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Incivility in the Workplace

Presented to the Ontario Eastern Municipal Conference (OEMC)

Presented by Bruce M. Beakley, CHRE, CMO

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*Any fool can criticize, condemn and complain –
and most fools do.*

- Dale Carnegie



Incivility is Expensive \$\$

- Few organizations recognize it
- Few organizations take action to curtail it



- Workplace incivility; “defined as a form of organizational deviance.....characterized by low intensity behaviours that violate respectful workplace norms, appearing vague as to intent to harm!”
- Incivility is a form of violence

Workplace incivility



Incivility Defined:

- Low intensity deviant behaviour with ambiguous intent to harm the target in violation of workplace norms for mutual respect.



- Incivility creates unnecessary complexity, strife and, worst of all, stress



Rude Awakenings

- Incivility is the exchange of seemingly inconsequential inconsiderate words and deeds that violate conventional norms of workplace conduct.
- A full 60% of incivility occurs top down, often as part of a power play.
- Upwardly aimed incivility is covert, frequently achieved through subtle sabotage.
- Men are twice as likely to be uncivil; men and women are equally likely to be treated uncivilly.
- Offenders tend to be older and more experienced than targets.

Harvard Business Review: 14 Year Study

- Over 14,000 employees
 - 98% reported uncivil behaviour in the workplace
 - 50% reported that they were treated rudely at least once per week



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Harvard Business Review:

14 Year Study

Nearly every employee who experiences
workplace incivility responds

in a negative way



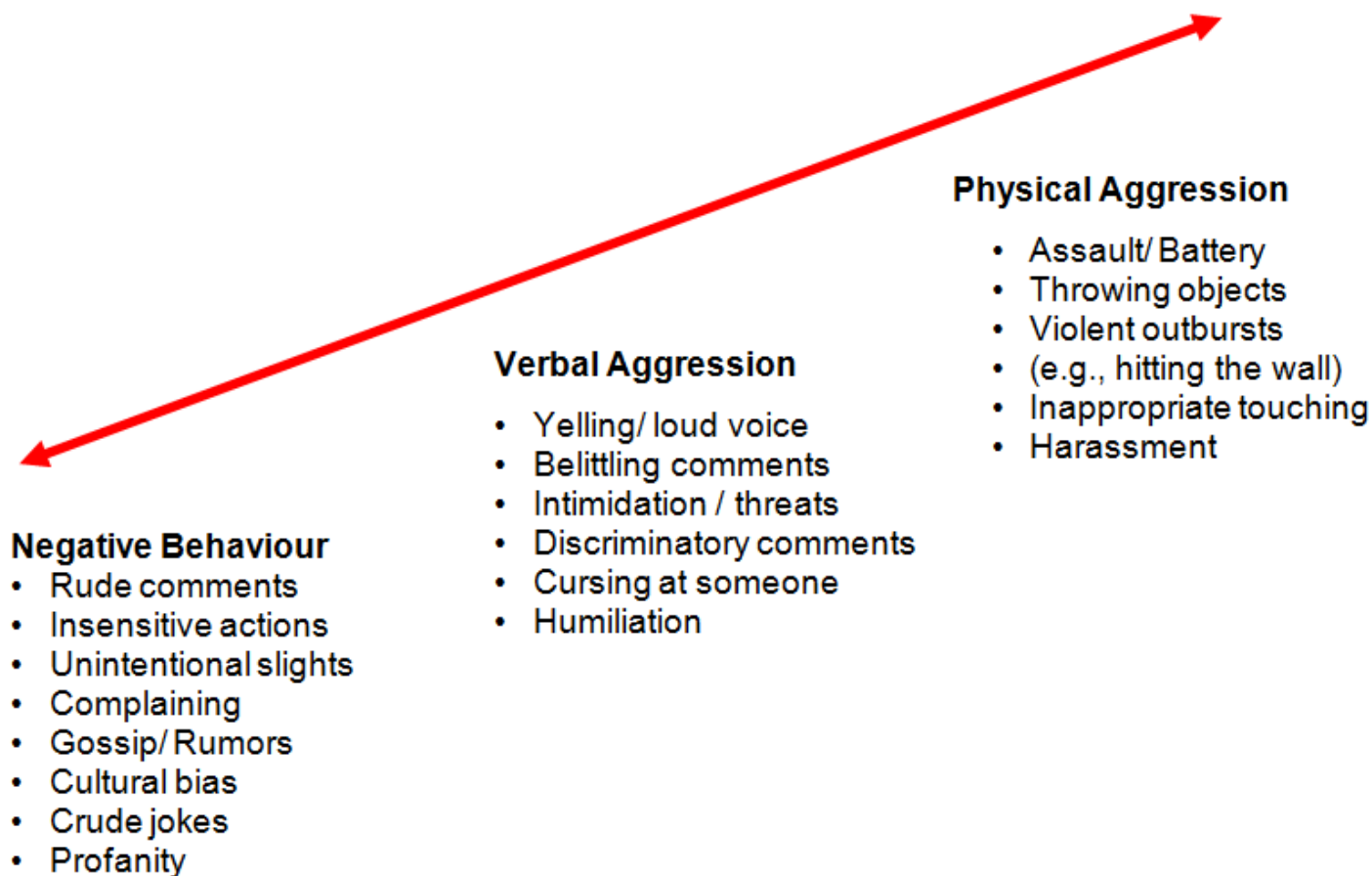
- Incivility has the power to intimidate people into silence. It isolates targets and makes them angry, ashamed and to seek retribution.



- When people are treated uncivilly, people felt so bad that they do everything possible to punish the wrongdoer or their corporation.
- Incivility harms:
 - Motivation
 - Ability



The Incivility Continuum



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When treated uncivilly, people:

- Stopped performing or stopped performing as well as they could
- Job satisfaction waned
- Anger at the corporation rose





- One of the most significant ways incivility costs firms money is by raising stress levels



A young man with glasses and a bandana is holding a black umbrella in the rain. He is wearing a white t-shirt with a graphic that says "HERITAGE" and "The history of the Brantford Area". The background is a solid grey color.

Mental Health

Got a Minute...



Costs of Incivility: Tangible Costs

Survey of 800 employees:

- 48% intentionally decreased their work effort
- 47% intentionally decreased time spent at work
- 38% intentionally decreased the quality of their work
- 80% lost time worrying about the incident
- 66% stated their performance declined
- 78% stated their commitment to the organization declined



- Managing incidents is expensive
- Fortune Magazine, 1000 firms

*Spend the equivalent of **13%** of their work time, equivalent to **7 weeks per year**, dealing with the aftermath of incivility*

- Mending relationships
- Repairing work environment



Jean de la Bruyere



Incivility is not a Vice of the Soul,
but the effect of several Vices;
of Vanity, Ignorance of Duty,
Laziness, Stupidity, Distraction,
Contempt of others, and
jealousy.

AZ QUOTES



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Incivility can take more subtle forms; it is often prompted by thoughtlessness rather than actual malice...



The Bully / The ***hole

The only positive aspect of this type of person in the workplace...is the shared dislike of this person by other employees prompting employees to band together.



Toxic Employees

- Overly negative
- Irrational
- Needy
- Know how to push buttons
- Pity party



Toxic Employees – a word to the wise

1. Do not have a battle of wits with an unarmed person.
2. Do not argue with fools because, from a distance, people cannot tell who is who

1 toxic person can
bring down up to
25 team members
around them.





ATTITUDE VS. BEHAVIOUR

Incivility:

- Door slamming
- Gossip / spreading rumours
- Exclusion
- Inactive listening
- Answering your phone in a meeting
- Negative people
- Not saying please or thank you
- Talking on a cell phone when around others
- Taking credit for others' efforts
- Belittling others' efforts
- Being insincere
- Being rude
- Snarky behaviour
- Blatant disregard for people's time / showing up late or leaving early with no explanation
- Looking at your smart phone
- Focusing on your computer
- Online incivility
- Ignoring emails
- Not returning phone calls
- Littering
- Complainers

Incivility:

- Passing blame for our own mistakes
- Sending bad news through email so that we don't have to face the recipient
- Talking down to others
- Setting others up for failure
- Forwarding others' emails to make them look bad
- Demeaning or derogatory remarks
- Withholding information
- Leaving a mess for others to clean up
- Consistently taking on easy tasks and leaving difficult tasks for others
- Acting irritated when someone asks for a favour
- Avoiding someone
- Taking resources that someone else needs
- Throwing temper tantrums



- Incivility causes in the workplace are many and varied. The incivilities that occur in society incite disregard and disrespect in the workplace.



Incivility Causes - Societal

- Never before has the language on television and in movies been so vulgar, or the topics so lewd and rude!
 - Howard Stern
 - South Park
 - Eminem
 - Reality TV
 - Jerry Springer
 - Miley Cyrus
 - Family Guy
- Erosion of family values, both parents working, latchkey kids
- The internet and social media – Facebook, Youtube, Twitter, bloggers



Im accustomed to Internet forums
where rudeness and incivility are the
rule, where too many people seem
to take pride in their insults.

— *Bryan Burrough* —

AZ QUOTES

Who/What Is To Blame For Workplace Incivility?

(among those who report the workplace is becoming more uncivil)



Key Strategic Steps to a Healthier Workplace

- Leaders need to lead by example
- Leaders set the tone
- Be nice
- Express appreciation of others' work
- Live the organization's values
- Understand the impact of negative role models
- Condoned behaviour is promoted behaviour

Simple Things: The 10/5 Way

- If you are within 10 feet of someone – make eye contact and smile
- If you are within 5 feet of someone – say hello – whether you know their name or not...



Emotional Intelligence...

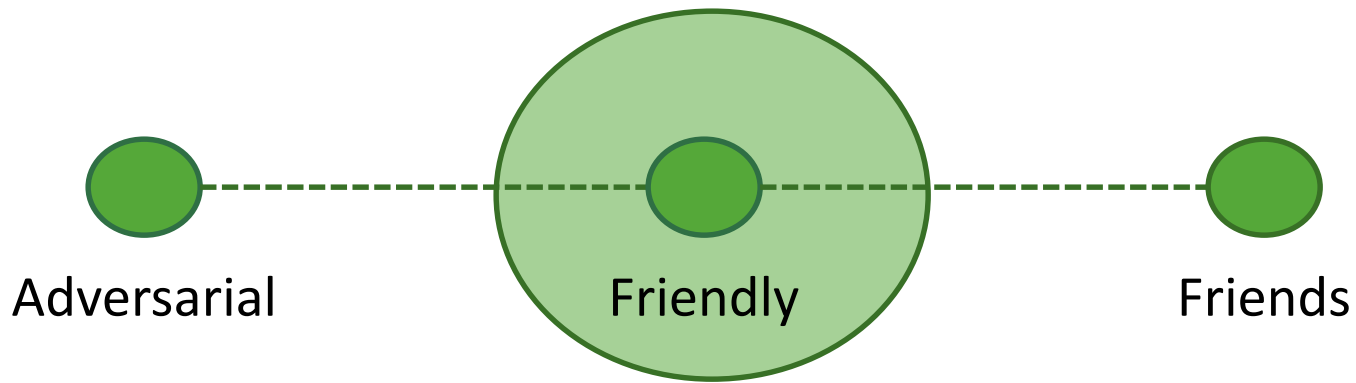
Is the ability to:

- Perceive;
- Understand; and,
- Manage one's emotions

As well as to understand and respond to others' emotions.

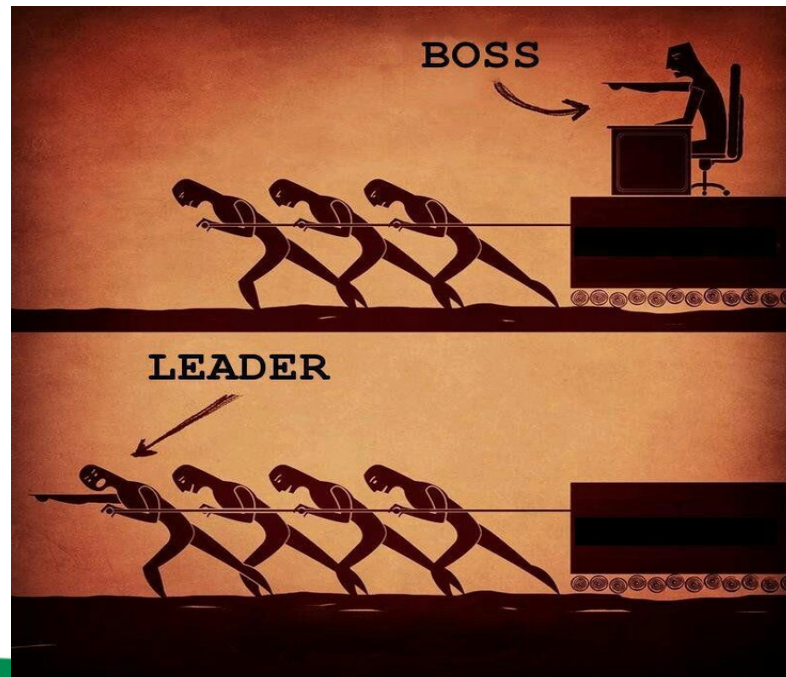


Workplace Relationships – Professional / Friendly

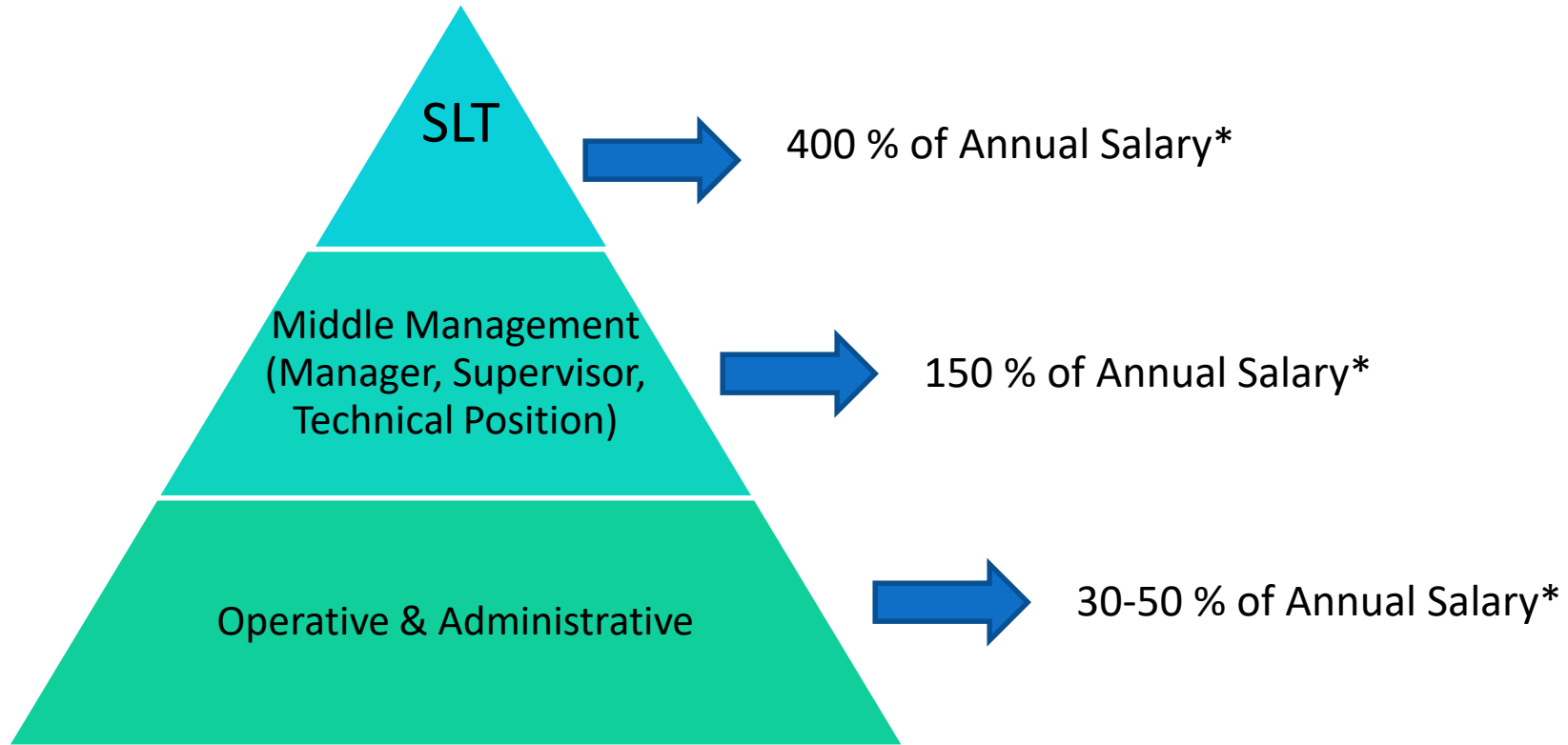


Civility / Respect: Golden Rules

- Always lead by example
- Practice makes permanent
- Make civility a habit, not an effort.....



When Employees Leave...



Sources

1. <http://www.eremedia.com/tlnt/what-was-leadership-thinking-the-shockingly-high-cost-of-employee-turnover/> - Talent Management & HR
2. <https://www.linkedin.com/pulse/20140701121556-17497251-the-cost-of-employee-turnover> - LinkedIn
3. <http://www.roundtablelearning.com/blog/3-employee-retention-tips-every-business-can-use> - Round Table Online Learning

Code of Conduct

- Council Code Of Conduct
- Employee Code of Conduct
- Employers Policies and Procedures

References

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