

Civility in the 21st Century Workplace

Daniel Buccino

Johns Hopkins Bayview Medical Center

Johns Hopkins University

School of Medicine

October 2015

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- ❑ I am on the staff of the Johns Hopkins Bayview Medical Center and on the faculty of the Johns Hopkins University School of Medicine.
- ❑ I am on the clinical faculties of the University of Maryland School of Social Work and the Smith College School for Social Work.
- ❑ I am Founder and Director of the Baltimore Psychotherapy Institute and am Past-Chairman of the Maryland Board of Social Work Examiners.
- ❑ I am an Associate, Advisor, and Certified Trainer of the International Center for Clinical Excellence and Director of the Johns Hopkins Civility Initiative.
- ❑ I (sadly...) receive no industry sponsorship and have no conflicts of interest to report.
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Johns Hopkins University Civility Initiative

- 2003 Baltimore Civility in the Workplace Survey
- 2007 Baltimore Incivility Survey

Civility Today

- What is Civility?
- Why is it Important?
- For You Personally,
and for Your Agency?
- How Can We Do it Better?

Defining Civility

□ Civility is a form of benevolent awareness.

- ❖ Respect

- ❖ Restraint

- ❖ Consideration

- ❖ “*Obedience to the Unenforceable*”

Defining Civility

□ Civility

“allows disagreement to take place without violence.”

Hall JA. (2013). The Importance of Being Civil. Princeton UP.

Defining Civility

□ Civility

“If you want to be loved, then love and be lovable.” – Ben Franklin

“Be agreeable.” – PM Forni

CIVILITY

- Politeness
- Respect
- Affirmation
- Morality
- Connection
- Accountability
- Assertiveness
- Good for Others
- Good for Business
- Secular Good
- The Golden Rule
- Manners
- Tolerance
- Self-Restraint
- Focus
- Public Health
- Quality of Life
- Good for You
- Good for Health
- Spiritual Good

Kids Reach Up

- ❑ Parents Don't Reach Down.
- ❑ Parents Must Set The Example.
- ❑ Parents Are Parents Not Friends.
- ❑ Parents Don't Argue With Teachers.

CIVILITY Is...

- ❑ NOT about how you feel.
- ❑ About how you make others feel.
- ❑ About how you act (toward other people).
- ❑ Politeness, courtesy, respect, good manners.
- ❑ NOT crude, rude, coarse, vulgar, tactless.

Thanks to Stuart Schneiderman, Had Enough Therapy? Blog

Getting Along

Everything about relationships is knowable.

Getting Along

- ❑ Starts at The Family Table (and in the Office) (and Classroom)
- ❑ Family Dinner Socializes and Domesticates
- ❑ Establishes Routines
- ❑ Routines Build Trust
- ❑ Trust Establishes Intimacy
- ❑ Reinforces Reliability, Discipline, Restraint, Responsibility
- ❑ Requires Planning and Commitment
- ❑ Reduces (childhood) Obesity

CIVILITY IS...

- Not always just kind and nice.
- Not just *Not* angry.
- Not full and open expression of feeling.
- Not glorified rudeness and spontaneous enthusiasm.
- Not getting in touch with feelings, whether warm and fuzzy, or angry and rude.
- Polite and respectful performance of social rituals.
- Decorous free speech.

Planning = Character

- Spontaneity & Surprise \neq Civility
- Kids Poor Advance Planners
- Make Others Comfortable
- “Rules of the Game (party)”
- Printed Invites, not just FB invites
- Helps the Other Parents Too

CIVILITY IS...

- ❑ Speaking “*to the right person, to the right extent, at the right time, with the right aim, and in the right way.*” - Aristotle (again!) (eternal truths bear repeating) (right speaking)
- ❑ Chewing with your mouth closed, sending thank you notes.
- ❑ Formal gestures, rituals, ceremonies.
- ❑ Gestures of respect and restraint, eg. “my esteemed colleague.”
- ❑ Asserting openly that disagreements are not personal.

Thanks to Stuart Schneiderman

Simplicity

“It has long been an axiom of mine that the little things are infinitely the most important.”

-Sherlock Holmes

Civility and Character

- ❑ Failing to control your emotions suggests you have weak character.
- ❑ Nothing to be proud of.
- ❑ Hypersensitivity to slights is a sign of low sense of honor, pride, and dignity.
- ❑ Thin-skinned self-respect is no self-respect.
- ❑ *“He who strikes the 1st blow has lost the argument.”* – Chinese Proverb
- ❑ Responsible, reliable, trustworthy, competent, & focused. – Confucian “Good Person”

Civility and Character

- ❑ Good Character = Good Person = Good Employee.
- ❑ Competent and Cheerful.
- ❑ Conscientious.
- ❑ Able, Affable, and Available.
- ❑ Smart and Nice.
- ❑ Often, “nice guys finish first!”

Civility and Ethics

- ❑ Cornerstone of all ethical systems:
- ❑ Principle of Respect for Persons
- ❑ We must treat others as ends in themselves, not as means toward our ends.
- ❑ Behavior informed by empathy.
- ❑ Good for others AND good for you.
- ❑ “Civility does the everyday busy work of goodness.” – PM Forni

Manners of Respect

Remove hat in some houses of worship.

Cover head in others.

Civility is the underlying wish to be respectful in all settings.

Civility

- ❑ “The Good Life”: Relationships
- ❑ Purposeful Poise
- ❑ Relational Competence
- ❑ Expedient and Polite: Good for Business
- ❑ Altruism and Self-Interest: Good for You and Good for Others
- ❑ The Inner “Designated Driver”
- ❑ *Sprezzatura* and *Bushido*

Civility and the New Humanism

- ❑ Humans are “social animals” who emerge out of relationships.
- ❑ Human Capital includes (not just IQ):
- ❑ *Attunement* (Openness to what others have to offer)
- ❑ *Equipoise* (Purposeful Poise) (monitor one’s biases)
- ❑ *Metis* (synthesize patterns in complex situations)
- ❑ *Sympathy* (empathy) (work in groups)
- ❑ *Limerence* (flow) (love for others, challenge of a task)

From David Brooks, *The Social Animal: The Hidden Sources of Love, Character, & Achievement*, 2011

US News: Civility Survey (1996, 2013)

- 89% of people interviewed said that it was a serious problem in today's society.
- 90% of those 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 divides the national community.
- 85% believe it contributes to eroding crucial values such as respecting others.

The Multicultural Workplace

(The American workplace is the most diverse in the world.)

- ❑ Labor: Most important, expensive, diverse, and perplexing asset.
- ❑ >50% gross revenue across US = labor.
- ❑ 4-5 Gens working at once: Traditionalists, Boomers, Gen X, Millennials
- ❑ 2/3 undergrads women, 13/15 fastest careers women dominated, 11/15 in health care

The Multicultural Workplace

(The American workplace is the most diverse in the world.)

- ❑ 90% Millennials use social media
- ❑ Major part of our communications landscape
- ❑ From speech to writing to typing to phone to computers to e-mail to texts.

Civility Cultures in Collision

- Millennials (18-30 y/o): "1st Language is Technology"
- Check screens up to 500 times per day.
- Facebook, Twitter, Instagram, Tumblr, Yelp, Vine, Pinterest, Snapchat, texts
- "e-mail is boring"
- Boomers (>50): Much less screen time
- Good or Bad?
- Connected or Disconnected?

From: Lassen CP. Civility in the networked age. Baltimore Sun. 6 Oct 13

The Costs of Workplace Incivility: The Perception of a Decline

Baltimore Workplace Civility Study 2003

- ❖ 83% very important to work in a civil environment
- ❖ 70% contemplated changing jobs
- ❖ 25% said workplace less civil in the last 12 months
- ❖ 37% decreased effort at work
- ❖ 13% used health care / employee assistance benefits

From JHU/UB-JFI

The Costs of Workplace Incivility: The Perception of a Decline

- ❑ Polled 800 managers and employees in 17 industries, 2012
- ❑ 80% lost work time worrying
- ❑ 78% commitment to work declined
- ❑ 66% performance declined
- ❑ 63% lost work time
- ❑ 48% intentionally decreased work effort

From Porath C & Pearson C. Harvard Business Review. Jan-Feb 2013

The Costs of Workplace Incivility: The Perception of a Decline

- ❑ 47% decreased time at work
- ❑ 38% intentionally decreased quality of work
- ❑ 25% admitted taking frustrations out
on customers
- ❑ 12% left job due to incivility

From Porath C & Pearson C. HBR. Jan-Feb 2013

Effects of Workplace Incivility

- ❖ Creativity Suffers
- ❖ Customers Turn Away
- ❖ Managing Incidents is Expensive
- ❖ Managing Diversity is Hard Enough
- ❖ Performance and Team Spirit
Deteriorate

From Porath C & Pearson C. HBR. Jan-Feb 2013

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

From Envisonworks, Inc./PM Forni

Examples of Workplace Incivility

- ❖ “Forgetting” to share credit for collaborative work
- ❖ Asking for input and then discounting/ignoring it
- ❖ Keeping others awaiting access to information without recourse
- ❖ Over-ruling decisions without open, direct rationale
- ❖ “Flaming” someone on e-mail

From Envisionworks, Inc./PM Forni

The Costs of Workplace Incivility: The Perception of a Decline

- ❖ **\$300 Billion/Year**
- ❖ Annual Cost of U.S. Businesses of Workplace Stress
 - Absenteeism
 - Loss of Productivity
 - Turnover
 - Medical Expenses

-Am. Psychological Assn/PM Forni

What's a Leader (Anyone?) to Do

- Model Good Behavior
- Ask for Feedback
- Hire for Civility (Team interviews)
- Teach Civility
- Create Group Norms
- Reward Good Behavior
- Penalize Bad Behavior
- Exit Interviews
- Pay Attention to Progress

From Porath C & Pearson C. HBR. Jan-Feb 2013

The Terrible 10

10. Using cell-phones in mid-conversation or in a meeting (or the bathroom!).
9. Smoking in non-smoking areas, or near non-smokers without permission.
8. Misuse of handicapped privileges.
7. Littering (trash, spitting, pet waste).
6. Aggressive or bullying children.

JHU/UB JFI Baltimore Incivility Survey, 2007

The Terrible 10

5. Jokes or remarks that mock race, age, gender, disability, sexual preference, religion.
4. Treating service providers as inferiors.
3. Taking credit for someone else's work.
2. Road Rage: Dangerous, reckless, aggressive driving.
1. Discrimination in the Workplace.

JHU/UB JFI Baltimore Incivility Survey, 2007

Diversity in the Workplace

DIVERSITY IS A **PROCESS** -- NOT AN
EVENT

- Diversity is not the same as Affirmative Action
- Diversity includes Everyone
- Commitment to diversity means a commitment to ***all*** employees

Risks of Diversity

1. Robert Putnam (*Bowling Alone*): *E Pluribus Unum: Diversity and Community in the 21st Century* (2007).
2. From the many, one: Melting pot or patchwork quilt?
3. “Diversity can reduce social solidarity... diverse neighborhoods ‘hunker down’ ...trust lower...altruism and cooperation rarer...friends fewer...”

Benefits of Diversity

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 sales opportunities; increased revenues will bring more resources and benefits for all employees.

Risks & Benefits of Diversity

Robert Putnam, *E Pluribus Unum* (2007):

- How to “Manufacture Trust”? Trust most those with whom we have most in common.
- Must create a strong, unified, inclusive culture.
- The military, sports teams, marching band: Shared values, rituals, ceremonies, customs, uniforms.
- Team Bayview!? Team DePaul?!! Be a good host.
- All bruise easily, but all conform to team’s culture.
- Touchdown or fumble?
- Create strong culture: Same customs, same ceremonies, group loyalty, trust each other, gain social capital.
- One MVP, all get Super Bowl Rings.

The End. Thank You!
Questions? Comments?

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