THE 30% SOLUTION

HOW CIVILITY AT WORK INCREASES RETENTION, ENGAGEMENT, AND PROFITABILITY.

BY LEW BAYER

WITH CONTRIBUTIONS BY OLEN JUAREZ-LIM

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DEDICATIONS

To my parents, Ted and Linda Sheard, and Bob and Mariette Bayer, it's the examples all of you have set, the generosity you've each exhibited ongoing to me and to others, and the unrelenting respect, restraint, and responsibility you each exhibit daily that make me believe there is good in the world. Truly, civility starts at home.

To my friend Michelle Painchaud who even while managing incredible challenges in her life, always thinks of others. Michelle, your strength of character, your positivity, and your thoughtfulness never cease to amaze me.

To my brother Stephen Sheard who has endured many incivilities over the years with grace and humanity. Your ability to overcome, to accept people for who they are, and to live and give without judgment inspires me. I'm so grateful to have you in my life.

To my husband Brad Bayer who for twenty plus years has supported me with love and kindness and made countless sacrifices so that I could pursue my professional goals. Bear, thank you for co-authoring my life story and I look forward to what the next chapter brings.

And lastly, to my beautiful daughter Denby Bayer, through your very wise 14 year old eyes, I see the hope and joy the future holds. If I ever need a reason to bring my best self to every opportunity, every conversation, and every interaction, every day- you're it. I love you like crazy cakes.

ACKNOWLEDGEMENTS

OVERVIEW

The 30% Solution - How Civility at Work Increases Retention, Engagement and Profitability, provides essential information, facts, stories, insights from the field, and practical tips related to the business of civility. The book represents a ready-to-use tool kit with practical applications for:

» Business consultants

» Performance and productivity analysts

» Workplace trainers

» Social and communication training facilitators

» Customer service experts

» Business owners, managers, supervisors, and individuals who want to build a better workplace

After reading this book, you can immediately start building a culture of civility in your workplace by incorporating some or all of the tools provided in the book, including:

» Applying insights from the leading civility experts to your current workplace

» Identifying and adopting a practical definition of civility

» Assessing the extent to which incivility is impacting your bottom line

» Understanding trends and other influences that are impacting how we work

» Incorporating training plans that build 4 core competencies essential to fostering civility at work

» Reviewing up-to-date resources, recommended reading, and reference materials to help you build your expertise in the area of civility

» Utilizing tip sheets, checklists, quizzes, mini-assessments and other tools provided in the book

▌ HOW TO USE THIS BOOK:

It is strongly recommended that you read the entire book beginning to end so that you can understand better how all the elements fit together. Then, review the chapters one-by-one and complete any practice sheets or recommended reading that might be included. And take time to review the sources and resources at the end of the book- these will help you as you choose civility for yourself, your team, and your organization.

WHY THIS BOOK? AND WHY NOW?

"The mass of men lead lives of quiet desperation."

- Henry David Thoreau

I f Henry David Thoreau were experiencing life at work today and over the next decade as we make our way towards 2025, I suspect he'd agree with me that the mass of men, and women, are not so quiet in their desperation.

How do I know people are desperate? Because people who are not desperate surely behave better than how a great many men and women are behaving these days. I have to believe there's a good reason for what seems to be wide-spread habitual disregard for others, and for property, and for resources. Of course I realize everyone is entitled to forget his/her manners from time to time or to have a bad day every now and then. It's forgivable that sometimes we crack under pressure, have an occasional outburst, or use poor judgment. These are things I can understand. I can also understand that some people are just plain mean, and that a few others are wholly incapable of kindness.

However, given the scope and frequency of incivility, there has to be some explanation beyond stating that we're *only* human, for all the bad behavior in our workplaces and elsewhere. In case you weren't aware, research focusing on both Canadian and U.S. companies shows that a whopping 98% of people polled have experienced uncivil behavior on the job[1]. And according to the fourth annual study on *Civility in America: A Nationwide Survey*, conducted by global public relations firm Weber Shandwick and public affairs firm Powell Tate in partnership with KRC Research, civility in America continues to erode. This year's study found that 70% of Americans believe incivility has reached crisis proportions. With Americans encountering incivility an average of 2.4 times a day, dealing with incivility has become a way of life for many. Alarmingly, 81% of Americans think that incivility is leading to an increase in violence.[2] Are we surprised?

> » 8.5 is the average number of times American's encounter incivility in real life/offline in a week. (I'm sure this isn't too far off for Canadians, or Australians or Brits or Filipinos or any other cultural group, anywhere else in the world.)

> » 26% of people have quit a job because it was an uncivil workplace. (Just imagine how many more want to quit- but can't. How do you think that impacts them and/or the organization?)

> » In a recent Canadian study of a diverse occupational sample of 180 workers in the Canadian prairies, 40%" polled reported experiencing at least 1 of 45 specific acts indicative of psychological harassment or bullying on a weekly basis for at least 6 months. An additional 10% of the sample reported experiencing 5 or more such acts on a weekly basis for at least 6 months.[3] (Wow, it's a wonder we get any work done at all, as it seems many of us are very busy bullying others or busy being bullied.)

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1   https://hbr.org/2013/01/the-price-of-incivility/

2   http://www.webershandwick.com/news/article/civility-in-america-2013-incivility-has-reached-crisis-levels

3   http://www.gov.mb.ca/labour/labmgt/emp_standards/submissions/lee.pdf (Lee & Brotheridge, 2005)

Think about this for a minute.

a) You are experiencing psychological harassment and/or bullying on a weekly basis.

b) On top of this harassment and/or bullying, you're also experiencing general rudeness 2.4 times a day.

c) This combination of harassment and bullying carries on for up to 6 months with no end in sight.

d) For a range of reasons, you do not have the option to quit your job.

Do you think you're going to end up feeling desperate?

Do you think this stress might impact your outlook, your communication, your approach to working with others, the extent to which you trust people, and/or your motivation to be nice?

I have absolutely no doubt that it will.

Sadly, in politics, in sports, in our communities, in schools, and in our workplaces, incivility is the new normal. While most of us don't need to see the research to know this is true, there is a growing body of evidence screaming out that incivility is at an all-time high.

And so, temporary lapses in judgment and minor social errors aside, whether it's road rage, theft, disrespect for time, harsh tone in communication, absence of common courtesy, flagrant self-promotion, a general lack of restraint, sloppy dress, quick judgment, petty grievances, assuming the worst, gossip, negativity, and the list goes on... I concur with Thoreau in stating that many of us are desperate. And I suggest that this desperation is a key contributing factor to incivility. I'd like to believe that if we could alleviate the desperation, most of us would behave better, that we really want to be better, but just can't - due to circumstances seemingly beyond our control. The alternative is that we really are just a self-absorbed, immature, lazy, and socially incompetent lot who do not care about anyone but ourselves. I don't want to believe

that, so I'm going with desperation.

Again, for the record, I truly believe that most of us would choose civility were it not for our desperation.

WHERE IS ALL THIS DESPERATION COMING FROM?

If the statistics outlined in this chapter are any indication, WORK seems to be at the root of the problem. The majority of us are physically exhausted, stressed, and over-extended. And many of us are miserable in our jobs. We're worn down and less resilient than we once were. We're burnt out. Our health is at stake, our home lives are suffering. We don't have the time or energy to take care of ourselves, so the idea that we would extend courtesies or consideration to take care of others seems a cost many of us simply cannot bear.

To meet the demands of our fast-paced, demanding, and ever-changing work lives, we've resorted to bad habits. I describe these habits as the "coping selfies"; self-preservation, self-righteousness, self-promotion, self-centeredness, self-pity, self-denial, self-destruction, and so on. These selfies represent many of the "social survival" behaviors desperate people engage in. These habits result in individuals addressing their self-interests at the expense of others. Overall, we're exercising significantly less respect, less restraint, and less responsibility. These are the three tenants that underpin civility- this according to Dr. Pier Forni, Professor at Johns Hopkins, and author of *"Choose Civility"*. Over the past 17 years training, researching, and speaking on civility in the workplace, I am convinced that the conditions and cultures of our workplaces are causing much of the desperation the mass of men and women are experiencing these days.

Notably, 80% of people are dissatisfied with their jobs[4] .

25% of employees say work is their main source of stress and 40% say

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4   http://www.businessinsider.com/disturbing-facts-about-your-job-2011-2?op=1#ixzz3XCZH6nbq

their job is "very or extremely stressful"[5]. This stress impacts our health- for example, in the UK over 13 million working days are lost every year because of stress. Stress is believed to trigger 70% of visits to doctors, and 85% of serious illnesses[6] .

Work is actually killing us. In Japan, shockingly, 10,000 workers per year literally drop dead at their desks as a result of 60- to 70-hour work weeks in Japan. The phenomenon is known as "karoshi"[7].

Work demands are impacting our work-life balance, for example, each year the average American spends over 100 hours commuting[8], and 64% of Americans canceled vacations last year. One-third did it for work-related reasons even though most felt they were more in need of a vacation than the year before[9]. It's hard to catch up on your life if you're losing time just getting to work, and hard to de-stress if you can't take a vacation.

Stress at work also impacts our relationships. According to the Human Solutions Report, *Under Pressure*, respondents indicated that on average job stress accounted for 73% of their overall life stress. Further, 59% of respondents said that the quality of their home and family life was sometimes impacted by job stress and 16% said that job stress frequently impacted their personal and family life[10].

With a whopping 96% of employees polled in a workplace study conducted by Pearson and Porath[11], experiencing rudeness at work, and knowing that the majority of people say stress at work is the largest contributor to their overall stress, it's not unreasonable to infer that rudeness is contributing to the stress. And, it's easy to see that work simply isn't much fun for a lot of people.

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5   Quality of Working Life' report from Chartered Management Institute and Workplace Health Connect

6   UK HSE stress statistics

7   http://www.economist.com/node/10329261

8   http://usgovinfo.about.com/od/censusandstatistics/a/commutetimes.htm

9   http://www.businessinsider.com/64-canceled-vacation-this-year-2010-9

10   http://www.grahamlowe.ca/documents/182/Under%20Pressure%2010-06.pdf

11   https://hbr.org/2013/01/the-price-of-incivility/

▌ SO WHY EXACTLY ARE OUR WORKPLACES SO STRESSFUL?

Good question. And there's not an easy answer. I suspect the reasons vary depending on the workplace and on the people involved.

We can blame change. For example, the factors below could have impact:

- » downsizing and restructuring
- » labor shortages
- » outsourcing
- » demographic shifts at work related to generations and cultures that make up the work team
- » economic insecurity
- » technology – and keeping up with the pace of change
- » trends in work style, e.g., mobile executives, job-share programs

Overall, there seems to be much concern about job security. On average, Americans hold seven to eight different jobs before age 30[12]. It's difficult to settle in and build rapport, never mind loyalty, if everyone's constantly got one foot out the door. And difficult for employers to commit to training and long-term work contracts if they perceive a lack of loyalty or longevity in their work team.

Maybe it's a lack of leadership. After all, 25% of managers who admitted to having behaved badly said they were uncivil because their leaders—their own role models—were rude[13]. And, in a survey of 1000 American Executives, Michelle McQuaid, a leader in Positive Psychology interventions, found that only 35% of Americans are happy at their jobs. 65% say a better boss would make them happy. And only 35% say a pay raise will do the same thing[14].

Trust could be the reason. In *Edelman's Trust Barometer,* where results from 31, 000 respondents representing 26 markets around the world

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12 http://www.businessinsider.com/disturbing-facts-about-your-job-2011-2?op=1#ixzz3XCZfQwgq

13 https://hbr.org/2013/01/the-price-of-incivility/

14 http://www.forbes.com/sites/tykiisel/2012/10/16/65-of-americans-choose-a-better-boss-over-a-raise-heres-why/

were gathered, only 18% of those surveyed trust business leaders to tell the truth. That is just slightly higher than the statistic for trusting government officials, which was only 13%[15].

Or could it be our state of mind? Has all the stress and struggle to balance or get ahead left us physically less hardy and psychologically and emotionally less resilient? Job stress is increasingly recognized as a determinant of employee health and productivity. The experience of chronic stress is used in theoretical models as a predictor of increased risk of mental and physical problems, including chronic conditions such as heart disease, asthma, migraines, and ulcers[16].

Alarmingly, depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work[17].

Is it possible that we are literally too sick and tired to be nice? Maybe.

In my humble opinion, all of these things: leadership, trust, economics, and stress, in endless combinations, are causal factors that impact civility in the workplace. But I also believe that adults at work have the ability to make choices. In many cases, it would seem that we have the power to better manage some of these causal factors, but we choose not to. Instead, we default to "desperate" behavior habits where:

» the immediacy of action overrides the intelligence and/or relevance of the action

» our focus is on the act and method of communicating such that what we are actually communicating loses its value

» the quantity of interactions becomes more important than the quality of those interactions

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15 http://www.edelman.com/insights/intellectual-property/trust-2013/

16 Handbook of Work Stress, Barling, Kelloway and Frone, eds., 2005.

17 J. Samra, M. Gilbert, M. Shain & D. Bilsker. Centre for Applied Research in Mental Health and Addiction (CARMHA).

Some default behavior is a result of laziness. Some of it is due to excuse-making or a lack of accountability, and I'll even allow for a bit of ignorance here and there. But much of it, I believe, is due to a lack of thinking. Dr. Forni, stated in *The Thinking Life*, that *"...deep thinking is the illustrious casualty in the digital revolution...."* I believe this is very true of our time. In this technological age, we are focused on things and neglect people as a result. We seem to care more about connections than connecting and we are often uncivil because we rely on our devices to do our thinking for us, and as a result are in the habit of not thinking for ourselves. We don't consider the impact of our words and actions beyond the short-term, and we don't consider the impact to others. We've stopped thinking, so we've started making bad decisions. And then because we continue not to think, we're not learning from our mistakes, and so the cycle continues.

▌ SO, HOW DO WE SOLVE THE PROBLEM OF INCIVILITY AT WORK?

In the *Baltimore Workplace Civility Study*, 83% of respondents agreed that it was "very important" to their well-being, to their health, to their performance, and to their job satisfaction to work in a civil environment[18]. So there's our answer. Civility! Civility is the solution.

> *To solve the incivility problem in our workplaces, we need to change how we work. We need to create workplaces that support a culture of learning where thinking is best practice. We need to build a capacity for civil behavior by giving people the skills they need to make better decisions, and to contribute to reducing the stress and incivility in our workplaces. We need to imbed civility in our workplace policies and procedures, into our organizational values and mission statements, into our job descriptions and codes of conduct, and into our hiring and evaluation practices. Civility has to become a core element*

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18   https://www.ubalt.edu/jfi/jfi/reports/civility.PDF

in the character of our organizations. Stated directly, civility in the workplace is a change imperative for organizations expecting to survive, and thrive, in the new world of work.

Lew Bayer, President, Civility Experts Worldwide

The statement above was the impetus for writing this book. I truly believe civility at work is the solution for reducing desperation and building better workplaces. And I don't believe I am alone in coming to this conclusion.

Dr. Forni, Professor, Johns Hopkins and author of *Choose Civility* states:

"It's not unreasonable to predict that lower-stress workplaces-workplaces, that is, where a culture of civility makes for better relationships among coworkers-will become very appealing. These are the workplaces where organizations will manage to attract and retain an increasing number of first-rate workers. And this should be a strong incentive for organizations to promote a culture of civility in their workplaces. Encouraging civility in the workplace is becoming one of the fundamental corporate goals in our diverse, hurried, stressed, and litigation-prone society. A civil workplace is good for workers, since the workers' quality of life is improved in such an environment. But a civil workplace is also good for the customers, since the quality of the service they receive form happier and more relaxed service providers is improved.[19]*"*

Graham Lowe, Human Solutions states:

"Employees' quality of work-life is becoming a business issue. Leading employers are recognizing that positive work-life outcomes for employees are key ingredients of a successful business strategy.[20]*"*

Kent Roberts and Jay Newman, co-founders of the National Civility Center and authors of *Community Weaving* state:

"If we are serious about confronting today's challenges, we must also be

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19   https://www.ubalt.edu/jfi/jfi/reports/civility.PDF

20   http://www.grahamlowe.ca/documents/182/Under%20Pressure%2010-06.pdf

proactive in helping individuals and organizations develop the capacity needed to change their communities' culture and environment. To solve fundamental problems, we must do more than address the symptoms.[21]"

Roberts and Newman's focus was on communities but I see the workplace as a community of sorts and so agree with their suggestion that capacity building requires that we be proactive versus reactive. In *Community Weaving,* Roberts and Newman illustrate the difference between proactive and reactive response in Figure 2, below.

Proactive responses focus on….	Reactive responses focus on….
Fundamental problems	Symptoms
Underlying issues and structures	Crises and behaviors of concern
Long-term solutions	Short-term solutions
Results that evolve	Immediate results
Changes to culture, environment	No real change
Capacity building	Fixing problems
Broad citizen involvement	Involvement of service providers
Equality	and recipients with divisions
Systems thinking Patterns	between experts and clients
	Random problem solving
	Isolated events

Figure 2. Source: Community Weaving, page 13, Roberts & Newman, 2003

In *The 30% Solution* we echo the sentiments of Roberts and so offer organizations a proactive civility solution- a structured plan for changing their workplace culture. I maintain that organizations must plan, and then implement, this type of change. Or, in not doing so, they must expect to pay the high costs of incivility in their workplaces.

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21   Roberts & Newman, Community Weaving, published by National Civility Center, 2003

Through proper assessment, defining civility, applying the Civility Culture Compass®, and training based on the Civility Competency Matrix®, I believe you can create change-ready, socially intelligent, systems-thinking, culturally competent, knowledgeable workers and as a result, better manage the causes of incivility and desperation in your workplaces.

The benefits of incorporating civility into the workplace, as detailed in research by Weber and Shadwick,[22] include up to 30% more revenue than competitors and four times increased likelihood that employees will be highly engaged. Further, civility training could result in your organization being 20% more likely to report reduced turnover – all of these outcomes are both measurable and significant.

How the book is organized:

▌CHAPTER 1 - TIME FOR CHANGE

» Evidence that Incivility is Rampant

» Civility in the Workplace Initiatives- Changing Workplace Culture

» Elements of a Successful Civility Initiative

» Civility in the Workplace is About Change

» Symptoms of Viral Incivility

» Readiness as an Indicator of Success for Civility Initiatives

» The Civility Initiative Process at a Glance

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22 http://www.webershandwick.com/uploads/news/files/Civility_in_America_2011.pdf

» Impact of Essential Skills Training

» The Business Case- Impact of Civility Training

CHAPTER 4 - CIVILITY AS A CHANGE INITIATIVE

» What does Change have to do with Civility?

» The Stress of Change can be Positive.

» Change = Learning

» The New World of Work

» Trends Impacting the way we Work

» The Myth of Change

CHAPTER 5 - THE CIVILITY CULTURE COMPASS®

» What Comes First, Uncivil Attitude, or Uncivil Behavior?

» About Attitude

» Why are People Rude at Work?

» What is Organizational Culture?

» Skills versus Competencies- what's the difference?

» Using the Civility Culture Compass®

» Four Conditions on the Compass

CHAPTER 6 - ASSESSING CIVILITY

» What is a Needs Assessment?

» Some Interesting Statistics About Training

» Benefits of Completing a Needs Assessment

» Approach to Workplace Civility Assessments

» Recommended Assessment Process

- » Checklist of Personal Values
- » I Choose Civility: Steps to Adopting Civility as a Core Personal Value Worksheet
- » Soft Skills and Civility Checklist
- » Essential Skills Case Study
- » Civility Compass Questionnaire
- » Sample Civility Assessments
- » Civility Self -Assessment
- » Maslow's Needs Chart and Activity
- » Group Temperature Activity
- » Kirkpatrick Model Diagram
- » Continuous Learning Assessment
- » Systems Thinking Overview
- » Cultural Competence Continuum
- » An exercise in Commonality
- » Workplace Toxicity Exercise
- » Civility Culture General Assessment
- » Excerpt on Stress at Work

▌ SOURCES AND RESOURCES

- » Listing for each Chapter included

If you are a consultant or workplace Trainer who wants to achieve a Civility at Work® Train the Trainer Certificate and/or acquire a License to use the Civility Culture Compass© or the Civility Competency Matrix© training tool and materials, please ` contact pr@civilityexperts.com or visit www.civilityexperts.com