



Leadership Guide to Encouraging Civility

Welcome!

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SHRM-CP, CIWCS, CPHR

- Employing Abilities @Work
- Mental Health Ally
- Veterans at Work
- Workplace Investigations



Leadership Guide to Encouraging Civility



Civility is the ability to show respect to someone when you disagree with them.

223M

acts of incivility daily



30% from Q1 2024

56% of acts of
incivility occur at work

68%

go unaddressed by
supervisors and leadership

44% believe incivility
will get worse in **2025**

26% said is likely they
will leave their job due to
incivility

People don't want more feedback...

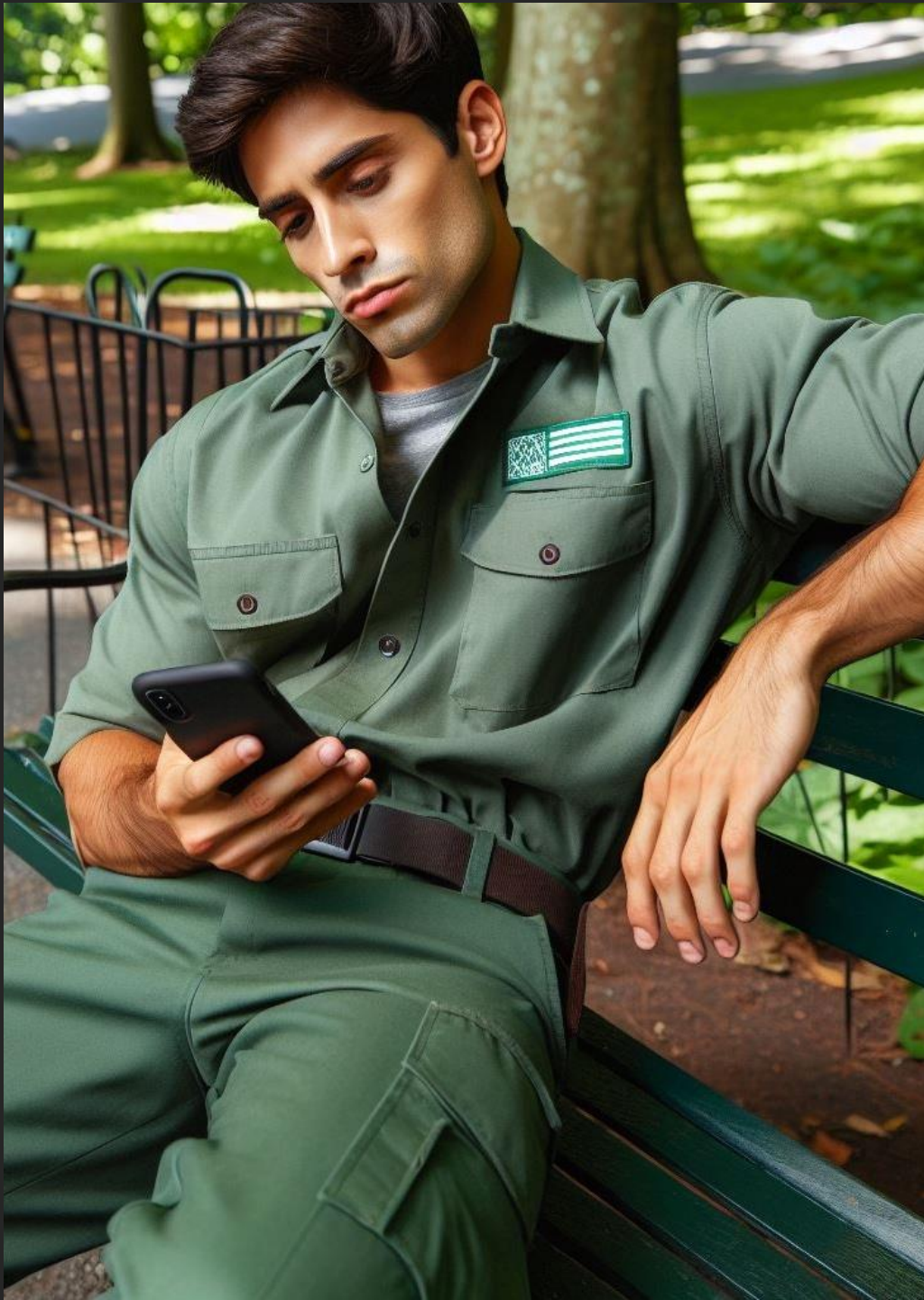
They want to be told how awesome they are.

Understanding how we got here

- Historically leaders were chosen because they were jerks, people who didn't pull their punches and were values for a "take no prisoners" approach
- Exclusively – Inclusive (if you think like we do, look like we do, or act like we do, then you can be included)
- Discouraging diversity, because we don't want the constant challenges, to process, procedures, etc.

No Hot Topics at Work!

- The root cause of incivility is the lack of knowing the other person well enough
- Loneliness is an epidemic in our workforce, the lonelier you are the more likely you are to lash out
- You are more likely to stay at a job if you have a best friend at work.
- 57% men 59% of women
- 47% of 18-34 yo report feeling left out
- 16% of people over 55 report feeling left out



The Price of Incivility

Employees who experience incivility are likely to:

- Develop low energy leading to “just doing the minimum”
- Develop stress disorders, anxiety, panic, depression
- Have intentions to quit
- Stop focusing on their performance targets
- Indulge in work-avoidance behaviors, affecting discretionary performance
 - being on their cellphone, taking extended breaks, calling out, leaving early, taking unnecessary leave
- Avoid work tasks/projects as well as the people at work

How To Start

- Agency mission first
- Employees are required to act in service of the agency's mission
- Default to trust

Employees who will not commit to being on board are invited to leave



Focus on the Right Things

- Talent and job fit
- Professionalism
- Respectful communications
- Promptly addressing issues and conduct
- Empathy
- Positive feedback and recognition

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The Fix

Don't try to fix it when it's raw – let people process

Maintain zero tolerance for incivility, address it, (but not when they are crying)

Educated and use resources Consistency is key

Recognize publicly the behaviors we want to see

Don't hire or promote uncivil people

Leadership must always model civility and use the right words and practices until you see them echoed back by your staff

Don't force it, be sincere, and get to a space where your staff wants to be recognized by you for doing the right things



Creating Top Performing Cultures

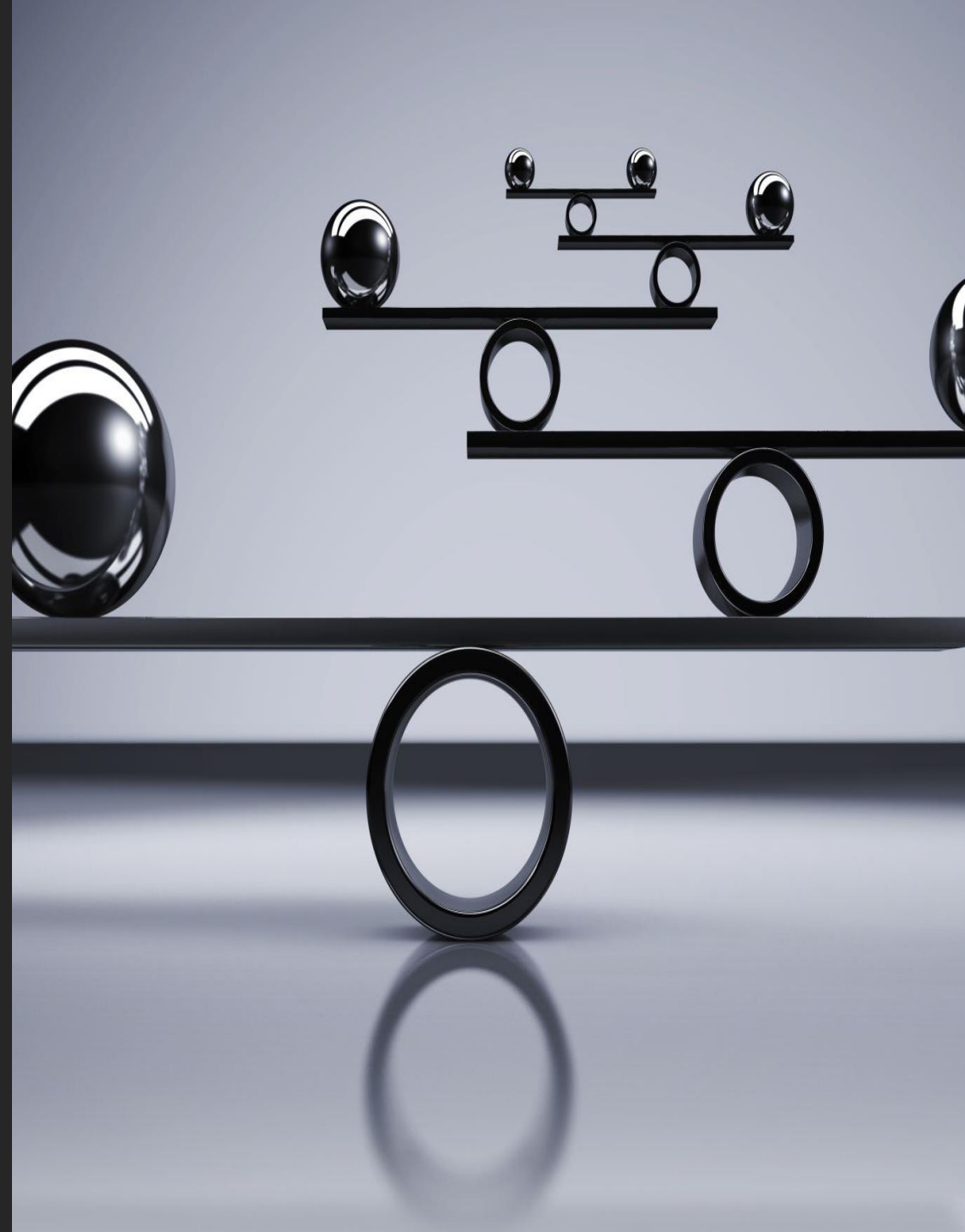
- Focus people's passion on work processes
 - Find opportunities to support a common goal
 - Find opportunities for people to work together
 - Create opportunities to create a best friend
- Create opportunities where friendships can develop

Tips for Supervisors and up

Be selfless with your words and actions

Be process driven vs results driven

Be a mindful communicator



Bring it all together

- Focus on building trust and relationships
- Eliminate bad behavior – don't allow employees to treat each other badly
- Don't allow your leaders to be conflict-avoidant
- Be clear on expected behaviors
- Create and focus on a bigger goal for the agency





Thank you

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