Improving Civility Contributes to Well-Being at Work

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Connections with Work

**Burnout**
- Exhausted
- Distant
- Discouraged

**Engagement**
- Energetic
- Dedicated
- Encouraged

- Energetic
- Sustainable Pace of Work & Life
- Re-energizing Cycles
- Dedicated
- Involved, Committed
- Emotional Connection with Work
- Encouraged
- Sense of Efficacy
- Recognition from Others

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Preventing & Alleviating Burnout

Realigning Imbalances
- Reduce Illegitimate Demands
- Enhance Resources
- Enhance Resiliency & Recovery

Overcoming Frustrations
- Belonging
- Autonomy
- Mastery
Dynamics: Workplace Community Problems

- Social Mistreatment
  - Bullying
  - Abuse
  - Aggression
- Poor Workplace Culture
  - Incivility
  - Disrespect
  - Low Contact

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Dynamics: Develop a Social Culture

Social Encounters

- Civility v Incivility
- Intensity
- Intention

Group Culture

- Creative
- Collaborative
- Competitive
- Destructive
Dynamics: Frustration of Core Motives

- Frustration
  - **Belonging**: Inclusive Workplace Community
  - **Autonomy**: Trust & Confidence to Take Initiative
  - **Mastery**: Appreciation and Recognition

- Burnout
  - **Exhaustion**: Emotional, Practical Costs of Discord
  - **Cynicism**: Frustration of Belonging, Autonomy
  - **Inefficacy**: Frustration Mastery, Autonomy
The Downside of Social Encounters

- Relationships Consume Energy
- Emotional Impact of Unpleasant Encounters
  - Immediate
  - Delayed Rumination
  - Disrupting Recovery
- Burdens of Leadership or Collegiality
  - Time Demands
  - Demands on Emotional Intelligence, Social Skills
  - Illegitimate Social Demands
The Upside of Social Encounters

- Relationships Conserve and Generate Energy
- Fulfilling Core Motives
  - Belonging
  - Agency
  - Mastery
- Furthering Effectiveness
  - Shared Mission & Values: Bigger Impact
  - Practical Assistance
  - Increased Options, Flexibility
Thresholds for Behavior

- Granovetter: Threshold Model of Collective Behavior
  - Prime Model—Riots—Applied to Workgroup Incivility
- People Vary re Incivility Threshold
  - Low Self Management
  - History of Discord with Colleagues
  - Individual Mission
- Situations Vary in Incivility Elicitation
  - History of Civility Culture
  - Monitoring of Respectful Behavior
  - Reaction to Violations of Explicit Norms
Threshold Shift

- Individual
  - Instruction in Civility & Respect
  - Increase Salience of Contingencies
- Workgroup
  - Strengthening Civility Culture
  - Reduce Threshold for Civility
  - Increase Threshold for Incivility

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Impact of CREW: 
Civility, Respect, Engagement at Work

- Five Hospitals in Ontario and Nova Scotia
  - Wave 1: Eight CREW Groups (N=252)
  - Wave 2: Seven CREW Groups (N=226)
  - Control: 26 Units No CREW (N=874)
- Hypothesis:
  - Improvement for CREW
  - Steady for Control
  - And it stays that way


Impact on Civility

![Graph showing the impact on workgroup civility before and after intervention. The graph compares Control Units and CREW Units.](www.workengagement.com)
Impact on Civility

![Graph showing the impact on workgroup civility](https://www.workengagement.com)
Impact on Burnout & Illness

[Graph showing the difference from average score over time for Control Units and CREW Units, with a decrease in score after one year later for CREW Units.]
CREW: Active Ingredients

– Put Civility on the Agenda
– Problem Solving Format
  – Constructive Relationships as Primary Resource
  – Responsibility to Address Dysfunctional Relationships
– Group Process
  – Interactive Format: Sharing Concerns about Relationships
  – Role Plays and Structured Exercises
  – Resetting Thresholds for Civility and Incivility

Intervention Format

CREW
- Focus: Broad Group Process
- Group Format
  - 20-25 Weekly Meetings
  - 10-15 Member Groups
- Research Foundation
  - Improved Civility
  - Reduced Burnout

CARAWay
- Focus: Civility & Respect
- Group Format
  - 4- 6 Monthly Meetings
  - 10-40 Member Groups
- Encouraging Pilot
4 As of Civility

- **Acknowledgement**: Saying or doing something that recognizes another person’s presence. It could be as simple as smiling or wishing a good morning.

- **Appreciation**: Expressing thanks for another person’s contribution or expressing admiration for the quality of that contribution.

- **Acceptance**: Explicitly or implicitly welcoming a person into your conversation, group, or project.

- **Accommodation**: Modifying your activities or space in ways that helps another person participate or to work more comfortably or effectively.

http://workengagement.com/caraway
Monitoring

- Organizational
  - Surveys
  - Institutional Records
  - Workgroup Monitoring
- Personal
  - Keeping A Diary
  - Charting Countables

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Individual Action

- First Step: Recruit an Ally
  - Emotional Support
  - Structuring Both Sides of an Interaction
- Maintaining Focus
  - Measurement
    - Baseline
    - Ongoing
    - Afterwards
  - Public Commitment
Sustaining Change

- Monitor, Analyze, Report
  - Surveys
  - Tracking
  - Sharing
- Structures
  - Regular Agenda Items
  - Posters, Articles, Conversations
- Respond
  - Emphasize What’s Working
  - Change What’s Not Working
Conclusion

– Burnout = Imbalance and Frustration
– Community
  – Improving Civility Culture
  – Individual Thresholds
  – Group Facilitation of Behavior
– Action
  – Individual Tracking
  – Group Process Development
  – Systems for Sustaining Gains

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