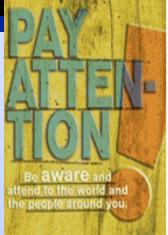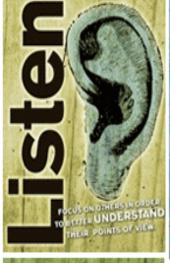# GHILG
Creating a Culture of Civility @Work

Joe Bontke, M.Ed

EEOC Houston District Office
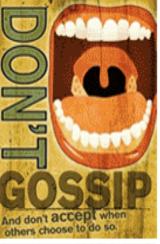
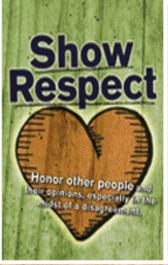713 907 2855 cell

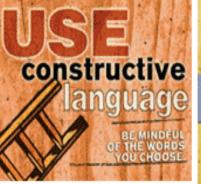joe.bontke@eeoc.gov

Happy Newyear
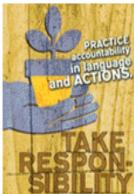
The EEO-1 report is due
by March31st, 2018
Use data from only
one payroll period
in either Oct, Nov or Dec 2017

Rebooting Harassment Prevention

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

**SELECT TASK FORCE
ON THE STUDY OF
HARASSMENT IN THE WORKPLACE**

**REPORT OF CO-CHAIRS
CHAI R. FELDBLUM & VICTORIA A. LIPNIC**

A Bipartisan Effort

JUNE 2016

Harassment continues to be one of the most frequently raised complaint—
- over 30% of all private sector cases
- 43% of Federal sector cases

#solveharassment

Report available at:

www.eeoc.gov/task_force/harassment/report.cfm

#MeToo

- In October 2017, Harvey Weinstein, a very powerful producer in the movie industry for decades, was accused of sexual harassment by more than thirty women—

including famous
Gwyneth Paltrow,
Kate Beckinsale,
Ashley Judd,
Rose McGowan
Angelina Jolie

Person *of the* Year

TIME

THE SILENCE BREAKERS

THE VOICES THAT LAUNCHED A MOVEMENT

time.com

#MeToo

First it was a story.
Then a moment. Now, months after women began to come forward in droves to accuse powerful men of sexual harassment and assault, it is a movement.

Time magazine has named "the silence breakers" its person of the year for 2017, referring to those women, and the global conversation they have started.

Women in low-wage US farm jobs say #MeToo
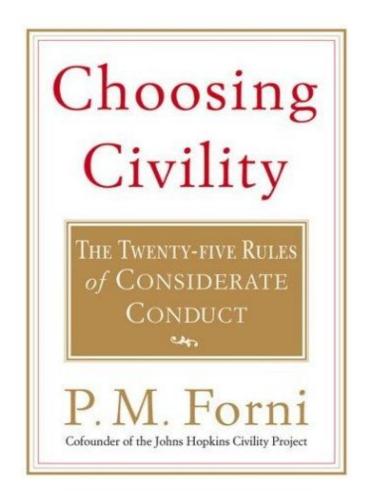
A movement grows

What is Civility?

P.M. Forni in *Choosing Civility: 25 Rules of Considerate Conduct* defines civility in part as a form of benevolent awareness.

"Civility is claiming and caring for one's identity, needs and beliefs without degrading someone else's in the process."– Tomas Spath and Cassandra Dahnke, Founders of the Institute for Civility in Government.

Choosing Civility

THE TWENTY-FIVE RULES *of* CONSIDERATE CONDUCT

P. M. Forni

Cofounder of the Johns Hopkins Civility Project

George Washington's
Rules *of* Civility *&* Decent Behavior
IN COMPANY AND CONVERSATION

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.

Civility

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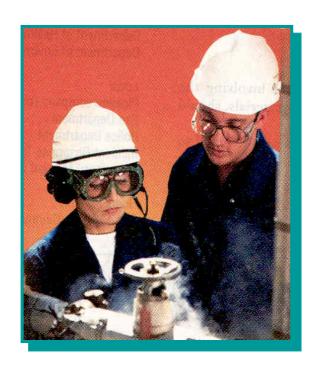
-- Plato

Workplace Civility

The Law & Liability

- **Hostile Work Environment**
  - Title VII
  - **Unwelcome behavior**
    related to a "protected class"
  - Discriminatory Behavior
- **What is a "Productive Workplace" Policy?**

EEOC Guidelines

- **Hostile or offensive work environment**
  - When harassment is so pervasive that the working conditions are unduly oppressive
    - Applies to harassment based on any of the "protected classes"
    - Harris v. Forklift Systems
- **Quid pro quo**
  - An employee's submission to unwelcome sexual advances is an express or implied condition for receiving job benefits or the employee's refusal to submit results in a job detriment
    - "This for that"
    - Applies to sexual harassment

Civility

- Civility's defining characteristic is its ties

- to city and society. The Latin civitas means city, especially in the sense of civic community.

The Three Arguments for Civility

❖ Principle of Respect for Persons

❖ Connection between Incivility and Violence

❖ Civility as a Quality of Life issue

Examples of Workplace Incivility

- Interrupting others without care
- Not listening
- Disrupting meetings, inappropriate behavior at meetings
- Rumoring, gossiping about or damaging a co-worker's reputation
- Perching impatiently over someone's desk, waiting for undivided attention

★★ THE ★★ ARGUMENT

Quoted from Envisonworks, Inc.

Dealing with Difficult Co-Workers

- People are difficult because they either have too high or too low an opinion of themselves.
- Suggest you need the person's help to solve the problem.
- Try to build the confidence of the difficult person.
- Choose your battles.
- Talk to a supervisor or Human Resources if the problem persists.

Effects of Workplace Incivility

❖ Lowered morale of the employees

❖ Reduced workplace citizenship behaviors (littering, carelessness with handling equipment and facilities, not taking care of others, etc.)

❖ Reduced team effectiveness

❖ Being uncivil to customers, clients, or others outside the immediate organization, office or facility

http://www.citehr.com/

Your Personal Outlook:
"Life-Enhancer" or "Well-Poisoner"

Are others hearing from you:

- ❖ what you <u>can't</u> do
- ❖ what you <u>don't</u> have
- ❖ what <u>won't</u> work

Half empty

Or are they hearing:

- ❖ what you <u>can</u> do
- ❖ what you <u>do</u> have
- ❖ what <u>will</u> work

Half full

CIVILITY

- **Politeness**
- **Respect**
- **Affirmation**
- **Morality**
- **Connection**
- **Accountability**
- **Assertiveness**

- **The Golden Rule**
- **Manners**
- **Tolerance**
- **Self-Restraint**
- **Focus**
- **Public Health**
- **Quality of Life**

So What is a Microaggression?

Microaggression: Subtle, verbal and nonverbal slights, insults, indignities, and denigrating messages directed toward an individual due to their group identity, often automatically and unconsciously. Usually committed by well-intentioned folks who are unaware of the hidden messages being communicated.

So What is a Microaggression?

Microaggressions are similar to carbon monoxide - *"invisible, but potentially lethal"* - continuous exposure to these type of interactions *"can be a sort of death by a thousand cuts to the victim"*

Sue, (2010) <u>Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation</u>.

BUSINESS NEWS DAILY
A guide for startups & small businesses

Creating Workplace Civility: Why Courtesy is Critical for Businesses

Happy employees create satisfied customers who refer your business to others through positive word of mouth.

Because It Matters .net

HR Magazine
Drive Down the Cost of Unemployment Insurance

Incivility Rising

Harvard Business Review

The Price of Incivility

Five Steps to Workplace Civility

Emily Post

Incivility in the workplace needs to be addressed for what it truly is: a massive time suck that impacts productivity, profits, and employee retention.

TechJournal

9 signs your work place needs civility, 6 steps to achieve it

"If we leave the human factor out of our business calculations,

we shall be wrong every time."

-*William H. Lever,*
founder of Lever Brothers

What's the impact civility in the workplace have?

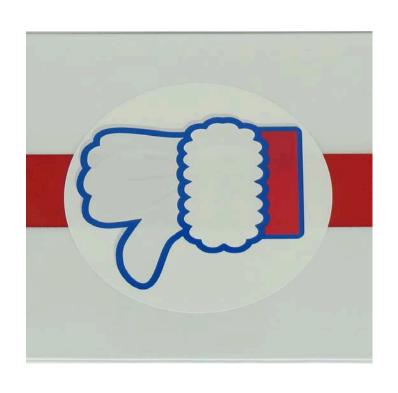# Business Case for Civility

⬆ Recruiting

⬆ Productivity

⬆ Customer Service

⬆ Presenteeism

⬆ Morale

⬆ Retention

⬆ Communication

⬆ Bottom Line
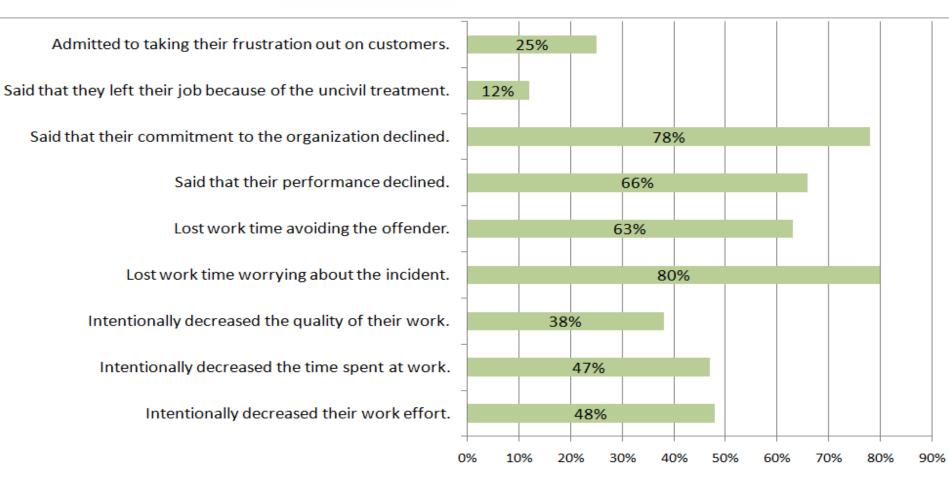
The Costs of Incivility

⬆ Turnover

⬆ Lost productivity

⬆ Accidents

⬆ Absenteeism

⬆ Customer complaints

⬆ Waste

⬆ Costs

Harvard Business Review

The Price of Incivility

Among workers who'd been on the receiving end of incivility:

Admitted to taking their frustration out on customers.	25%
Said that they left their job because of the uncivil treatment.	12%
Said that their commitment to the organization declined.	78%
Said that their performance declined.	66%
Lost work time avoiding the offender.	63%
Lost work time worrying about the incident.	80%
Intentionally decreased the quality of their work.	38%
Intentionally decreased the time spent at work.	47%
Intentionally decreased their work effort.	48%

What words come to mind, when you think of incivility?

Decencies – Not so Common

- Cursing
- Threats
- Sabotage
- Lying
- Complaining
- Belittling
- Intimidation
- Interrupting
- Checking phone during meetings
- Threats
- Rudeness
- Bullying
- Dirty looks
- Condescending comments
- Disruptive at meetings
- Public reprimands – makes me cringe
- Silent treatment
- Nasty emails
- Undermining colleagues credibility

Why are we reading about incivility in the workplace more now than ever?

Employment market

Egos

Stress

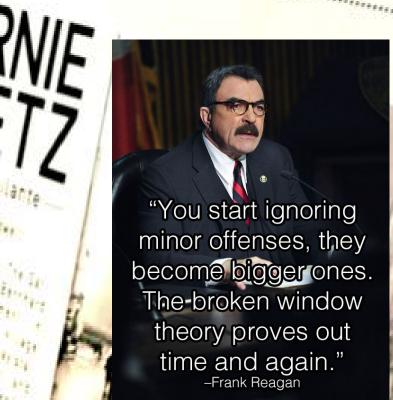Politics

Competition

Jealousy

Insecurity

Hidden agendas

Low self esteem

Emotions

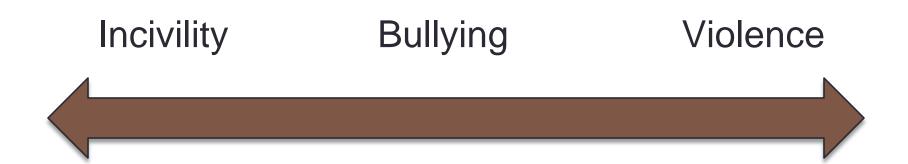Prima dona's – thinking rules don't apply to them

Problems at home

Broken Windows Theory

As Espoused By Malcolm Gladwell In His Book "The Tipping Point"

• • Vol. 001,

RNIE
TZ

"You start ignoring minor offenses, they become bigger ones. The broken window theory proves out time and again."
–Frank Reagan

Counterproductive Workplace Behaviors Continuum

Incivility   Bullying   Violence

HATE VIOLENCE PYRAMID

WAR CRIME

CRIMINAL

CIVIL

NON-CRIMINAL

VIOLENCE

HATE

PREJUDICE

GENOCIDE
The deliberate, systematic extermination of an entire people

VIOLENCE

Individual	Community
Murder	Arson
Rape	Terrorism
Assault	Vandalism
Threats	Desecration
Harassment	Lynching

DISCRIMINATION
Harassment   Employment Discrimination
Housing Discrimination   Educational Discrimination
Social Exclusion

PREJUDICE AND BIGOTRY
Scapegoating   Name-Calling   Epithets
Ridicule   Social avoidance   De-humanization

ACTS OF BIAS
Stereotyping   Jokes   Rumors
Justifying biases by seeking out like-minded people
Accepting negative information
Screening out positive information
Insensitive remarks and non-inclusive language

Harassment

Discrimination

Hostile Environment

Bullying

Civility

How to Create a Civil Workplace

- Create a vision
- Create systematic plan of action
- Make the case
- Involve employees
- Core values
- Policies and codes of conduct

How to Create a Civil Workplace - Implementation

- Train
  - Conflict management
  - Conflict resolution
  - Stress management
  - Teamwork
  - Interpersonal Communication

How to Create a Civil Workplace - Implementation

- Leaders model civility for others
- Branding
- Continual communication
- Put it in writing

Coaching for Change

The following Coaching tips can assist employees in being proactive in promoting respect and civility:

1. Focus on others' needs & consider how your words & actions will impact others before you speak or act.

Approach each interaction with respect, regardless of whether you believe that the other person's behaviors "earn" or even elicit that respect.

- 2. Be intentional in your communications.

- *Plan to listen to the other person without interruption & practice effective listening skills.*

- 3. Become a bridge builder & act in a manner that creates an inclusive work environment.

- *Look for various ways to have diversity in work teams and committees as well as in individual associations*

- 4. Appreciate the value of diverse opinions in developing approaches to varying situations.

- Recognize that it does not equate to agreement if you listen, clarify what was said, and ask questions to gain an understanding of others' opinions.

CONSIDER THE IMPACT OF YOUR WORDS BEFORE YOU SPEAK

- 5. Understand that conflicts will occur in the workplace & take responsibility for your actions, regardless of the situation.

- *Take time to understand your triggers or "hot buttons."*

- 6. Guard against acting impulsively based on negative assumptions about another's intent, as that can lead to damaged relationships.

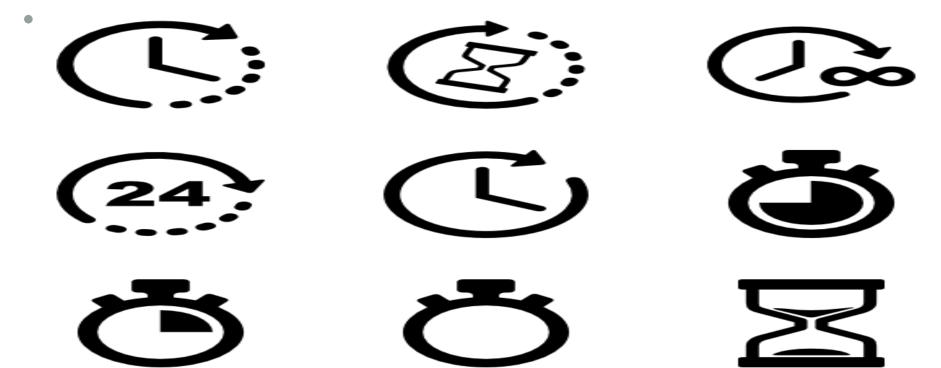- *Take time to analyze relevant facts and to reconsider your assumptions.*

- 7. Avoid tendencies to become caught up in gossip, complaining, or other forms of negativity in day-to-day interactions.

- *Be mindful of the following quote by Ruth Anne Crouse,*
"What Peter tells me about Paul tells me more about Peter than it tells me about Paul."
Recognize that your actions will influence how others perceive you.

WHAT IF CIVILITY RULED THE WORLD

- 8. View today's difficult situations from a broader & more realistic perspective by considering what they mean relative to the overall scheme of things.

- *Ask yourself questions such as, "How will I look back on these circumstances in a week, month, or year?"*

-

- 9. Be supportive of your organization in your communications both inside & outside of the workplace.
- *Ensure that any comments that you make place the organization (including departments and individuals) in a positive yet realistic light.*

- 10. Pay attention to how respectful you are in your communications and other actions on an ongoing basis.

- *Rate yourself (for instance, on a scale of 1-10) periodically after interactions to measure your success and to identify opportunities for improvement.*

Rating Scale:

1	2	3	4	5	6	7	8	9	10

Jim Taylor, a psychologist at the University of San Francisco, writing in the *Huffington Post*, contends that:

"Civility is about something far more important than how people comport themselves with others. Rather, civility is an expression of a fundamental understanding and respect for the laws, rules, and norms (written and implicit) that guide its citizens in understanding what is acceptable and unacceptable behavior. For a society to function, people must be willing to accept those strictures. Though still in the distance, the loss of civility is a step toward anarchy, where anything goes; you can say or do anything, regardless of the consequences."

Playing Nice with Others

All I Really Need To Know I Learned In Kindergarten
http://www.robertfulghum.com/

Play Nice!

☺Share everything.

☺Play fair.

☺Don't hit people.

☺Put things back where you found them.

☺Clean up your own mess.

☺Don't take things that aren't yours.

☺Say you're sorry when you hurt somebody.

☺Wash your hands before you eat.

☺Flush.

Resources

- Webershandwick.com. Civility in America 2011. Weber Shandwick. Powell Tate. KRC Research.
- Harvard Business Review. The Price of Incivility. Christine Porath and Christine Pearson. Jan. 26, 2013.
- HR Times Magazine. 7 Steps to a Bully-Free Workplace: Deliver a culture of civility to your organization & sustain the positive change. Catherine Michael Mattice, M.A. 4th Quarter, Vol 3, Issue 4.
- www.NoWorkplaceBullies.com
- Human Resource Development Quarterly. Managing Workplace Incivility: The role of Conflict Management Styles - Antecedent or Antidote? Jeannie Trudel, Thomas G. Reio Jr. Vol. 22, no. 4, Winter 2011. Wiley Periodicals.
- Academy of Management Review. Unseen Justice: Incivility as modern discrimination in organizations. Cortina L.M. 2008. 71.
- Hreonline.com. How Rude. Jared Shelly, July 29, 2013.
- WashingtonPost.com. Joyce E.A. Russell. Cultivating civility in the workplace. June 17, 2012.
- SHRM.org. Managing Difficult Employees and Disruptive Behaviors. Toolkits. 4/10/12.
- SHRM HR Magazine. Incivility Rising. Donna M. Owens. Vol. 57 No.2. 2/1/12.
- www.Civilitypartners.com
- Journal of Business and Psychology. The impact of organizational culture on attraction and recruitment of job applicants. Catanzaro, D., Moore, H., & Marshall, T.R. (2010). 25 (4), 649-662.
- The Tipping Point. Malcolm Gladwell, Jan. 7, 2002. Back Bay Books.
- The Great Workplace: How to Build It, How to Keep It, and Why It Matters. Michael Burchell and Jennifer Robin. Jan. 4, 2011. Jossey-Bass.
- **The Manager's Book of Decencies. Steve Harrison. 2007. Adecco Management and Consulting.**

UPCOMING EVENTS/ PROGRAMS

2nd Annual Gulf Coast
LGBT-Allies Diversity Summit
January 16, 2018 • 8:00AM-1:00PM

Crowne Plaza Houston River Oaks • 2712 Southwest Freeway • Houston, TX 77098

Featuring Keynote Speaker
Kim Ogg
Harris County District Attorney

REGISTER NOW!

AGENDA

8:00am – 8:30am	Registration Panel Session
8:30am – 10:00am	Panel Session
	"The Impact of an Ally: More than just a Title"
10:00am – 10:15am	Transition into Breakout Sessions
10:15am – 11:30am	Breakouts Sessions
	I. "The Power of Language: Fostering an Inclusive Culture"
	II. "Transforming Employee Resource Groups Into Effective Business Teams"
11:30am – 1:00pm	Keynote Speaker Awards Recognition & Closing Remarks

Gulf Coast Women in Leadership Symposium
March 1, 2018!

Women Blazing Trails

Carol Hess
Vice President
Worldwide Workstation
Product Management
& Go-to-Market
HP, Inc.

Myrtle Jones
Senior Vice President – Tax
Halliburton

Malisha S. Patel
Chief Operations Officer
Memorial Hermann
Sugar Land Hospital

Veronica Torralba Lozano
Vice President,
Project & Program Management
Consumer Insurance
AIG

Shelley Washburn
President
GS Marketing, Inc.

#TRAILBLAZER

2018 young women's leadership symposium Marh 24th

Join us!
- Mentors
- Speakers
- Sponsors
- Logistics Volunteers
- Swag

Host Location:
Houston Community College
Felix Fraga Academic Campus
301 N. Drennan
Houston, TX 77003

Contact Information & Resources

U.S. Equal Employment Opportunity Commission

Joe Bontke M.Ed.
Education & Outreach Coordinator
713 907 2855 cell
713 651 4994 Desk
joe.bontke@eeoc.gov

follow us on **twitter** **@EEOC_Houston**
Toll-free: 1-800-669-4000
TTY: 1-800-669-6820

www.eeoc.gov
eeoc.traininginstitute@eeoc.gov

EEOC
Training Institute
...Learn from the Experts