

✦ ✦ Sparking ✦ ✦  
Civility in the  
Work Place



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# Civility – What is Civility?

**Civility in the workplace** refers to the practice of treating colleagues, superiors, and subordinates with respect, courtesy, and professionalism.

It involves using language and behavior that is considerate and appropriate, and avoiding language and behavior that is offensive, disrespectful, or demeaning.



# Civility – What does it look like?

**Civility in the workplace** involves treating others as you would like to be treated yourself.

**This includes being** mindful of others' feelings, perspectives, and needs, and refraining from behavior that could cause offense or harm.



# Civility – What does it look like? {cont'd}

Civility in the workplace also involves being willing to listen to others' views and opinions, even if you don't agree with them.



# Civility – Why is it Important?

**Civility in the workplace** is important for creating a positive and productive work environment. When people feel respected and valued, they are more likely to be engaged and motivated in their work.



# Civility – Why is it Important? {cont'd}

By contrast, a lack of civility can lead to conflict, tension, and low morale, which can negatively impact productivity and job satisfaction.



# Civility: Let's Ignite the SPARK of Civility in the Workplace!

- ▶ Civility in the workplace involves treating others with respect and consideration, and
- ▶ Creating a work environment that is:
  - ▶ Positive
  - ▶ Inclusive
  - ▶ Productive





# All about the numbers:

- ▶ 72% of employees experience some form of incivility at work and 38% experience incivility at least once a week.
- ▶ 2019 survey by the Society for Human Resource Management (SHRM)



# All about the numbers: {cont'd}

- ▶ 19% of respondents report being bullied at work, while 47% said they've witnessed someone else being bullied.
- ▶ Survey by the Workplace Bullying Institute



# All about the numbers: {cont'd}

- ▶ 66% of workers say that workplace incivility has negatively impacted their performance and 25% say it has led to health problems.
- ▶ American Psychological Association (APA)



# All about the numbers: {cont'd}

- ▶ Workplace incivility can cost organizations an average of \$14,000 per employee due to increased turnover, decreased productivity, and increased medical costs.
- ▶ Christine Porath and Christine Pearson, authors of "The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It"



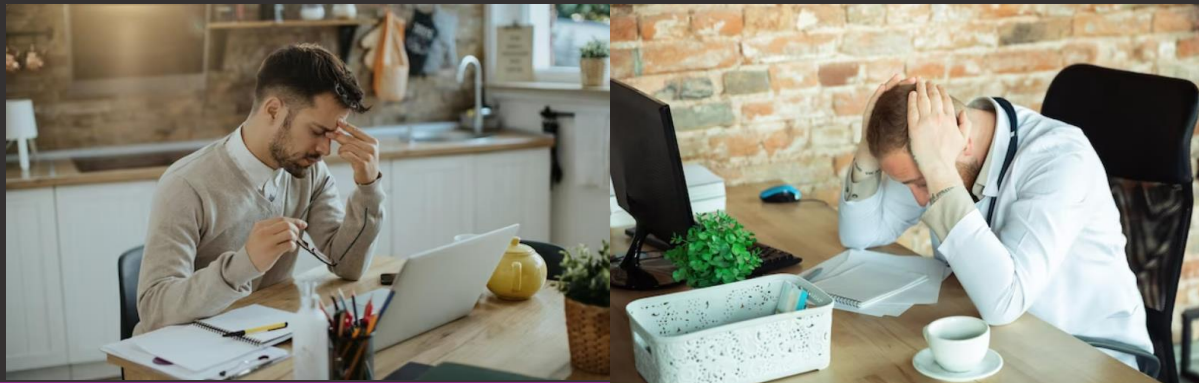
# All about the numbers: {cont'd}

- ▶ 70% of employees say that they believe workplace incivility negatively impacts customer service.
- ▶ 2019 survey by the Society for Human Resource Management (SHRM))



# All about the numbers: {cont'd}

- ▶ The American Psychological Association estimates that workplace stress costs the US economy \$500 billion a year. A stunning 550 billion workdays are lost each year due to stress on the job, 60 to 80 percent of doctor visits are stress related.
- ▶ ~ "Stress in America: Paying with Our Health," survey, American Psychological Association, February 4, 2015



# All about the numbers: {cont'd}

- ▶ The National Institute of Occupational Safety and Health reports that workers who feel stressed incur healthcare costs that are 46 percent higher than their less-stressed counterparts.
- ▶ ~ E. Seppala and K. Cameron, “Proof That Positive Work Cultures Are More Productive,” Harvard Business Review online, December 1, 2015; and Humana “Combat Stress at Work to Promote Health,” Focus, April 2009



# All about the numbers: {cont'd}

- ▶ “Relationship difficulties at work” account for half of the greatest causes of stress.
- ▶ ~ “Highlights: Workplace Stress and Anxiety Disorders Survey,” Anxiety and Depression Association of America website, 2006





# Affects of incivility in the workplace

- ▶ Reduced productivity
- ▶ Decreased job satisfaction
- ▶ Lost work time
- ▶ Health problems



# Affects of incivility in the workplace {cont'd}

- ▶ Increased turnover
- ▶ Damage to the company's reputation
- ▶ Legal and Financial consequences



“Incivility robs you of your cognitive resources, hijacks your performance and creativity, and sidelines you from your work. Even if you want to perform at your best, you can’t because you’re bothered and preoccupied by the rudeness (incivility itself).”

~ Christine Porath (Mastering Civility)

# Why is there incivility in the workplace?

- ▶ A desire for respect, authority
- ▶ “to get ahead”
- ▶ High stress and pressure
- ▶ Poor leadership
- ▶ Personal issues
- ▶ Competitive environment
- ▶ Cultural or demographic differences
- ▶ Lack of diversity and inclusion

It's important to note that these are just a few possible reasons for incivility in the workplace and the underlying factors can vary depending on the specific context and circumstances

# Types of uncivil behaviors

- ▶ Talking over someone during a meeting or not letting them finish their thought
- ▶ Condescending or dismissive tone
- ▶ Ignoring emails, messages, or requests
- ▶ Making derogatory comments or jokes based on someone's race, gender, religion, sexual orientation, or other personal characteristics.
- ▶ Engaging in gossip or spreading rumors



# Types of uncivil behaviors {cont'd}

- ▶ Taking credit for someone else's work or not giving credit where it's due
- ▶ Interrupting or belittling someone in front of others.
- ▶ Refusing to collaborate or work as part of a team.
- ▶ Sending angry or confrontational emails or messages.
- ▶ Engaging in bullying behavior, such as name-calling or physical intimidation.



# What does incivility look like?



Discrimination

Character attacks

Belittling

Intentional exclusion

Perfectionism

Comparisons

Cover-ups

Back-channeling

Teasing

Harassment

Shaming or humiliation

Threatening

Favoritism

Self worth tied to productivity

# What does incivility look like?



# What does incivility look like?



## FORMS OF INCIVILITY



1) Show indifference towards co-workers (esp. those who are seeking for help);



2) "Boss from hell" → destroy lower level staff's confidence and morale at work



3) Isolation



4) Absent-minded during meetings/ presentations

## Workplace Incivility



*Insulting comments*



*Not giving credit where due*



*Spreading false rumours*





# Civility Questionnaire

## Raise your hand if:

- ▶ You have witnessed or experienced disrespectful behavior in the workplace
  - ▶ (e.g. bullying, verbal abuse, discrimination, etc.)?
- ▶ You have observed employees who feel uncomfortable speaking up about concerns or reporting incidents of incivility?
- ▶ You have worked in an organization where there are no clear policies and procedures in place to address incivility in the workplace?

# Civility Questionnaire {cont'd}

Raise your hand if you've worked in an environment where:

- ▶ Employees are not provided with training or resources to help them navigate situations involving incivility?
- ▶ There are high levels of turnover or absenteeism among employees?
- ▶ There have been legal or HR complaints related to incivility in the workplace?
- ▶ There are patterns or trends related to incivility in terms of departments, teams, or individuals?

When your company would rather send you to stress management training than properly manage your abusive supervisor



[www.christineporath.com/assess-yourself/](http://www.christineporath.com/assess-yourself/)

	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Neglect saying please or thank you	●	●	●	●	●	●	●
Use email when face-to-face is needed	●	●	●	●	●	●	●
Take too much credit for collaborative work	●	●	●	●	●	●	●
Email/text during meetings	●	●	●	●	●	●	●
Keep people waiting needlessly	●	●	●	●	●	●	●
Talk down to others	●	●	●	●	●	●	●
Delay access to information or resources	●	●	●	●	●	●	●
Fail to acknowledge others	●	●	●	●	●	●	●
Use jargon even when it excludes others	●	●	●	●	●	●	●

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	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Pass the blame when you've contributed to a mistake	●	●	●	●	●	●	●
Spread rumors about others	●	●	●	●	●	●	●
Belittle others non-verbally	●	●	●	●	●	●	●
Retreat into your e-gadgets	●	●	●	●	●	●	●
Shut someone out of a network or team	●	●	●	●	●	●	●
Take advantage of others	●	●	●	●	●	●	●
Pay little attention or show little interest in others' opinions	●	●	●	●	●	●	●
Don't listen	●	●	●	●	●	●	●
Set others up for failure	●	●	●	●	●	●	●

[www.christineporath.com/assess-yourself/](http://www.christineporath.com/assess-yourself/)

	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Ignore invitations	●	●	●	●	●	●	●
Show up late or leaving a meeting early with no explanation	●	●	●	●	●	●	●
Insult others	●	●	●	●	●	●	●
Belittle others' efforts	●	●	●	●	●	●	●
Make demeaning or derogatory remarks to someone	●	●	●	●	●	●	●
Take others' contributions for granted	●	●	●	●	●	●	●
Grab easy tasks while leaving difficult ones for others	●	●	●	●	●	●	●
Forget to include others	●	●	●	●	●	●	●
Speak unkindly of others	●	●	●	●	●	●	●

[www.christineporath.com/assess-yourself/](http://www.christineporath.com/assess-yourself/)

	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Are not civil in emails	●	●	●	●	●	●	●
Are disrespectful when disagreeing	●	●	●	●	●	●	●
Interrupt others	●	●	●	●	●	●	●
Avoid looking out for others	●	●	●	●	●	●	●
Are judgmental of those that are different than you	●	●	●	●	●	●	●
Fail to appreciate others' efforts	●	●	●	●	●	●	●



Courtesy

Etiquette

MANNERS

DECORUM

**CIVILITY**

RESPECT

KINDNESS

Consideration

Thoughtfulness

# 7 ways to spark civility in the workplace

- ▶ Lead by example
- ▶ Listen actively
- ▶ Show empathy
- ▶ Speak respectfully
- ▶ Resolve conflicts constructively
- ▶ Be inclusive
- ▶ Practice gratitude



# Sparking Civility – As a Leader

- ▶ Respect.
- ▶ Know and live your values.  
Lead by example at a higher standard of behavior.
- ▶ Lead with courage, connection and meaning.
- ▶ Serve others, not yourself.
- ▶ Be vulnerable.
- ▶ Be adaptable.



# Sparking Civility – As a Leader {cont'd}

- ▶ Actively listen.
- ▶ Have empathy.
- ▶ Trust others. Be honest.
- ▶ Be kind.
- ▶ Keep confidence.
- ▶ Practice gratitude.
- ▶ Model and support rest, play, and recovery.



# Sparking Civility – As a Leader {cont'd}

## *Establish the Culture...*

- ▶ Establish a sense of shared purpose and build connections.
- ▶ Create a culture where individuals feel safe, valued, respected, seen, and heard.
- ▶ Foster open communication.
- ▶ Find the potential in people and processes and lean in to develop that potential.



# Sparking Civility – As a Leader {cont'd}

## *Establish the Culture...*

- ▶ Hold individuals accountable.
- ▶ Celebrate, reward, and recognize good work.
- ▶ Engage the tough conversations – no blame/no shame.
- ▶ Set boundaries –what's ok or not ok?



# Sparking Civility – As a Leader {cont'd}

## *Provide clarity, context and alignment:*

- ▶ Create values and behaviors that can be taught, measured, and evaluated.
- ▶ Establish clear project expectations:
  - ▶ Explain the why?
  - ▶ Stimulate team input.
  - ▶ Establish authority and accountability.
  - ▶ Check list of what needs to be done.
  - ▶ What does “done” look like? Clear timelines.



# Sparking Civility – As a Leader {cont'd}

*Provide clarity, context and alignment:*

- ▶ Daily team check ins (progress, problems, resolution).
- ▶ Houston – We have a problem...be willing to regroup.
- ▶ Support fact finding.
- ▶ Be willing to acknowledge problems and reset accordingly.
- ▶ Provide feedback.
- ▶ Debrief on key projects or tasks.





# Sparking Civility – As an Individual

## *Personally*

- ▶ Know and live your values.
- ▶ Own your emotions.
- ▶ Be professional.
- ▶ Be trustworthy and trusting.
- ▶ Actively listen.
- ▶ Be a learner.
- ▶ Stay curious.
- ▶ Be honest.
- ▶ Be kind.
- ▶ Keep confidence.



# Sparking Civility – As an Individual {cont'd}

## *In the workplace...*

- ▶ Contribute to open communication.
- ▶ Be collaborative.
- ▶ Be inclusive of all team members.
- ▶ Be flexible.
- ▶ Be respectful.
- ▶ Be supportive of peers; serve others, not yourself.



# Sparking Civility – As an Individual {cont'd}

## *In the workplace...*

- ▶ Have a positive attitude.
- ▶ Practice gratitude.
- ▶ Participate in conflict resolution.
- ▶ Be responsible.
- ▶ Adhere to policies and procedures.



# Sparking Civility – As an Individual {cont'd}

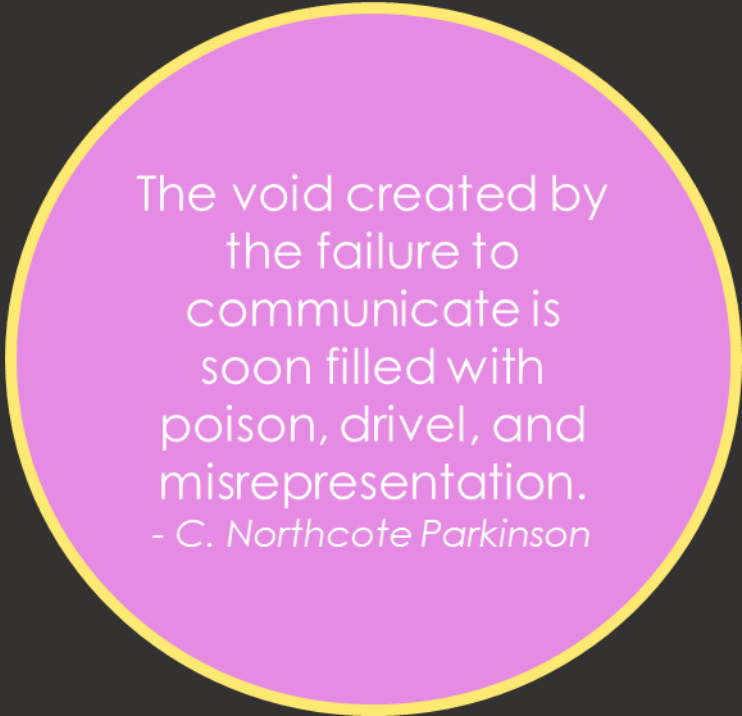
## *Exceed Expectations...*

- ▶ Be an example to others.
- ▶ Meet timelines.
- ▶ Participate in discussions.
- ▶ Ask clarifying questions.
- ▶ Be flexible.
- ▶ Seek feedback.



# Tools for Sparking Civility – Positive Feedback

- ▶ Practice positive feedback to resolve problems:
  - ▶ Be in the right mindset prior to sitting down with someone to give or receive feedback.
  - ▶ Sit beside them.
  - ▶ Discuss the issue from each perspective.
  - ▶ Listen, ask questions, and acknowledge that you might not understand the issue.



The void created by the failure to communicate is soon filled with poison, drivel, and misrepresentation.  
- C. Northcote Parkinson

# Tools for Sparking Civility – Positive Feedback

- ▶ Acknowledge what each of you bring to the table – each others value and strengths.
- ▶ Acknowledge your weaknesses.
- ▶ Be accountable, own your part.
- ▶ Thank the individual for their feedback.
- ▶ Personally own resolution of the issues and integrate feedback into your approach to work.



# Tools for Sparking Civility – Crucial Conversations

- ▶ Use Crucial Conversations to resolve a disagreement or work through differences that digress into silence and kill the free flow of ideas.
- ▶ When opinions vary, stakes are high, or emotions run strong.
- ▶ The power of dialogue - work on controlling yourself.
- ▶ Stay focused on what you really want.



Visit [www.vitalsmarts.com/bookresources](http://www.vitalsmarts.com/bookresources) to join the "Crucial Skills Newsletter"

# Tools for Sparking Civility – Crucial Conversations

- ▶ Notice when safety is at risk; make it safe to talk about almost anything. Learn how to stay in dialogue when your angry, scared or hurt.
- ▶ Speak persuasively, not abrasively.
- ▶ Listen. Turn conversations into actions and results.



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# Tools for Sparking Civility – Crucial Confrontations

- ▶ Use Crucial Confrontations to resolve a disappointment, failed promise, missed expectation and for all bad behavior (accountability).
- ▶ Work on you first and master your stories.
  - ▶ Confront the right problems.
- ▶ Start with safety and mutual respect. Establish a mutual path.
  - ▶ Describe the gap.
- ▶ Move to action and agree on a plan.
  - ▶ Follow up.



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# Tools for Sparking Civility – The BRAVING Tool Kit



- ▶ Boundaries – When your not clear about what's ok and not okay, ask. Be willing to say no.
- ▶ Reliable – Do what you say you'll do.
- ▶ Accountable – Own your mistakes, apologize, and make amends.
- ▶ Vault – Don't share information or experiences that aren't yours to share.
- ▶ Integrity – Practice your values, choose right over wrong, courage over comfort.
- ▶ Nonjudgmental – Ask each other for help without judgement.
- ▶ Generosity – Extend the most generous interpretation to the intention, words, and actions of others.

From Dare to Lead, Brene' Brown: A conversation guide to use with colleagues from a place of curiosity, learning, and building trust.

# The elephant in the room...

## Dealing with a workplace bully...

- ▶ Focus on yourself and your future you have to take control.
- ▶ Document, discuss with your supervisor or HR.
- ▶ Stay calm, do not react.
- ▶ If you feel safe enough to approach your colleague one on one, begin the conversation by being respectful but direct
  - ▶ Set boundaries, let the bully know that their behavior is unacceptable and that you will not tolerate it. Be firm and clear, but remain professional.

## Workplace Bully



# The elephant in the room... *Workplace Bully*

## Dealing with a workplace bully...

- ▶ Bully's like to see your reaction.
- ▶ A nonreaction let's them know you aren't playing their game. Sometimes they will stop
  - ▶ ...sometimes they continue in the unacceptable behavior.
- ▶ Giving in or tolerating a bully may motivate them to continue practicing toxic behaviors.



# The elephant in the room...*Workplace Bully*

## Dealing with a workplace bully...

- ▶ You cannot change the offender or the organizations response (or lack thereof).
- ▶ Ultimately, you are in control. Protect your own mental health. You can leave the organization if the leadership or HR won't help resolve the situation.
- ▶ Remember being in a positive work culture is EVERYTHING... and we now work in a global society! You have options!!!



# Positive Outcomes to Sparking Civility

- ▶ There is a positive correlation between inclusiveness, innovation and performance...
  - ▶ Improved teamwork, collaboration, and motivation...
  - ▶ Increased productivity and efficiency...
  - ▶ Improved customer service...
  - ▶ Improved employee retention -
    - ▶ employees are more likely to stay with a company if they enjoy their work and the people they work with.

# Positive Outcomes to Sparking Civility {cont'd}

## ▶ Recruiting –

- ▶ a positive work culture improves the reputation of a company, which may make more talented professionals seek it out when looking for a new job.

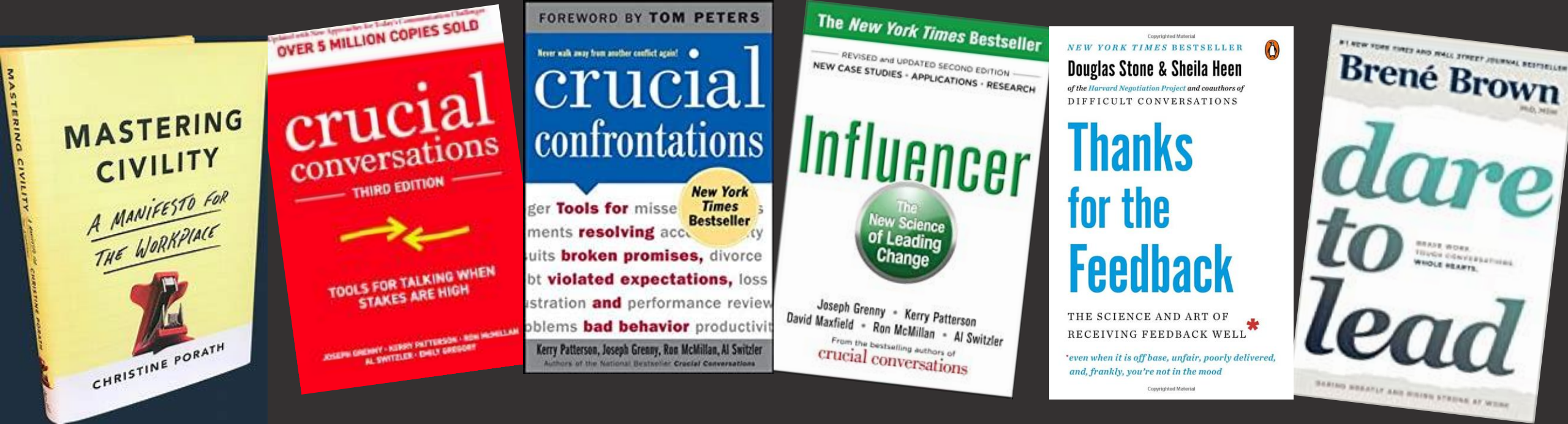
## ▶ Employee well being -

- ▶ a positive workplace environment reduces stress in employees.

"Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has."

*Margaret Mead, American cultural anthropologist, author and speaker*

# Resources



Research and inspiration taken from these resources.



# What next?

Ask yourself:

▶ **Who do I want to be?**

A parting thought:

▶ **Be the person you would want to work for.**

If there is anything we can help you with, please reach out.

Kay Hamblin

Melinda Hancock

Julie Shaw Noel

Penny Cermack

Cally Christensen

Mel Robbins

Sister Geraldine Hoyer

Adela Short

**Women  
 need other women in their  
 lives who think they are a  
 big deal. No competition,  
 no backhanded comments,  
 no jealousy, no hate, just  
 "I love you, I support you,  
 and there is no one on  
 Earth like you" kinda  
 energy.**

Jackie Johnson

Pia Labos

Lola Davis

Lillian Kloock

Basak Kaya

Julie Totten

Becky Speight

Ann Pumpian

Lori Fowler

Connie Perez

Siva Schulman

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