Workplace Civility

Presenter:

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April 19, 2023

Brevard County Chapter of Medical Assistants CEU Event

Objectives

- Define civility in the workplace and everyone's involvement

- Understand incivility and the costs of incivility as it pertains to the workplace

- Review the importance of workplace civility and how to cultivate it

- Discuss how to promote civility in the workplace

- Demonstrate techniques on overcoming workplace incivility

What is Workplace Civility?

- Defined as: Behaviors that help to preserve the norms for mutual respect in the workplace

- Strong connection between civility and ethics

- Goal is to perform acts of kinds, build positive relationships and proactively promote civility

- Quality of Life plays a role

- Customer Service is the biggest weapon used to achieve workplace civility

The Effects of Incivility

- Erode organizational culture
- Negative impact on productivity
- Cost companies excessive fees
- Loss of good, loyal employees

Workplace Civility Involves Everyone

- Accountability is one of the focuses when it comes to patient care as well as relations among co-workers, leaders, vendors, and other associates.
    - It starts with communication – verbal, non-verbal or written
    - Employees need to not only understand what civility means but also how to recognize uncivil behavior
- Restoring & increasing pleasure of working in the healthcare industry after experiencing incivility is another battle
- It is our moral responsibility to assist in positively influencing civility within our workplace

Importance of Workplace Civility

- Workplace should allow employees to feel safe and comfortable

- Civility plays a role on moral, productivity and the organizations' customer relations

- Feeling respected and appreciated are proven to be successful characteristics that lead to employee loyalty

- Employees surrounded by anger, frustration, intolerance or even violence are in a toxic and uncivil environment

- Stress is caused by large workloads, long hours, and struct deadlines

- Uncivil workplace leads to anxiety, depression and even physical illnesses

Effects of Incivility on Customer Service

Another concern with uncivil surroundings are the negative impact on productivity and damage to the business or organization.

- Poor behaviors displayed in the presence of the customer
- Employees inability to cope with uncivil situations

Focusing on addressing workplace civility concerns should be held to as high as a standard as the basic operations of the business.

Etiquette is important and will affect the likelihood of the customers returning for service.

Cultivate Workplace Civility

Leaders must ensure that they are addressing any concerns or misunderstanding by means of effective communication as this is key to maintain a strong bond between civility and morale as well as productivity

- Step 1 – Set a new standard
- Step 2 – Model the standard
- Step 3 – Coach the standard
- Step 4 – Embed accountability to the standard

Cultivate Workplace Civility – Step 1 "Set a new standard"

- Demonstrate how to be civil through displaying positive behaviors that produce feelings to include respect, dignity and trust

- "Treat others how you want to be treated"

- Set a standard across the boards that civility is as important

Outcome: higher productivity, increased morale, perfect behavioral system and promoting people's apply core values despite working conditions.

Cultivate Workplace Civility – Step 2 "Model the Standard"

- Leaders must model the standards they set in order for them to be effective

- Opportunity for leaders and staff to reset the clock and eliminate bad habits

- Demonstrate ability to evolve in areas of compassion, integrity and trust

Outcome: By stepping back and looking at your own behaviors, leaders can develop habits to model civility in the workplace.

Cultivate Workplace Civility – Step 3 "Coach the standard"

- Leaders have to coach their employees on applying the necessary skills
- Use the title and authority tied to being a leader to leverage the influence on creating a "gold standard" of civility in your workplace
- Focus on positives and reviewing alternative options of opportunity

Outcome: Building human-to-human connections based on genuine communication will make people feel appreciated.

Cultivate Workplace Civility – Step 4 "Embed accountability to the standard"

- Promote and reward those who follow the standards set

- Focus on taking steps to remove the incivility within an organization

- Celebrate the civility that has been adopted into the team's policies and programs

Outcome: Processes implemented to cultivate workplace civility will remain successful into the future.
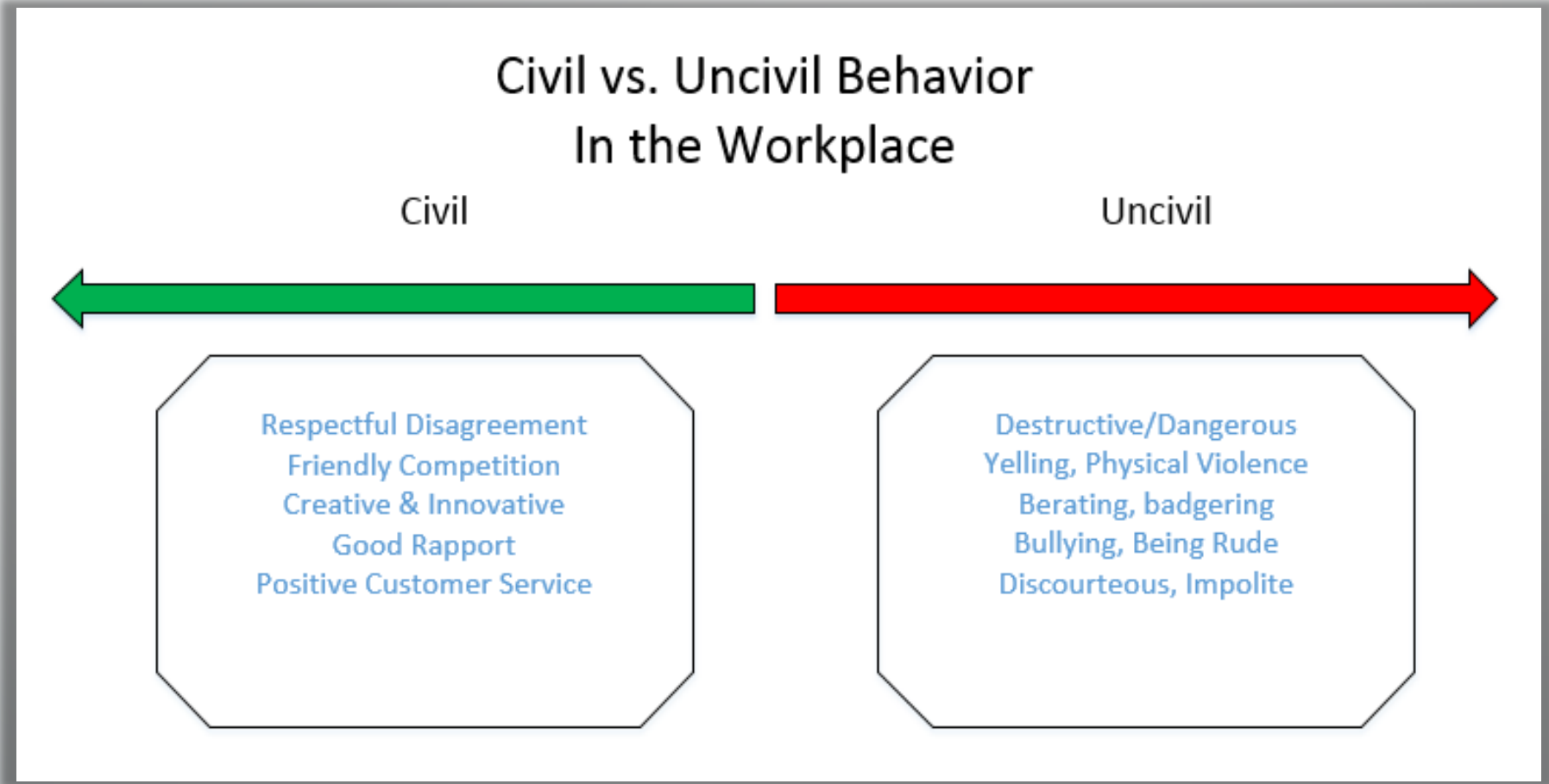
Other Influences on Healthcare

Aside from modeling good behavior, leaders should also:

- Avoid making excuses

- Hold each AND every person accountable

- Define when conduct is acceptable; point out when it is not

- Hire & train for POSITIVE workplace civility

- Pay attention to how things are handled in the larger scheme of things

Civil vs. Uncivil Behavior

Civil vs. Uncivil Behavior
In the Workplace

Civil

Uncivil

Respectful Disagreement
Friendly Competition
Creative & Innovative
Good Rapport
Positive Customer Service

Destructive/Dangerous
Yelling, Physical Violence
Berating, badgering
Bullying, Being Rude
Discourteous, Impolite

Cost of Incivility

Uncivil behavior affects employees directly and the organization indirectly. There is a monetary value concern of losing employees and the cost to replace and train new employees; however, the costs of incivility outweigh anything money can buy.

Employees who feel less than appreciated are most likely to partake in the following:

- Refrain from making suggestions or creating new ideas
- Purposely decrease level of individual productivity
- Avoid assisting co-workers or attending to the needs of leaders
- Demonstrate poor customer service and promote inefficiencies
- Call out sick and avoid going to work or leave the company completely

Combatting Workplace Incivility
Knowing Your Toxic Employees

Some of the common types of toxic employees include:

- **Slackers** – never around, arrive late, take long lunches, quick to make excuses

- **Volcanos** – build-up emotions and then explode; make others uncomfortable; or display poor customer service

- **Martyrs** – opposite of team player; take on lots of projects, come to work sick, difficult to manage

- **Pessimists** – black cloud in office; constantly negative; spread rumors; everything is the end of the world

- **Bullies** – utilize aggressive tactics over others; belittle, insult, manipulate, and trample on others; prefer positions of high power

Combatting Workplace Incivility
How to Deal with Toxic Employees

- **<u>First step</u>** is to stop ignoring the problem as it will not resolve itself and only worsen over time.

- **<u>Second step</u>** is to depersonalize the situation and avoid making any assumptions before all sides of the story are heard.

- **<u>Third step</u>** is to make suggestions for improving as opposed to pointing out and discussing the negative behavior

- **<u>Finally</u>**, follow through after you have had the tough conversation, laid down some ground rules and implemented a plan

Promoting Civility in the Workplace

- Initially, create an understanding that the organization promotes a **zero tolerance** for bullying and cultivate ways to promote civility

- Create an **all-inclusive** work environment where everyone is welcome to make suggestions, bring up new ideas, discuss concerns or rooms for improvement

- Promote and practice safe and open communication

- Provide workshops to help promote workplace civility

- Provide workshops or e-learning on proper electronic communication

- Monitor for and identify bullying within the workplace

Conclusion

Overall, we learned that workplace civility is not only the responsibility of the individual employee but also of the organization as a whole.

- We are accountable for our own actions

- We are accountable for calling out the actions of others, positive or negative

- We all abide by zero-tolerance policy in regards to harassment, bullying or other uncivil behaviors

- Set the standard, follow the model, coach the vision and embed accountability in the entire organization

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Question & Answer