



The Causes and Effects of Workplace Incivility on Employees

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

- Civility vs. Incivility
- The Incivility Continuum
- Incivility in Corrections
- Examples of Civil and Uncivil Behavior
- Causes of Workplace Incivility
- Negative Effects of Workplace Incivility
- Benefits of Civility
- Practices to Promote Workplace Civility in Corrections



A photograph of a group of people in a meeting or office setting. In the foreground, a man in a blue patterned shirt is seen from the back, and another man in a light blue shirt is placing his hand on the first man's shoulder. In the background, several other people are visible, some smiling and looking towards the camera. The image has a soft, slightly blurred quality.

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Civility costs nothing and buys everything.

- Mary Wortley Montagu

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



Knowledge Poll

What percentage of frontline workers do you believe experience incivility in the workplace at least once a month?

- A. 92%
- B. 43%
- C. 76%
- D. 58%
- E. 62%



In a recent survey, Dr. Christine Porath, a professor at Georgetown University, collected data from over 2,000 workers across 25 industries worldwide, which revealed the following:

- 76% of respondents experience incivility at least once a month
- 78% of respondents said they witness incivility at work at least once a month, and 70% of respondents witness it at least two to three times a month



Incivility in Corrections

Correctional agencies are not immune to issues associated with incivility. Correctional leaders and employees must adopt effective approaches to identify and address incivility.

Common Examples of Civil and Uncivil Behavior

What is civil behavior?

Reflect concern for others

Use respectful supportive language

Actively listens

Demonstrates openness to others' ideas

Approaches conflict with a desire for resolution

Addresses conflict in private

Communicates honestly and directly

What is uncivil behavior?

Positioning oneself over others

Displaying a lack of regard for others

Addressing others in an unprofessional way

Ignoring others and their opinions

Using intimidating or threatening communication

Using hostile body language

Excluding others from having input



Exploratory Poll

Select any of the following common examples of uncivil behavior that you have experienced or witnessed in the workplace within the last month:

- A. Displaying a lack of regard for others
- B. Using intimidating or threatening communication
- C. Excluding others from having input
- D. Addressing others in an unprofessional way

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





Negative Effects of Workplace Incivility

Research indicates that employees:

- Avoid offering new ideas and solutions
- Deliberately decrease their productivity
- Lower the quality of their work
- Avoid offering help
- Steer clear of the offender, creating inefficiencies
- Take their frustrations out on others
- Spend less time at work
- Leave the company

Source: Monych (2023)



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Civility does not ...mean the mere outward gentleness of speech cultivated for the occasion, but an inborn gentleness and desire to do the opponent good.

- Mahatma Gandhi

Mentimeter Prompt

In one to two words,
share what you believe is
the greatest benefit of
civility in your workplace.





Benefits of Civility

- A safer workplace
- Greater job satisfaction and commitment
- Relationships and trust is strengthened
- Conflict and drama is reduced
- People feel valued
- Employee retention increases
- Higher work productivity



Practices to Promote Civility in Corrections

- Be positive and be respectful to all employees
- Don't excuse employees or others who behave uncivilly
- Use conflict resolution to resolve issues at every level
- Establish and communicate behavioral expectations
- Hire professional employees and train them in workplace civility
- Be your own advocate and advocate for others until they can find their own voice
- Communicate zero tolerance for incivility



Questions & Answers



Join us for webinar part-two:

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

April 26, 2023, at 10 am PT/ 11 am MT/ 12 pm CT/ 1 pm ET



Contact Info

Christopher Smith
Correctional Program Specialist
National Institute of Corrections
cmsmith@bop.gov

Dr. Rowlanda Cawthon
Dean, College of Business
Northwest University
rowlanda.cawthon@northwestu.edu

Managing Principal
Rowlanda Cawthon & Associates, LLC
rncawthon@hotmail.com

