost my concentration for a minute and transposed those numbers. I appreciate you letting me know about this. I'll correct it right away and send you the revision".

You could document the above interaction on a 'Civility Ballot'. This is a particularly valuable learning experience, especially if this person has previously been uncivil to you (before their Civility training). Here's an example:

<b>CIVIL BEHAVIOR BALLOT</b>	
OBSERVATION DATE: _____	<i>Choosing Civility!</i>
OBSERVER: _____	
2ND PARTY: _____	
BRIEF SYNOPSIS OF INTERACTION: _____ _____ _____	

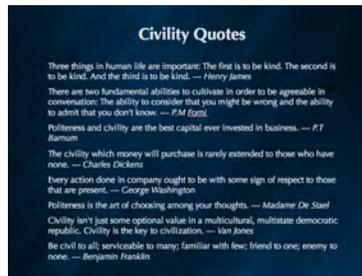
These ballots could be posted on a bulletin board for everyone to see. Or they could be put in a ballot box, and you could have a monthly 10-minute meeting to acknowledge the efforts of these civil acts. You could also give a small reward (Starbucks or Amazon gift card) to the most outstanding interaction(s). Let your employees determine the winner(s). Acknowledgement of these positive behaviors is the most important aspect of this workplace strategy.

You can also come up with a Civility Motto (as an example, see the 'Choosing Civility' motto on the ballot). Make it a contest with your employees. That way everyone in your organization has ownership of this strategy. The more civility is exposed, nurtured and recognized, the more incivility will fade. The Motto can be used when creating your Civility Policy.

**Here are some examples of mottos—ask your participants if they can come up with some mottos relevant to your organization. Record them and pass them on to senior management.**

- Be A Civility Super Hero
- Civility: Communicate With Kindness
- Civility: Communicate With Respect
- Show Your Civility
- Wear Your Civility
- We Are All About Civility

## SHOW SLIDE 17: Civility Quotes To Ponder



- Three things in human life are important: The first is to be kind. The second is to be kind. And the third is to be kind. — *Henry James*
- There are two fundamental abilities to cultivate in order to be agreeable in conversation: The ability to consider that you might be wrong and the ability to admit that you don't know. — *P.M Forni*
- Politeness and civility are the best capital ever invested in business. — *P.T Barnum*
- The civility which money will purchase is rarely extended to those who have none. — *Charles Dickens*
- Every action done in company ought to be with some sign of respect to those that are present. — *George Washington*
- Politeness is the art of choosing among your thoughts. — *Madame De Stael*
- Civility isn't just some optional value in a multicultural, multistate democratic republic. Civility is the key to civilization. — *Van Jones*
- Be civil to all; serviceable to many; familiar with few; friend to one; enemy to none. — *Benjamin Franklin*

## Final Questions & Summary

**Ask your group** if they have any questions about the session, or if they have suggestions that could make the next session better. Sometimes it's better to ask for input verbally, rather than relying on a hastily filled out workshop assessment (although you can distribute one if you choose).

**Remind your participants** that you will be sending them an email in about one month to remind them to re-take the Workplace Civility Assessment. Ask them in the email to compare it to the results of the first time they took the Assessment. And, of course, that they're looking for improvement in their scores.

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## Resources

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Christine M. Pearson, Christine L. Porath, *"On Incivility, Its Impact and Directions for Future Research"*, (2004)

P.M. Forni, *Choosing Civility: The Twenty-five Rules of Considerate Conduct*, St. Martin's Press, (2002)

Christine L. Porath, Amir Erez, *Does Rudeness Really Matter? The Effects of Rudeness on Task Performance and Helpfulness*, Published Online, (2017)

Owen-Stewart Performance Resources Inc., *Training Games For Trainers*, (2008)

Alan H. Rosenstein, M.D., M.B.A.; Michelle O'Daniel, M.H.A., M.S.G., *A Survey of the Impact of Disruptive Behaviors and Communication Defects on Patient Safety*, (2008)

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