TOPICS for TODAY

★ The Incivility Epidemic
★ Why professional adults act like brats
★ Twelve people who can ruin your day
★ When it’s not really incivility
★ Taking an honest look in the mirror
★ Implementing a "team turnaround"
★ Five steps to an organizational makeover
INCIVILITY

A form of organizational deviance characterized by low-intensity behaviors that violate respectful workplace norms.

OR

RUDENESS
When rudeness leads to revenge

How Incivility Escalates

- A makes a critical comment to B
- B gives a rude response to A
- A takes offense
- B takes offense
- A doesn’t Share info with B
- B blames A for missed deadline
- A refuses to work with B
- B barely speaks to A
- Business Problems

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Quick Quiz: Could you be accused of incivility?

- I am very direct and tell people exactly what I think.
- If I am annoyed or frustrated, it shows on my face.
- I sometimes text or check my phone during a conversation.
- I occasionally have trouble controlling my temper.
- I sometimes say negative things about coworkers behind their backs.
- I like to know a lot about my coworkers’ personal lives.
- I frequently fail to return phone calls or respond to email questions.
- During others’ presentations, I am often engaged with electronic devices.
- If I am upset or annoyed, I may stop speaking or become short and snippy.
- I have been known to criticize people in front of others.
- I am part of a group that intentionally excludes some coworkers.
- I frequently talk with coworkers about my personal problems.
- I make comments or play jokes that some people could find offensive.
- I prefer to address conflicts through email instead of talking.

Levels of Incivility

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Managers scream, shout, insult people, or fail to speak.

Coworkers make disparaging comments about one another.

People exhibit disrespectful non-verbal behavior.

Emails are ignored and calls are not returned.

Coworkers stop speaking to each other or form cliques.

People play unwelcome "jokes" on their colleagues.

Coworkers stop sharing information or helping each other.

Problems created by incivility

Damaged relationships

Conflict between departments

Reduced collaboration

Poor results

Turnover
Why do adults act like brats?

Causes of Rude Behavior

- Problematic personality traits
- Delusions of entitlement
- Inappropriate role models
- Bystanders & wimpy managers
- Dysfunctional culture
The power of “leadership messages”

Wimpy Managers

Bosses who are afraid to use the power of their position to solve problems.
Twelve People Who Can Ruin Your Day

INCIVILITY “CARRIERS”

- Remote Rudeness
- Dealers in Drama
- Childish Adults
- Legal Risks
#1 Email Bombers

Cowards who hurl insults through email to avoid face-to-face conversations

#2 Cyber Junkies

People who use technology to engage in improper or insulting behavior
#3 Non-responders

People who inconvenience others by failing to respond to emails or phone messages

#4 Gossips

Chatterboxes who enjoy sharing inappropriate information about colleagues
#5 Snobs

_Insecure people who make themselves feel important by excluding others_

#6 Office Divas

_Drama queens (or kings) who believe their personal needs deserve special attention_
#7 Pouters

Fearful people who indirectly express unhappiness by treating others coldly

#8 Screamers

Immature people who attempt to get their way by throwing tantrums
#9 Boundary Violators

People who ask intrusive questions or make inappropriate personal comments

#10 Frat Boys & Jokers

Immature people who play inappropriate pranks or make oafish remarks
#11 **Closet Bigots**

*People who direct thinly-veiled insults to those in other demographic groups*

#12 **Sexual Predators**

*People who engage in offensive touching or make suggestive remarks*
When It’s Not Really Rudeness

Common misunderstandings . . .

- MARS & VENUS
- COMMUNICATION PATTERNS
- WORK STYLE DIFFERENCES
Strategies for Creating a Civil Workplace

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Career success has three R’s.

- Results
- Reputation
- Relationships
### Managing Interactions

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| To make a personal contribution to a more civil workplace | - Don’t be an idiot.  
- Understand perceptions of rudeness.  
- Avoid escalating disagreements.  
- Have civil conversations about difficult issues. |

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**Getting out of your “box”**
Getting out of your “box”

Avoiding escalation
Turning **UP** the temperature

You feel angry.  
↓
You act angry.  
↓
I get angry.  
↓
Your anger **INCREASES**.  
↓
*We have a fight!*

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Turning **DOWN** the temperature

You feel angry.  
↓
You act angry.  
↓
I listen & stay calm.  
↓
Your anger **DECREASES**.  
↓
*We have a discussion.*

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CHOICES

- Send Angie an equally scathing email.
- Stop speaking to Angie.
- Tell Angie how childish she is being.
- Try to find out what the problem is.

First, define your goal.
Q: My coworker, "Angie", sent me a seething email saying that I talk about teamwork, but don't act like a team player. This was completely unexpected. I told our manager, but nothing was done about it. Now, whenever I encounter Angie, she immediately turns around and walks the other way. She doesn't act like this with anyone else. Angie doesn't have to like me, but we do have to work together. I don't deserve this kind of treatment, and I can't take much more of it.

**Goal:** To restore your previously positive working relationship with Angie.

**CHOICES**

- Send Angie an equally scathing email.
- Stop speaking to Angie.
- Tell Angie how childish she is being.
- Try to find out what the problem is.
Take time to **plan** your opening statement.

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**Using De-escalating Language**

- State facts & observations
- Describe problems, not personality
- Use I-statements & minimize “you”
- Describe their point of view
- Avoid blaming
- Ask clarifying questions
- Focus on the future, not the past
Q: My coworker, “Angie”, sent me a seething email saying that I talk about teamwork, but don’t act like a team player. This was completely unexpected. I told our manager, but nothing was done about it. Now, whenever I encounter Angie, she immediately turns around and walks the other way. She doesn’t act like this with anyone else. Angie doesn’t have to like me, but we do have to work together. I don’t deserve this kind of treatment, and I can’t take much more of it.

Goal: To restore your previously positive working relationship with Angie.

Opening Statement: “Angie, I was very disturbed by your email and am concerned that I may not have been acting like a team player. You and I have always had a good working relationship in the past, so if I have unintentionally offended you or created a problem, I really regret that. How could I be a better team player in the future?”

Basic Roadmap for Tough Talks

Before Beginning
- Focus on your goal! Take time to prepare.
  - Explain the business problem
  - State what you want or need
  - Request a response
  - Listen (really listen) to their answer
  - Share views & discuss options
  - Agree on next steps
**Goal:** To make a personal contribution to a more civil workplace

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>• Refuse to tolerate rude and inappropriate behavior.</td>
</tr>
<tr>
<td>• Speak up when you see something wrong.</td>
</tr>
<tr>
<td>• Use group solutions for group problems.</td>
</tr>
<tr>
<td>• Report serious issues to the right people.</td>
</tr>
</tbody>
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**How to Complain about Coworkers**

- Try to talk to your coworker directly.
- Use group solutions for group problems.
- Only go to the boss with business issues.
- Consider the management point of view.
- Lose the emotion and focus on facts.
- Decide what you want your boss to do.
- If you can’t find a business issue, let it go.
Strategies for Creating a Civil Workplace

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Turning Around a Team

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### STRATEGIES

**Team Turnaround Process**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>To create a more civil culture in your work group</td>
<td>• Enlist the entire group in becoming a better team</td>
</tr>
<tr>
<td></td>
<td>• Conduct a &quot;gap analysis&quot;</td>
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<tr>
<td></td>
<td>• Provide feedback &amp; follow-up</td>
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<td></td>
<td>• Deal with individual behavior problems</td>
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</tbody>
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GAP ANALYSIS

[Diagram: Current State → Desired Future]

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Team Turnaround Steps

- Know what’s going on with your group. Identify concerns.
- Set aside time for a turnaround meeting. Do pre-work if necessary.
- Take the group offsite if possible. Consider using a facilitator.
- Describe goals & concerns in terms of business issues.
- Engage the group in defining the kind of team they want to be.
- Assess the current state of the team.
- Agree on specific action steps and a feedback plan.
- Evaluate progress during regular meetings.

Individual Coaching

<table>
<thead>
<tr>
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<th>Steps</th>
</tr>
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</table>
| To help a team member change behaviors that are creating a negative team climate | • Educate the employee about the problem  
• Have a two-way discussion about change  
• Agree on action plans & follow up |
Key Coaching Questions

- Is this employee able to change?
- Does the employee want to change?
- Does the employee see a reason to change?
- Does the employee know how to change?

STRATEGIES

Getting Professional Help

<table>
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<tr>
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<th>Steps</th>
</tr>
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</table>
| To resolve serious issues that are beyond the manager's capabilities | • Recognize when a problem exceeds your ability  
• Locate a professional coach or facilitator  
• Be sure the consultant has appropriate experience |
DEMOTION OR DISMISSAL

The only solution for “rotten apples”

Strategies for Creating a Civil Workplace
Creating a Culture of Respect

1. Establish clear standards at the top.
2. Hire wisely & promote good role models.
3. Communicate, train, and coach.
4. Build in personal & organizational feedback.
5. Tackle problems quickly & remove rotten apples.
Twelve Signs of a Collaborative Workplace

1. Top management emphasizes the importance of collaboration.
2. Leadership groups actually function as teams.
3. There are no antagonistic inter-department rivalries.
4. Managers encourage communication with other departments & functions.
5. Managers regularly solicit input from employees.
6. Managers regularly share information with employees.
7. Employees clearly understand and focus on common goals.
8. Coworkers help one another with projects and problems.
9. Coworkers share information without being told to do so.
10. Conflicts are resolved through discussion and problem-solving.
11. People enjoy spending time together.
12. The atmosphere feels relaxed, friendly, and productive.
CONTACT INFORMATION

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Your Office Coach

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➤ Personal coaching: mmcintyre@yourofficecoach.com

➤ Work style assessments: MBTI, DISC, FIRO, CPI, etc.

➤ LinkedIn & Twitter: @officecoach

➤ Book: “Secrets to Winning at Office Politics”