EFFECTIVE MANAGEMENT OF WORKPLACE INCIVILITY

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"All this talk about civility is interfering with my constitutional right to yell at my co-workers."
Objectives

1. Define uncivil behaviors common in the workplace
2. Describe the relatedness of incivility and relationships
3. Self-evaluate one’s level of Emotional Intelligence for strengths and opportunities of growth
4. Examine a nurse leader/manager’s responsibility to model civil behavior
5. Identify interventions to provide a civil work environment
6. Articulate strategies that can be used to minimize eliminate harmful workplace incivility
You can't fix yourself by breaking someone else

Unknown
Incivility Defined

“A rude or discourteous act”

Merriam Webster Dictionary

The American Nurses Association states that Workplace Hostility (or bullying) is: “repeated, unwanted harmful actions intended to humiliate, offend and cause distress”

Nursing World, 2015, p. 1
“Low-intensity deviant behavior 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”.

Andersson & Pearson, 1999
Understanding Incivility

Theories of why incivility exists:

- Historical roots
- Oppressed Group Behaviors
- Horizontal Hostility
- Toxic Leadership
- Tend and Befriend
- Organizational Factors

“Nurses Eat Their Young”  “The Young Eat Their Old”
Nurses Eat Nurses
Recognizing Incivility

Lateral Violence or Hostility

Behaviors include simple things such as eye-rolling, condescending body language, non-verbal language such as snorts, drumming of fingers, inattention while person is speaking... texting.....

Triangulation, sabotage of another person, gossip
Personal Experience

Fill out the card noting a time when you either experienced or witnessed incivility in the workplace.

Please do not put any identifying information concerning those who were involved.
Effects of Incivility

On the brain-

Few days of stress: compromises the effectiveness of neurons in the hippocampus, the area responsible for reasoning and memory

Weeks of stress: reversible damage to brain cells

Months of stress: can permanently destroy brain cells

Bradberry, 2017
Effects of Stress

Types of stress:
- Acute stress can save your life
- Chronic stress can kill you

Chronic stress affects your brain structure down to the level of your DNA
Effects of Stress

Chronic stress releases stress hormones:
- Epinephrine (adrenaline)
- Norepinephrine
- Cortisol

Cortisol causes weight gain, osteoporosis, digestive problems, hormone imbalances, cancer, diabetes, heart disease, negative impact on the adrenal glands.
Stress...

1. Creates free radicals that kill brain cells
2. Makes one forgetful and emotional
3. Creates a vicious cycle of fear and anxiety
4. Halts production of new brain cells
5. Depletes critical brain chemicals causing depression
6. Puts one at greater risk for mental illnesses of all kinds
Stress...

7. Makes one stupid
8. Shrinks the brain
9. Lets toxins into the brain
10. Increases one’s risk of dementia and Alzheimer’s
11. Causes brain cells to commit suicide (premature aging)
12. Contributes to brain inflammation and depression

Bradberry, 2017
In Their Own Words: the devastating effects of incivility

Characteristics of Workplace Incivility
  Definitions
  Behaviors
  Those involved in Perpetuating Incivility

Outcomes of Incivility

Perceptions of Support
In Their Own Words: the devastating effects of incivility

Nasty
Demeaning
Gossip
Disrespectful
Purposeful humiliation
Bullying/ hostility
Betrayal of trust issues
Patient safety issue
Perceived lack of support from nursing leaders
What is the Value of Creating a Safe and Civil Workplace Environment

Patient Safety
Employee Engagement/Retention
Promotion of Creativity
Increased Self-Esteem/Confidence/Competence
It is Supported by Emotional Intelligence
Emotional Intelligence

What is it?

“Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships”
What does that mean?

“Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, ....”

How do we recognize our own emotions and understand them? How do we recognize and understand emotions in others?
What does that mean?

“...and your ability to use this awareness to manage your behavior and relationships”

Once we do recognize and understand how our emotions and those of others work in relationships, we are able to better manage our behaviors in those relationships.
Please complete the assessment by answering the question:

“How often do you demonstrate each behavior?”
Assessment Scoring

Total your scores for questions and record them in the appropriate boxes.

<table>
<thead>
<tr>
<th>Questions</th>
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<tbody>
<tr>
<td>1-5</td>
<td>6-10</td>
<td>11-15</td>
<td>16-20</td>
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Each set of questions corresponds with a building block of emotional intelligence.

<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>Self-Management</th>
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<tbody>
<tr>
<td>Social Awareness</td>
<td>Relationship Management</td>
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</table>
Scores on each component will range from 5-25

0-4 means you are not being honest

5-10 means this is an area you should focus on improving immediately (Poor score)

11-15 means this is an area where improvements should be made (moderately poor to average score)

16-20 means this is an area where improvements could be made (above average score)

20-25 means this EI component is one of your strengths (excellent score! Keep up the good work.)
How Does Emotional Intelligence Work?
EI and the Brain

First is the spinal cord.

This structure takes in sensory information from the peripheral nervous system and relays motor commands.

Most of the time it responds with reflexes. Involuntary functions
EI and the Brain

Next is the limbic system. The limbic system is also a fairly old part of the brain, but a bit more evolved – it is called the mammalian brain.

The most important structure in the limbic system related to EI is the Amygdala.
EI and the Brain

Finally we have the frontal lobe. It is:

The youngest brain structure

What sets us apart from animals and gives us our essential humanness

Responsible for reasoning, planning, parts of speech, movement, some emotions and problem solving

The area in which people spend the majority of their time operating
Example.....
Key:
Use all pieces of the brain together to understand and solve problems most effectively.

Note what automatic reflexes are reacting; sweaty palms, heart racing (spinal cord).

Filter them through our emotional memories – how do we normally react during stress and is that effective? Can these emotions be controlled

Now we can move to the frontal lobe and solve the problem appropriately.
# Emotional Intelligence

![Emotional Intelligence Diagram](image)

<table>
<thead>
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<th>Personal Competence</th>
<th>Social Competence</th>
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<tr>
<td><strong>Internal or Recognition</strong></td>
<td><strong>External or Regulation</strong></td>
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Self awareness is the ability to accurately perceive your own emotions in the moment and to understand your tendencies across situations.

Emotions cannot be managed if there is unawareness or a lack of understanding.
Self Management is the ability to use your awareness and emotions to stay flexible and direct your behavior in a positive manner.

Are you able to adequately harness your anger, disappointment or fear so that your emotions don’t interfere with your ability to listen or problem solve?

Do you know when you need help and are you able to ask for it?
Social Awareness is the ability to accurately pick up on emotions in other people and understand what is really going on with them.

This is just like self-awareness; however now you have transferred this skill from yourself to those around you.

You are understanding the cues from the people around you.
Relationship Management is the last component and it builds on everything that came before it.

You are using your own awareness and management and detecting that of others in order to effectively interact with people.
Questions that really get at the heart of relationship management are:

- Can you remain calm, energized and focused in the face of another’s distress or during an upsetting situation?

- Can you defuse conflict with humor or by listening convincingly to another’s point of view?
EXAMPLES OF HOW TO USE EI
“Don’t let the behavior of others destroy your inner peace.”

Dalai Lama
Leadership Responsibility

Providing a safe and civil environment

Accountability

Confidentiality

Genuine

Know available resources

Reflective practice
What is a Civil Environment?

Supportive/ Safe

Trust and respect

Applies learning to daily tasks

Promotes interdependence, independence and self-motivation

Considers the associate’s background, education, skills
Create an Environment of Civility

Increase:

a climate of safety and healthy communication by role modeling and using as many opportunities as possible to teach interpersonal and care fronting confrontational skills

“Leaving a Legacy” toolkit
Colorado Center for Nursing Excellence
Create an Environment of Civility

Rebuild joy in the workplace with a focus on team member, provider and environmental experiences (Thew, 2019)

Support breaks. Provide a space that is visually appealing, has necessary equipment such as a refrigerator and calming colors, chairs, etc.
Decrease:
- negativity
- gossip
- culture of blaming- use errors as teaching moments
- maintain a zero tolerance for a communication that is unhealthy, disrespectful, or spoken to people other than the persons directly involved
Tools you can use:

Establish group norms

Actively involve others through direct questions

Incorporate a cultural norm of mutual trust and respect behaviors using the Five Agreements
The Five Agreements

1. Be impeccable with your word.
2. Don’t take anything personally.
3. Don’t make assumptions.
4. Always do your best.
5. Be skeptical and learn to listen.

Written by D.M. Ruiz & D.J. Ruiz
Strategies

When encountering conflict where you realize you do not want to respond immediately, you may:

Tell the person that you will answer them in a moment

Pause before speaking so to collect your thoughts

Take three slow breaths before responding
Personal Responsibility

Intentionality-
what do we bring to the workplace everyday?

Colorado Center for Nursing Excellence
Personal Responsibility

Questions to ask oneself before responding to a conflict:

What part of this issue do I own?

What do I need to apologize for?

If I knew this conversation were being videotaped and then shown to people I respect, how would I change my reaction?

How can I show compassion towards this person?
Personal Responsibility

Reflective Practice

“is a way of studying your own experiences to improve the way you work. It is very useful for health professionals who want to carry on learning throughout their lives. The act of reflection is a great way to increase confidence and become a more proactive and qualified professional”
Personal Professional Development

Mindfulness Boosts Performance

Focus on your breathing
Go for a walk
Feel your body
Self-awareness
Mindfulness Boosts Performance

Repeat one positive thing about yourself, over and over

Interrupt the stress cycle

Dr. Travis Bradberry, nd
Emptiness

Lack of:

Empathy

Compassion

Kindness

Forgiveness

Understanding beyond self
Empathy is patiently and sincerely seeing the world through the other person’s eyes. It is not learned in school; it is cultivated over a lifetime.

— Albert Einstein
Be somebody who makes everybody feel like somebody

Kid President aka Robby Novak
Resources


Resources


Resources

http://stopbullyingtoolkit.org

https://www.americannursetoday.com/bullying-toolkit-available/

http://www.uscourts.gov/educational-resources/educational-activities/practicing-language-civility-civil-discourse-and
Resources


Resources


https://www.jointcommission.org/assets/1/6/SEA_57_infographic_11_tenets_safety_culture.pdf

https://www.reflectionsonnursingleadership.org/features/more-features/Vol39_1_cindy-s-five-rites-for-fostering-student-driven-civility
References


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