



Improving Civility Contributes to Well-Being at Work

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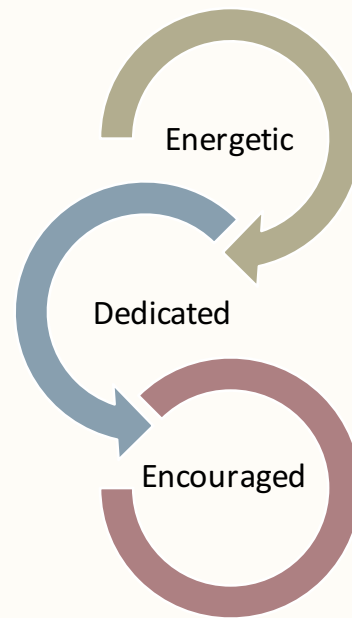
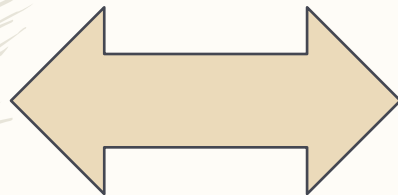
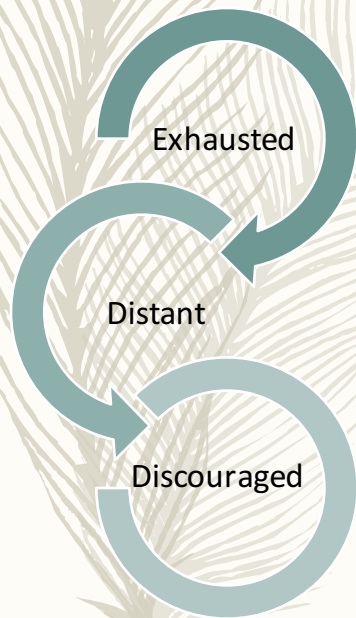
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Connections with Work

Burnout

Engagement



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



Preventing & Alleviating Burnout

Realigning Imbalances

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

Overcoming Frustrations

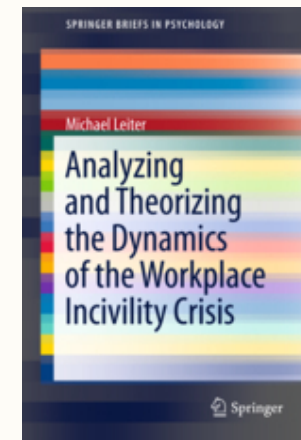
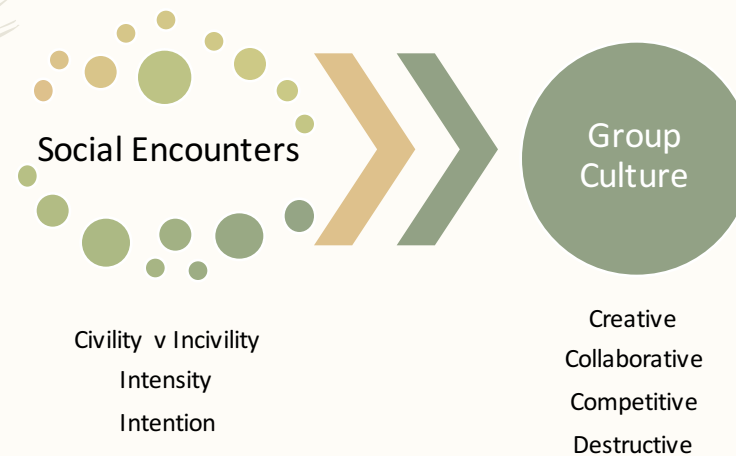
- Belonging
- Autonomy
- Mastery



Dynamics: Workplace Community Problems

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

Dynamics: Develop a Social Culture



Dynamics: Frustration of Core Motives

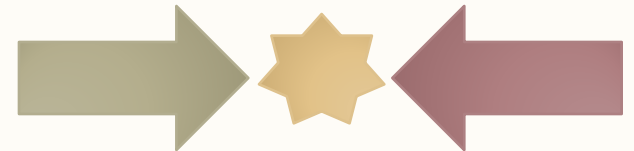
- Frustration
 - **Belonging**: Inclusive Workplace Community
 - **Autonomy**: Trust & Confidence to Take Initiative
 - **Mastery**: Appreciation and Recognition
- Burnout
 - **Exhaustion**: Emotional, Practical Costs of Discord
 - **Cynicism**: Frustration of Belonging, Autonomy
 - **Inefficacy**: Frustration Mastery, Autonomy





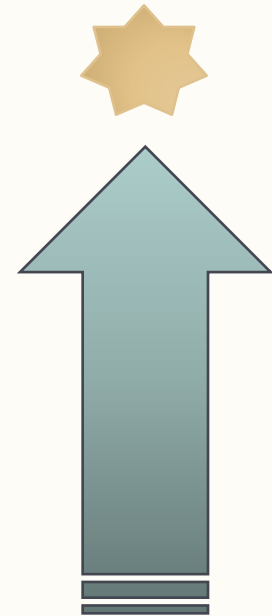
The Downside of Social Encounters

- 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



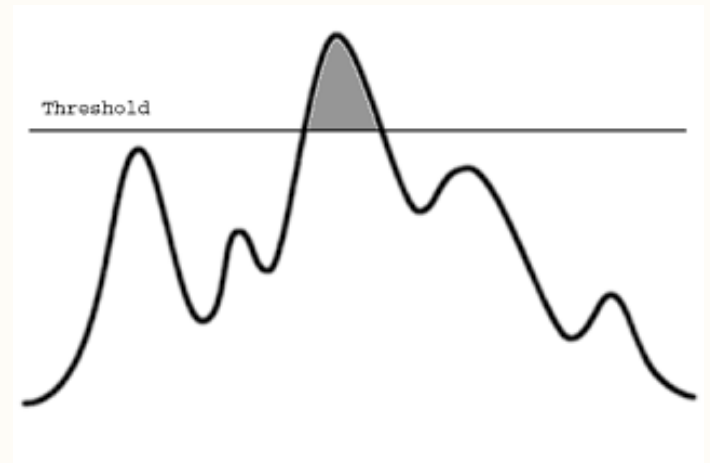
The Upside of Social Encounters

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



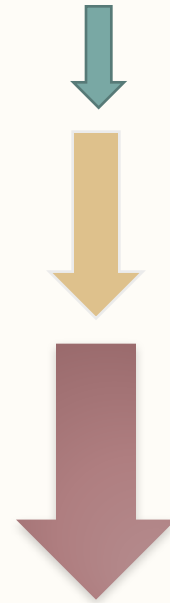
Thresholds for Behavior

- 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





Impact of CREW:

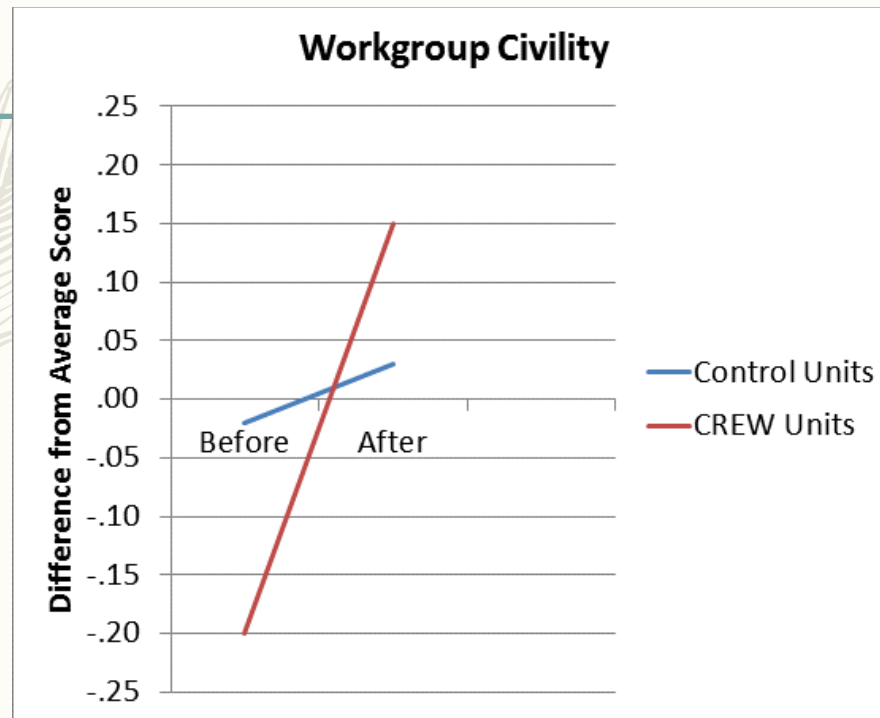
Civility, Respect, Engagement at Work

- 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

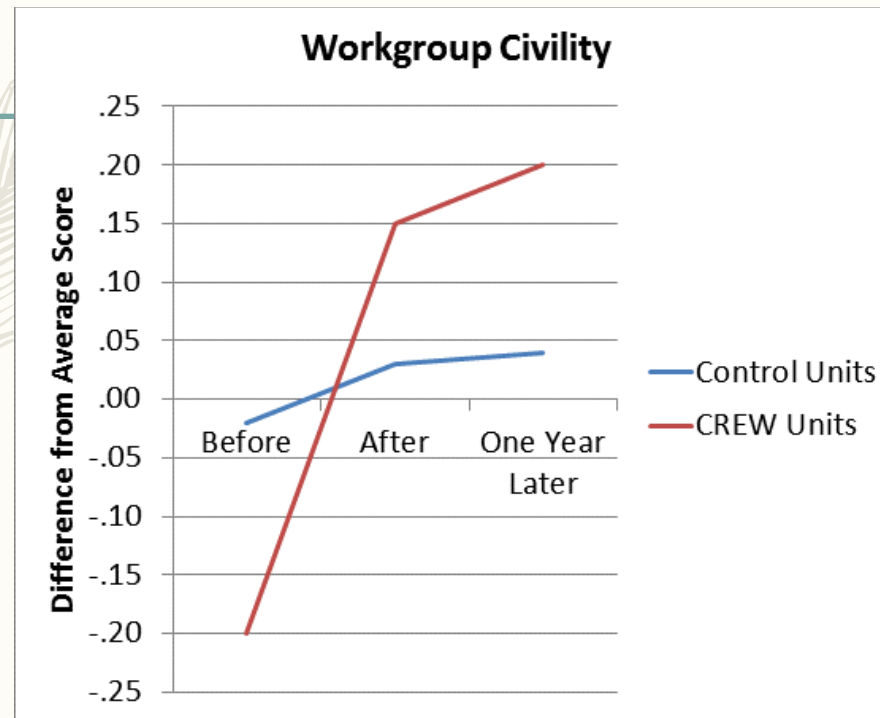
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Impact on Civility



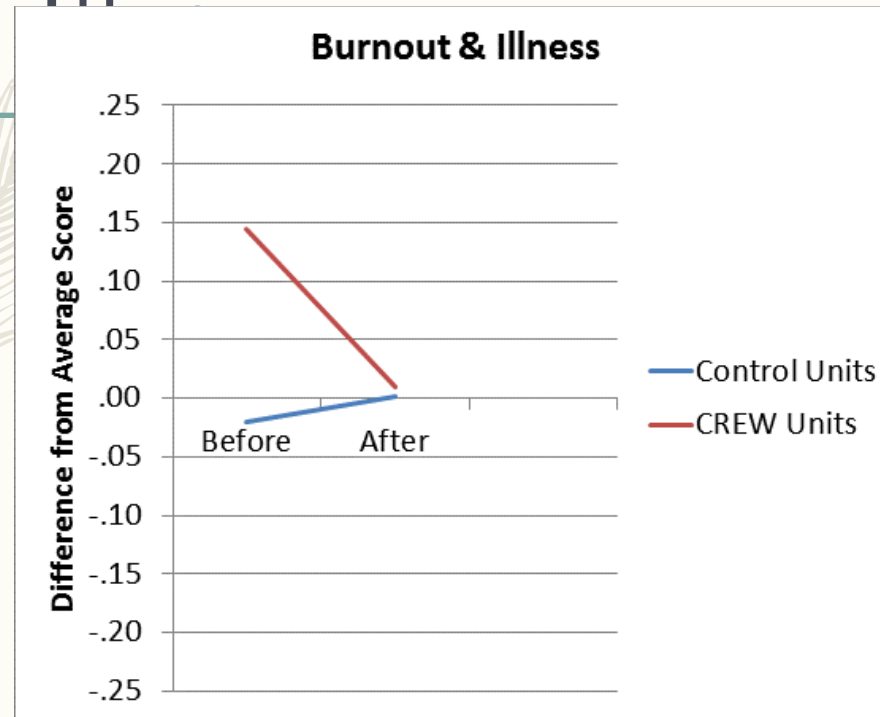
Impact on Civility



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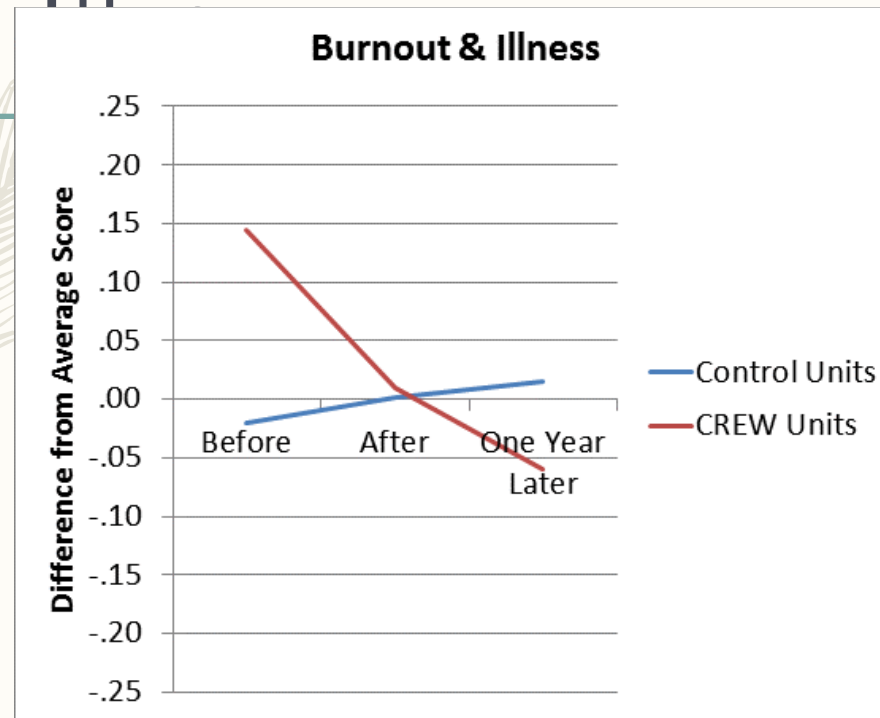
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CREW: Active Ingredients

- 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

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Intervention Format

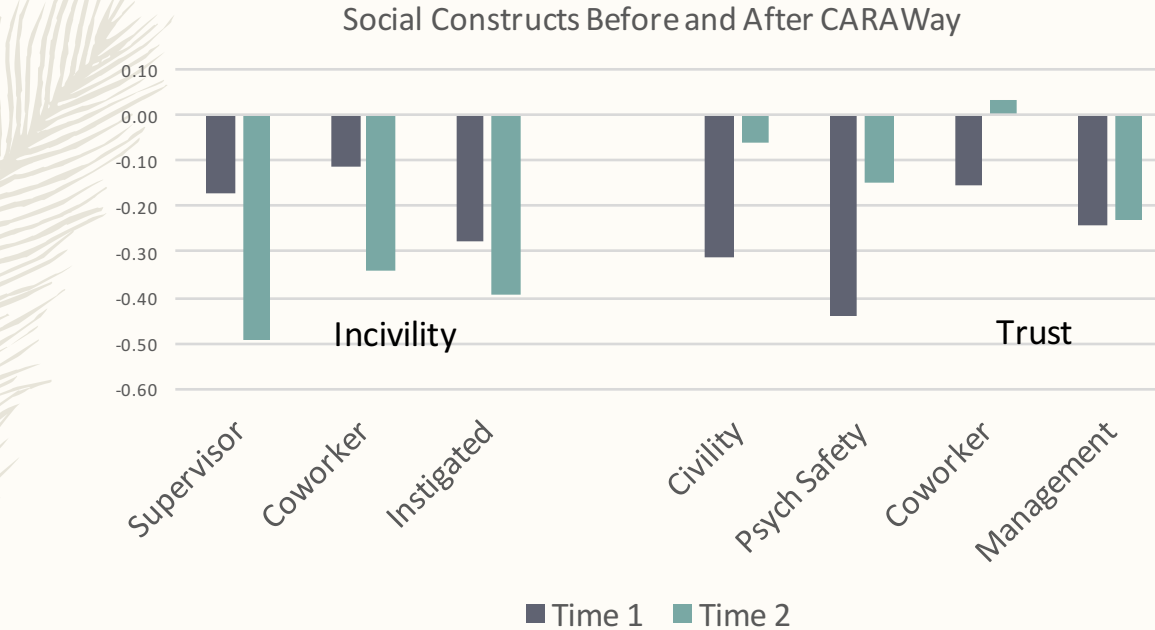
CREW

- 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

CARAWay Pilot 2016





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.

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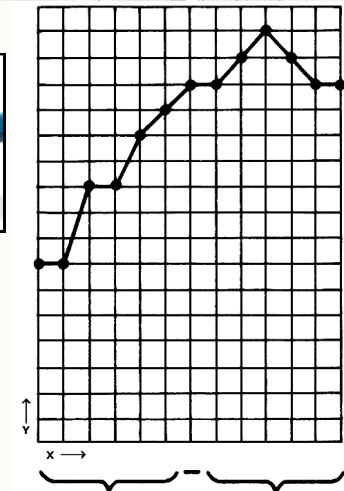
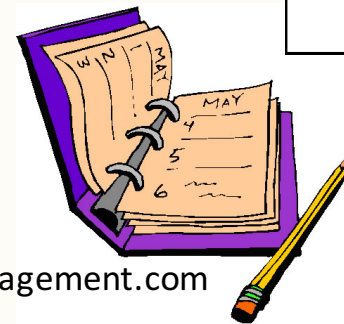
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Monitoring

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

REGISTER OF INMATES OF							
DATE OF RECEPTION			NAME OF PAUPER	NATIVITY	Age	Sex	OCCUPATION OR TRADE
Day	Month	Year					
Aug	1862		Levy Infirmary				
14	"	1862	Augusta Garner	German	23	female	Prognath
"	"	"	Augusta "	"	2	"	destitute
1	Feb	1863	Mrs. Estima V. Child	"	31	"	
6	Dec	1863	Eliza Livingston	Swede	38	male	Labourer
12	Feb	1872	William Benetian	German	2	"	destitute



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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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