



PRIMA INSTITUTE 2022

Is it Me or Is It You? Creating a Culture of Civility



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Is it Me, or Is it You? *Creating a Culture of Civility*

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Some of you may be saying:

“Hey, Pollyanna! Isn’t this simply pie-in-the-sky?!”



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Why should
you care
about civility?



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At age 14, George Washington compiled a list of
"110 Rules of Civility & Decent Behaviour"...

Rule #6 –

Sleep not when others speak...

Sit not when others stand,

Speak not when you should hold your peace,

Walk not on when others stop.



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Civility

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

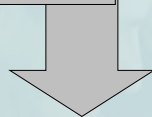
-- Plato



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Policy on Workplace Civility

In summation:



Be respectful in what you say (*verbal*)

Be respectful in what you show (*visual*)

Be respectful in what you do (*physical*)



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What is Civility?

- **Definition**
 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
- **How you treat people...**
- ***Life-enhancer* or *Well-poisoner*?**



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Your Work Environment



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Your Personal Outlook



Are others hearing from you:

- ❖ what you can't do
- ❖ what you don't have
- ❖ what won't work



Half empty

Or are they hearing:

- ❖ what you can do
- ❖ what you do have
- ❖ what will work



Half full



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Defining Civility

- Civility is a form of **benevolent** awareness.
 - ❖ **Respect**
 - ❖ **Restraint**
 - ❖ **Consideration**

from: P.M. Forni



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Workplace Civility

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



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Civility

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



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US News & World Report

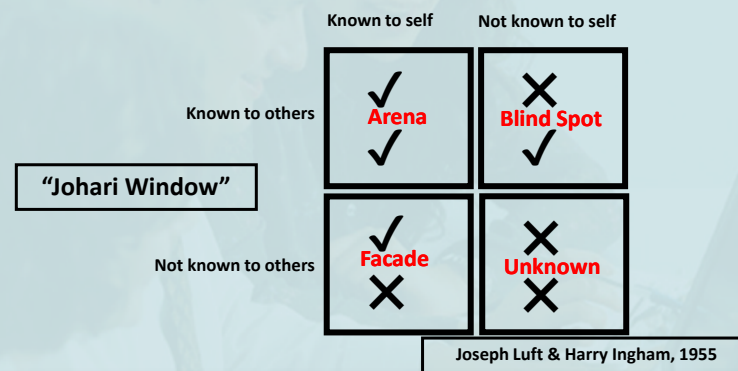
- 89% of people interviewed said that it was a serious problem in today's society.
- 90% of these same people said they were not personally rude.
- 50% say it is extremely serious.
- 78% said civility has deteriorated considerably over the past ten years.
- 90% of those polled believe it contributes to the increasing violence in this country.
- 85% believe it contributes to eroding crucial values such as respecting others.



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Workplace Civility

- Is it you, or is it me?



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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



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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



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The Incivility Continuum

Negative Behavior

- Rude comments
- Insensitive actions
- Unintentional slights
- Complaining
- Gossip/rumors
- Cultural bias
- Crude jokes
- Profanity

Verbal Aggression

- Yelling / loud voice
- Belittling comments
- Intimidation / threats
- Discriminatory comments
- Cursing at someone
- Humiliation

Physical/Sexual

Aggression

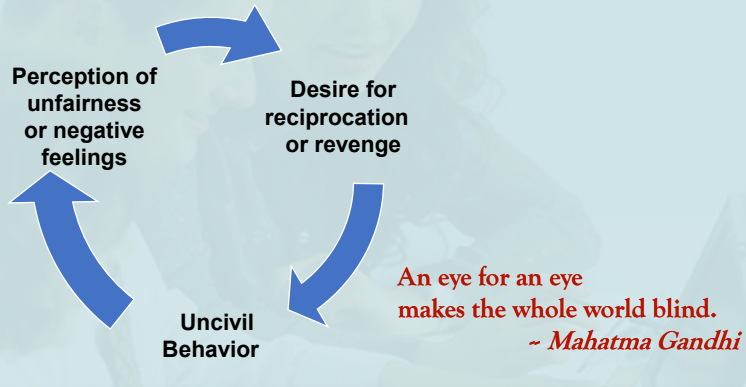
- Assault / Battery
- Throwing objects
- Violent outbursts
(e.g. hitting the wall)
- Inappropriate touching
- Harassment



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The Incivility Spiral

(adapted from Andersson & Pearson, 1999)



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The Costs of 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 due to litigation
- Incivility to members/clients



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Toxic Work Environment

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Workplace Civility

TOXIC WORK ENVIRONMENT

- Results

- Morale..... ↓
- Productivity..... ↓
- Public image..... ↓
- Workplace Injuries..... ↑
- Employment Liability claims..... ↑
- Exposure to Workplace Violence... ↑



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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.



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Workplace Civility

- **ACTION STEPS**

1. Policy
2. Training
3. Culture
 - Top-Down Commitment
 - Core Value
 - "Talk about it all the time"



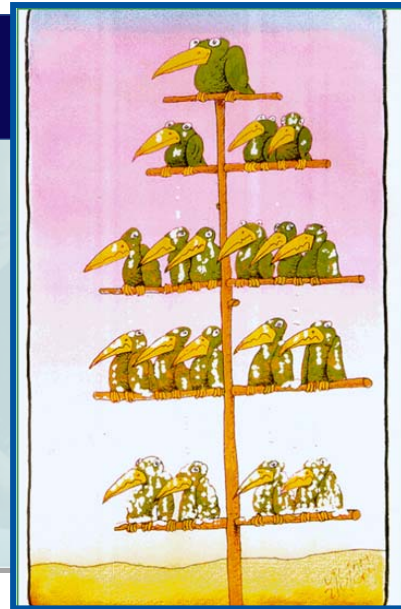
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Civility: Applying Risk Management



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Organizational Leadership



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Dealing with Uncivil Co-Workers

- ❖ **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.



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Civility

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

--- **The Talmud**

Compilation of Jewish Oral Tradition, 5th Century AD



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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



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Communicating Civility

- 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



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Civility

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

-- Socrates



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Final Thoughts

- 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: "Culture of Indifference"



You must be the change
you want to see in the world.
~ Mahatma Gandhi

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Seven Judgments All Leaders Face

Adapted from: "*The Dynamics of Warmth and Competence Judgments, and their Outcomes in Organizations*" by Cuddy, Glick, and Beninger

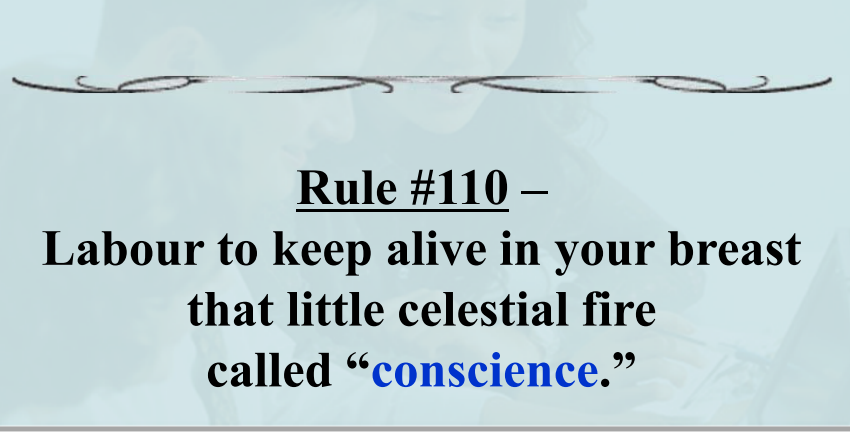
- | | | | | |
|--|--|----|---|----|
| 1) KINDNESS - Do you care about me? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |
| 2) SERVANTHOOD - Do you seek the best interest of others and our organization? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |
| 3) CHARACTER/HONESTY - Can I trust you? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |
| 4) FRIENDLINESS - Do you connect? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |
| 5) POWER - Can you deliver what you promise? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |
| 6) SKILLFULNESS - Can you lead? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |
| 7) INTELLIGENCE - Do you comprehend challenges & opportunities? | <table border="1"><tr><td>0</td><td>5</td><td>10</td></tr></table> | 0 | 5 | 10 |
| 0 | 5 | 10 | | |

The seven judgements distill into two essential qualities:
warmth and competence.

÷ 7 =
Average Warmth & Competence Score
<input type="text"/>

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**At age 14, George Washington compiled a list of
“110 Rules of Civility & Decent Behavior...”**



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Creating a Culture of Civility



The End



**A pessimist sees the difficulty
in every opportunity.
An optimist sees the opportunity
in every difficulty.**

- Sir Winston Churchill



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