

Mental Health Commission of Canada / Commission de la santé mentale du Canada

BAR-DAVID CONSULTING
REAL SOLUTIONS FOR RESPECTFUL WORKPLACES

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What Kind of Workplace Do You Really Want to Have? Building civility and respect into your organization's DNA

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February 26, 2014, 12:00pm -1:00pm ET



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Presenters

| | | |
|---|---|--|
|  |  |  |
| Samantha Kolapak | Sharone Bar-David | Emma Pavlov |
| Mental Health Commission of Canada | Bar-David Consulting | University Health Network |

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Agenda

1. What's in a name?
 - incivility, harassment, bullying
2. The impact of incivility
3. The University Health Network (UHN) journey

Please ask questions throughout the presentation by typing in the chat box on the right of your screen.

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Civility and respect

An organization with good civility and respect would be able to state that:

- a) people treat each other with respect and consideration in the workplace;
- b) the organization effectively handles conflicts between stakeholders (workers, customers, clients, public, suppliers, etc.);
- c) workers from all backgrounds are treated fairly in our workplace; and
- d) the organization has effective ways of addressing inappropriate behaviour by customers or clients.

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What is civility?

- Showing respect, care, consideration
- Recognizing the inherent value of each person
- Having disagreements while maintaining everyone's dignity

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What is workplace incivility?

Seemingly insignificant behaviour that is rude, discourteous, insensitive or disrespectful, with ambiguous or unclear intent to harm.

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A Severity Continuum

1 Incivility

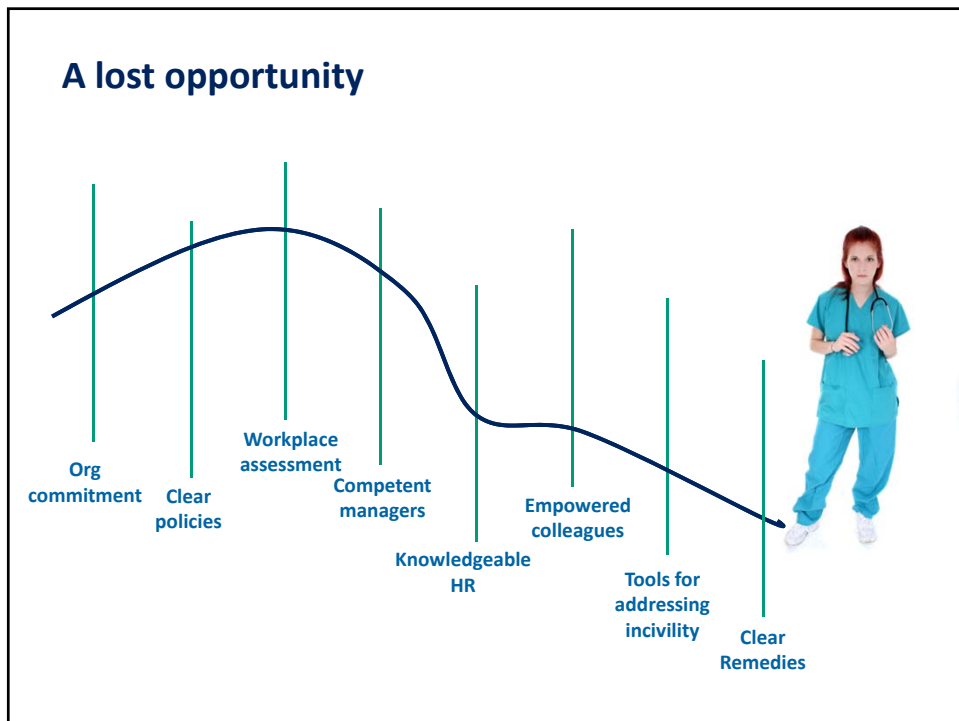
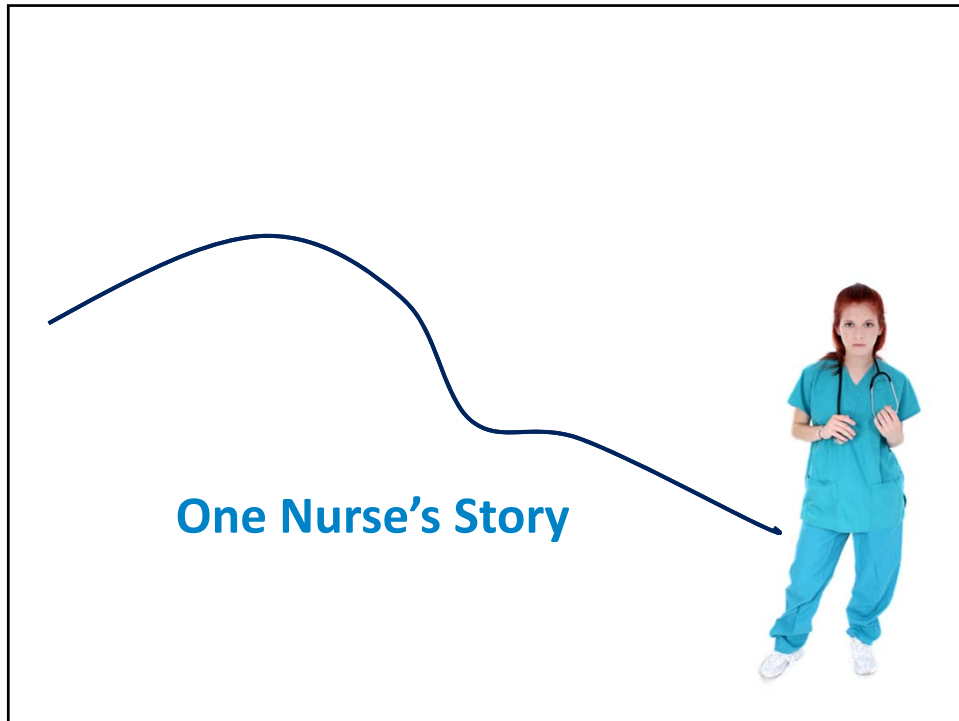
2 Harassment

3 Bullying

4 Physical violence

©Sharone Bar-David 2008

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Impact: the UHN experience

- Increased turnover
- Decreased productivity
- Increased absenteeism
- Decreased org commitment
- Increased benefit costs
- Decreased inter-professional (team) work
- Increased EAP utilization
- Increased stress




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Survey findings re: organizational indicators

| Indicator | Percentage |
|------------------|------------|
| Productivity | 92% |
| Collaboration | 90% |
| Absenteeism | 80% |
| Talent Retention | 78% |
| Customer Service | 72% |
| Brand Reputation | 52% |

Bar-David, S, The Incivility Risk: It's Time to Connect the Dots, Canadian HR Reporter, October 10, 2011

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Effects of Incivility

- Lower work effort **48%**
- Decreased time at work **47%**
- Reported declined performance **66%**
- Lost time avoiding offender **63%**
- Lost time worrying about incident **80%**
- Lower commitment to organization **78%**
- Took frustration out on customer **25%**

Christine Pearson & Christine Porath,
Harvard Business Review, January-February 2013

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Enabling beliefs

1. It's the nature of the work (or industry)
2. We're like a family here
3. You can't change a person's personality
4. Gender-based
5. People need to get thicker skins

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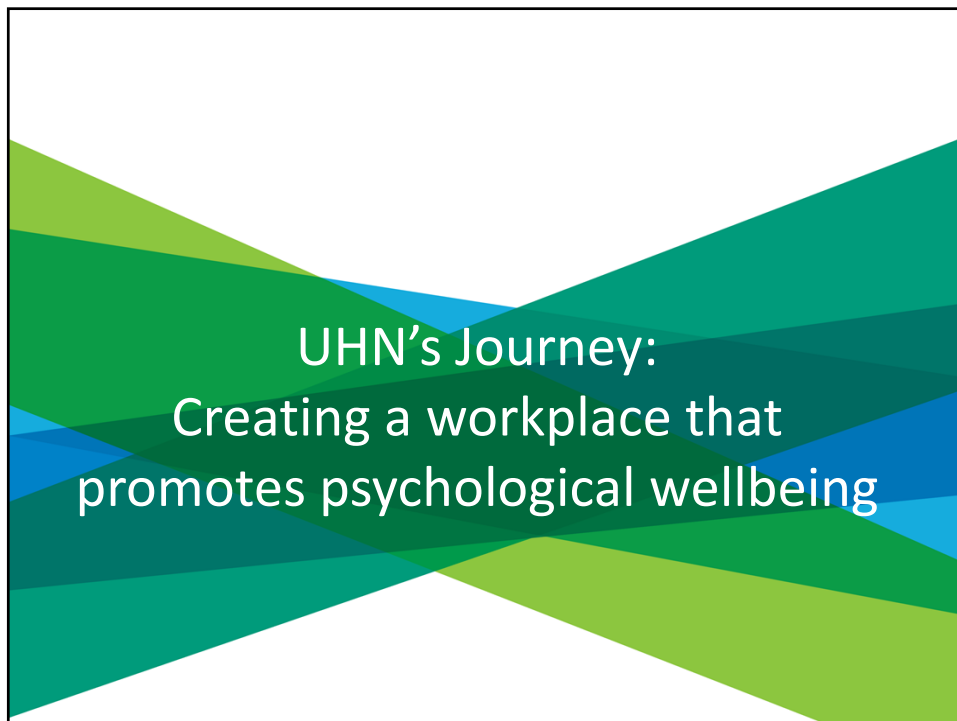


Relevant articles

1. Bar-David, S., The Incivility Risk: It's Time to Connect the Dots, Canadian HR Reporter, October 10, 2011
2. Bar-David, S., Three Beliefs that will Sink your Ship, Canadian HR Reporter, February 11, 2013
3. Bar-David, S., Reflections from Copenhagen (or: What you Need to Know about the 8th International Conference on Workplace Bullying), Canadian HR Reporter, August 13, 2012
4. Other relevant articles based on your questions

To receive a copy of the articles: email us at:
webinar@mentalhealthcommission.ca

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UHN: A ten-year journey

- Fostering respect policy
- Code of conduct
- Team charters
- Diversity councils
- Code of ethics
- Dialogue on race
- Incivility/bullying survey
- Respect and civility forums



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UHN Strategies: a renewed focus on civility & respect

- Clarity of the desired culture
- Build senior leadership commitment
- Assess the workplace
- Develop strategies to get there:
 - Clear policies
 - Clear definitions
 - Building HR capacity
 - Leadership capacity
 - Empowered people on the ground
 - Measuring success


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Respect & Civility@Work

Skill up. Stand up. Speak up.

How to Provide Corrective Feedback

State the expectation

- Describe the overall standard of behaviour that applies to everyone.
- Be as specific as possible so that the person can truly grasp the expectation.
- When circumstances require a short message, focus on one key expectation.


Behaviour

- Describe the problem behaviour using detailed, observable terms.
- When circumstances require a brief message, use fewer details.
- Avoid abstract terms, interpretations or conclusions. Stick to what can be seen or heard.

Desired Change

- Outline the expected behaviour in specific terms.
- Focus on sending an unambiguous 'stop' message.

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Respect & Civility@Work

Skill up. Stand up. Speak up.

How to Provide Corrective Feedback

Example


"The expectation at UHN is that we treat each other with respect, even when we disagree.

I noticed that several times when Jack was discussing the new application, you sighed loudly and rolled your eyes. You may not have intended it, but that behaviour can be interpreted as dismissive and disrespectful.


Please refrain from using this kind of body language when interacting with colleagues. If you disagree with a person or an idea, state your reservations directly, using constructive language."

Example


"UHN thrives on diversity. Mocking an accent doesn't fit, so let's not go there."

Amazing people.  Amazing the world.


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Respect & Civility@Work

Skill up. Stand up. Speak up.

If we all model civility and respect, we can make amazing things happen. Below are some specific behaviours to practice.

Do's

- Be generous using 'please' and 'thank you'.
- Offer a helping hand to a colleague.
- Be on time. Others are relying on you to be there.
- Practice inclusiveness, on shift and at break.
- Keep your conversations to a professional tone and volume.
- Monitor your body language to ensure that you convey respect.
- When interpersonal difficulties arise, act early, directly, and respectfully.
- When using shared spaces, leave things tidy and clean. Respect everyone's personal space.




Respect & Civility@Work

Skill up. Stand up. Speak up.

We are committed to building a workplace culture that is caring, respectful and inclusive. Avoid the following behaviours.

Don'ts

- Don't contribute to gossip conversations.
- Don't vent or get even with others.
- Don't roll your eyes or use dismissive body language.
- Don't have an 'it's not my job' attitude.
- Don't speak in a language other than English while on shift.
- Don't use profanities at work.
- Don't belittle other people's skills, experiences, or background.
- Don't use sarcasm. Give direct constructive feedback that the person can act on.

Amazing people.  Amazing the world.

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<http://www.mentalhealthcommission.ca/English/spaces>

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