



The Role of Leaders and Managers in Cultivating a Workplace of Civility

Presented by Dr. Rowlanda Cawthon



Christopher Smith

Christopher Smith has more than 20 years of correctional experience. He worked in four separate institutions in the Bureau of Prisons before being hired as a Correctional Program Specialist for the National Institute of Corrections. Christopher has a Bachelor of Science in Criminology from Indiana State University. He is a veteran of the United States Air Force.



Dr. Rowlanda Cawthon

Rowlanda is Dean of the College of Business and an Associate Professor of Management at Northwest University in Kirkland, Washington. She worked for the Washington State Department of Corrections for eleven years before transitioning to higher education. Rowlanda's correctional experience includes serving as a Correctional Unit Supervisor, Community Corrections Officer, Business Analyst, and Communications Consultant.

Agenda

- Recap of Civility & Incivility
- Words from Correctional Professionals
- Practical Strategies for Leaders and Managers to Address Uncivil Behavior
- Civility as a Core Competency
- Significance of Civility in Increasing Wellness and Longevity Among Employees
- Call to Action





Recap

The Causes and Effects of Workplace Civility on Employees

Civility vs. Incivility

Civility involves courtesy, politeness, consideration and respect toward others. **Incivility** is characterized by rude and discourteous behavior that reflects a lack of regard and concern for the wellbeing of others.



The Incivility Continuum

Negative Behaviors

- Rude comments
- Insensitive actions
- Unintentional slights
- Complaining
- Gossiping
- Cultural bias
- Crude jokes
- Profanity



Verbal Aggression

- Yelling
- Belittling comments
- Intimidation
- Threats
- Discriminatory remarks
- Cursing at someone
- Humiliation



Physical Aggression

- Assault
- Battery
- Throwing objects
- Violent outburst
- Inappropriate touching
- Harassment



Causes of Workplace Incivility

Organizational

- High demanding, stressful jobs
- Toxic work culture
- Unexpected organizational change
- Unrealistic expectations and Pressing deadlines
- No accountability for perpetrators
- Heavy reliance on technology

Personal

- Stress
- Low employee morale
- Toxic attitude and mindset
- Personality conflicts
- Conscious and unconscious bias
- Misuse of positional power





Words from Correctional Professionals

The Greatest Benefits of Civility in Corrections

Greatest Benefits of Civility in Corrections

Words from Correctional Professionals

Respect

Peace

Teamwork

Communication

Collaboration

Increased productivity

Harmony and happiness

Job satisfaction

Safety

Positive environment

Cooperation

Cohesion

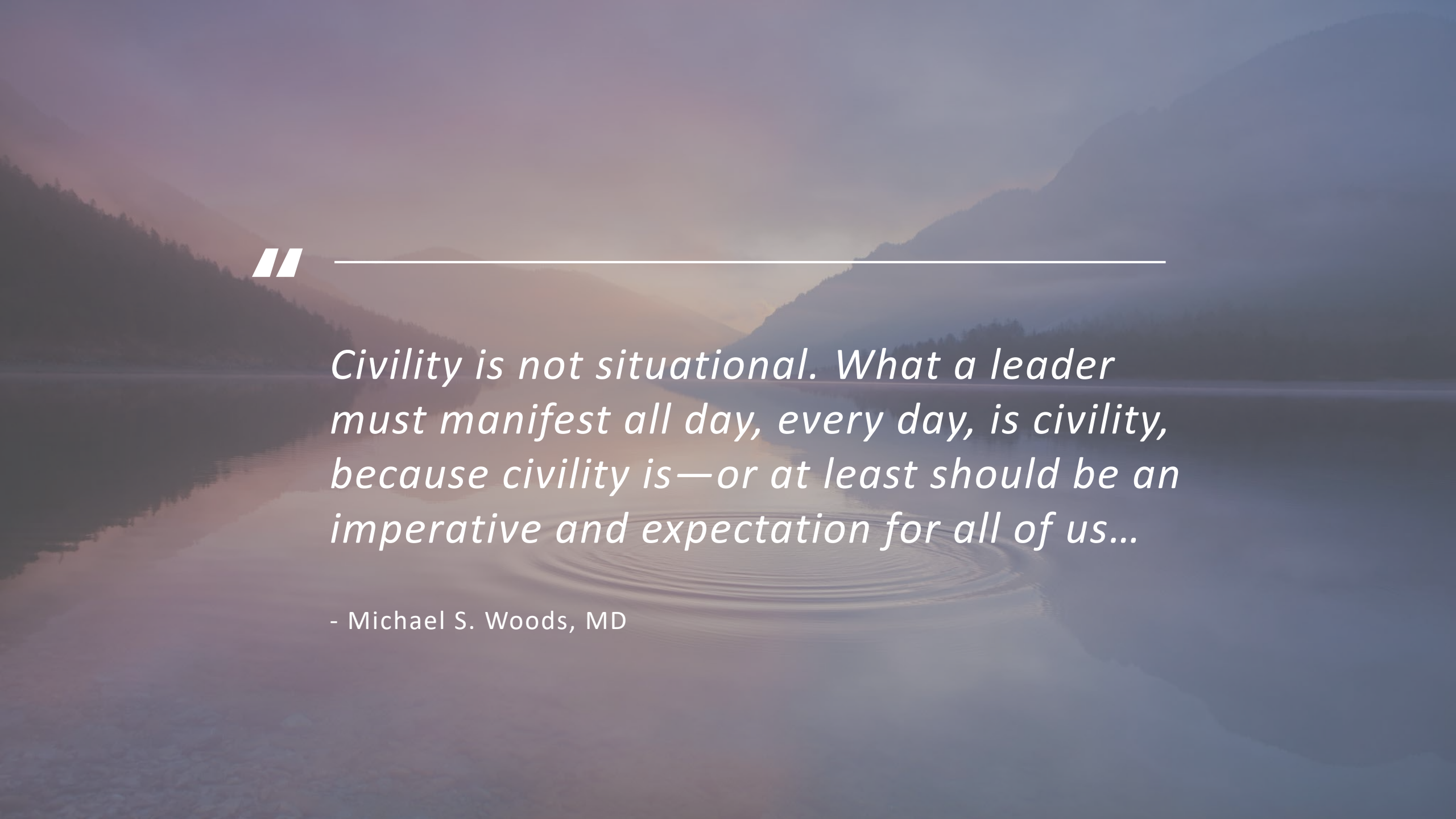
Compassion

Community

Chat Prompt

In one to three words, share what you believe leaders can do to cultivate a workplace of civility.



A serene landscape with mountains and a lake at sunset. The sky is a mix of soft pinks, oranges, and blues. The mountains are silhouetted against the bright sky, and their reflection is visible in the calm water of the lake. The water shows gentle ripples in the foreground.

“

Civility is not situational. What a leader must manifest all day, every day, is civility, because civility is—or at least should be an imperative and expectation for all of us...

- Michael S. Woods, MD



Practical Strategies Leaders & Managers

for

Leadership that Drives Civility in Corrections



Leaders and Managers

- Conduct a team, departmental, or organizational assessment
- Apply appropriate leadership and managerial styles
- Establish civility as a core competency
- Implement initiatives to enhance employee wellbeing



Conduct a Team, Departmental, or Organizational Assessment

- Gather information
- Assess the organizational motivation related to the vision, mission, and values
- Assess the organizational culture
- Share early findings
- Provide recommendations

Leadership Styles that Promote Civility in the Workplace

- Authentic Leadership
- Resonate Leadership
- Servant Leadership
- Transformational Leadership

Source: Mikaelian & Stanley (2016)





Authentic Leadership

A leadership style exhibited by individuals who have high standards of integrity, take responsibility for their actions, and make decisions based on principle rather than short-term success.

Source: Gavin (2019)



Resonate Leadership

Resonant leaders are aware that their actions have the ability to impact others and use emotional intelligence to guide and help others.

Source: Price (2023)



Servant Leadership

A non-traditional leadership philosophy, embedded in a set of behaviors and practices that place the primary emphasis on the well-being of those being served.

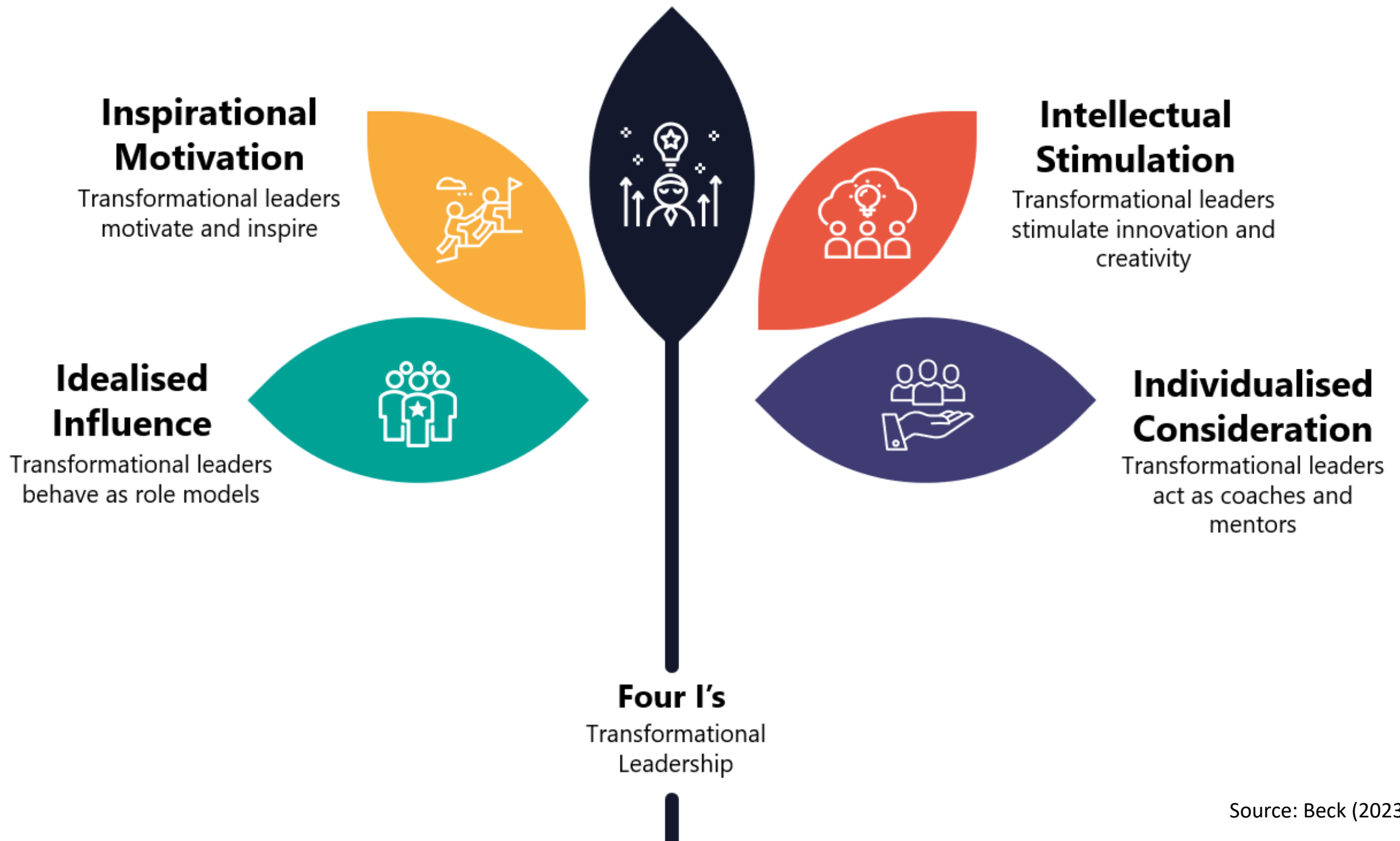
Source: Robert K. Greenleaf Center for Servant Leadership (2023)



Transformational Leadership

The transformational leadership style inspires workers to embrace change by fostering a company culture of accountability, ownership, and workplace autonomy.

Source: CIO (2022)

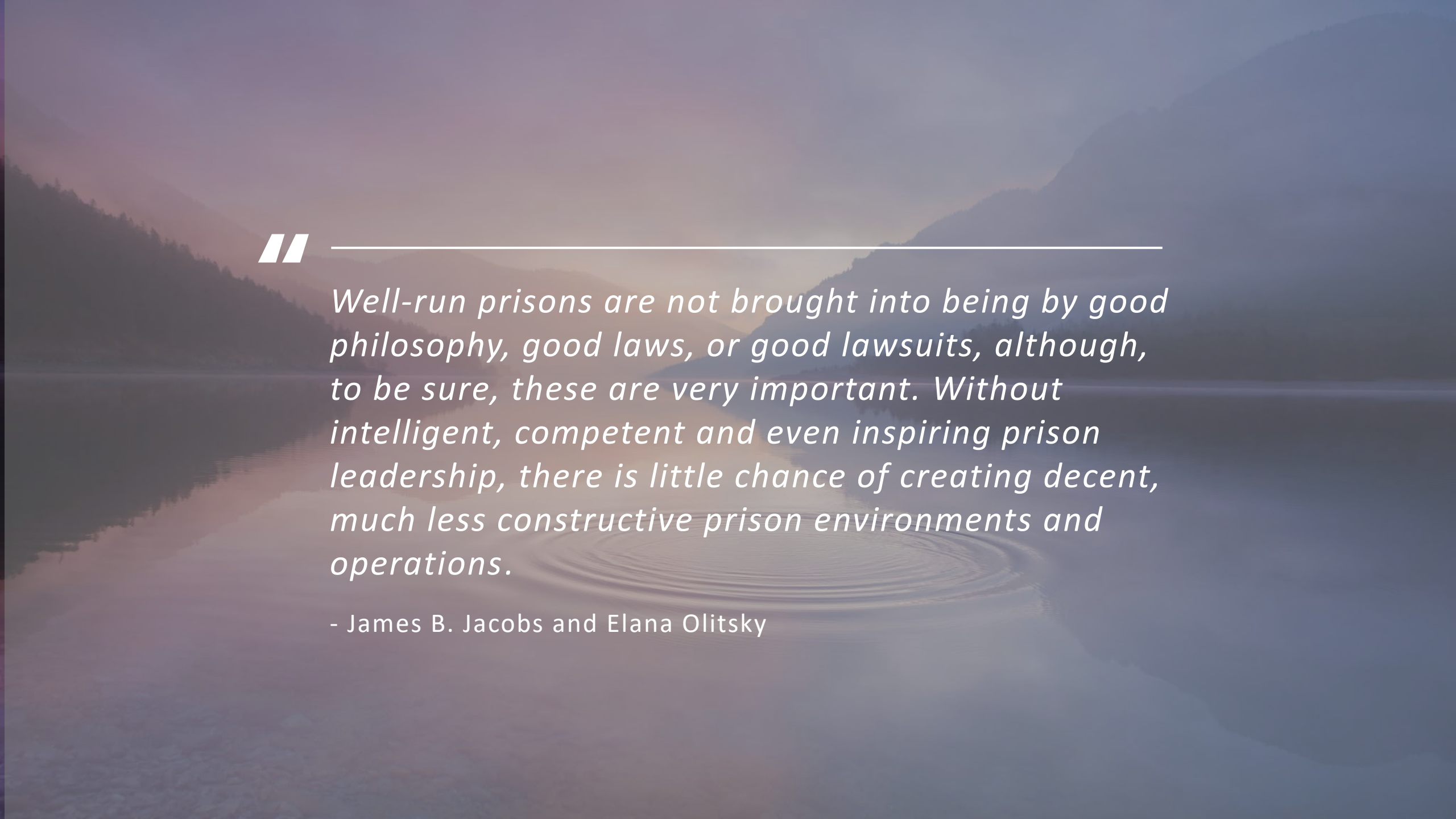




Reflective Poll

Select the style of leadership that resonates with you the most:

- A. Authentic Leadership
- B. Resonate Leadership
- C. Servant Leadership
- D. Transformational Leadership
- E. All of the Above

A serene landscape with mountains and a lake at sunset. The sky is a mix of purple, pink, and blue, with the sun low on the horizon. The mountains are silhouetted against the sky, and their reflection is visible in the calm water of the lake. In the foreground, there are concentric ripples on the water's surface. A white quote icon (two slanted bars) is positioned to the left of the text, and a horizontal line extends from it across the top of the quote area.

“

Well-run prisons are not brought into being by good philosophy, good laws, or good lawsuits, although, to be sure, these are very important. Without intelligent, competent and even inspiring prison leadership, there is little chance of creating decent, much less constructive prison environments and operations.

- James B. Jacobs and Elana Olitsky



Civility as a Core Competency

The Inherent Value of Civility in Corrections

What are competencies?

Competencies are the knowledge, skills, abilities, and behaviors that contribute to individual and organizational performance.

- Knowledge is information developed or learned through experience, study or investigation.
- Skill is the result of repeatedly applying knowledge or ability.
- Ability is an innate potential to perform mental and physical actions or tasks.
- Behavior is the observable reaction of an individual to a certain situation.

Among Correctional Employees

“Civility is a core competency for the challenges in corrections today, from operations to staff development to meeting strategic aims. Civility improves respectful, professional interactions and contributes to more reasoned decision-making capabilities, for the line staff and supervisory levels. Promoting a more civil workplace is essential in corrections for increased strategic effectiveness and operational responsiveness.”

Source: Jung (2015)

Among the Justice Involved Population

“Another benefit we have seen is enhanced civility in the population and between staff and inmates. Let me be clear: This is not about being more “familiar”; it is about striving to be more effective. Today, inmates seek out staff members; inmates want the approval of staff members, and they value their opinions. It is also rewarding for staff to be recognized as role models.”

Source: Schriro (2008)



Civility Increases Employee Wellness and Longevity

Focusing on Employees and Stakeholders

Civility Enhance Employee Wellbeing

“Creating a respectful workplace is an important part of creating a healthy organization. Workplace wellbeing initiatives need to include thorough education, training and skill building programming and interventions that address the topic of civil social encounters. Civility enhances employee wellbeing.”

Source: (McPeck, 2016)





Call to Action

Cultivating a Workplace of Civility

Chat Prompt

What is one action step you can take starting today to drive civility in your circle of influence at work?





Questions & Answers



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