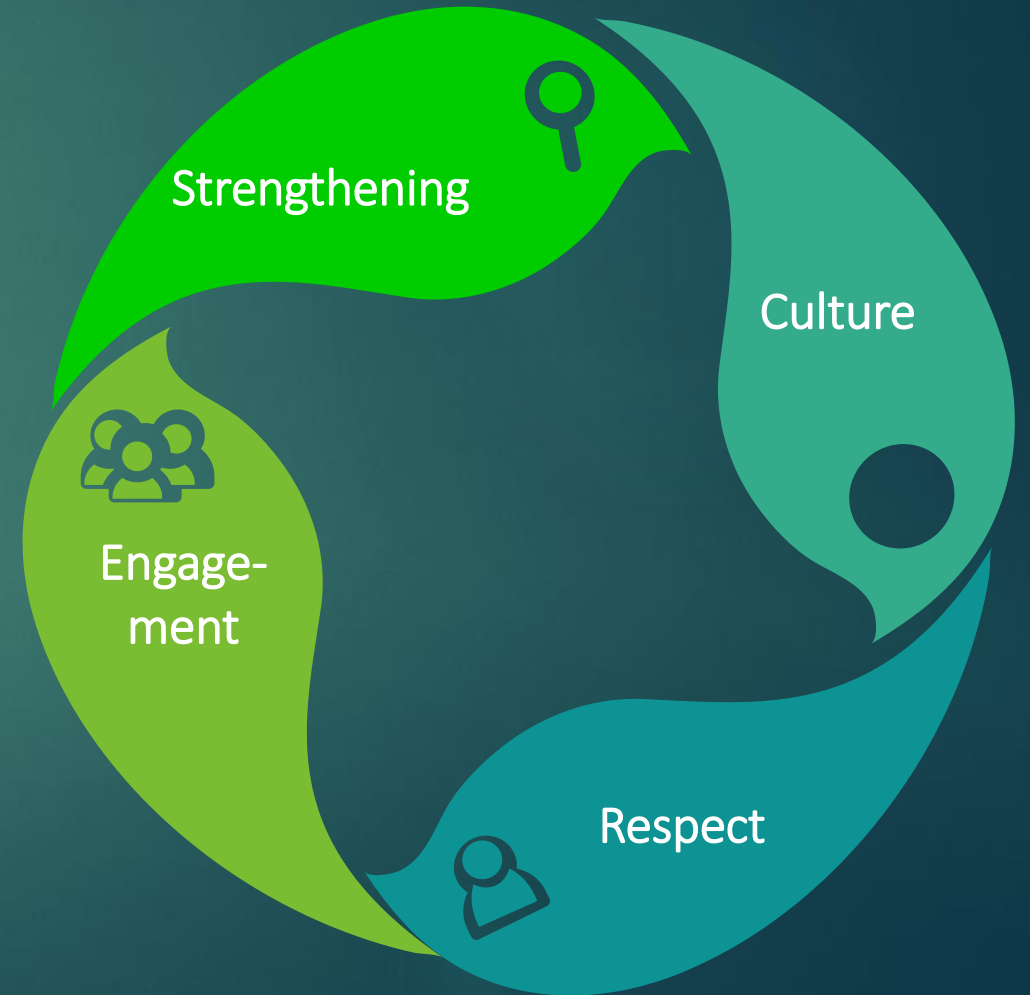


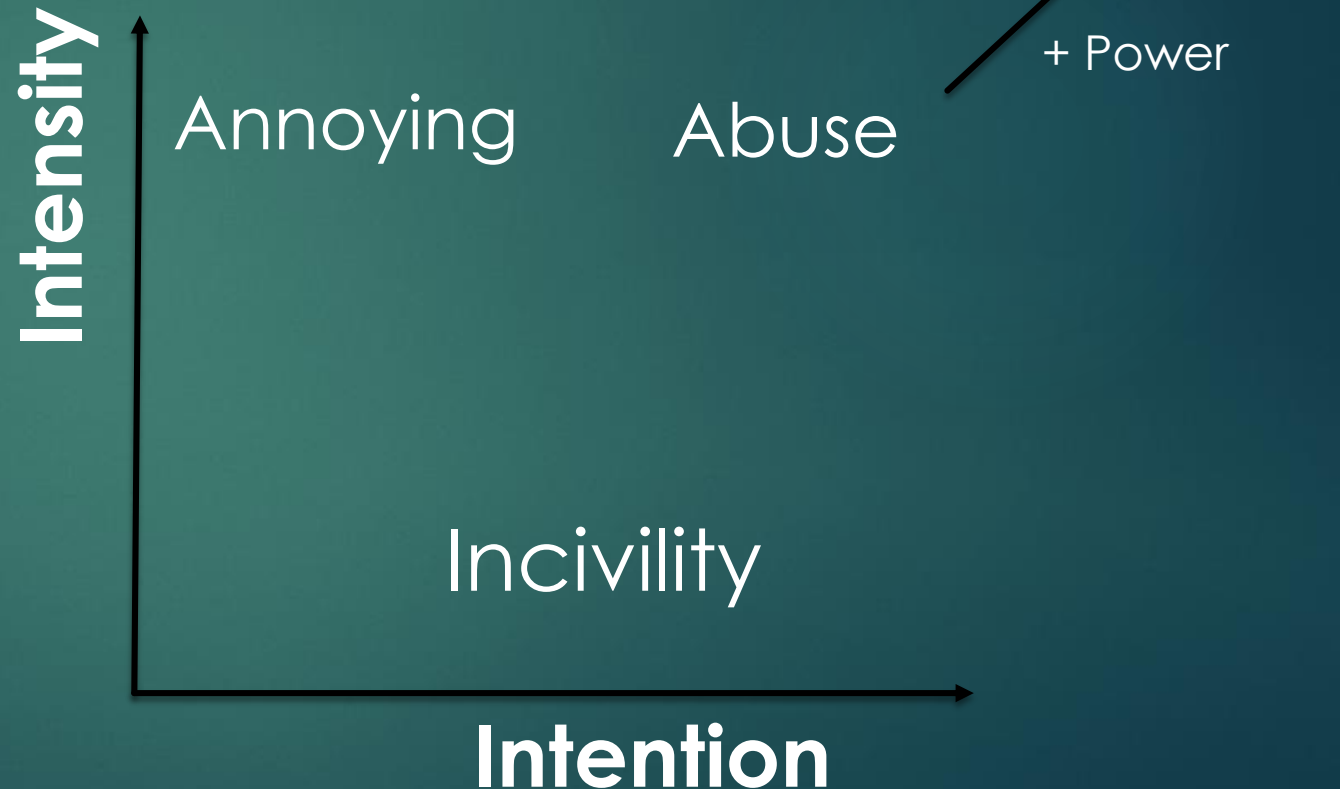
Strengthening a Culture of Respect and Engagement in the Workplace

PROFESSOR MICHAEL P. LEITER, PHD, DEAKIN UNIVERSITY &
JO WINTLE, SENIOR PSYCHOLOGIST, PEOPLESCAPE



Domain of Negative Social Encounters

- ▶ Incivility
 - ▶ Low Intensity
 - ▶ Negative Social Behaviour
 - ▶ Of Ambiguous Intent
 - ▶ Rude
 - ▶ Contrary to Social Norms
- ▶ Civility
 - ▶ Acknowledging
 - ▶ Accepting
 - ▶ Appreciating
 - ▶ Accommodating




Potential Outcomes of Workplace Incivility

1. Continue to be uncivil to each other through reciprocal exchanges
2. Intensity of exchanges can escalate
3. Either party can walk away

Research suggests that targets will typically “get even” in a covert way by:

- Withholding important information & assistance
- Avoiding the instigator
- Spread the news about what has happened
- Involve workmates in the exchange
- Participate in sabotage



HOW INCIVILITY
IS DAMAGING
YOUR BUSINESS
AND WHAT TO DO
ABOUT IT.

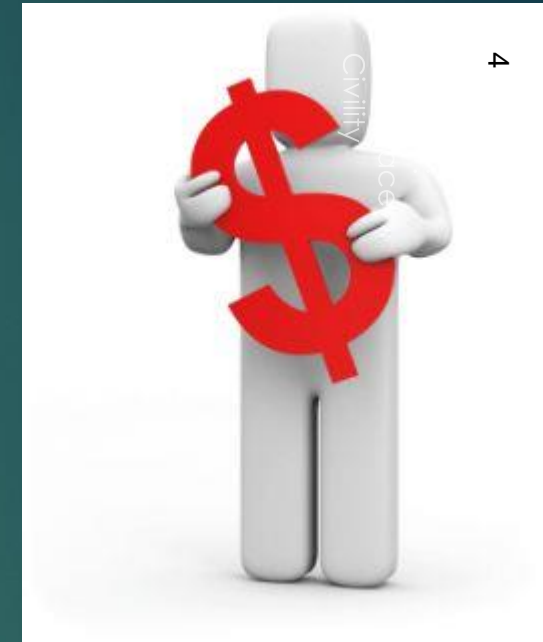
CLICK TO ENTER

Organisational Impact of Workplace Incivility

Research suggests that a single incident of incivility in the work place can result in:

- 48% decreased work effort
- 47% increase in absenteeism
- 63% decreased productivity (lost time due to worry about incident or future incidents)
- 78% less committed to their organisation
- 12% actually go as far as changing job!

(The Cost of Bad behaviour: How Incivility is Damaging your Business and What to do About It, Pearson & Porath, 2009)



Workgroup Culture

Constructive Culture

- ▶ Shared Mission
- ▶ Smooth Information Flow
- ▶ Civility & Respect
 - ▶ Acknowledgement
 - ▶ Assistance
 - ▶ Acceptance
 - ▶ Appreciation
 - ▶ Accommodation
- ▶ Responsive Leadership

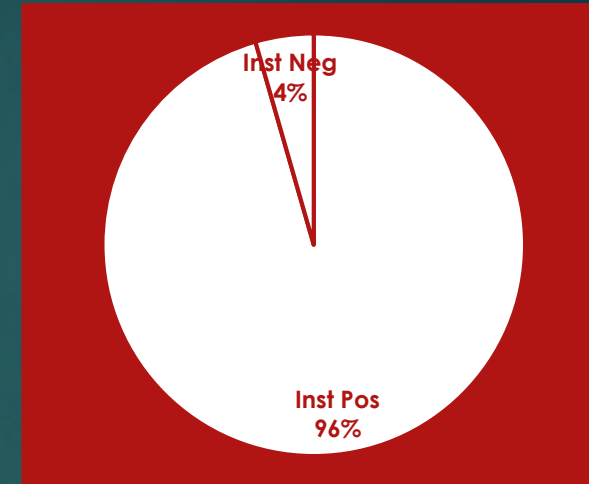
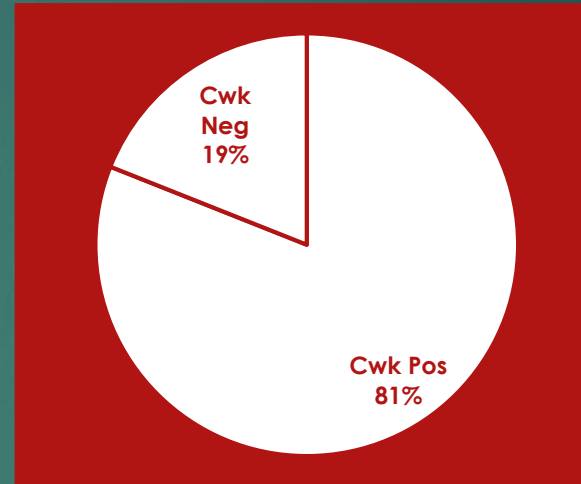
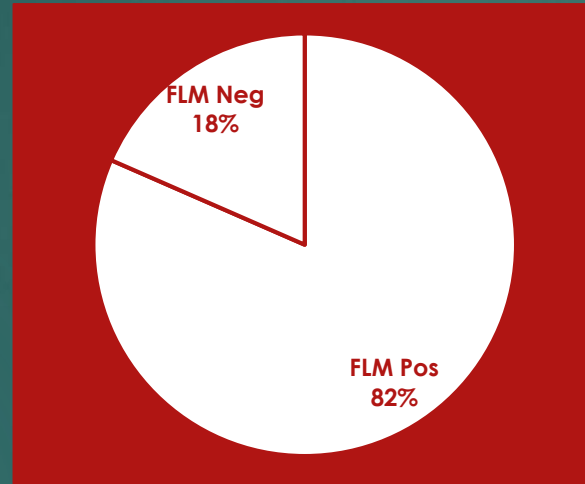


Dysfunctional Culture

- ▶ Personal Agendas
- ▶ Choppy Communication
- ▶ Incivility & Disrespect
 - ▶ Ignoring
 - ▶ Gossiping, Undermining
 - ▶ Cliques and Exclusion
 - ▶ Taking for Granted
 - ▶ Rigidity
- ▶ Constraining Leadership

Positive and Negative Encounters

- ▶ From Unit Manager
- ▶ From Coworkers
- ▶ From Oneself



▶ Limits to Insight?

- ▶ Intention
- ▶ Self-Serving Bias
- ▶ Limited Accountability

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SCORE Process



- ▶ Establishing Psychological Safety
 - ▶ Facilitator Involvement
 - ▶ Clear Ground Rules
- ▶ Recognising Existing Culture
- ▶ Taking a Problem-Solving Perspective
- ▶ Behaving Differently



Intuitively
Inconsiderate

Rational
Problem Solving

Intuitively
Considerate

FAST

SLOW

FAST



SCORE Sessions



Pilot Results: October 2018

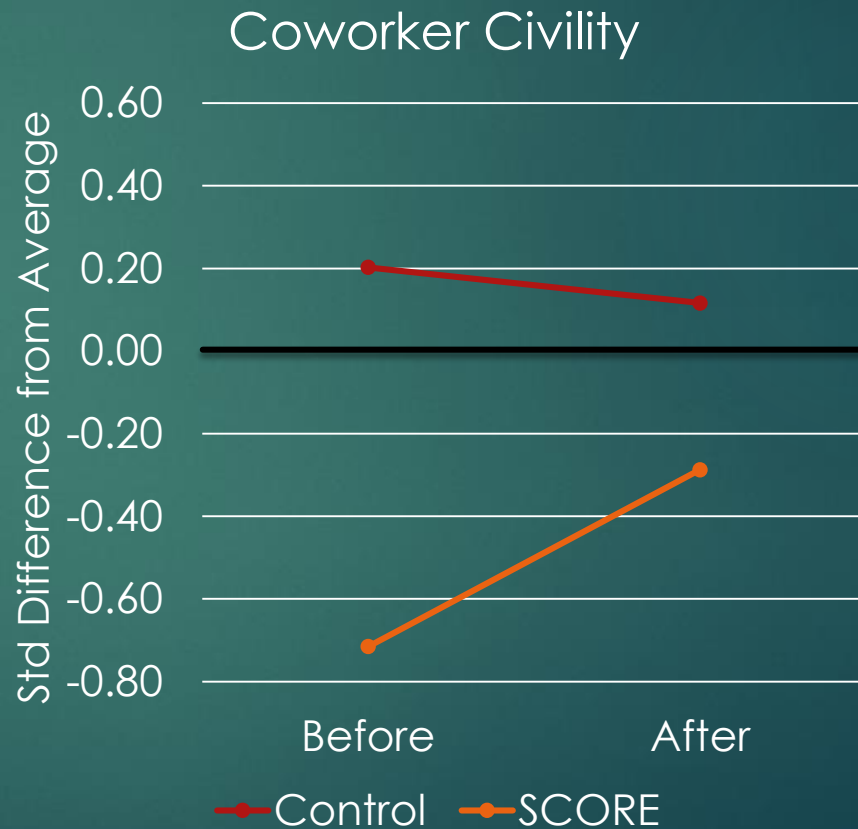
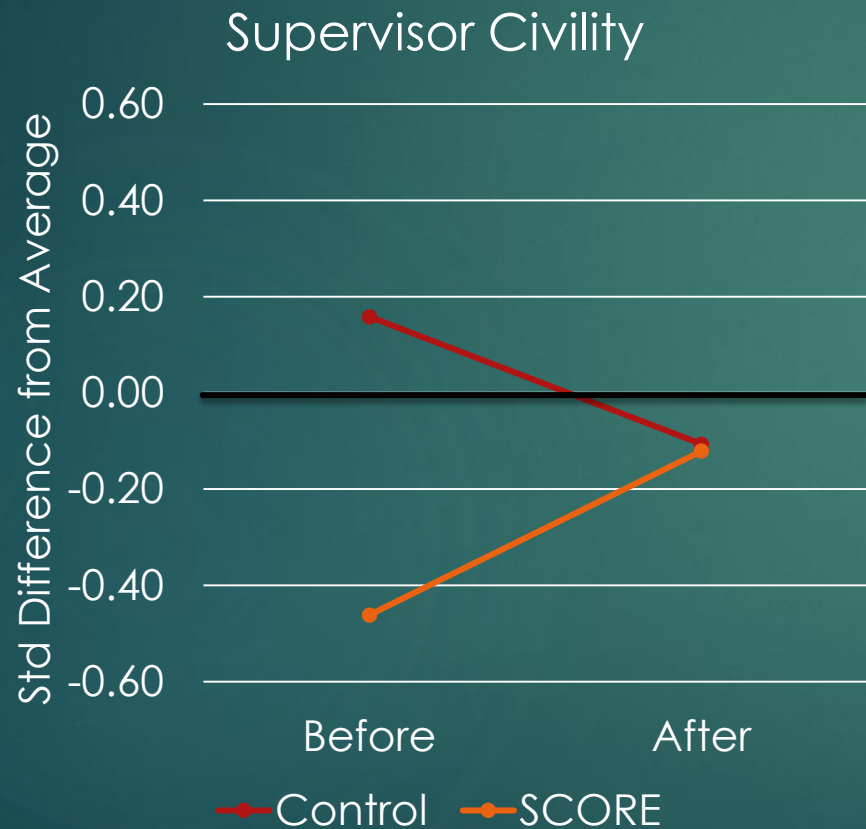
Method

- ▶ Western Health, Melbourne
- ▶ June – October 2018
- ▶ Peoplescape Facilitators
- ▶ Design
 - ▶ Pre- & Post Assessment
 - ▶ Between Groups MANOVA
 - ▶ Before and After 5-Session SCORE
 - ▶ Waiting List Control

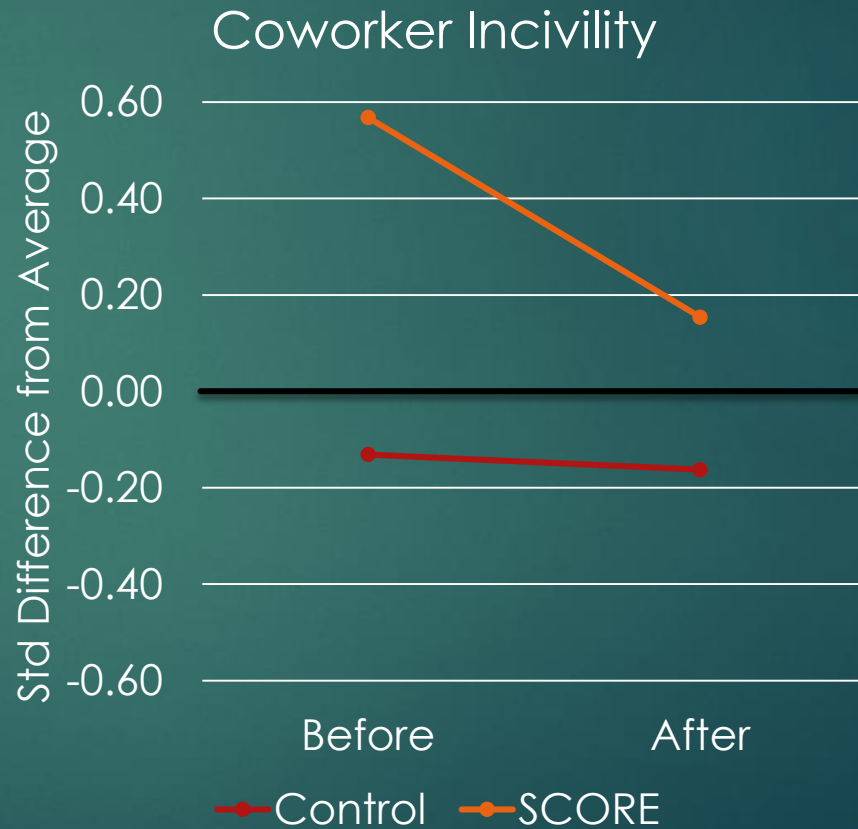
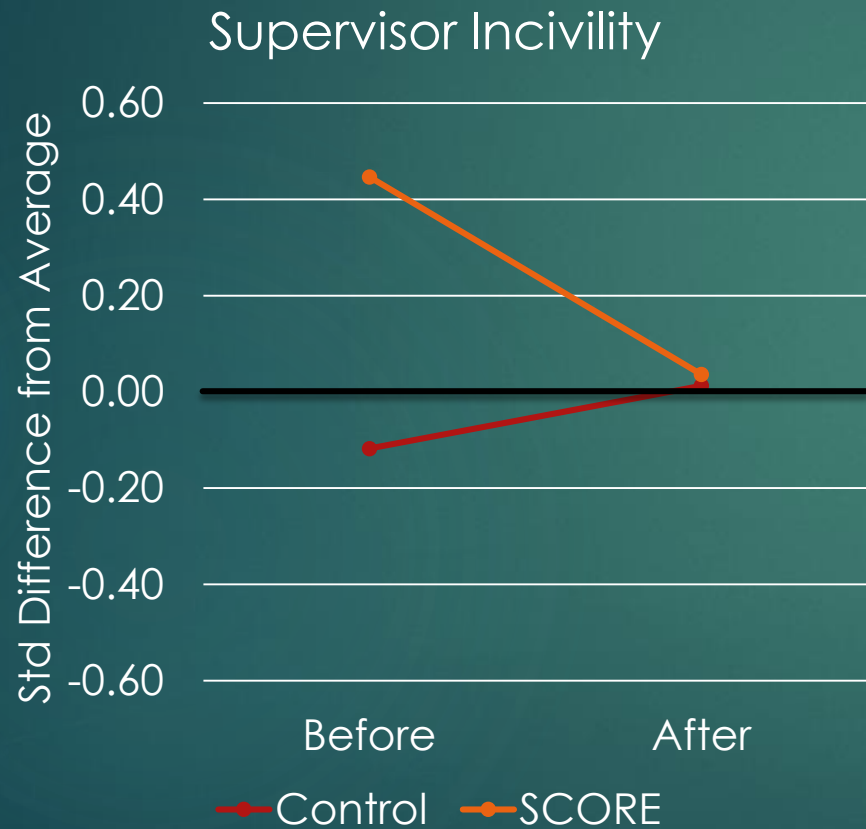
N Participants	Control	SCORE
Before	68	48
After	44	39

- ▶ Social Contact Scale (Leiter 2018)
 - ▶ Behaviors
 - ▶ Civility
 - ▶ Incivility
 - ▶ Intimidation
 - ▶ Sources
 - ▶ Supervisor
 - ▶ Coworker
 - ▶ Instigated
- ▶ Maslach Burnout Inventory GS
 - ▶ Exhaustion, Cynicism, Efficacy
- ▶ Mental Health Index—5

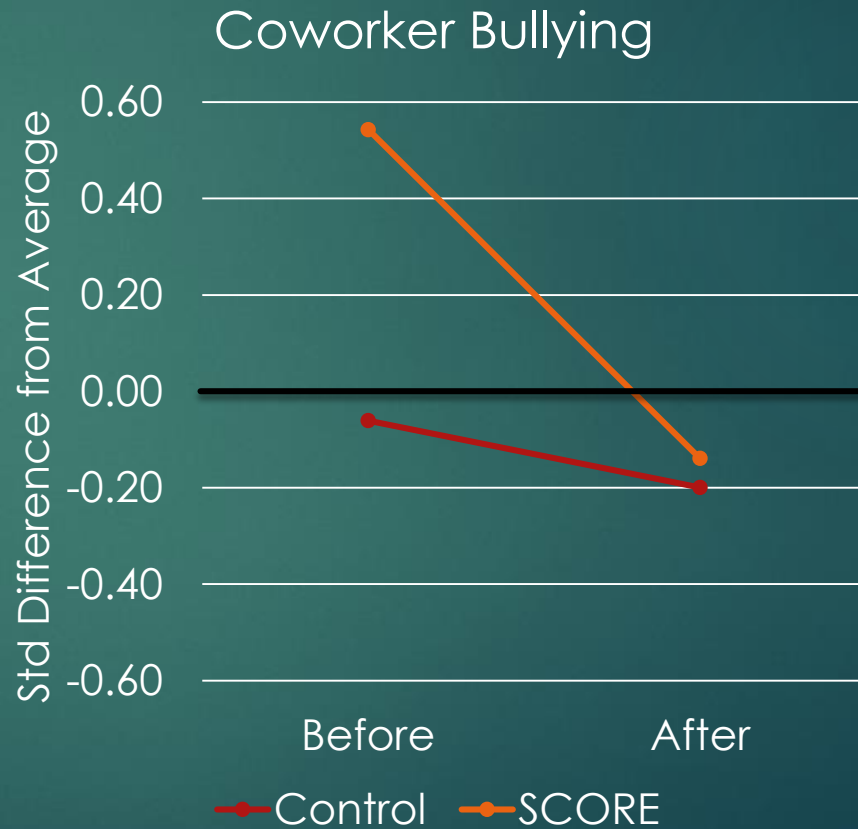
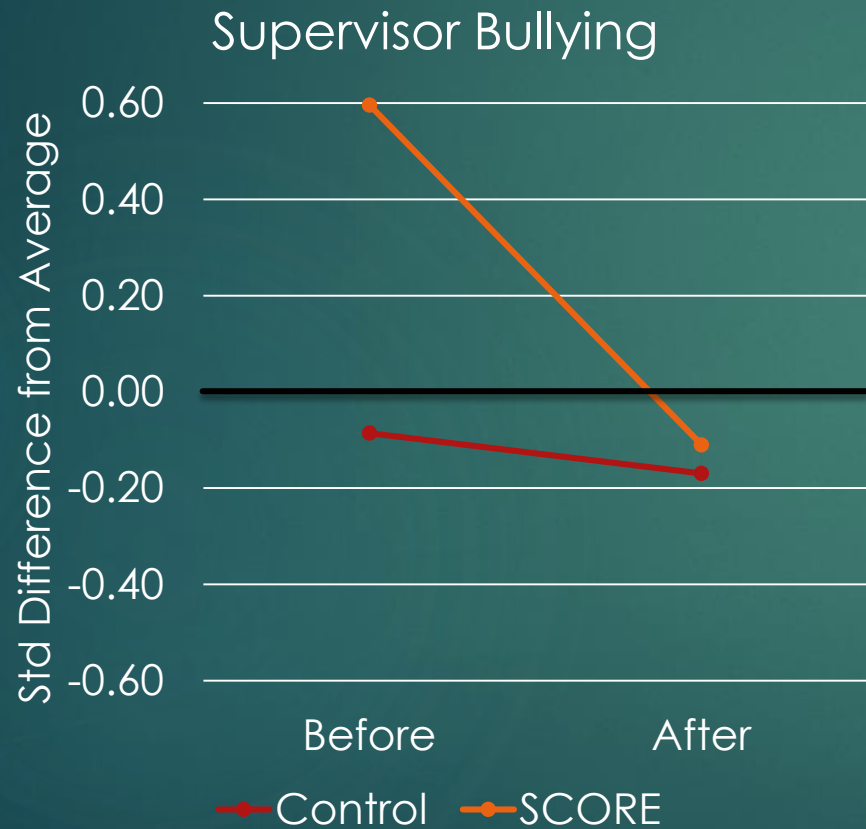
Improving the Positive



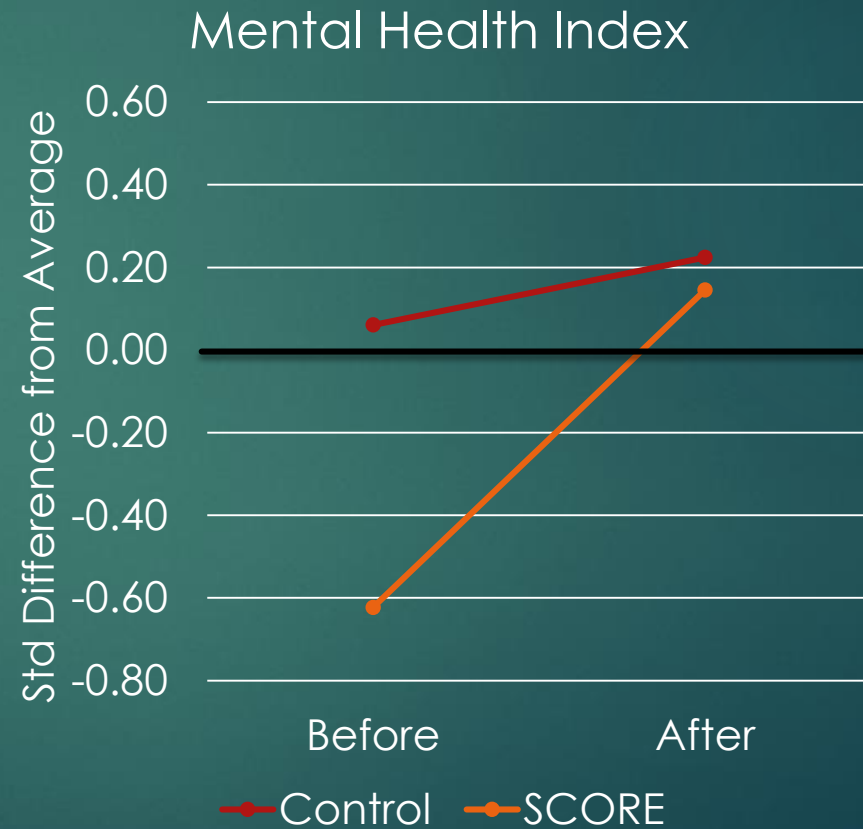
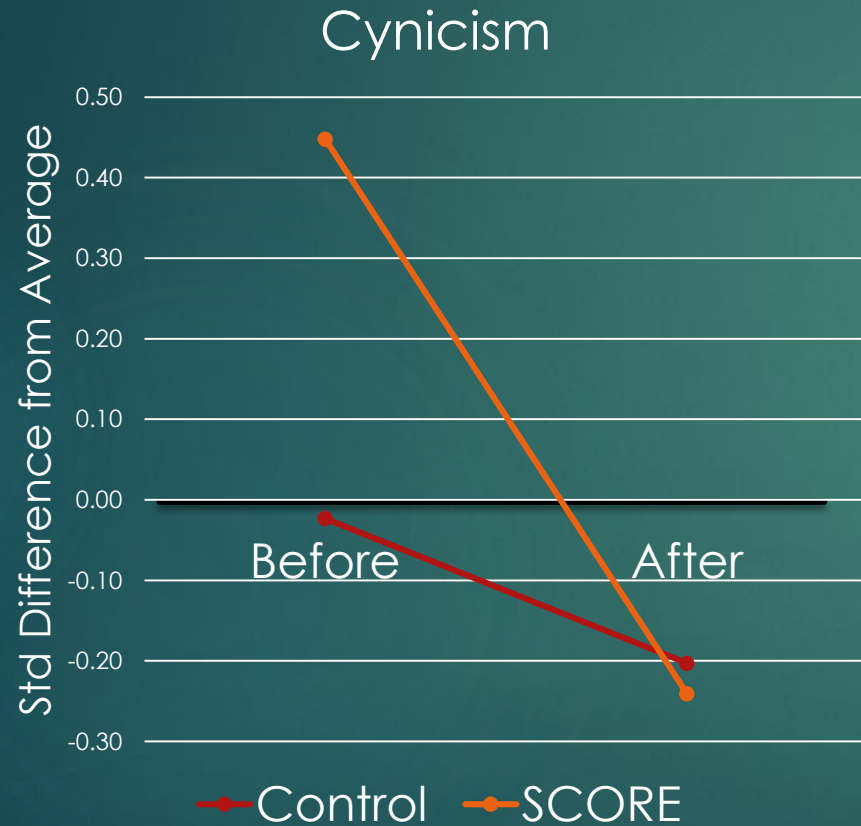
Reducing the Negative



Reducing Bullying



Improving Wellbeing



Perspective

- ▶ Pilot Level
- ▶ Primary Lessons
 - ▶ Increased **Awareness** of Incivility
 - ▶ Putting a Word to Discomfort
 - ▶ Taking Permission to Voice Objections
 - ▶ Greater **Accountability** for Social Behavior
 - ▶ Naming the Framing Activities
 - ▶ Homework on Units
 - ▶ Ongoing **Action**
 - ▶ Exploring Positive Alternatives
 - ▶ Sustainability Strategies

