



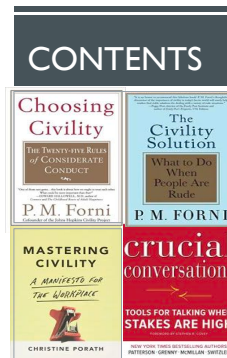
## Workplace incivility—Why does it matter?

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No Disclosures

### Cases

- A senior anesthesiologist physically pushes a nurse out of the way because she didn't hear him asking for her to move after repeated attempts. She actually falls into the wall but doesn't sustain any physical injury.
- Staff walk down the halls of institutions not even noticing others (particularly the nonclinical or lower "status" staff) far less saying hello or smiling as they walk by each other.
- Women on multiple committees complain that they are often interrupted, and leaders treat them dismissively when speaking.
- You are the last person to board a plane with your carry-on bag, but there is no room in the overhead storage. The flight attendant starts to take your bag to check it in. One of the passengers gets up and takes his duffel out of the overhead and places it under the seat to allow for your bag saying, "I know how it feels."



- Demographics and Consequences
- What is civility/Incivility
- Why?
- What do we do when people are rude
- How should we live?
- Setting up your organization



### FREQUENCY OF INCIVILITY

- 95% of America thinks we have a civility problem
- This number has been going up over the last two decades.
- 95% reported encountering disruptive behavior
  - 14% weekly
- 22% of surgeons
- 12% of anesthesiologists
- 21% of OR nurses reported seeing it weekly

Weber DO. Physician Exec 32(4):6-14, 2004; Disruptive practitioner behavior. HRC Suppl. A May 2006.

### CONSEQUENCES OF HOSTILITY (HARASSMENT/BULLYING)

#### Employee

- Distraction from tasks
- Loss of motivation
- Psychological/physical illnesses
- Absenteeism
- Turnover
- Victims turn into abusers (modeled behavior)

#### Financial

- Anger management classes
- Legal costs
- Settlement fees
- Compensation for consultants, therapists
- Cost of hiring additional workers

#### Manager (you)

- Time spent calming and listening to employees
- Time spent calming customers
- Time spent disciplining
- Time for documenting
- Time recruiting new staff
- Burnout

#### Organizational

- Impaired improvement to systems
- Reduced innovation and creativity
- Reduced cooperation and cohesion
- Reduced discretionary effort
- Impaired ability to attract the best and brightest

Am Journal of Nursing 2005;105:54-64  
 Modern Healthcare 2003;33(12):40-42  
 Physician Executive 2002;28(6):8-11.

## CONSEQUENCES OF INCIVILITY--\$500 BILLION/YEAR

- 50% decrease work effort
- 50% deliberately decrease time at work
- 40% decrease quality of work (deliberately)
- 80% spend time deliberating event(s)
- 66% spend time avoiding the offender
- 66% felt their performance declined
- 80% felt that their commitment to the organization declined
- 12% left their job (due to incivility)
- 25% acknowledged that frustration leaked out to customers
- Stressful work environment equivalent to smoking and obesity on health
- 70% of workplace accidents are due to stress
- Healthcare costs are 50% higher for stressed employees
- Robs you of performance and creativity
- Customers will make other choices if possible if they witness incivility

Sophia E and Cameron E. Proof that positive work cultures are more productive. HRM online December 1, 2015. <https://hrm.org/2015/12/proof-that-positive-work-cultures-are-more-productive/> accessed February 22, 2018.

Porath C and Pepler C. The price of civility. HRM Jan-Feb, 2013.

Porath C, Miceli S, and Folwin V. Witnessing incivility among employees: effects on consumer anger and negative inferences about companies. Journal of Consumer Research 37(2):292-303, 2010.

## CONSEQUENCES OF INCIVILITY IN MEDICINE

- 70% of doctors and nurses tie disruptive behavior to medical errors
- 25% had attributed a death to bad behavior
- 70% of physician executives believe disruptive behavior occurs at least once/month in their institution and has a negative consequence.
- Simulation studies repeatedly show that capabilities of participants drop in both diagnostic and procedural performance in "rude" scenarios versus civil scenarios.

Stevenson RH and O'Daniel M. A survey of the impact of disruptive behaviors and communication deficits on patient safety. Joint Commission Journal on Quality and Patient Safety 14(9):464-71, 2008.

DeDavid D. Disruptive physician behavior. www.assisted.com/quality/qualityimprovement\_behavior.pdf

Ellis A et al. The impact of rudeness on medical team performance: A randomized trial. Pediatrics 136(3):487-95, 2015

## DOWNSIDE OF INCIVILITY/HOSTILITY

- Inhibits sharing of ideas and effective communication
- Unlikely to take chances
- More likely to hide mistakes
- Less likely to reveal error
- Leave workplace

### Consequences

The Joint Commission Sentinel Event Alert, Issue 40, July 2008

## ANAGRAMS

- Remdue = \_ \_ \_ \_ \_
- Demure
- But did you think of **murder**?

## WHAT IS CIVILITY?

- Being civil means being aware of others;
  - weaving restraint, respect, and consideration into the fabric of this awareness.
- Choosing to do the right thing for others
- Empathetic
- Behaving in a manner that takes into account the feelings and comfort of others



## WHAT IS INCIVILITY

- Behaving in a manner that does **not** take into account the feelings and comfort of others.
- Is in the eyes of the recipient
- Regardless of whether people were actually disrespected or treated insensitively, if they felt disrespected, then we have a concern.
- My belief is that it occurs due to ignorance rather than malice the majority of time



- Workplace incivility has been defined as deviant behavior with ambiguous intent to harm the target. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others.

Stevenson W. News. Post Times 915.org behavior will matter. <https://www.wiltonherald.com/news/and-political/any-conflict-should-be-kept-out-of-office-by-sharing-the-difference/> Accessed January 22, 2018.

Porath C. The cost to be nice at work. Sunday Review, New York Times, June 19, 2011. [http://www.nytimes.com/2011/06/19/opinion/19porath.html?\\_r=1](http://www.nytimes.com/2011/06/19/opinion/19porath.html?_r=1)

## CAUSES OF INCIVILITY

- Greater egocentricity
- Too busy
- Poor modeling
- Ignorance
  - Lack of self-awareness
- Fear of failure
- Staffing shortage
- Cultural differences
- Differing Work Styles
- Unchecked Incivility

## PERSONAL/MODIFIABLE CAUSES OF INCIVILITY

- Alcohol or substance abuse
- Personality disorder
- Physical or emotional illness
- Overwork, stress, personal strife, death in the family

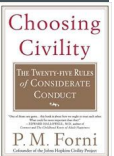


“Happiness does not depend on outward things, but on the way we see them.” --Leo Tolstoy

- Depends on the quality of your thoughts
- We have little control on the events of life that surround us, but we do control the way we respond to them.

## THE RULES

- Pay Attention
- Acknowledge others
- Think the best
- Listen
- Be Inclusive
- Speak kindly
- Don't speak ill
- Speak quietly
- Give Praise
- Accept No
- Respect others' opinions
- Mind your body
- Be agreeable
- Mind your volume
- Apologize earnestly
- Avoid personal questions
- Accept and give constructive feedback



Forni P.M. Choosing Civility. New York: St. Martin's Press, 2002.

## PAY ATTENTION/THINK THE BEST

### Pay Attention

- Be aware of what is around you
- Without being attentive, you don't have the information in order to know how to be civil
- Opposite is "autopilot" as we drive/walk...
- Who is around you—ACKNOWLEDGE Others
  - Say hello, nod, greet
  - Deny Invisibility
- Inhabit the situation
- Car merging into bumper-to-bumper traffic

### Think the best of others

- Attribute goodness, honesty and sensitivity
- Leads to others behaving similarly
- You must be confident in your intentions to attribute to others
  - Being comfortable with who you are
  - Don't project your least attractive traits onto others
- Have great expectations
- Don't be naïve, foolish, etc

"Yes, I knew that listening was crucial to being a good leader...."



"But I never knew that I was the one who had to do the listening."

## LISTEN/BE INCLUSIVE

### Listen

- Focus on the speaker
  - Actively tell yourself to listen
  - Eliminate distractions (tv, phone, etc)
  - Not on what you want to say (next)
- Don't "disregard and proceed"
- Don't interrupt
- Give Shape and Direction
  - Reframe
  - Ask questions

### Be Inclusive

- Diversify
- Re-evaluate your dislikes
  - Give someone you dislike another try
- Notice and engage quieter peers
  - Elicit feedback from everyone in committee
- Welcome new colleagues



## SPEAKING KINDLY/BE LIKEABLE

### Speak Kindly

- Remember that words can hurt others
- Consider silence
  - Nothing to contribute
  - Showing off
- Slow down and allow others to respond
- Moderate volume/tone
- Explain anger
- Don't label/name-call
- No profanity
- Don't ridicule/embarrass/belittle
- Turn your body and face towards your colleague

### How to be likeable!

- Set the mood
  - Engage in a friendly manner
- Draw people out
  - Get people to talk about themselves; don't talk about yourself
- Be loyal and dependable
- Criticize carefully
  - Tactfully, quietly, kindly, privately
  - Be open to different styles
- Offer help when they need it (before they ask)
- Show appreciation
- Don't be mean-spirited; Don't respond in kind;

## DON'T SPEAK ILL OF OTHERS

### Consequences

- We hurt others, their reputations, their feelings.
- Our remarks can give others the "right" to do the same and abuse others
- They aren't present to defend themselves (cowardly)
- Others may judge our actions and us negatively
- Others become uncomfortable/angry
- Words get out and the person you are disparaging strikes back against you

### What should we do?

- Leave
- Ignore
- Say something positive
- Change the subject
- Openly communicate to the attacker

### Why do we do it?

- We are unsure of our own worth.
- Finding faults in others that we think we don't have makes us feel better.
- We believe we will look better if we make them look bad.
- It is easier to point out other people's problems than solving our own
- We exact revenge on others who haven't been nice to us
- We raise our standing in a group.
  - We feel empowered.
- We seek acceptance in a group when the other person isn't around. We think we can strengthen our connection

## RESPONDING TO RUDENESS

- Cool off
- Calm down
- Don't take it personally
- Decide what to do
  - Ignore
  - Report
  - Confront

### Confront

- Speak in private
- Pick the right time
- Be serious
- Remain Calm and kind
- State the facts
  - Identify and describe the issue or the behavior
  - Empathize if appropriate
- Inform the other of personal impact
- Request for future interactions
- Document

## Creating Safety around Conversations

- Listen Well
- Understand your style under pressure
- Look for signs that conversations are getting heated
- Expect and maintain Civility
- Maintain Composure and keep calm
- Work Hard
- Hold yourself and others accountable
- Apologize when appropriate
- Follow through

## Setting up your organization for Civility

1. Hire for civility
  1. Use structured interview
  2. Ask behavioral questions
  3. Check references well
2. Set Expectations
  1. Add it to mission/vision
3. Model excellent behavior all of the time
4. Consider Assessment and Coaching as needed
5. Recognize and Reinforce

