Civility Matters!
Best Practices to Foster Healthy Work Environments

Temple College
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Greetings and Gratitude!

OBJECTIVES

- Summarize the "*State of the Science*" regarding civility and incivility in higher education.
- Explore the impact of incivility, bullying, mobbing, and other forms of workplace aggression on individuals, teams, and organizations.
- Participate in a reflection activity to assess civility competence.
- Discuss a variety of evidence-based strategies to foster healthy work environments.

Lessons from the Field

- Strengths Matter

- The 3 R's Matter

- Civility Matters

A crucial measure of our success in life is the way we treat one another every day of our lives.
— P.M. Forni

Defining Key Concepts

CIVILITY

Authentic *respect* for others requiring time, presence, engagement, and an intention to seek common ground.
Clark & Carnosso (2008)

Respect
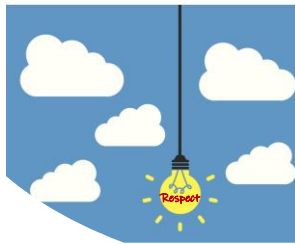Genuine regard for another's rights, feelings, perspectives, dignity, wishes, and well-being.

RESPECT

RESPECT

Respect is like air, if you take it away, it's all people can think about.

The instant people perceive disrespect…the interaction is no longer about the original purpose. It is now about defending one's dignity
Crucial Conversations, 2011

What is Academic Civility?

Civility is the display of consistent *respect* for others, including an effort to understand differences. Civility helps to create a learning environment where all members are valued and can be productive. Johns Hopkins School of Education, 2019

The Academy
The Last Citadel of Civility

Higher education is important in developing a civil society. Campuses must be *OPEN communities* where freedom of expression is uncompromisingly protected and where *civility is powerfully affirmed*.

Carnegie Foundation for the Advancement of Teaching— *Campus Life: In Search of Community*

Civility In Higher Education
- Collaboration, collegiality, and teamwork
- Treating others in a professional and respectful manner
- "Stepping up"(serving on committees, helping colleagues, sharing the workload)
- Constructive, supportive, and professional relationships
- Taking collective responsibility for the work that needs to be done

Collegiality does not imply blind or mindless conformity or absence of dissent

Cipriano 2011, 2013

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Workplace Aggression
Incivility, Bullying, and Mobbing

What is Incivility?

A range of lower intensity acts of aggression *(including failing to take action when action is warranted)* which may result in <u>psychological or physiological distress</u> for the people involved.

If left unaddressed, incivility can spiral into harm to another and/or escalate into threatening situations.
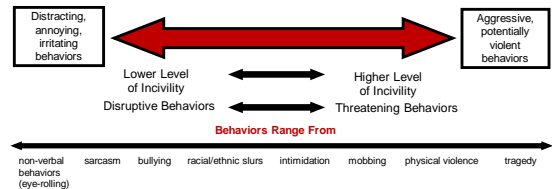
Clark, 2017, 2013, 2009; Clark & Kenski, 2017; Porath, 2016; ANA, 2015; Pearson & Porath; 2013, 2009, 2005; Andersson & Pearson, 1999

It's not only what we do…*but what we don't do*

Staying silent when speaking up is indicated, failing to acknowledge or support a co-worker, ignoring others, withholding important or vital information
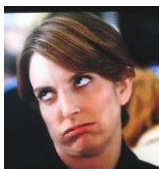
Continuum of Aggression

Distracting, annoying, irritating behaviors

Aggressive, potentially violent behaviors

Lower Level of Incivility — Higher Level of Incivility
Disruptive Behaviors — Threatening Behaviors

Behaviors Range From

non-verbal behaviors (eye-rolling) — sarcasm — bullying — racial/ethnic slurs — intimidation — mobbing — physical violence — tragedy

Clark © 2009, 2013, Clark, Barbosa-Leiker, Gill, & Nguyen, 2015

The Eye Roll

This simple, but powerful act can bring us to a boil within moments. If we could harness the energy produced by this simple gesture, we'd have a source of alternate fuel that could revolutionize our way of life!
Runde & Flanagan, 2013, Becoming a Conflict Competent Leader

Workplace Bullying

Repeated, persistent, targeted pattern of abusive behavior designed to intimidate, degrade, and humiliate another. Usually characterized by a person asserting power over another.

The National Institute for Occupational Safety and Health (cdc.gov/niosh)

Workplace Mobbing

Leymann,1992; Davenport, Schwartz, & Elliott, 1999; Westhues, 2005, 2006; Samier, 2008; Khoo; 2010; Faria, Mixon, Salter, 2012; Harper, 2013; ANA, 2015; Castronovo, Pullizzi, & Evans, 2016; McDonald, Stockton, & Landrum, 2018

Rankism
Abuse of power or position to demean, diminish, or disadvantage another

Fuller, 2003, 2006; Clark 2008

Joy Stealing

JOY

Heinrich 2006, 2007, 2011, 2016

Civility in Context

CIVILITY

Civility in America Report
Shandwick & Tate (2010-2019) with KRC Research

Key Findings
(Civility in America: 2017 and 2019)
"By civility, we mean polite and respectful conduct and expression."

93% Incivility a problem; 68% a major problem in the US (Record high since survey began in 2010)
80% Have experienced incivility
34% (2018) 23% (2019) Have experienced incivility at work (trending downward since 2011—43%)
- Higher turn-over rates, loss of job morale, less collaboration and reduced work quality
- 24% workers quit their job due to incivility
Average # of uncivil encounters per week: 10.6 times per week (in person and online)
74% Expect civility in America to worsen over the next few years blaming:
- Politicians (75%)
- Internet/social media (69%)
- News media (59%)
59% quit paying attention to politics due to incivility

Diversity and Inclusion: Civility's Partner in the Workplace

Impact of Incivility at Work

- Low morale, low productivity, high turn-over, and early retirement
- Increased absenteeism, tardiness, 'presenteeism'
- Diminished quality of work (especially of once highly productive people)
- Lack of meaningful participation in governance activities
- Working at home more than usual
- Increased isolation—*flying under the radar*
- Increased illness and health issues

(Clark, 2013; Twale & DeLuca, 2008; Cipriano, 2001; Davenport, Schwartz, & Elliott 1999)


G O A L

Foster Healthy Work Environments

- Organizational trust and commitment to a healthy work environment
- Ethical, principled, trustworthy leaders
- Transparent, clear, and respectful communication
- A lived vision, mission, and shared values
- Physical and emotional safety and well-being
- Successful recruitment and retention
- Fair compensation and benefits
- Reasonable and flexible workload
- Collegiality, collaboration, shared governance and decision-making

AACN, 2016; Clark, Sattler, & Barbosa-Leiker, 2016; Laschinger et al, 2013; Shirey, 2006;
NLN 2006; CDC, 2014; Chronicle of Higher Education, 2016; APA, 2016

- Professional and career advancement
- High morale, job satisfaction, and esprit de corps
- Respectful and fair treatment of employees
- Policies to address incivility and promote civility
- Work/life balance, stress management, and self-care

Hiking in the Bitterroot Mountains
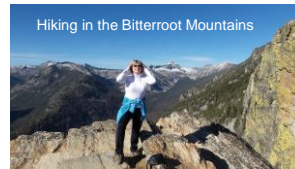
Mastering the Core Competencies of Civility

Positive Role Modeling

Lead By Example

Optimize Your *'Civilist'* Identity

One who consistently demonstrates the attributes and qualities of a civil, respectful person; adheres to an ethical code; and exhibits honorable character and responsible citizenship.   Clark, 2019
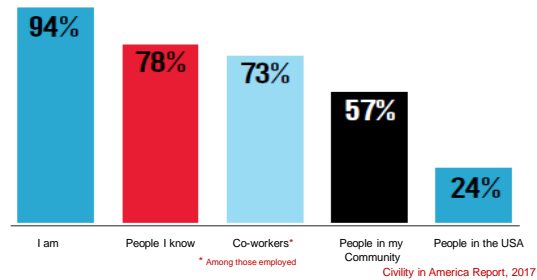
CIVILIST

Improving Self-Awareness

ME

"The two most important days in your life are the day you are born and the day you find out why."   – Mark Twain

"There are three things that are extremely hard: steel, a diamond, and to know one's self"

Benjamin Franklin

Always/Usually Civil, Polite, and Respectful to Others

94% | 78% | 73% | 57% | 24%

I am | People I know | Co-workers* | People in my Community | People in the USA

* Among those employed

Civility in America Report, 2017

Transforming the Culture
Pathway for Fostering Organizational Civility©

Hiking Path near Driggs, Idaho   Clark, 2013; 2017

Raise Awareness and Build Organizational and Leadership Support at all Levels

LEADERSHIP

Measure Workplace Health

Identify and Maximize Strengths

Assemble and Empower a Civility (Organizational Culture) Team

Clark, 2013, 2017; Maxfield et al, 2011

Develop, Implement, and Evaluate an Evidence-Based, Data-Driven Action Plan

Evidence-Based Action Plan

Establish, Implement, and Commit to Unambiguous Foundational Statements

Establish, Implement, and Commit to Unambiguous Foundational Statements

Mission: To foster student success for our diverse community by providing quality lifelong learning and enrichment experiences that empower students to achieve their dreams and aspirations.

Value Statements

Learning – Temple College's commitment to excellence in teaching and learning is foremost. Our endeavors support educational success and a lifetime of learning.
Opportunity – Temple College actively promotes education for all by providing affordable access to a variety of courses and programs through innovative and traditional approaches.
Integrity – Temple College demonstrates integrity by ethical decision making, excellent stewardship of our resources, and accountability to our constituents.
Community – Temple College cultivates collaborations that promote community partnerships, workforce development, and enrichment experiences. We foster an environment that promotes mutual respect, social responsibility, and open communication among students, faculty, staff, and the public.
Equity – Temple College creates a fair, impartial, and inclusive educational and work environment, so all individuals have the opportunity to achieve their maximum potential.

Pledge of Civility and Well-Being
[Commitment, Charter, Promise, Creed]

- Vision, mission, strategic goals, values
- Commitment to civility and well-being
- Well-defined norms/ground rules
- Accountability measures

Ground Rules (Norms)—Exemplar

- Assume goodwill and best intentions
- Be respectful in our interactions
- Use direct and honest communication
- Model professionalism, civility, and collegiality
- Listen carefully and with intention to understand
- Be inclusive and respect diversity
- Be open to other points of view
- Hold self and each other accountable for abiding by norms

Norms (Ground Rules)

 Review

Revise

 Reaffirm

Hire for Civility
Robust Vetting of Candidates

Maintain a High Bar – Don't be Tempted to Settle

Policies, Procedures, and Guidelines
Confidential Reporting Systems
Addressing Incivility; Rewarding Civility

PROCEDURES
POLICIES
GUIDELINES

Clark & Ritter, 2018

Linking Healthy Work Environment Criteria to Performance

360° Evaluation Based On:
Vision, Mission, Values, Charter/Pledge, Norms

FEEDBACK
REVIEW
COMMENT

Skill Building

- Effective Communication
- Constructive Conflict Management

Don't make the mistake of assuming people can "just do it." Effective organizations use training, education, 'script development' and role play to improve communication and constructive conflict negotiation skills. Maxfield et al, 2011

Additional Thoughts

- Make *'touch points'* a priority—meaningful, sincere, significant
- Maintain confidentiality and avoid favoritism
- Take complaints seriously; avoid making excuses for bad behavior
- Address incivility – coach and supervise respectfully
- Invest in post-departure interviews

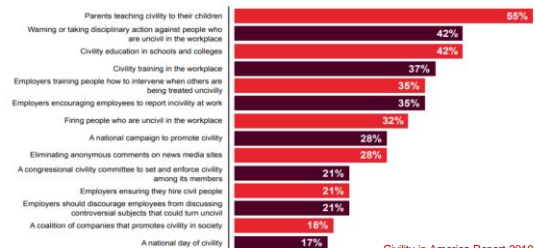Porath, 2016; Matice, 2016; Clark et al, 2012; Clark, 2013; Cipriano, 2011; Pearson & Porath, 2009

Civility in America 2018: Call to Action

Leaders must take the civility lead
- Commit to a culture of civility and align shared values around civility
- Lead by example and provide civility education
- Make civility a measurement of employee performance
- Take corrective action to curb incivility
- Provide a safe, confidential environment for reporting incivility
- Intentional focus and training on diversity, inclusion, and civility

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ACTIONS TO IMPROVE CIVILITY
(among total Americans)

Action	%
Parents teaching civility to their children	55%
Warning or taking disciplinary action against people who are uncivil in the workplace	42%
Civility education in schools and colleges	42%
Civility training in the workplace	37%
Employers training people how to intervene when others are being treated uncivilly	35%
Employers encouraging employees to report incivility at work	35%
Firing people who are uncivil in the workplace	32%
A national campaign to promote civility	28%
Eliminating anonymous comments on news media sites	28%
A congressional civility committee to set and enforce civility among its members	21%
Employers ensuring they hire civil people	21%
Employers should discourage employees from discussing controversial subjects that could turn uncivil	21%
A coalition of companies that promotes civility in society	18%
A national day of civility	17%

Civility in America Report 2019

Optimize Self-Care and Professional Well-Being

South Fork of the Payette River, Idaho

Thank You

C I V I L I T Y

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