Is it Me or Is It You?

Creating a Culture of Civility

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Is it Me or Is It You? *Are YOU a "Life-enhancer" or a "Well-poisoner"?*

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Fann has served with the Loss Control Department of the TML Risk Management Pool since January, 1986. Serving as Director of Loss Control since 1994, Fann is responsible for a department that provides loss control assistance and services to roughly 500 Pool participants employing more than 40,000 governmental employees for loss exposures in on-the-job safety, public entity liability and property risk. In 2009, Fann formed the Gannon Risk Solutions consulting group to provide analysis, advice and training presentations to clients throughout the U.S. regarding critical risk management issues.

Born in Pennsylvania and raised in Tennessee, Fann is a graduate of Middle Tennessee State University (B.B.A. – Finance & Political Science), and the University of Mississippi (M.B.A.). While in graduate school at Ole Miss, his concentration was in Management. Fann earned the Associate in Risk Management (ARM) designation in 1988, and the Risk Management for Public Entities (RMPE) certificate in 2001, from the Insurance Institute of America in Malvern, PA. Fann served on the Board of Directors of the Public Risk Management Association (PRIMA) in 2000-2003, and again in 2012-13. In 2012 and in 1993, he served as President of the Tennessee Public Risk Management Association (TnPRIMA). Beginning in 2013, Fann is serving on the Board of Directors of the Public Entity Risk Institute (PERI).

Fann is a frequent participant, contributor and presenter for the National League of Cities Risk Information Sharing Consortium (NLC-RISC), Southeast Loss Control (SELC) Group, PRIMA, TnPRIMA and other organizations. He has participated in international exchanges with risk managers & other officials from China, Australia and the United Kingdom. Fann has twice been awarded PRIMA's Chapter Service Award (1999 and 2003), was awarded the John Stutz Award by the National League of Cities in 2010, and for his article on workplace incivility published in the July 2010 edition of Public Risk Magazine, he was awarded PRIMA's 2010-2011 'Public Risk' Author of the Year.

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Why Should YOU Care About Civility??

_____

_____

_____

_____

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

Workplace Civility

I. <u>The Law & Liability</u>

- Hostile Work Environment
  - Title VII "Protected Classes"
  - Unwanted & Unwelcome
  - Discriminatory Behavior

- Productive Workplace Policy

_____

_____

_____

_____

<u>Protected Classes</u>

1. **Race**
2. **Color**
3. **Religion**
4. **National Origin**
5. **Sex**
6. **Age**
7. **Disability**

EEOC Guidelines

Hostile or offensive work environment

- *when the harassment is so **pervasive** that the working conditions are **unduly oppressive***

Quid pro quo

- "this for that"
- Applies to sexual harassment

_____
_____
_____
_____
_____

Incivility & Harassment can take various forms:

VERBAL _____ *Be respectful in what you say*

VISUAL _____ *Be respectful in what you show*

PHYSICAL _____ *Be respectful in what you do*

II. Civility Defined

What is "Civility"??

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

Your Personal Attitude and Outlook

"***Life-enhancer***" or "***Well-poisoner***"

Are the messages you're sending positive or negative??
Are your words & actions lifting people up or tearing them down?

Are others hearing… ??

What you **can't** do	or	What you **can** do
What you **don't** have	or	What you **do** have
What **won't** work	or	What **will** work
⇩		⇩
Half **EMPTY**		Half **FULL**

What is "Civility"??

P.M. Forni –

Civility is a form of benevolent awareness that contains:

- Respect
- Restraint
- Consideration

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

Characteristics of "Civility"

- Politeness
- Respect
- Affirmation
- Morality
- Connection
- Accountability
- Assertiveness
- The Golden Rule
- Manners
- Tolerance
- Self-Restraint
- Focus
- Public Health
- Quality of Life

"Civility" and its Impact on the Workplace

- Recruitment and retention are difficult.
- Right skills and right personality traits are not easy to find, and can be life or death to your organization.
- Work/Life balance is critical: Care for employees at all levels so they can best provide client-centered service.
- "It's the little things that count"

  For external clients & internal staff:
  - Communication
  - Care
  - Acknowledgement
  - Courtesy
  - Service

Development Dimensions Int'l
HR Consulting

III. Is it "me" or is it "you"??

Civility Survey (U.S. News)

- **89% of people interviewed said that it was a serious problem in today's society.**
- **90% of these people said they were not personally rude.**

"Johari Window"

	Known to self	Not known to self
Known to others	ARENA	BLIND SPOT
Not known to	FACADE	UNKNOWN

[Joseph Luft & Harry Ingham, 1955]

To thine own self be true.
And it must follow, as the night the day,
Thou can not then be false to any man. [Hamlet, Wm. Shakespeare]

-- Unless we can be true to ourselves first, we cannot be true to others. --

IV. What is Workplace Incivility?

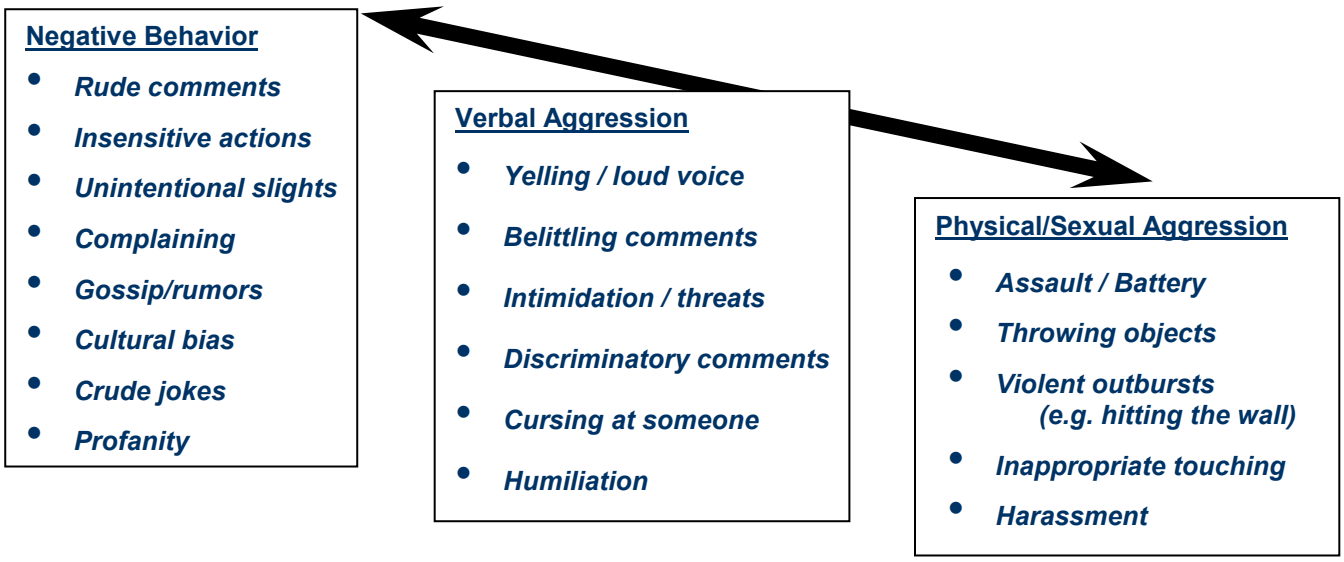
Behaviors with ambiguous intent to harm the target, in violation of workplace norms for mutual respect.

Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others.

Negative Behaviors

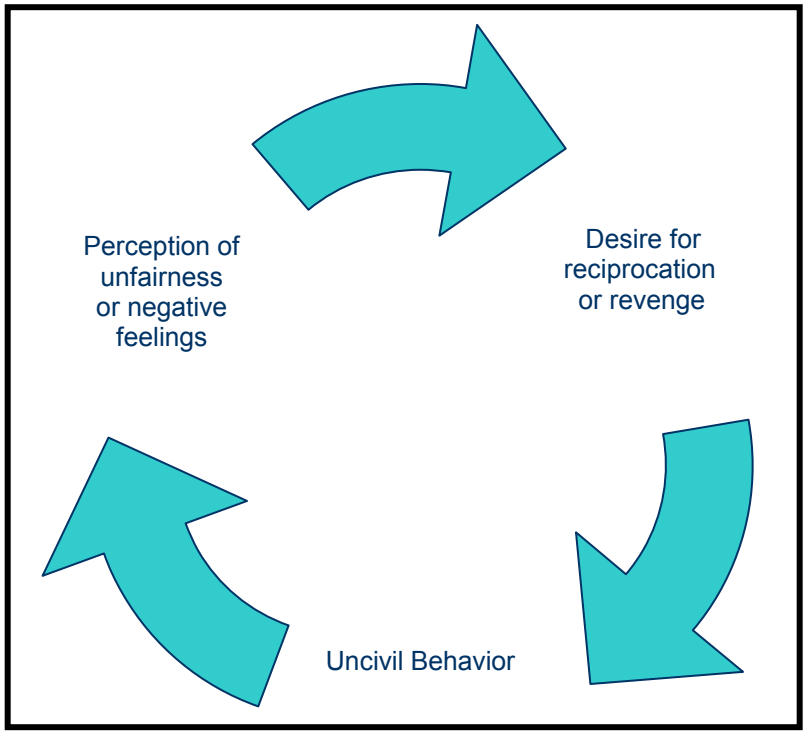
- **Behavior whose purpose is to control, insult, humiliate, denigrate, embarrass, or injure the dignity of colleagues**
- **Scape-goating**
- **Backstabbing**
- **Constant complaining**
- **Perpetuating rumors**
- **Being expected to do another's work (clean up after them)**
- **Behaviors which undermine 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



The Incivility Spiral

(adapted from Andersson & Pearson, 1999)



Effects of Workplace Incivility

- Lowered morale of employees
- Reduced workplace citizenship behaviors (littering, carelessness with handling equipment and facilities, not taking care of others, etc.)
- Reduced team effectiveness
- Being uncivil to customers, clients, or others outside the immediate organization, office, or facility

Costs of Workplace 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 from increased litigation
- Lost revenue due to losing members/ clients

V. Workplace Civility

TOXIC WORK ENVIRONMENT

- **Causes**
  - Authoritarian Management Style
  - Inconsistent or unpredictable supervision
  - Acceptance of disrespectful behavior
  - No conflict resolution process or training
  - Individual staff members with personal insecurity
  - Fear of change

- **Results**
  - Morale …….. ___
  - Productivity ……. ___
  - Public image ……. ___
  - Workplace Injuries ……..... ___
  - Employment Liability claims …….. ___
  - Exposure to Workplace Violence ……. ___

- **Organizational Communication**
  - the "**Grapevine**" and the "**Rumor Mill**"
    - Pro's & Con's
  - Perception v. Reality
  - Maturity, Pettiness & Personality Conflicts
  - Are you "Open for Business"??

VI. "Open for Business"

- ***"Open-mindedness" & Opening Lines of Communication***

- **Trust**
  - **Respect** is an act of Humility and Confidence
  - **Entitlement** is an attitude & worldview born of Selfishness and Arrogance
  - **Insecurities** – To violate a trust due to your own insecurities is to invite distrust and a poisonous culture. Personal insecurity is the mortal enemy of "trust"…

> **To "trust" is to risk loss…**
> **To fail to the trust is to risk everything.**

- **Risk Management**
  - "*Trust but Verify*" - Ronald Reagan
  - "Can" v. "Should" - "authorized" v. "right thing to do"
    - Wisdom, Discernment and Moral Judgments

> **Just because you can**
> **does not mean that you should.**

- **Further 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.

- **Action Steps**
  - **A. Policy**
  - **B. Training**
  - **C. Culture**
    - i. Top-Down Commitment
    - ii. Core Value
    - iii. "We talk about it all the time…"

from Randy Pausch's ***The Last Lecture***

- **Have dignity, play fair, be charitable, and encourage creativity & enthusiasm.**
- **There is a skill set called "leadership." (He) knew how to delegate, had the passion to inspire and … established the vision, the tone. He was in charge of morale… He knew what he didn't know, was perfectly willing to admit it and didn't want to leave until he understood."**
- **"The kind of people I want on my team are those who will help everyone else feel happy to be here."**

- **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.

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

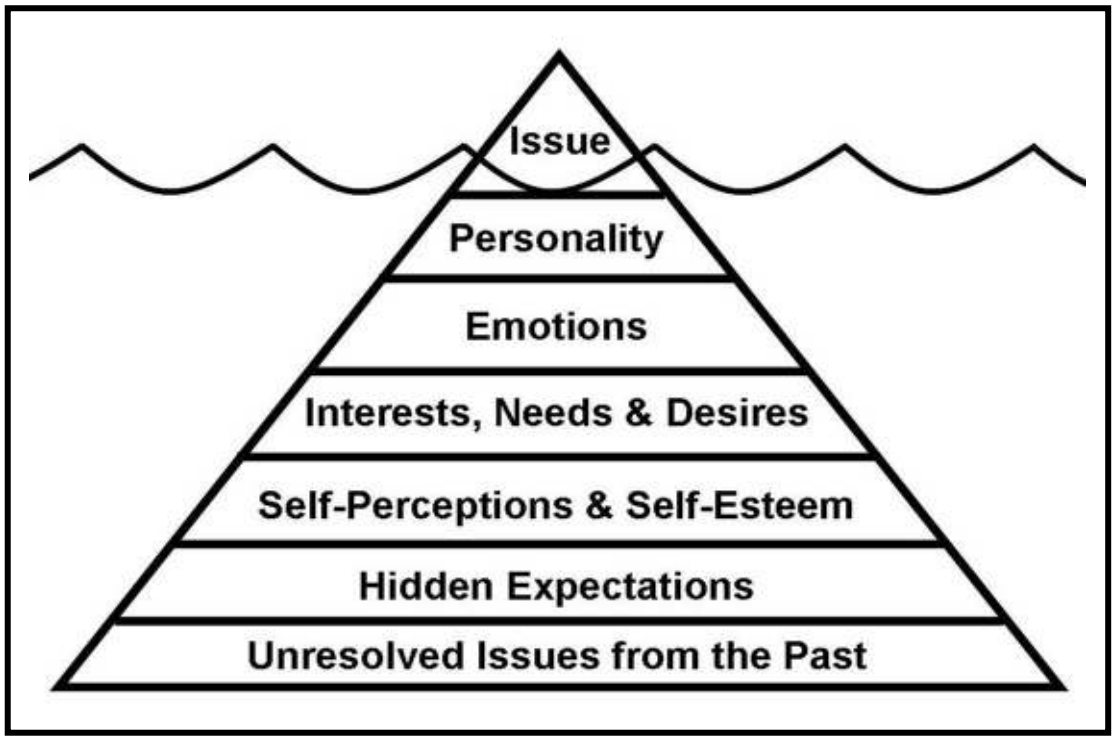
- The Talmud, Compilation of Jewish Oral Tradition, 5th Century A.D.

● Own the Change

Everyone cherishes the illusion that you can somehow force someone else and not do it yourself - which would be lovely - but you can't.

- Miss Manners

The Iceberg of Conflict



● 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
- 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

VII. Creating a Culture of Civility

- **Clearing the Air**
  - Appreciate
  - Inquire
  - Respond

- **A Culture of Civility**
  - Have a cooperative approach
  - Be aware of underlying needs
  - Recognize individual differences
  - Be open to adapting position
  - Leaders model civility for others
  - Clearly define expectations for how employees are to treat each other
  - Reward civil behavior
  - Encourage stress management

- **Critical Elements**
  - Teamwork
  - Collaboration
  - Trust & Risk

> ***If you can't bring yourself to risk and trust others, then it's just a matter of time until they will not trust you.***

Once this happens, what happens to organizational loyalty?

  - Constructive Controversy

> ***Open-minded discussion occurring within a strong cooperative context, of various perspectives that allows disagreement, exploration and adjustment***

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

- **<u>Parting Thoughts</u>**

(that apply both personally & organizationally)

  - **This didn't happen overnight…**
    and it won't be fixed overnight.
  - **Every major change takes place**
    with one initial first step.
  - **Obstacles are what you see**
    when you take your eye off the goal.
  - **You are either part of the solution,**
    or part of the problem.

- **<u>Final Thoughts</u>**

  - **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 for your organization is not creating**
    a culture of anger & incivility, but rather
    creating a "<u>culture of indifference</u>."

> **You must <u>be</u> the change**
> **you want to see in the world.**
> ***- Mahatma Gandhi***

Helpful References:

- **Choosing Civility: The Twenty-Five Rules of Considerate Conduct (2002) by P.M. Forni**
- **Conflict Resolution (2001) by Daniel Dana**
- **People Styles at Work (1996) by Robert Bolton & Dorothy Grover Bolton**
- **Resolving Conflicts at Work (2005) by Kenneth Cloke & Joan Goldsmith**
- **Rude Awakenings: Overcoming the Civility Crisis in the Workplace (2002) by Giovinella Gonthier**
- **Workplace Wars and How to End Them (1994) by Kenneth Kaye**

Additional Acknowledgments:

- **Civility in the Workplace by Kirsten W. Schwehm, PhD, University Ombudsperson, Louisiana State University**
- **Civility in the Workplace (2008) by Daniel Buccino, JHBMC/JHUSOM, Johns Hopkins Institutions, presentation for the Baltimore Psychotherapy Institute**

Until he extends the circle of his compassion to all living things, man will not himself find peace.

Albert Schweitzer
French philosopher, physician, musician & Nobel Peace Laureate

Sample Policy Language

Please ensure that any changes to your current organizational policies are reviewed completely by competent legal counsel prior to adoption.

Productive Workplace: Professionalism, Civility and Conflict Resolution

Verbal or physical conduct by any employee that harasses, disrupts, or interferes with another's work performance or that creates an intimidating, offensive, or hostile environment will not be tolerated.

Employees are expected to maintain a productive work environment free from harassing or disruptive activity including threats of physical violence. Behaviors that insult, belittle, demean, disparage, aggravate, humiliate, embarrass, and/or injure the dignity of another person are considered harassing behaviors. No form of harassment will be tolerated, including sexual harassment and harassment based on race, national origin, religion, disability, pregnancy, age, military status, sex or other protected category, as provided by law. Further, employees are expected to exemplify professionalism and civility at all times when representing _____ in their interaction and discourse with fellow staff members, other representatives of the organization, and the general public.

(city or agency)

The _____ recognizes that conflicts and disagreements will occur, therefore, employees are expected to participate in a professional conflict resolution process whenever conflicts or potential adversarial situations arise. This conflict resolution process should include the following:

(city or agency)

When seeking to resolve conflict with another:

- Be professional, polite, courteous, and respectful
- Listen to what others have to say
- Take into consideration that you may be wrong
- Be positive and suggest ways that the situation may improve
- Be willing to sincerely apologize if you have said or done anything that may have offended the other person
- Understand that if the issue can't be resolved, you can always take your concerns to your immediate supervisor, department head, or human resources office