

A TIME FOR CIVILITY

**Moving Beyond
Harassment and
Bullying to Practicing
Civility in the
Workplace**

2019

**SHRM EMPLOYMENT LAW &
LEGISLATIVE CONFERENCE**

MARCH 18 - 20, 2019 | WASHINGTON, D.C.



CIVILITY CRISIS

A blue-tinted image of an iceberg floating in the ocean. The visible tip of the iceberg is on the left, and the much larger, submerged portion is on the right. The water surface is a horizontal line. The sky is a light blue with some clouds. The overall mood is somber and reflective.

**HARASSMENT /
DISCRIMINATION**

**CULTURE OF
INCIVILITY**

An iceberg floating in a dark blue ocean under a cloudy sky. The visible tip of the iceberg is relatively small and jagged. The much larger, submerged portion of the iceberg is visible below the water line. The text is overlaid on the image, with some parts on the visible tip and others on the submerged part.

**HARASSMENT /
DISCRIMINATION**

- **Hinders Positive Relationships**
- **Prevents Success**
- **Chips Away at Reputation**

**CULTURE OF
INCIVILITY**

**SOCIAL
UNDERMINING**

An iceberg floating in a dark blue ocean under a cloudy sky. The tip of the iceberg is above the water line, while the much larger base is submerged. The image is used as a metaphor for workplace issues, where the visible part represents harassment and discrimination, and the submerged part represents the underlying culture of incivility and social undermining.

HARASSMENT / DISCRIMINATION

- Put downs
- Talk behind back
- Insults
- Rumors
- Feel incompetent
- Talk down to
- Impede Work

- Silent treatment
- Belittle
- Criticize

**SOCIAL
UNDERMINING**

**CULTURE OF
INCIVILITY**

An iceberg floating in a dark blue ocean under a cloudy sky. The tip of the iceberg is above the water line, while the much larger base is submerged. The image is used as a metaphor for the concept of incivility, where the visible part represents specific acts and the submerged part represents the underlying culture.

**HARASSMENT /
DISCRIMINATION**

- Low intensity deviant acts
- Rude and discourteous
- Verbal and non-verbal behaviors
- Ambiguous intent to harm

INCIVILITY

**CULTURE OF
INCIVILITY**

An iceberg floating in a dark blue ocean under a cloudy sky. The tip of the iceberg is above the water, while the much larger base is submerged. The word 'INCIVILITY' is written in yellow across the submerged part of the iceberg. To the right, a white bracket connects the submerged part to the text 'CULTURE OF INCIVILITY'.

**HARASSMENT /
DISCRIMINATION**

- Putting down condescendingly
- Demeaning / derogatory remarks
- Pay little attention
- Show little interest
- Exclude or ignore
- Unwanted attempts to draw into discussions of a personal nature

INCIVILITY

**CULTURE OF
INCIVILITY**

An iceberg floating in a dark blue ocean under a cloudy sky. The visible tip of the iceberg is relatively small and jagged, while the submerged portion is much larger and more complex. The image is used as a metaphor for workplace bullying, where the visible acts are just the tip of the iceberg, and the underlying culture of incivility is the much larger submerged part.

**HARASSMENT /
DISCRIMINATION**

- Repeatedly exposed
- Over a period of time
- Negative acts
- Abuse, teasing, ridicule
- By coworkers, supervisors, subordinates

BULLYING

**CULTURE OF
INCIVILITY**

An iceberg floating in a dark blue sea under a cloudy sky. The tip of the iceberg is above the water, while the much larger base is submerged. The image is used as a metaphor for workplace harassment and bullying, where the visible part represents the obvious acts and the submerged part represents the underlying culture.

HARASSMENT / DISCRIMINATION

- Negative remarks
- Ridicule
- Reminders of blunders
- Insulting teasing
- Slander or rumors
- Social exclusion from activities
- Verbal abuse
- Devaluation of work
- Neglect of opinions

BULLYING

CULTURE OF INCIVILITY

An iceberg floating in a dark blue ocean under a cloudy sky. The visible tip of the iceberg is labeled 'HARASSMENT / DISCRIMINATION'. The much larger submerged part of the iceberg is labeled 'ABUSIVE SUPERVISION' in yellow. To the right of the submerged part, a large white bracket connects the text 'CULTURE OF INCIVILITY' to the submerged portion of the iceberg.

**HARASSMENT /
DISCRIMINATION**

**ABUSIVE
SUPERVISION**

- Sustained display
- Hostile verbal and non-verbal behaviors
- Excludes physical contact

**CULTURE OF
INCIVILITY**

An iceberg floating in a dark blue ocean under a cloudy sky. The tip of the iceberg is above the water, while the much larger base is submerged. The image is used as a metaphor for workplace issues, with the visible tip representing harassment and discrimination, and the submerged part representing abusive supervision and a culture of incivility.

**HARASSMENT /
DISCRIMINATION**

- Ridicules
- Gives silent treatment
- Invades privacy
- Puts down in front of others
- Reminds of failures
- Makes negative comments about me
- Rude to me
- Tells me I'm incompetent

**ABUSIVE
SUPERVISION**

**CULTURE OF
INCIVILITY**

A blue-tinted photograph of two men in business suits at a desk. The man on the left is leaning forward, shouting with his mouth wide open, holding a pen. The man on the right is sitting back, looking down at a tablet or laptop. The background is a plain, light-colored wall.

\$14,400

HBR, 12/26/18



61% are aware

19% victimized

19% witnessed it

75% by rudeness

53% lost work time
worrying about it

100% of us
expect respect



<50%
**Report Bad
Behavior**

CIVILITY

*“...courtesy and politeness
towards fellow human
beings...”*

-Random House Dictionary (2015)

CIVILITY

A faded background image showing a woman on the left and a man on the right, both looking towards each other in a conversational manner. The woman has blonde hair and is smiling slightly, while the man has dark, curly hair and is looking down towards the woman.

**Connection
Relations
Empathizing
Respect**

**Responsible
Restrained
Courteous**

CIVILITY

“The need for civility becomes greater when the interaction among people increases in complexity and frequency...”

-Andersson and Pearson (1999)

INCIVILITY

A background image showing a man in a grey t-shirt leaning over a desk, gesturing aggressively towards a woman sitting at the desk with her arms crossed. A laptop is open in front of her. The scene appears to be in an office or meeting room.

“General rude and disrespectful treatment...”

“Low-intensity deviant behavior...”

“Ambiguity of intent to harm...”

INCIVILITY



Demeaning

Vulgar

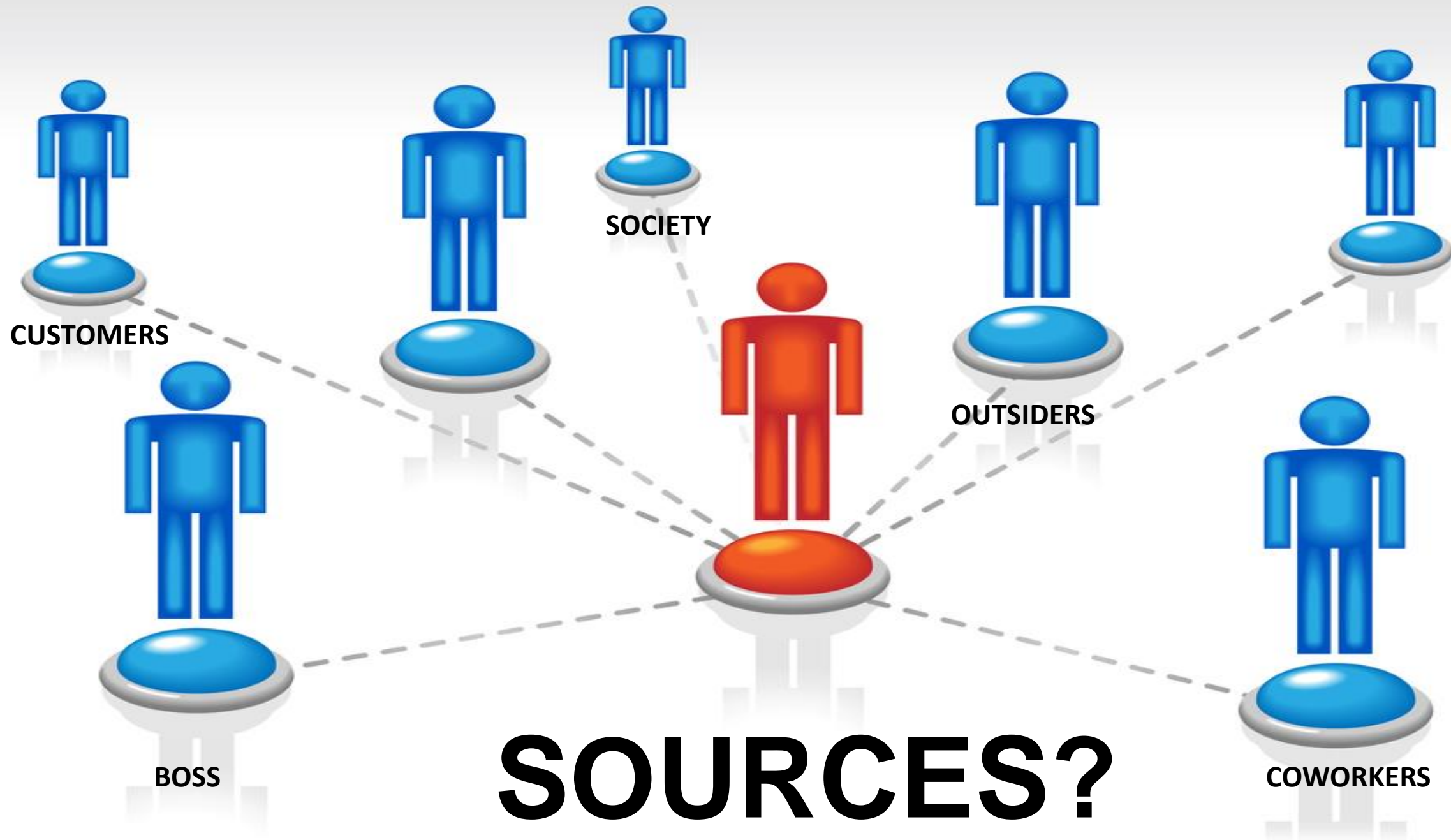
Uncouth

Derogatory

Crude

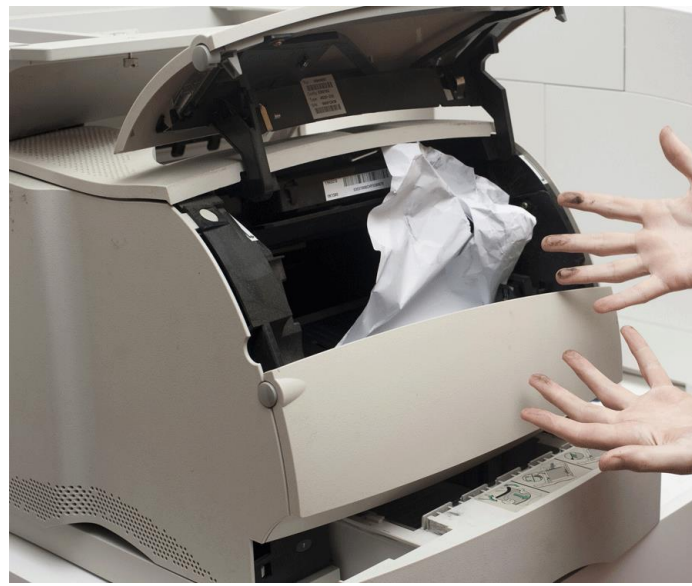
Discourteous

Ignorant





Leaving Half a Cup of Coffee



Intentionally Leaving Paper Jams



Voice Mail to Screen Inhouse Calls



Eating Others' Lunch



Arrive Late to Meetings



No Personal Hygiene



Yelling at Coworker



Public Reprimand of Employee



Talk Loudly RE: Personal Matters



Aggressive Raised Voices



Ignoring Others



Rumors, Teasing

TOP RUDE BEHAVIOR BY **THE BOSS**



- Interrupts
- Judgmental of Different
- Pay Little Attention
- Fail to Pass on Information
- Neglect to Say “Please/Thanks”
- Talking Down
- Taking Credit for Everything
- Swearing
- Putting Others Down
- Takes Best Assignments
- Leaves Worst Assignments



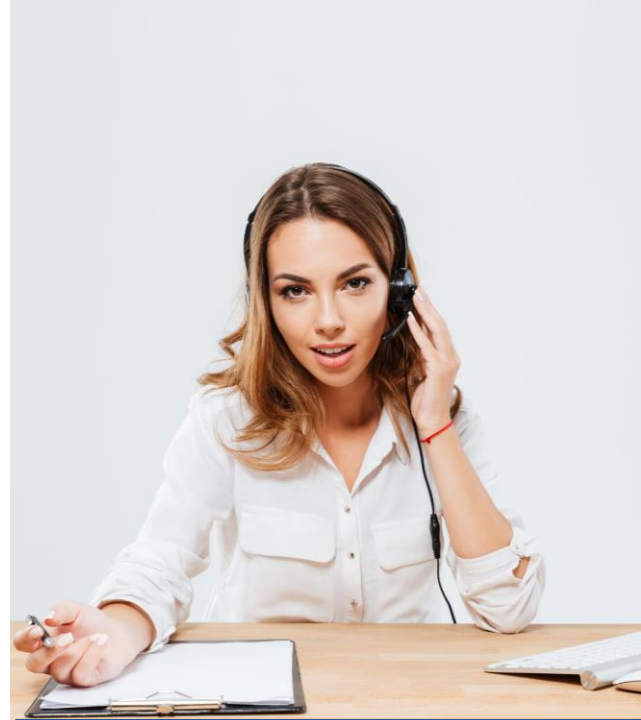
**A strong boss
establishes
dominance...**



**If I give an
inch...**



**They know
I'm joking...**



**That's just
how we talk...**

WHEN DID WE DECIDE IT WAS OK?

Blame it on the times...

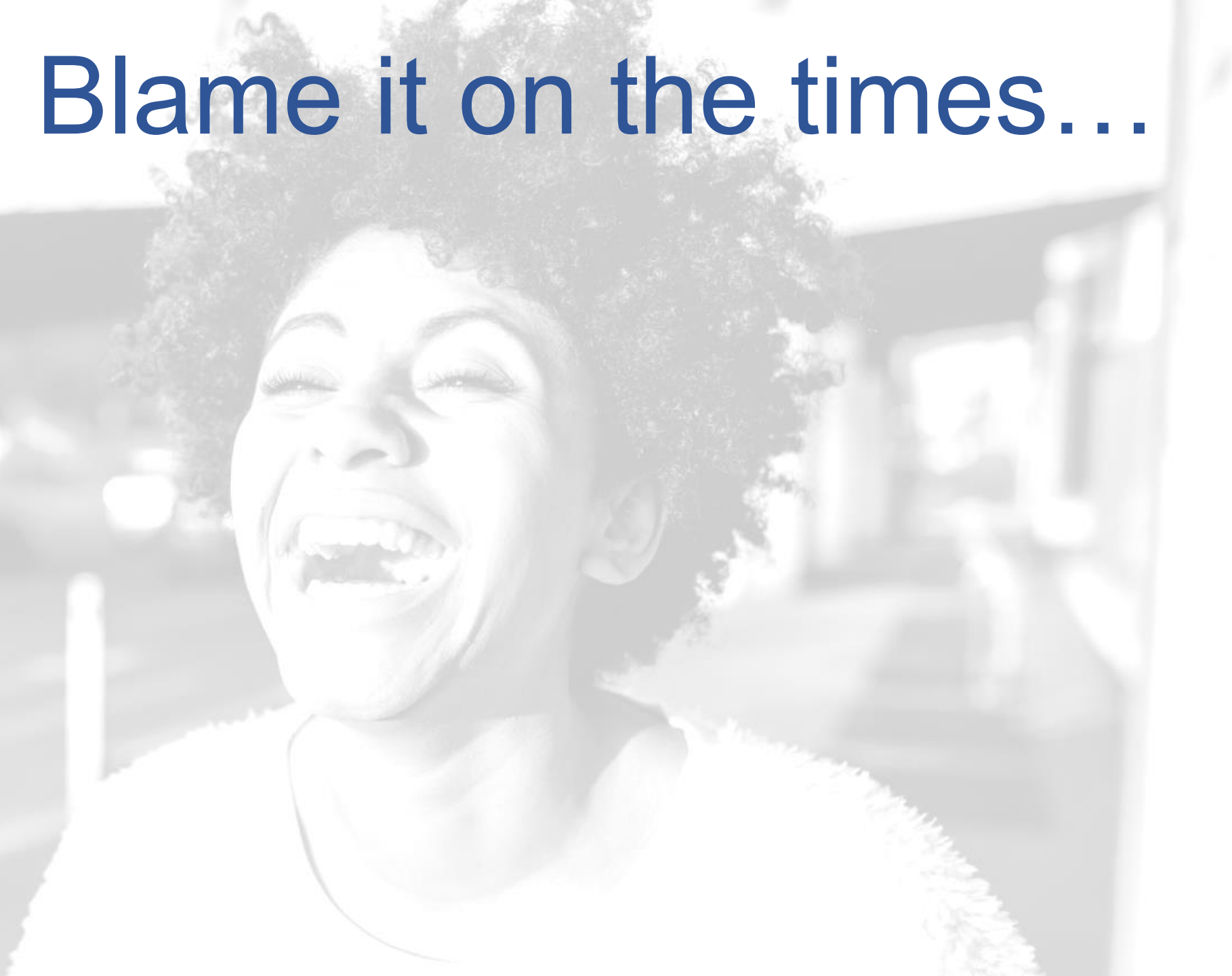
1970's

1980's

1990's

2000's

2010's



Self- Expression vs Respect for Others

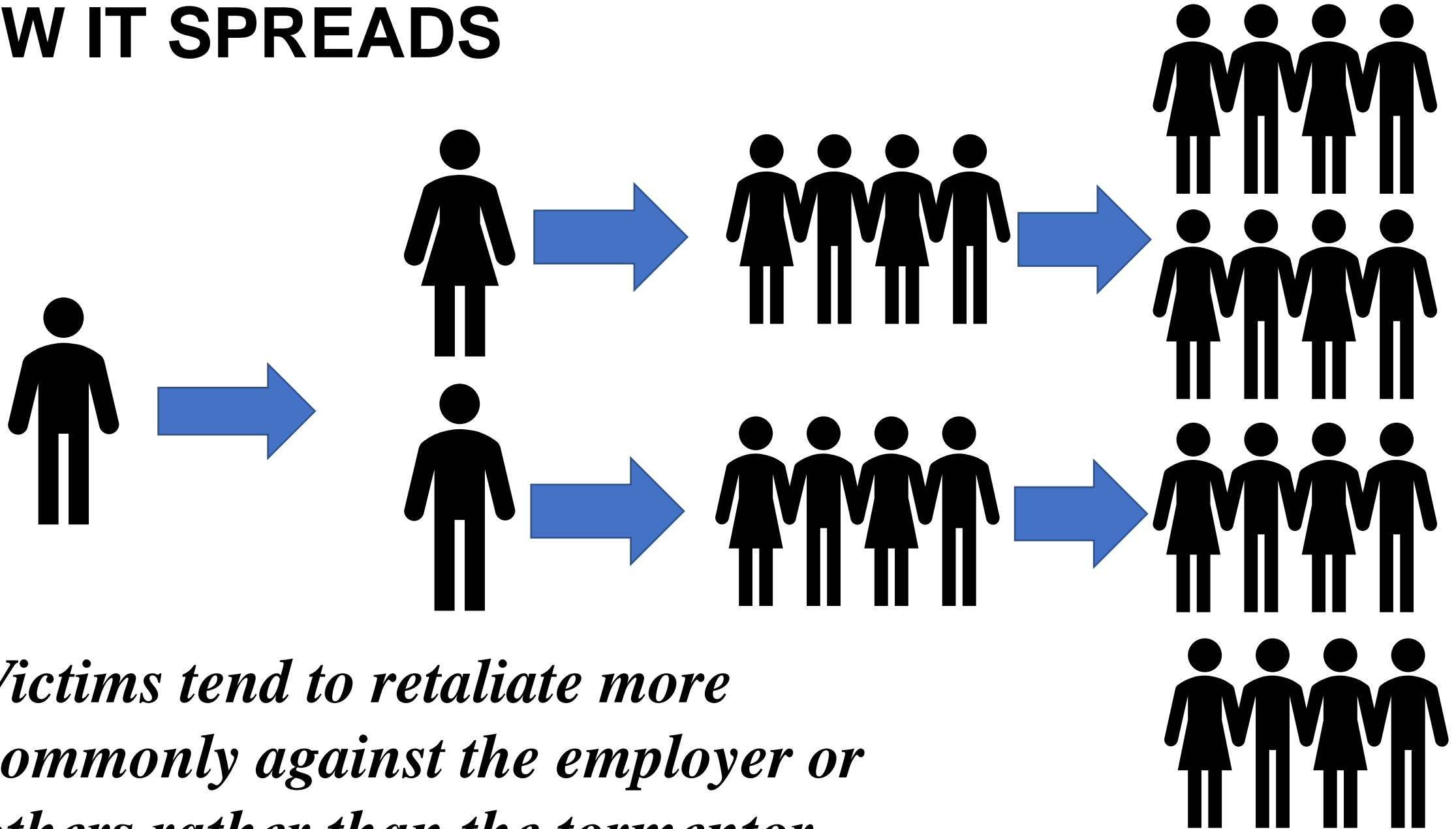


KEEP IT IN

HUMANITY

PAST

HOW IT SPREADS

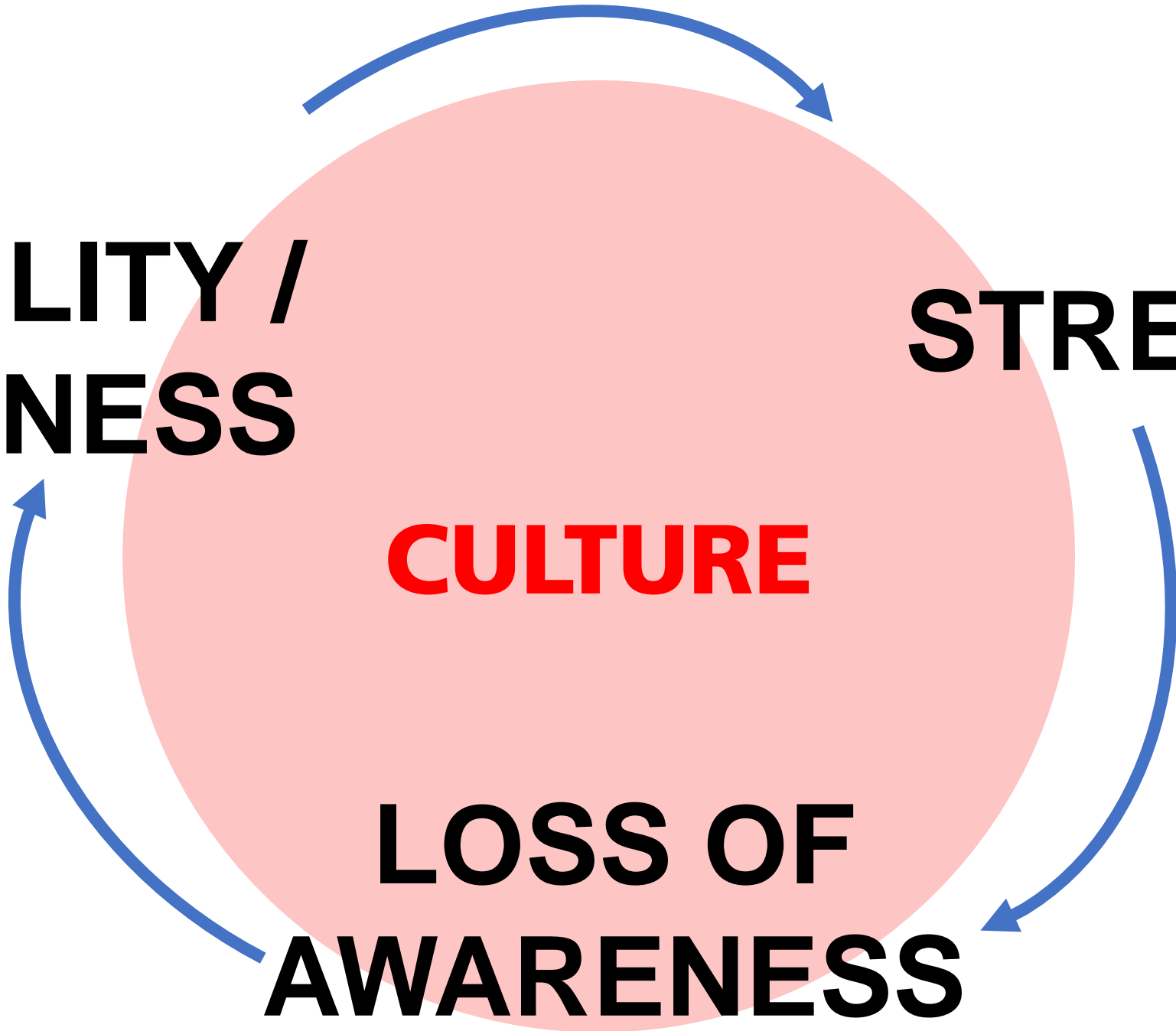


**INCIVILITY /
RUDENESS**

STRESS

CULTURE

**LOSS OF
AWARENESS**





Mental Health

Customers

Burnout

Anxiety

Physical Health

Morale

Home Life

Culture

Performance

Turnover

MEAN PEOPLE

SUCK



THE LIFE OUT OF YOU

CIVILITY

RIGHT LANE EXIT ONLY

*The more you
focus on what
you're trying to
miss, the more
likely you'll hit it...*



NICE

1



SET STANDARDS

DEFINE WHAT CIVIL LOOKS LIKE

1

You get what you demand...

2

If you don't communicate, it won't happen...

HOW TO DEFINE

POLICIES & PROCEDURES

CULTURE

COMPANY MISSION, VISION, VALUES

Zappos Family Core Values

As we grow as a company, it has become more and more important to explicitly define the core values from which we develop our culture, our brand, and our business strategies. These are the ten core values that we live by:



1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble

Bryan Cave's Code of Civility

1. We greet and acknowledge each other.
2. We say please and thank you.
3. We treat each other equally and with respect, no matter the conditions.
4. We acknowledge the impact of our behavior on others.
5. We welcome feedback from each other.
6. We are approachable.
7. We are direct, sensitive, and honest.
8. We acknowledge the contributions of others.
9. We respect each other's time commitments.
10. We address incivility.



HOW TO DEFINE

POLICIES & PROCEDURES

CULTURE

**COMPANY MISSION, VISION, VALUES
EMPLOYEE HANDBOOK
DEPARTMENT GOALS
JOB DESCRIPTIONS
CAMPAIGN**

www.therespectcampaign.com

← → ↻ <https://www.therespectcampaign.com/the-respect-campaign-in-your-workplace/> ☆ 🔍 🌐 📄 👤

✉ contact@therespectcampaign.com

f t G+ p i in



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The Respect Campaign In Your Workplace



POSTED BY EDITOR | FEB, 28, 2017 | Posts

Type & Hit Enter...



HOW TO DEFINE

POLICIES & PROCEDURES

CULTURE

**COMPANY MISSION, VISION, VALUES
EMPLOYEE HANDBOOK
DEPARTMENT GOALS
JOB DESCRIPTIONS
CAMPAIGN**

IF WE DEFINE IT, WE CAN UPHOLD IT



2

BE THE EXAMPLE



If your executive promotes himself or herself this way...



...but then acts this way...

DIALOGUE

Set Expectations Among Managers to Set the Example



TRAIN

Teach How to Improve Behavior



TOOLKIT

Introduce Managers to Tools in Toolkit


Expectations
Feedback
Motivate
Correct
Guide



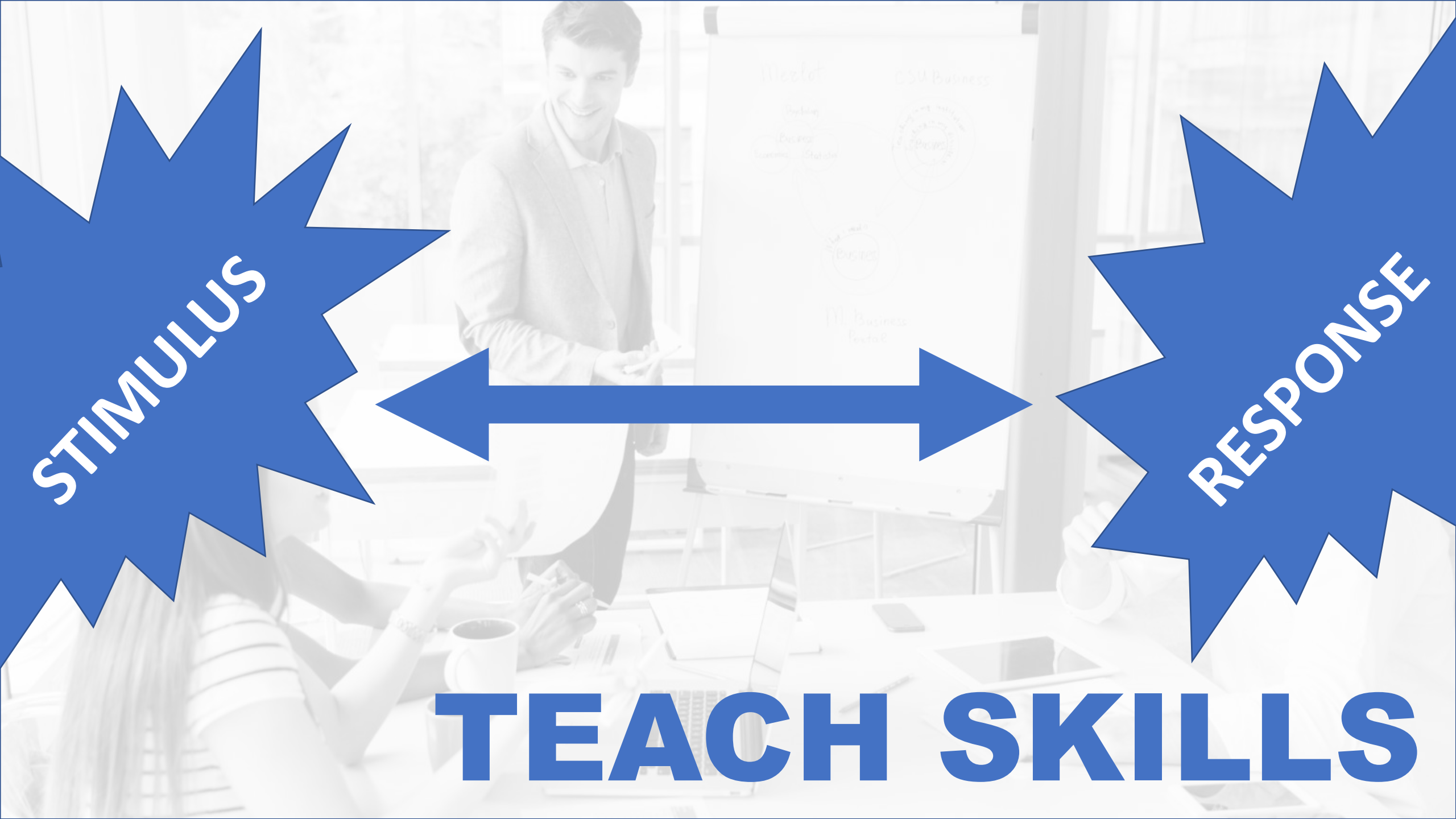
3



CREATE LEARNING

- 
- CIVILITY???
 - LISTENING SKILLS
 - WRITTEN COMMUNICATIONS
 - VERBAL COMMUNICATIONS
 - BODY LANGUAGE
 - EFFECTIVE NETWORKING
 - INTER-DEPARTMENT COMM.

TEACH SKILLS



TEACH SKILLS



<https://www.thebalancecareers.com/how-to-demonstrate-respect-in-the-workplace-1919376>

TEACH SKILLS

TOPICS SUCH AS...

- Etiquette
- Resolving Conflict
- Listening Skills
- Let Things Roll Off
- Being Respectful
- How to be Inclusive
- The Company Way
- Communications
- Improve Interaction
- Serving One Another
- Clarify Meaning
- Doing What's Right

TEACH SKILLS



4

ACCOUNTABILITY

ACCOUNTABILITY LEVEL 1 **ORGANIZATION**



EMPLOYEE ENGAGEMENT SURVEY

ACCOUNTABILITY LEVEL 2

LEADERSHIP



HOLD MANAGERS ACCOUNTABLE

ACCOUNTABILITY LEVEL 3

EMPLOYEES



HOLD EMPLOYEES ACCOUNTABLE

Standards

Accountability

Example

Learning



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Dr. Wade Larson

**CHRO Wagstaff, Inc
Larson Leadership Consulting**

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_ga=2.224064281.309104895.1552443026-1863505950.1547611177](https://conferences.shrm.org/legislative-conference?_ga=2.224064281.309104895.1552443026-1863505950.1547611177)



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