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Mastering Civility

A Manifesto for the Workplace

THE SUMMARY IN BRIEF

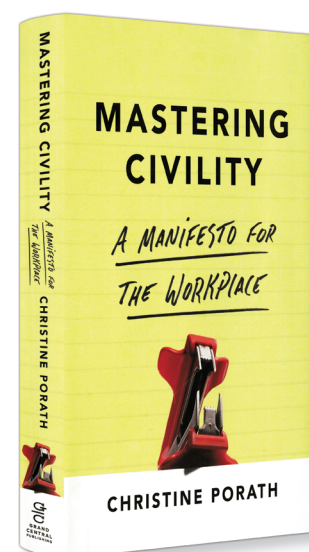
Incivility is silently chipping away at people, organizations and our economy. Slights, insensitivities and rude behaviors can cut deeply and hijack focus. Even if people want to perform well, they can't. Ultimately incivility cuts the bottom line.

In *Mastering Civility*, Christine Porath, the leading authority on workplace incivility, shows why it pays to be civil and how people can enhance their influence and effectiveness with civility. Combining scientific research with fascinating evidence from popular culture and fields such as neuroscience, medicine and psychology, Porath makes clear what's really at stake regarding civility, helps individuals evaluate and improve their own behavior and provides valuable strategies for how leaders can find and keep employees who help to create civility in organizations.

Mastering Civility provides managers and employers with a much-needed wake-up call, while also reminding them of what they can do right now to improve the quality of their workplaces.

IN THIS SUMMARY, YOU WILL LEARN:

- The physical, psychological and monetary costs of incivility for individuals and organizations.
- Why you can be civil *and* get ahead.
- To evaluate your own civility and concrete strategies to improve.
- A four-step plan for organizations to improve civility.
- How to respond if you are the target of incivility.



by Christine Porath

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THE COMPLETE SUMMARY: MASTERING CIVILITY

by Christine Porath

The author: A professor at Georgetown University, Christine Porath researches not only the effects of bad behavior but also how organizations can create a more positive environment where people can thrive, and how individuals and organizations benefit in terms of well-being and performance. Her work has been featured worldwide in over 1500 television, radio and print outlets, including *Time*, *The Wall Street Journal*, *The Washington Post*, NBC, CBS, CNN and the BBC.

Mastering Civility: A Manifesto for the Workplace by Christine Porath. Copyright © 2016 by Christine Porath. Summarized by permission of the publisher, Grand Central Publishing, a division of Hachette Book Group. 240 pages, \$25, ISBN: 978-1-45556-898-7. To purchase this book, go to www.amazon.com or www.bn.com.

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Introduction

One question defines our professional success more than any other. Just one: *Who do you want to be?*

Whether you know it or not, you're answering this question every day through your actions. How you treat people means everything — whether they will trust you, build relationships with you, follow you, support you and work hard for you, or not.

In the past 20 years, the incivility problem has gotten much worse. All of us desperately need to change this reality, for the sake of people *and* organizations.

Many leaders know that incivility is costly, but they don't always recognize just how much civility pays or how to make it happen. Research confirms that your kindness, consideration and respect can have a potent effect, creating a positive dynamic of civility that others will respond to and build on.

Ask yourself who you want to be several times a day as you react to all the challenges, victories, surprises and tensions you encounter. How do you want to affect people? What impact do you want to have? Take the advice and science presented here to answer these questions, and make your team, organization and society a bit better. ●

PART I: THE STAKES: THE HIGH COSTS OF INCIVILITY AND THE POTENTIAL GAINS OF CIVILITY

Clueless

In the Civility in America 2016 survey, almost all respondents — 95 percent — believed we have a civility

problem in America; 74 percent believed it was worse now than it had been a few years ago; and 70 percent believed incivility has reached crisis proportions. By all accounts, incivility has only gotten worse.

Rude behaviors range widely — from ignoring people to not listening to intentionally undermining others. Other common examples include walking out of a conversation due to lack of interest or answering calls in the middle of meetings. Some leaders behave uncivilly by publicly mocking and belittling people; reminding subordinates of their “roles” and lesser titles in the organization; teasing direct reports in ways that sting; or taking credit for wins, but pointing the finger at others when difficulties arise.

In any of these instances, what matters is not whether people actually were disrespected or treated insensitively but whether they felt disrespected. Incivility is in the eyes of the recipient. It varies not just by individual but also by culture, generation, gender, industry and organization. What you consider uncivil may not be the same thing your boss considers uncivil. And guess what. What you think matters *most!*

Interpreting the Trends

Why is incivility getting worse? One factor is globalization — colleagues from one culture sometimes unknowingly behave or speak in ways that colleagues from other cultures find rude. Another factor is generation. Research conducted by Jean Twenge, professor at San Diego State University, reveals that students are about 30 percent more narcissistic than the average students were 25 years ago. We can also tie our epidemic of rudeness to a general fraying of workplace relationships.



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In a survey, respondents were asked why they behave uncivilly. More than half claimed it was because they are overloaded, and more than 40 percent said they had “no time to be nice.” A quarter said they were rude because their leaders were disrespectful.

A crucial point is that *incivility usually arises not from malice but from ignorance*. Most bad behavior reflects a lack of self-awareness. We don’t want to hurt others, but we do. ●

Sidelined

Modern science has a lot to tell us about the health impacts rudeness can have. Robert Sapolsky, author of *Why Zebras Don’t Get Ulcers*, explains that when people experience intermittent stressors like incivility for too long or too often, they also experience significant health problems. Incivility can deplete your immune system, causing cardiovascular disease, cancer, diabetes and ulcers. Studies have found that “psychosocial” factors, such as work-related stress, are the most important variables in determining the length of a life.

All of this costs organizations a ton of money, to put it mildly. The American Psychological Association estimates that workplace stress costs the U.S. economy \$500 billion a year. A poll of 800 managers and employees across 17 industries shows that among workers who have been on the receiving end of incivility, 48 percent intentionally decreased their work effort, 80 percent lost work time worrying about the incident, and 78 percent said their commitment to the organization declined.

As monumental as losses due to incivility are to companies, incivility exacts an even deeper toll because of the subtle ways in which it affects people’s thinking skills. Experiments show that incivility robs you of your cognitive resources, hijacks your performance and creativity, and sidelines you from your work. Even if you want to perform at your best, you can’t, because you’re bothered and preoccupied by the rudeness.

In a study of 4,500 doctors and nurses, 71 percent tied disruptive behavior (defined as “abusive personal conduct,” including condescending, insulting or rude behavior) to medical errors they knew of, and 27 percent tied bad behavior to the deaths of their patients.

Once incivility occurs, it’s easy for negative thoughts to seep into people’s heads and to stay there, translating into negative behavior. Experiments show that once people are exposed to rudeness, they are three times less likely to help others, and their willingness to share drops by more than half. It makes sense: When someone behaves poorly

or offensively, bad feelings spread and behaviors escalate, sometimes even becoming aggressive. ●

Civility Buys Everything

It’s tempting to think that if you’re not rude, then you’re behaving in a civil fashion. In fact, you’re only behaving in a neutral way; you haven’t harmed anyone. Civility in the fullest sense requires something more: positive gestures of respect, dignity, courtesy or kindness that lift people up.

In the workplace, civil behaviors can be extraordinarily small. A colleague can smile and say hello to you in the hallway; an associate can ask an assistant to *please* do a task and thank her after she completes it. Leaders can behave civilly by engaging others in conversation rather than ordering them around, or by taking time to applaud subordinates when they do a good job.

Movin’ On Up

Civil people usually have more opportunities for collaboration handed to them. Think about it: If you needed help from a colleague, would you call upon someone who was nice or someone who was more capable but a bit uncivil? Most people claim they would select the more capable one, arguing that ability is what counts. Yet, their actions don’t match up.

In a study of more than 10,000 work relationships, people chose colleagues for collaboration by asking the question “Do I enjoy working with her/ him?” rather than the question “Does this person know what he/she is doing?” If you treat people well, they’re more excited to work with you. Over time, your reputation spreads, and still more people want to choose you over a possibly more talented but less civilized peer.

What ultimately helps people move up faster, of course, are the results they produce. And civility helps here, too. Research confirms that small behaviors, such as thanking people, listening attentively, humbly asking questions, acknowledging others, sharing credit or smiling, can give you a performance boost, while their converse — seemingly insignificant acts of incivility — can cost you.

Civility Cultivates Team and Organizational Wins

Research shows that civility enhances the performance of teams and organizations as well. A study of cross-functional product teams revealed that when leaders treated members of their team well and fairly, the team members were more productive individually and as a team. They also were more likely to go above and beyond their job

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requirements. It all starts at the top. When leaders are civil, it increases performance and creativity; allows for early mistake detection and the initiative to take actions; and reduces emotional exhaustion. ●

The Incivility Bug

Many people think of rudeness as a self-contained experience, limited to one person or interaction. In truth, incivility is a virus that spreads, making the lives of everyone exposed to it more difficult.

We each have a much bigger effect on one another's emotions than we might think — for better and for worse. In their book *Connected*, Nicholas Christakis and James Fowler show how happiness spreads not only among pairs of people but also between a person and his friends, his friends' friends and their friends. Civility and incivility spread the same way. A seemingly small act of kindness or rudeness ripples across communities, affecting people in our network with whom we may or may not interact directly.

On a non-conscious level, people become aware of the concept of rudeness when they're around it in any form, even when they aren't the target of it directly. A node in the brain is activated, and this activation rapidly spreads across the neural network to nearby nodes. In practical terms, a rude email you read might activate nodes in your brain associated with memories of other encounters in which you experienced or witnessed rudeness. In your mind, the activated concepts — in this case, rudeness and incivility — become more accessible; they come to mind and can shape your judgments and decision making.

If incivility can spread rapidly, its effects lingering long after the initial instance of rudeness, then civility can, too. It's up to us to gird ourselves against rudeness, to fight back hard when it's expressed, and to do everything we can to spread kindness and joy to those around us. Each one of us, through even the smallest of actions, has the capacity to create an atmosphere that's warm, affirming and energizing. We can do it today — right now. ●

PART II: CIVILITY CHECKUP: HOW YOU ARE DOING AND HOW YOU CAN IMPROVE

Are You Civil?

Now it's time to get real. *Are you civil?*

Do you ever neglect to say “please” and “thank you”; use email when face-to-face communication is needed;

email or text during meetings; keep people waiting needlessly; talk down to others; pass the blame when you've contributed to a mistake; spread rumors; belittle others nonverbally (e.g., roll your eyes, smirk); retreat into your e-gadgets; take advantage of others; don't listen; ignore invitations; write uncivil or rude emails; or interrupt others?

Don't get down on yourself if you do many of these. Some of us have an advantage: We are genetically predisposed to be nice due to hormone levels. But in the end, we're all human. The point is to improve your behaviors.

To gain the self-awareness you need, you must solicit others' help. Ask others to serve as an honest mirror for you, using the following seven simple strategies.

1. Ask for focused feedback on your best and worst behaviors. Collect feedback from about 10 to 15 people — including co-workers, friends and family — about your best behavior and areas for improvement.

2. Work with a coach. A great coach can detect subtleties in your behavior of which you might not be aware, and can identify underlying assumptions, experiences and personal qualities that make you prone to uncivil behavior.

3. Conduct a team tune-up: Use colleagues or friends as coaches. Making progress on civility doesn't have to be a solitary endeavor; you can and should do it alongside other members of your team. While you're working to improve your own behavior, encourage your team members to do the same.

4. Get 360 feedback. Identify one behavior you'd like to change. This could have come from the civility test or from others' feedback, including performance reviews. Then solicit feedback from your teammates, direct reports, and managers — “360 feedback” — about how you might change.

5. Teach yourself how to read emotions. Observe others closely as you go about your day, especially people who seem to be great at civility. Use emotional intelligence quizzes and tools to test how well you're able to read others and their emotions. Look for role models.

6. Make time for reflection. Keep a journal to provide insight into when, where and why you are your best self and when, where and why you are uncivil. Identify people or situations that cause you to lose your temper.

7. Take care of yourself. The most common reason people give for behaving poorly is the feeling of being overloaded or stressed. So take better care of yourself, starting with the basics: good nutrition, sleep and stress management. ●

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The Fundamentals

To become more civil or help your organization build a more civil culture, you need to focus first on getting the basics right. Let's start with the low-hanging fruit, the small behaviors we frequently overlook that allow us to connect by our being attentive. For now, just think about doing *three* things differently.

First civility fundamental: Smiling. The act itself of smiling lifts your mood, boosts your immune system, decreases stress, lowers blood pressure and reduces your risk of heart attack. And smiling rubs off on others. How do you get yourself to smile more? Try an "inside-out" approach. Think about what makes you happy — maybe it's your kids or a favorite hobby or a joke someone told you — and then think about that when you want to smile.

Second civility fundamental: Building relationships with subordinates. The Center for Creative Leadership (CCL) found that the most important success factor for those holding the top three jobs in a large organization was "relationships with subordinates." According to a study by Towers Watson, the greatest driver of engagement was whether workers felt their managers were genuinely interested in their well-being. To relate well with a subordinate, you first have to acknowledge him or her. Practice the 10/5 Way: If you're within 10 feet, make eye contact. If you're within five feet, say hello. Take more time to know the people working for you.

Third civility fundamental: Listening. Listening well is essential for creating, maintaining and deepening relationships; it signals caring, commitment and connection. Listening can also yield vital information and insights. Yet, listening is hard work, requiring both energy and concentration. How can you listen better? Be there completely. Make a list beforehand of questions or topics you want to cover to prevent brain freeze. Get into the moment with the person facing you. Dump distractions; try to clear your mind of all of them. Put your phone away and put your blinders on. Focus all your attention. Join in on the conversation in the fullest sense. ●

Judge Not

It's well known that diversity adds value to organizations, allowing groups to perform better, make smarter decisions and be more innovative. Diverse organizations that welcome everyone possess greater insights into the marketplace. Diversity is also a valuable recruiting tool that helps organizations land top talent.

Yet diversity's true value depends on teammates' culture and attitudes. People need to feel respected in order to contribute. And that's where civility comes in. We must treat everyone well, including individuals who are different from ourselves or think differently.

Data shows that true inclusion is quite difficult for most people. Even if we consciously want to, we have a hard time welcoming others in. In fact, we show unconscious bias, often through subtle attitudes or actions.

The first step in fighting unconscious bias is to make an effort to bring silent assumptions out into the open. Ask yourself, "What biases do I carry?" "Whom does that affect?" "What are the consequences?" Awareness is the crucial first step.

As social neuroscientists Jay van Bavel and Will Cunningham have shown, an effective strategy for limiting unconscious bias is to take a moment to focus on similarities and common identities. Think about your connections with people. List what you have in common with someone, however different he or she seems to be. Emphasize your shared identity as parents, as residents of a city, as fans of a sports team, as members of a religious community, etc. It's human nature to feel positively toward members of our own group, so the key is to find a shared identity or group.

Try providing structure or routines in areas like hiring, performance evaluations, and promotion decisions that prevent unconscious biases from creeping in. Make it a point to slow down, weigh all the evidence and remove subjectivity from the process. Finally, combat your biases by including others' opinions. For important work decisions, use committees. Research shows that teams with divergent opinions tend to make better, less-biased decisions. ●

Give More

Once you have the fundamentals of civility in place, take your game to the next level. To master civility at work, we need to give many things, not just smiles. Here are five forms of giving that are especially important for building an atmosphere of kindness and respect.

1. Share resources. To increase your civility, share the tools, knowledge, social contacts and time at your disposal. In a study of more than 400 employees of an international consulting firm, the highest performers shared more than twice as many resources with co-workers than their average or lowest performing colleagues did. Sharing not only elicited a feel-good response but also enhanced

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productivity. Of course, you have to be smart about how much and what exactly you give.

2. Share recognition. Look for ways to give credit to everyone who helped you earn any kind of recognition, even if you deserve the lion's share. As scholar and author Warren Bennis has noted, good leaders shine under the spotlight, but great leaders help others shine.

3. Share gratitude. Saying thank you sets you apart. Do you know that most people thank their co-workers once a year at most? Feeling genuinely appreciated lifts people up. It energizes. It's also a powerful tool for encouraging the right behaviors.

4. Share feedback. Help your reports feel valued by giving them regular knowledge and updates on how the business is doing. Create a compelling scoreboard that highlights top priorities or important goals and, more specifically, the current situation, the target result and the deadline. Don't forget to give feedback on personal performance as well.

5. Share purpose. Most people want to do meaningful work, but too many believe their efforts don't make a difference. That's too bad: Having a sense of meaning at work encourages personal growth, work engagement and well-being. Instilling others' work with a sense of meaning also carries benefits, increasing a sense of thriving and performance for that person while also cultivating stronger, deeper relationships. ●

Practice E-civility

Although email has helped businesses in countless ways, it has also unleashed a torrent of incivility in workplaces. Angry emails, emails meant to embarrass, inappropriately informal emails, excessively long emails — the ways a sender can show disrespect are endless, equaled only by the number of ways receivers can show disrespect: by failing to respond on time or at all, by needlessly selecting "reply all" or by forwarding emails to make someone look bad. In addition to everything we do to foster civility, we need to get our email etiquette in check so we aren't polite offline and monsters online.

Master the ask. Before you send an email asking for something, make sure it's something you really need and something that's appropriate to request from the receiver. Be brief and direct when making a request. Include who, what, when. If the person needs to act on your message, make that clear in the subject line. Thank the recipient — genuinely. ●

Know when not to send. Sensitive issues, conflict situations and performance reviews all call for an actual, physical presence. A good rule of thumb: If you're wondering whether or not you should send that email, stop. Don't send it. Pick up the phone or meet face to face.

Set a tone of respect. Leaders establish norms about respectful email conduct through their own habits and routines. For instance, if leaders typically send out emails in the evenings and during the weekends, employees will likely feel compelled to read and respond to them. If you write emails at all hours, consider placing them in draft folders until working hours, or use a delayed delivery service. ●

PART III: LIFT YOUR ORGANIZATION CYCLE TO CIVILITY

How can organizations systematically alter their cultures to make them more civil? The four-step plan called Cycle to Civility covers the entire employee life cycle: recruiting, coaching (orientation and training), scoring (evaluation and rewards) and practicing (improvement, termination and exit). ●

Recruit

As researchers Dylan Minor and Michael Housman found, one toxic employee can wipe out the productivity gains produced by two or more superstars. A superstar (defined as the top 1 percent of workers in terms of productivity) adds about \$5,000 to an organization's annual profit, while a toxic worker costs about \$12,000 annually. That's why it's especially important to weed out toxic people before they join your organization.

Throughout the interview process, stay on the lookout for signs of civility. Forgo hypothetical questions, such as "How would you handle...?" or "What would you do if...?" and instead ask the candidate specifically how he or she managed particular situations in the past. Make your organization's values explicit, and inquire how his or her past behavior matches up.

Have team members go out to lunch or dinner with candidates or take them out to an event, such as a ball game. You want to give candidates a firsthand opportunity to observe your team and organizational values, to help them consider whether they're willing to sign up.

It's essential to do your homework on job candidates. Ask references for specific behavioral examples of characteristics that get at the heart of civility, such as "What's it like working with Joe?" or "What could Joe improve on?" ●

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Regardless of what the job is, or how “good” or “bad” a candidate may seem to you, treat him or her respectfully. At Google, internal research shows that candidates’ interactions with interviewers are more important to them than the type of work for which they’re being considered, the benefits or their interactions with recruiters. Make sure anyone interviewing candidates is civil in their own right. ●

Coach

Great coaches help people understand what to do to perform well, breaking it down into a few manageable steps. They also don’t allow players to get too comfortable or forget the basics. Our organizations must do the same when it comes to civility. The way organizations can properly coach civility is to set expectations, sculpt civility, create norms and provide coaching.

Set expectations. Most companies’ mission statements contain some language about how employees should treat customers, but very few mention anything about how employees should treat one another. A single, simple sentence can set the tone for civility. Southwest Airlines’ mission statement contains the following: “Above all, employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every customer.”

Sculpt civility. Reinforce civility at every turn. Make it second nature — so familiar that people don’t even think about it; they just do it. Emphasize civility’s importance during employee orientations. Repeat it like a mantra. Make it a talking point at every meeting. Challenge employees to master civility fundamentals.

Create norms. Don’t simply impose civility. Engage employees in an ongoing conversation, defining precisely what civility means. You will garner more support and empower employees to hold one another accountable for civil behavior by involving them in the process.

Provide coaching. Beyond formal training, coach employees on specific civility fundamentals to get your employees in tip-top form. Help them to listen fully, give and receive feedback (positive and corrective), work across differences and deal with difficult people. You might also coach them on negotiation, stress management, crucial conversations and mindfulness. A coach who reviews fundamental concepts and expectations must also be ready to hold his or her employees accountable, pointing out bad behavior for first-time offenders. ●

Score

What if you had a way to rate an email a colleague sent you or a status update a friend posted on social media, solely based on how respectful it sounded? That would be a game changer, wouldn’t it? One concept would be simple: Use an online tool to provide instant feedback about the civility of a person’s communications — similar to Facebook’s emoji or thumbs-up feature; the person could learn how they are perceived and moderate their behavior accordingly.

What’s your current system of performance metrics like? Does it help foster the civil behaviors you’re trying to encourage? If not, here are a few key things you can do to start.

Go beyond results. Focus more generally on the *how* of the work when evaluating performance and not just the actual results. Think about the type of work that gets done and the way kindness and respect might come into play. Use that to arrive at a formulation of appropriate evaluation metrics. Then combine these metrics with more conventional metrics that measure performance.

Thank people for helping. The time employees spend engaged in “collaborative” work — attending meetings, making phone calls, answering emails — has increased in recent decades by about 50 percent, now constituting 80 percent or more of employees’ time. Yet most performance management systems aren’t capturing how employees interact with one another — the very basics of effective collaboration. A simple thank-you would go a long way toward helping all-star collaborators stay engaged.

Measure down and across, not just up. When it comes to incivility, people tend to kiss up and kick down; you thus need to understand what subordinates and peers and bosses think of an employee. The 360 feedback many organizations currently utilize can work great, but only if sufficient trust exists. If employees don’t feel confident about the anonymity of their input and how it’s being used, their 360 feedback will misinform you. ●

Practice

What do you do if your evaluation or scoring system uncovers employees who are behaving uncivilly? You have two options: Work with them or show them the door.

The vast majority of employees who behave rudely can improve their behavior. As one CEO put it, they can be

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“recycled.” Let’s see how you might best work with an employee who has behaved uncivilly.

Establish a feedback loop. To help change people’s behavior, follow a specific feedback loop described by coaching guru Marshall Goldsmith. This loop comprises four steps: evidence, relevance, consequence and action.

Evidence should have been revealed during the evaluation stage; for instance, a manager receives feedback that he doesn’t listen to employees or he tends to demean employees in front of others.

To establish the *relevance* of this feedback, ask yourself how the manager compares with his peers. Is his performance suffering because of his subpar, uncivil behavior? If so, the feedback becomes relevant.

You should attach *consequences* to the uncivil behavior so as to motivate change. As Goldsmith has remarked, “People will do something — including changing their behavior — only if it can be demonstrated that doing so is in their own best interests as defined by their own values.”

If you’re satisfied that the employee wants to improve, it’s time to proceed to the *action* phase. First, develop a plan with the employee. What do you want him to achieve? What will make him more effective? What do you expect him to change? How will he achieve these plans? Strive for clearly defined, tangible, trackable goals. From here, start the hard work of practicing. Working alone or with the assistance of a coach or mentor, the employee should identify the trigger(s) of his bad behavior.

After an employee has identified the triggers and understands the consequences, Goldsmith has them apologize — ideally face-to-face — to everyone affected by their uncivil behavior and ask them for help in getting better. Following up is especially important. An employee who checks in with colleagues every month for 12 to 18 months reminds the colleagues that he or she is trying and values their opinion.

By working on all four of these steps, your organization won’t just free itself of the scourge of incivility; it will reap the full benefits of a pervasive culture of kindness and respect. ●

PART IV: LIFT YOURSELF: HANDLING INCIVILITY IF YOU’RE THE TARGET

Your Antidote to Incivility

Your antidote to incivility comes down to one core message: Focus on yourself and your future. When people mistreat you at work, you have to take control. The way to

do that is to bet on yourself, not on your ability to change the offender or the organization in which you work.

Regardless of how sensitive you are or how quickly you recover, you need to manage your response to incivility, both in the moment and shortly afterward. During this brief window of time, events can quickly spiral out of control, affecting both you and your career. Behave wisely. Remind yourself of what is at stake. Follow the cardinal rule: Don’t get sucked in. Give yourself some space to decide what to do. And, above all, avoid the temptation to get even. Doing so will likely require you to stoop to the other person’s level, which in turn might prove damaging to your reputation.

Above and beyond how you deal with the perpetrator, another factor can buffer civility’s toxic effects: a sense of *thriving*. People who focus more on thriving following an incident of incivility report that their performance suffered 34 percent less. Reinforce your sense of thriving by focusing on personal growth and learning; identify areas for growth and actively pursue development in those areas; look for opportunities to innovate; turn to a mentor; take good care of yourself by managing your energy; find meaning or a sense of purpose; seek positive relationships inside and outside work; and focus on thriving outside work.

You have more control than you think. Your attitude, mindset and willfulness can make all the difference. Don’t let someone make you a smaller version of yourself. Take a deep breath. Gather yourself. Refuel. Stand tall. Play big.

In the end, it’s relationships that truly matter, and civility is the foundation of relationships. So what are you doing today to connect with others?

In each moment, we get to choose who we want to be. Who do *you* want to be? ●

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