

Is it Me or Is It You?

Creating a Culture of Civility



Speaker: Michael G. Fann, ARM-P, MBA

Y'all'd've

Triple contraction of "You all would have."
Colloquial, used mostly in the South and in neighboring regions.

Example: We could've met y'all there if y'all'd've just waited!



Your Instructor:

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Some of you may be saying:

“Hey, Pollyanna! Isn’t this simply pie-in-the-sky?!”



Inappropriate...



What's a few insults among friends?



Inspiring.....



Why should you care about civility?



At age 14, George Washington compiled a list of
“110 Rules of Civility & Decent Behaviour”...

Rule #6 –

Sleep not when others speak...

Sit not when others stand,

Speak not when you should hold your peace,

Walk not on when others stop.

Civility

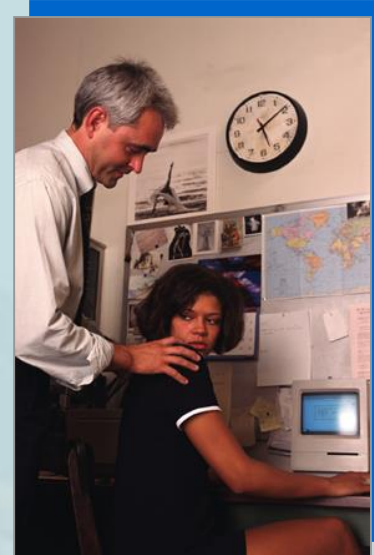
**Be kind, for everyone you meet
is fighting a hard battle.**

-- Plato

Workplace Incivility & Harassment

Incivility & Harassment can take various forms:

- **Verbal** - Inappropriate jokes or making derogatory remarks
- **Visual** - Inappropriate cartoons, handouts, e-mails, gestures
- **Physical** - Inappropriate touching, & threatening physical contact



Policy On Workplace Civility

In summation:



Be respectful in what you say (*verbal*)

Be respectful in what you show (*visual*)

Be respectful in what you do (*physical*)

What is Civility??

- **Definition**
 1. A polite act or expression
 2. Formal or perfunctory politeness
 3. The act of showing regard for others
 4. A courteous act or acts that contribute to smoothness & ease in dealings, and social relationships
- **How you treat people...**
- ***Life-enhancer* or *Well-poisoner?***

Defining Civility

- Civility is a form of benevolent awareness.
 - ❖ **Respect**
 - ❖ **Restraint**
 - ❖ **Consideration**

from: P.M. Forni

Workplace Civility

What is “Civility”??

Clearly, civility has to mean something more than mere politeness. The movement will have accomplished little if all it does is get people to say, “excuse me please”, while they (figuratively) stab you in the back. Civility also cannot mean “roll over and play dead.”

- - *The Meaning of Civility*
Guy & Heidi Burgess, 1997

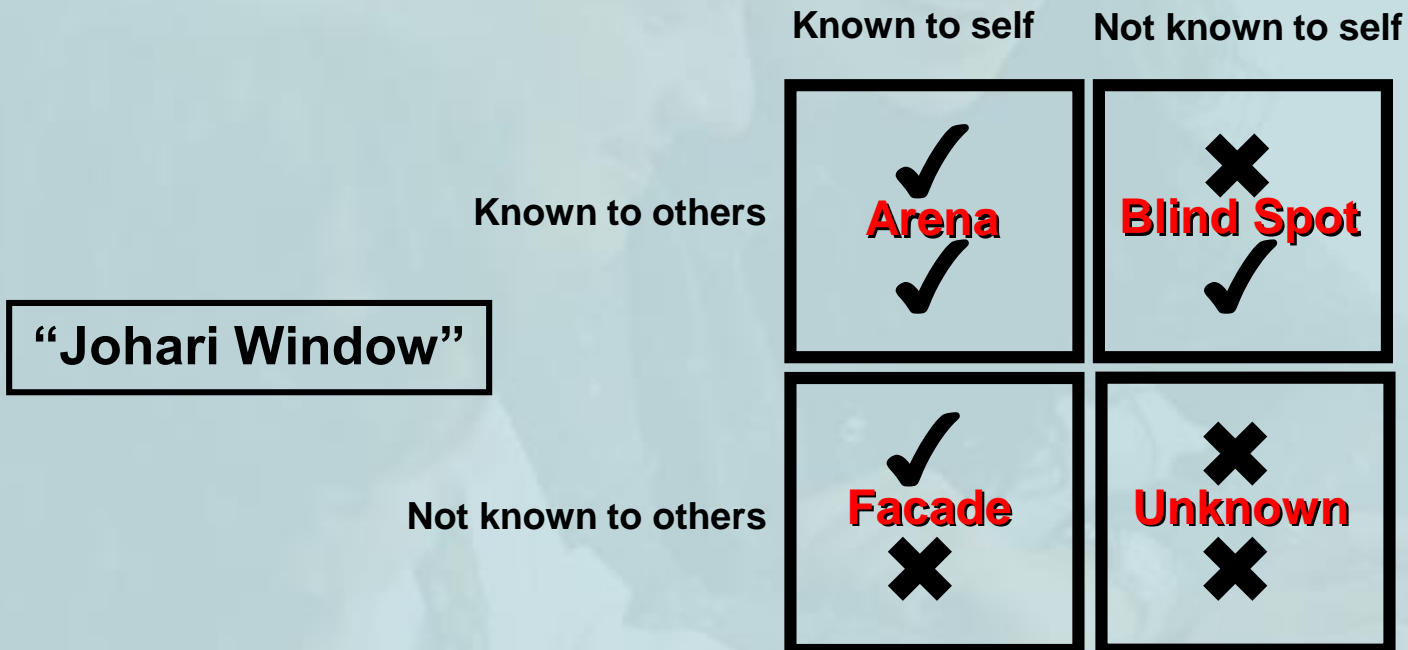
US News: Civility Survey

- **89% of people interviewed said that it was a serious problem in today's society.**
- **90% of these same people said they were not personally rude.**
- 50% say it is extremely serious.
- 78% said civility has deteriorated considerably over the past ten years.
- 90% of those polled believe it contributes to the increasing violence in this country.
- 85% believe it contributes to eroding crucial values such as respecting others.



Workplace Civility

- Is it you, or is it me?



Joseph Luft & Harry Ingham, 1955

What is Workplace Incivility?

- Behaviors with *ambiguous intent to harm* the target, in violation of workplace norms for mutual respect.
- Uncivil behaviors are characteristically *rude* and *discourteous*, displaying a *lack of regard* for others

Negative Behaviors

- Behavior whose purpose is to control, insult, humiliate, denigrate, embarrass, or injure the dignity of colleagues
- Scape-goating
- Backstabbing
- Constant complaining
- Perpetuating rumors
- Being expected to do another's work (clean up after them)
- Behaviors which undermine team cohesion, staff morale, self worth and safety
- Unethical or dishonest behavior
- Ineffective, nonproductive forms of conflict resolution,
- Repeated failure to respond to requests
- Lack of respect, and/or
- Cultural bias

The Incivility Continuum

Negative Behavior

- *Rude comments*
- *Insensitive actions*
- *Unintentional slights*
- *Complaining*
- *Gossip/rumors*
- *Cultural bias*
- *Crude jokes*
- *Profanity*

Verbal Aggression

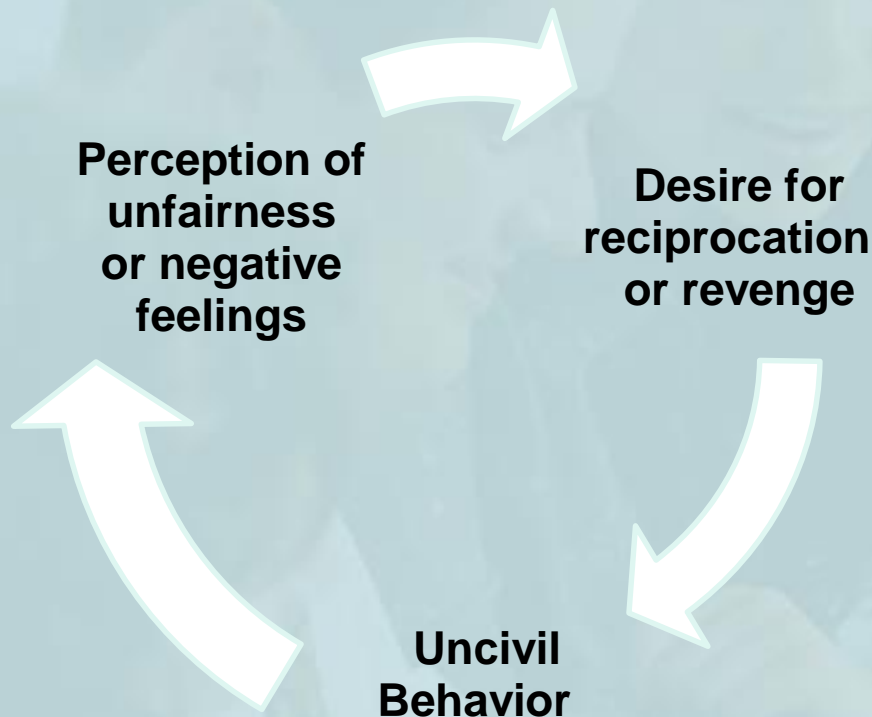
- *Yelling / loud voice*
- *Belittling comments*
- *Intimidation / threats*
- *Discriminatory comments*
- *Cursing at someone*
- *Humiliation*

Physical/Sexual Aggression

- *Assault / Battery*
- *Throwing objects*
- *Violent outbursts*
(e.g. *hitting the wall*)
- *Inappropriate touching*
- *Harassment*

The Incivility Spiral

(adapted from Andersson & Pearson, 1999)



*An eye for an eye
makes the whole world blind.*

The Costs of Incivility



- Lost work time and productivity
- Lost employees / high turnover
- Decrease in feelings of teamwork
- Work avoidance
- Lowered job motivation
- Health costs due to stress
- Legal costs due to litigation
- Incivility to members/clients

The background is a dark red color with a black border. It features several faint, semi-transparent hazard symbols. On the left, there is a biohazard symbol. On the right, there is a large triangular warning symbol with a skull and crossbones inside. At the bottom right, there is a rectangular symbol with the word 'ACTIVE' inside.

**Toxic
Work**

Environment

Workplace Civility



TOXIC WORK ENVIRONMENT

- Results

- Morale..... ↓
- Productivity..... ↓
- Public image..... ↓
- Workplace Injuries..... ↑
- Employment Liability claims..... ↑
- Exposure to Workplace Violence..... ↑

Benefits of Civility

- 1) Increased awareness will bring greater respect and consideration for all employees.
- 2) Morale will increase when everyone feels acknowledged, respected, and valued.
- 3) Employees will feel they truly have equal opportunities for advancement based on competency and experience.
- 4) Productivity will increase... better results & service will increase efficiencies; increased revenues will bring more resources and benefits for all employees.

Workplace Civility

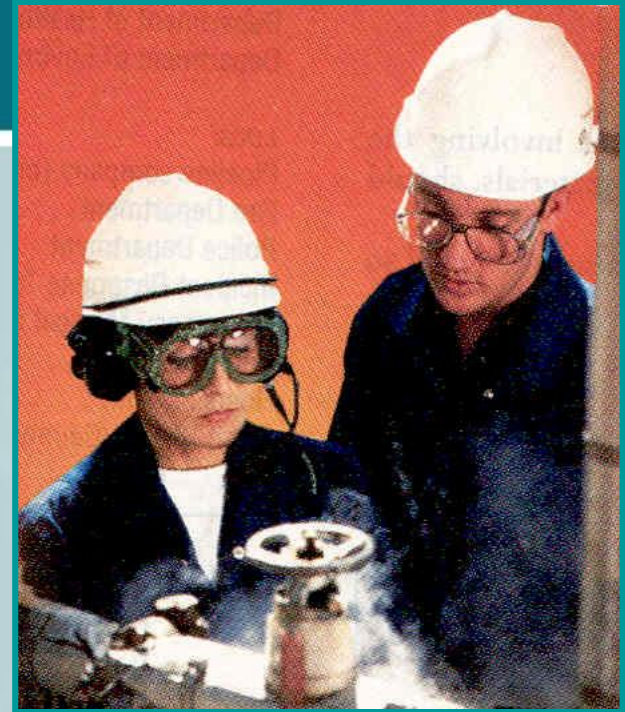
- **ACTION STEPS**

1. Policy

2. Training

3. Culture

- Top-Down Commitment
- Core Value
- “Talk about it all the time”



Civility: Applying Risk Management

DILBERT

By Scott Adams

AS REQUESTED, I DID A "RISK MANAGEMENT" ASSESSMENT.

I CONCLUDED THAT THERE WAS NO RISK OF ANY MANAGEMENT.

DO YOU HAVE ANYTHING TO ADD?

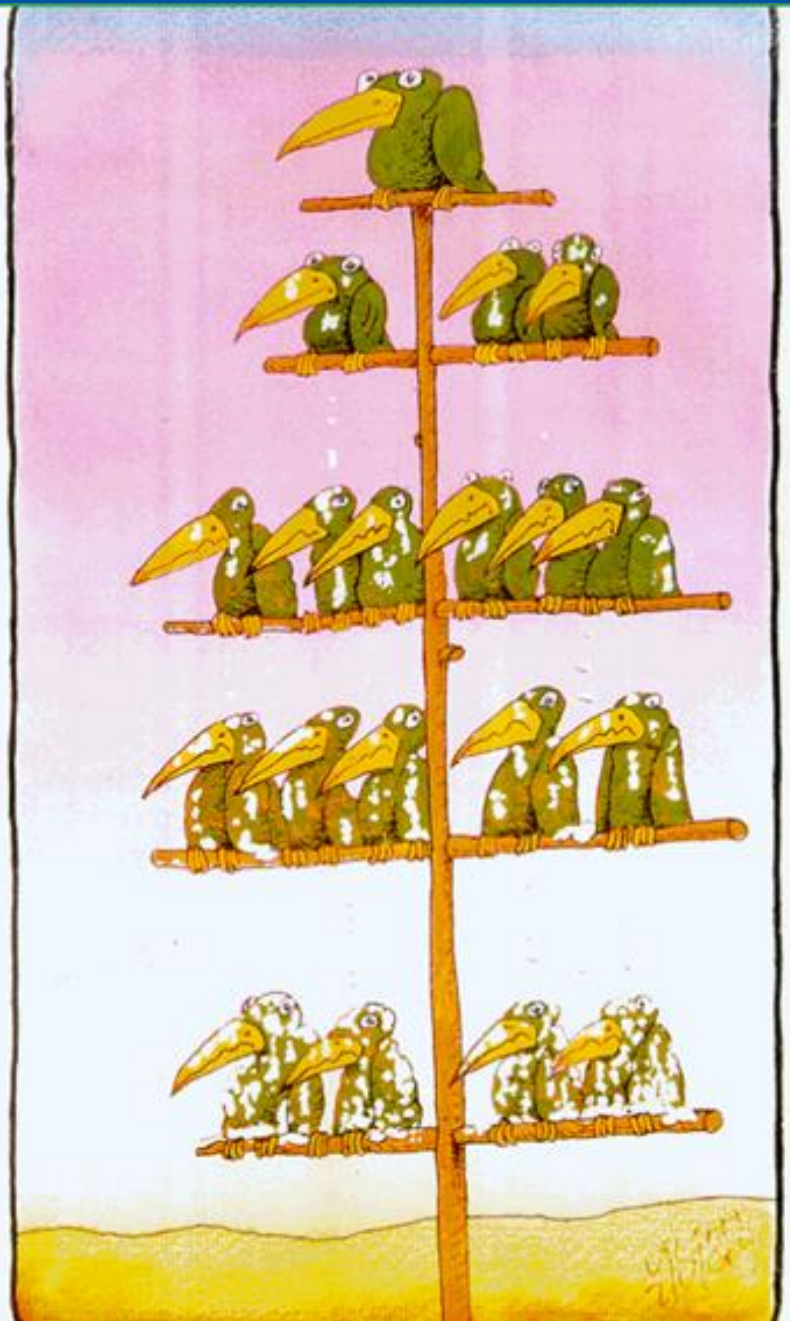
I'LL GET BACK TO YOU.

www.dilbert.com scottadams@aol.com

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Organizational Leadership

Creating a Culture of Civility



Dealing with Uncivil & Difficult Co-Workers

❖ Exhibit Understanding -

People are difficult because they either have too high or too low an opinion of themselves.

Arrogance and/or insecurity are the enemies of workplace civility.

Civility

**You don't see things as they are.
You see things as you are.**

-- The Talmud

Compilation of Jewish Oral Tradition, 5th Century AD

Communicating Civility



- Remember pleasantries
- No interrupting
- Be open-minded
- Say what you mean
- **Be aware of your tone and volume**
- Don't argue for the sake of arguing / **PICK YOUR BATTLES**
- Be respectful, even in disagreement

Communicating Civility



- Address conflicts in private when possible
- Be aware of your own defensiveness
- De-personalize your comments
- Avoid accusations / ask questions instead
- Allow others to respond and give them your attention
- ***Consider that you could be wrong***
- Use active listening skills

Civility

**Think not those faithful
who praise all thy words and actions,
but those who kindly reprove thy
faults.**

-- Socrates

Final Thoughts



- Don't wait for someone to be nice to you, and avoid “keeping score”
- Don't be afraid to put yourself in “Time Out” so you can ‘cool off’ before expressing yourself
- Consider letting some things slide, especially slights that you know to be unintentional
- THE biggest risk: “Culture of Indifference”

You must be the change
you want to see in the world.

~ Mahatma Gandhi

Friday?!?



Monday?!?

**At age 14, George Washington compiled a list of
“*110 Rules of Civility & Decent Behaviour*”...**

Rule #110 –

**Labour to keep alive in your breast
that little celestial fire
called “**conscience.**”**

Culture of Civility



The End



**A pessimist sees the difficulty
in every opportunity.
An optimist sees the opportunity
in every difficulty.**

- Sir Winston Churchill

There's an App for that....

The image shows a browser window displaying the website for the 'You're So Rude!' app. The browser's address bar shows the URL 'http://yoursorudeapp.com/#iPa'. The page features a red sidebar with navigation links: 'iPhone', 'iPad', 'BLOG', 'ABOUT CIVILITY EXPERTS', and 'CONTACT'. The main content area has the app's logo, a title 'You're So Rude!', and a subtitle 'Your #1 iPhone & iPad Etiquette App'. A central image shows a tablet with a play button, indicating a video. Below the tablet is a QR code and a 'Download on the App Store' button. To the right, promotional text describes the app's features, including 50 tips, weekly updates, and etiquette briefs, and states that the app is free.

You're So Rude!
Your #1 iPhone & iPad Etiquette App

Hi, we're the Etiquette Patrol and we're here to make it easy for you to tell someone that he/she is being rude (or polite!). In fact, WE DO IT FOR YOU! Not only that, here's what else we have for you:

- Over 50 tips to help you up your etiquette game
- Weekly tip updates
- Etiquette briefs that will surely turn you into a pro
- And more!

Best of all... The app is FREE!
Get It Now!

Some folks just don't get it...



Clearing the A – I – R

Appreciate

Explicitly tell others you want to hear their point of view...

“I appreciate the opportunity to discuss this problem with you”

Inquire

The other person has the floor – be an active listener...

“Let me make sure I understand your position:...”

Respond

Now you have the floor...

“Now that I have a sense of your point of view, let me try to explain where I’m coming from...”

Friday?!?

