

## Breaking Bad: Creating a Culture of Civility and Professionalism

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### Breaking Bad: Creating a Culture of Civility and Professionalism



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## Session Overview

1. What is Bad Behavior?
2. What is the Cost of Bad Behavior?
3. The Case for a Civil Workplace Culture
4. Make a Difference Now - Where to Start Today



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Defining “Bad Behavior” – it may not be what you think



- ✓ **Lawsuits**
- ✓ Decreased productivity
- ✓ Increased turnover/losing the war for talent
- ✓ Lowered morale
- ✓ Unnecessary disruptions
- ✓ Distraction of focus from business mission
- ✓ Damaged teamwork
- ✓ Damaged reputations
- ✓ Damaged trust

Impacts/Costs of Bad Behavior – it's more than lawsuits

The language of leaders is dollars and cents. To get and sustain the attention of leaders, the impact of incivility must be described in terms of financial impacts. Those impacts are much broader than legal fees and verdicts.



We've come to observe that fewer than 3% of workplace complaints rise to the level of a legal concern. 97% or more of workplace complaints/issues are about behaviors that do not violate the law.

And instead of people focusing on achieving the vision of the organization – strategic objectives and how we will get there – the distractions associated with a wide range of negative, uncivil behaviors becomes the bump in the road that take all attention away from the things that matter most.

When you measure impact not in terms of legal matters, but business issues, these other behaviors turn out to be detrimental to the culture, reputation, talent acquisition and retention, productivity, etc.



What do people describe as “bad behavior”?

JHU/UB JFI Baltimore Incivility Survey, 2007

Through an informal online survey with Yahoo! and Survey Monkey, researchers at the Civility Initiative at The Johns Hopkins University and the Jacob France Institute of the University of Baltimore identified workplace **behaviors that irritate people the most**. More than 600 workers and college students in the Baltimore area ranked bad behavior on a scale ranging from 1 (not offensive) to 5 (most offensive).

The red demonstrates what would raise a legal issue.

Green could be a legal issues, depending on the facts.

Other surveys/studies defining uncivil behavior:

Civility in America, <http://www.webershandwick.com/news/article/civility>

Corporate Compliance/Ethical behavior is linked to civility:



Source: The Workplace Bullying Institute, <http://www.workplacebullying.org/>

Other sources:

Andersson, Lynne M.; Pearson, Christine M. (July 1999). "[Tit for Tat?](#) The Spiraling Effect of Incivility in the Workplace". *The Academy of Management Review* **24** (3): 452–471

Cortina, Lilia M.; Magley, Vicki J.; Williams, Jill Hunter; Langhout, Regina Day (2001). "Incivility in the workplace: Incidence and impact". *Journal of Occupational Health Psychology* **6** (1): 64–80.

Laschinger, Heather K. Spence.; Leiter, Michael; Day, Arla; Gilin, Debra (2009). "Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes". *Journal of Nursing Management* **17** (3): 302–11.

Christine M. Pearson, Christine L. Porath (2004). "On Incivility, Its Impact and Directions for Future Research".

Christine M. Pearson, Christine L. Porath (2004). "On Incivility, Its Impact and Directions for Future Research". In Ricky W. Griffin and Anne O'Leary-Kelly. [The Dark Side of Organizational Behavior](#). John Wiley & Sons. p. 412.



Source: The Workplace Bullying Institute, <http://www.workplacebullying.org/>



The Cost of Bad Behavior, Pearson and Porath, 2009.

See also:

The Price of Incivility, Pearson and Porath, Harvard Business Review, Feb. 2013;  
<https://hbr.org/2013/01/the-price-of-incivility>  
No Time to Be Nice at Work, Christine Porath, New York Times, June 19, 2015;  
[http://www.nytimes.com/2015/06/21/opinion/sunday/is-your-boss-mean.html?\\_r=0](http://www.nytimes.com/2015/06/21/opinion/sunday/is-your-boss-mean.html?_r=0)

Do the math – how many managers, average, salary, etc. When you look at the aggregate, the dollars are astonishing.

Even reducing the number of conflicts by a mere 5% will have a dramatic impact on the bottom line and the ability of leaders to refocus and direct the activities of the entire organization in a more productive way that aligns with the vision.



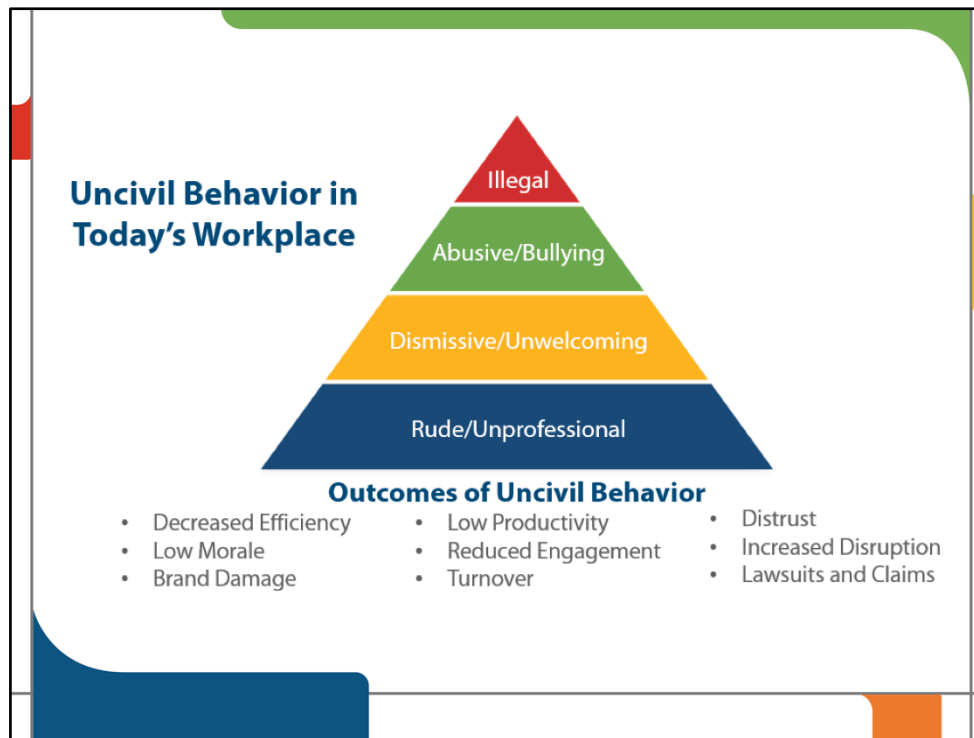
Source: The Workplace Bullying Institute, <http://www.workplacebullying.org/>

Silence is one of the biggest costs to any organization.



Source: The Workplace Bullying Institute, <http://www.workplacebullying.org/>

Culture is defined by behavior – what people do. The values on the website or on the wall are meaningless unless behavior is aligned accordingly.



Regardless of the severity of the behavior, there is an impact on the business and the culture.



## Measuring "Bad Behavior"

### Metrics

- ✓ Trust
- ✓ Talent Acquisition & Retention
- ✓ Revenue
- ✓ Productivity
- ✓ Engagement
- ✓ Customer Service
- ✓ Shareholder Value
- ✓ Reputation



**Lawsuits**

*The New York Times*  
**THE WALL STREET JOURNAL.**  
*The Washington Post*

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All too often we measure "bad behavior" in terms of the exceptional case – the lawsuits, the news stories, etc. But the most meaningful metrics are those that apply to day to day business results, the kinds of results that could impair the strategic efforts in place.

Corruption is the key focus: Yates memo, 9/9/15, "Individual Accountability for Corporate Wrongdoing"



## Don't call it a scandal: Volkswagen corruption is a syndrome

**HENRY MINTZBERG**

Special to The Globe and Mail

Published Tuesday, Sep. 22, 2015 3:49PM EDT

Last updated Tuesday, Sep. 22, 2015 5:07PM EDT

*Right now, in the news:*

It's not a scandal – it's a syndrome

We should be outraged, but we should not be shocked.

Other organizations in the news:

Lance Armstrong

General Motors - \$900 million and enter into a Deferred Prosecution Agreement to close the investigation into GM's negligence in ignoring a safety risk associated with an ignition switch

Georgia teachers – collusion to fix test results

Toshiba - accounting scandal; overstated \$1+ billion in profits going back to fiscal 2008/09

FIFA soccer – bribery, corruption

Veterans Administration

Sex-Related Scandals - Federal Air Marshals (2015), Secret Service (2012), DEA (2015)

Governor Christie - "Bridgegate"

United Airlines CEO – stepped down, 2015

Toyota - fined \$1.2 billion by the U.S. Justice Department for hiding information about defective floor mats; landmark criminal penalty for an automaker


BP – 2012; pled guilty to lying to Congress about the amount of oil that spilled into the Gulf of Mexico in the Deepwater Horizon spill

## Another Case in Point



### Washington Mutual

Kerry Killinger takes over the company and proceeds to rapidly grow the company and loses control of the culture.

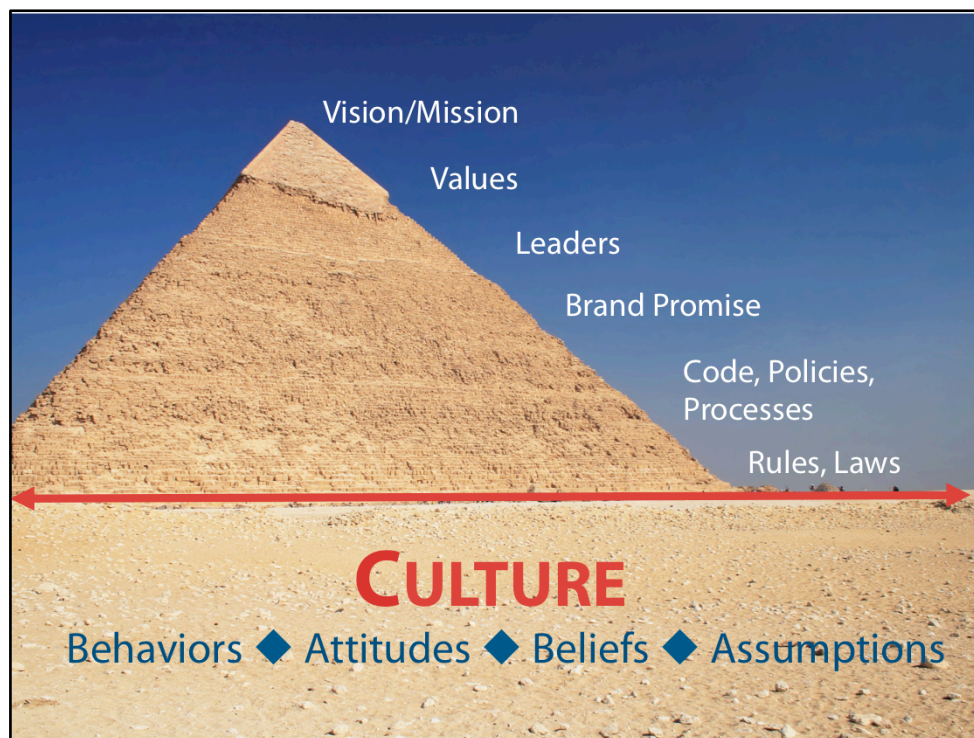




Largest bank failure in American history; on Sept. 25, 2008, regulators informed bank directors at WaMu's headquarters in Seattle that the federal government had just seized WaMu and sold its banking subsidiaries.



Data mining. Lots of avenues to gather the pulse on employee/workplace culture.



## HOW WE DO THINGS AROUND HERE

### **CULTURE**

Our Beliefs and Assumptions about How to Really Get Things Done and What Has Been Successful in the Past, Often Unwritten and Unstated

#### **“Culture Keepers”**

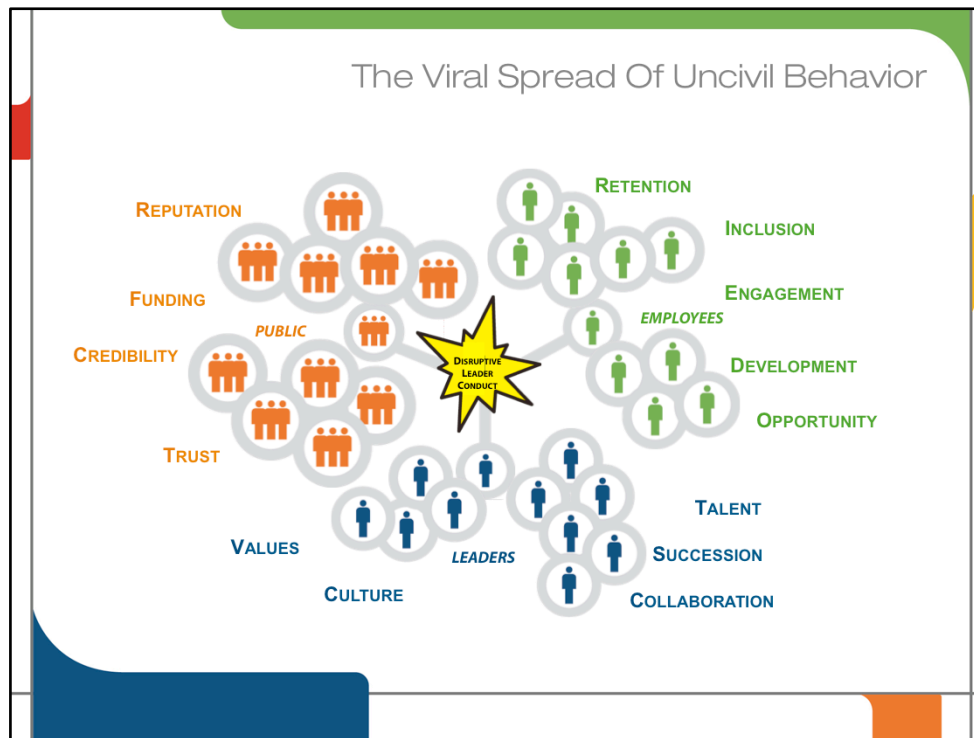
Culture was one of the words of the year, 2014, Merriam Webster

The building, managing, and merging of cultures has become a full-time job in the new economy.

- Google, Zappos – have had culture officers for years. Becoming more mainstream.
- Global survey of 1200 C-suite execs confirmed that spending time on culture is a key priority for those that successfully move to the C-suite.

“When managers think about culture in organizations, they should be sensitive to the fact that what they’re really trying to do is create norms and expectations among employees around this notion of adaptability, and to make sure those norms are widely shared.” (Charles A. O-Reilly III, professor of mgmt. at Stanford Graduate School of Business)

2014 Stanford study demonstrates clear relationship between organizational culture and a broad set of business outcomes, including company reputation, analysts’ stock recommendations, employee attitudes, and financial performance. **Culture impacts the bottom line.**



Bad behavior is toxic and can spread virally – completely redesigning the culture of an organization.





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## What Can Leaders Do to Build Trust?

*"Be more open to feedback and taking action."*

*"Improve communication, processes, and lead by example."*

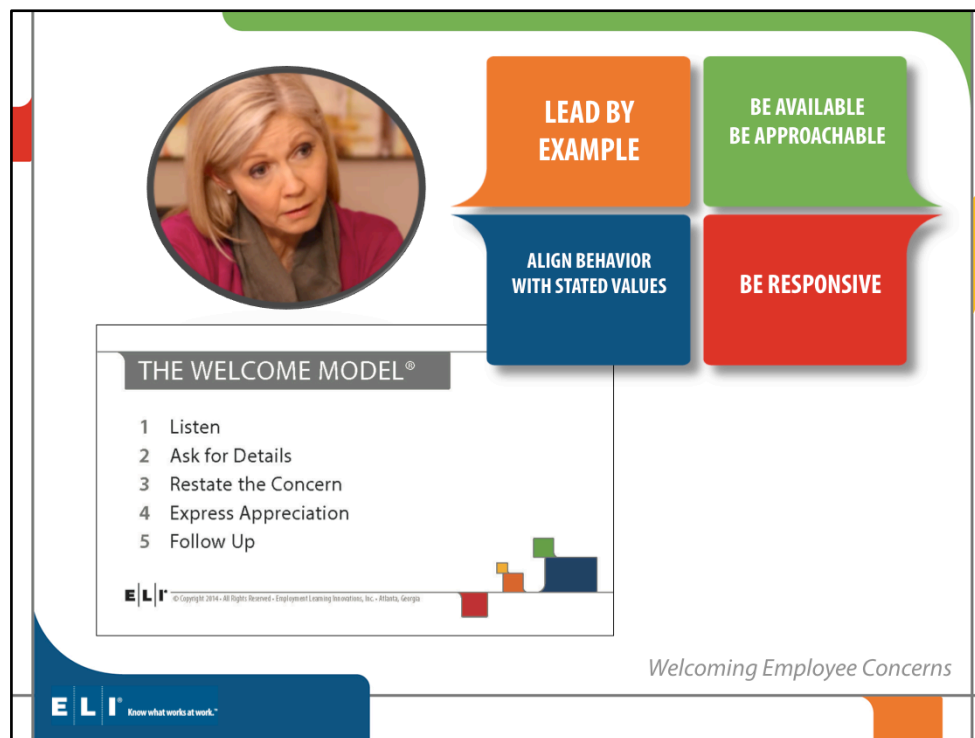
*"Be open and transparent with communication; ask for feedback and act on it."*

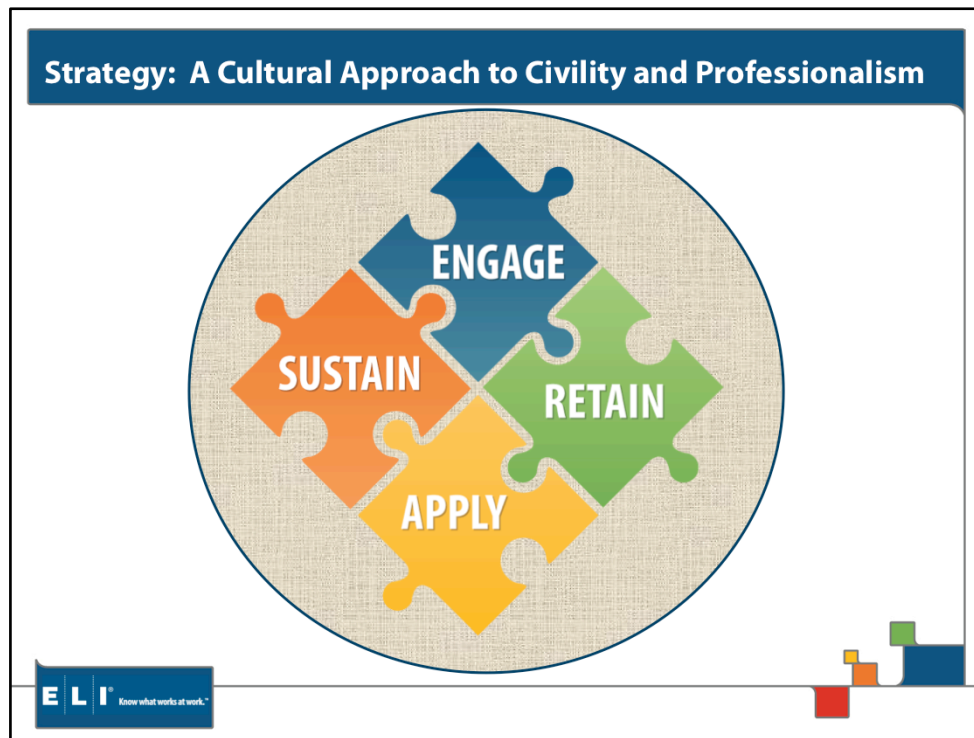
*"Open, honest communication; follow through on promises, and treat all fairly."*

*Build an Open Culture*

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This slide is the introduction for What's On Your Mind? And cues the discussion about Trust.





## Engage Leaders First



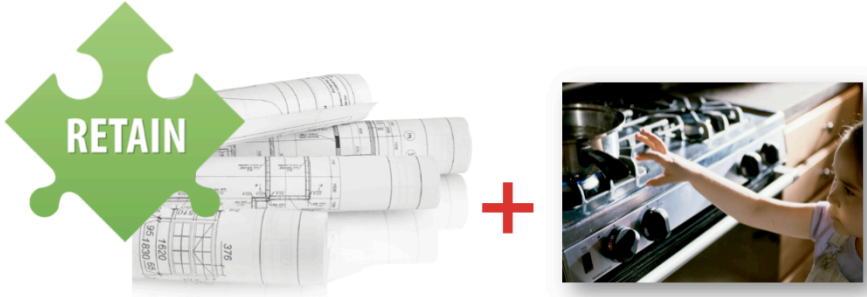
**Leadership and learning are indispensable to each other.**  
*John F. Kennedy*

- Make civility, not just compliance, a core commitment *and a strategic objective*
- Engage leaders to model and communicate cultural norms and expectations
- Develop leaders and hold them to consistent standards

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### Focus on Behaviors, Keep it Simple

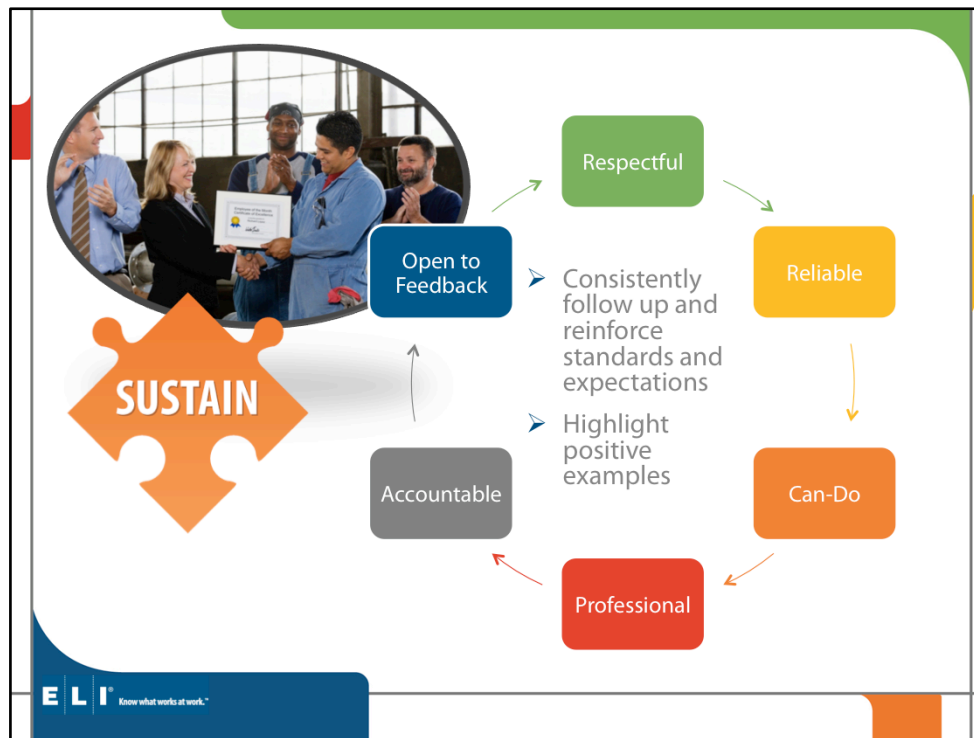


- Provide written standards that are readily available
- Demonstrate expectations
- Deliver learning experiences to enhance understanding and skill-development

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Start making a difference right now – how to create a more civil and inclusive culture.

## Civility and Professionalism: The Tipping Point




WIKIPEDIA  
The Free Encyclopedia

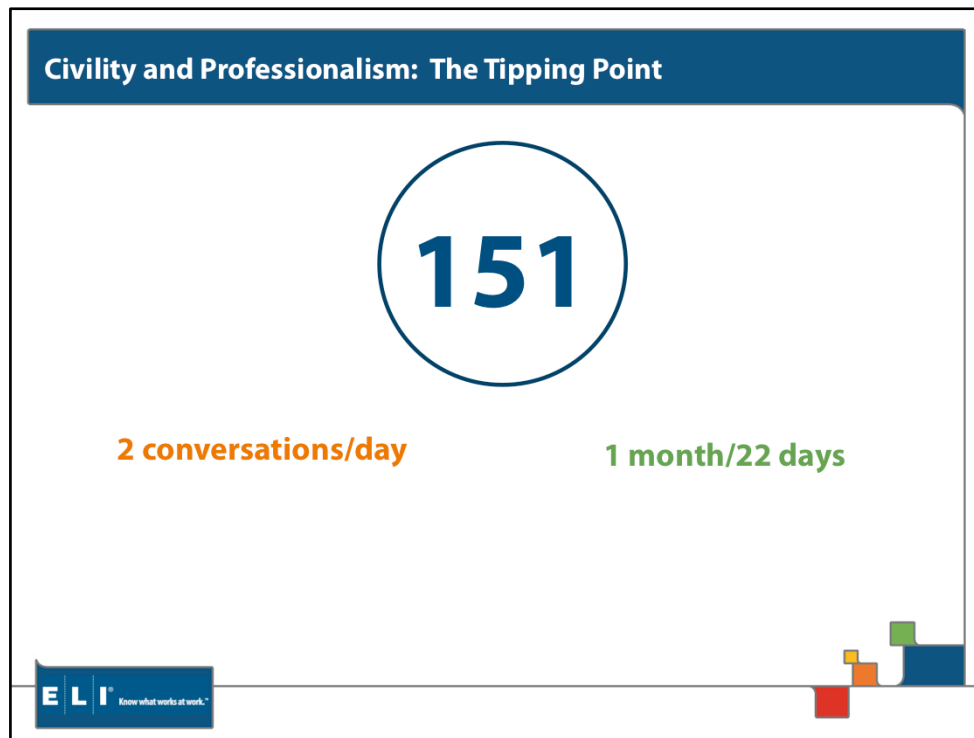
A tipping point is a time when a group – or a large number of group members – rapidly and dramatically changes its behavior by widely adopting a previously rare practice.

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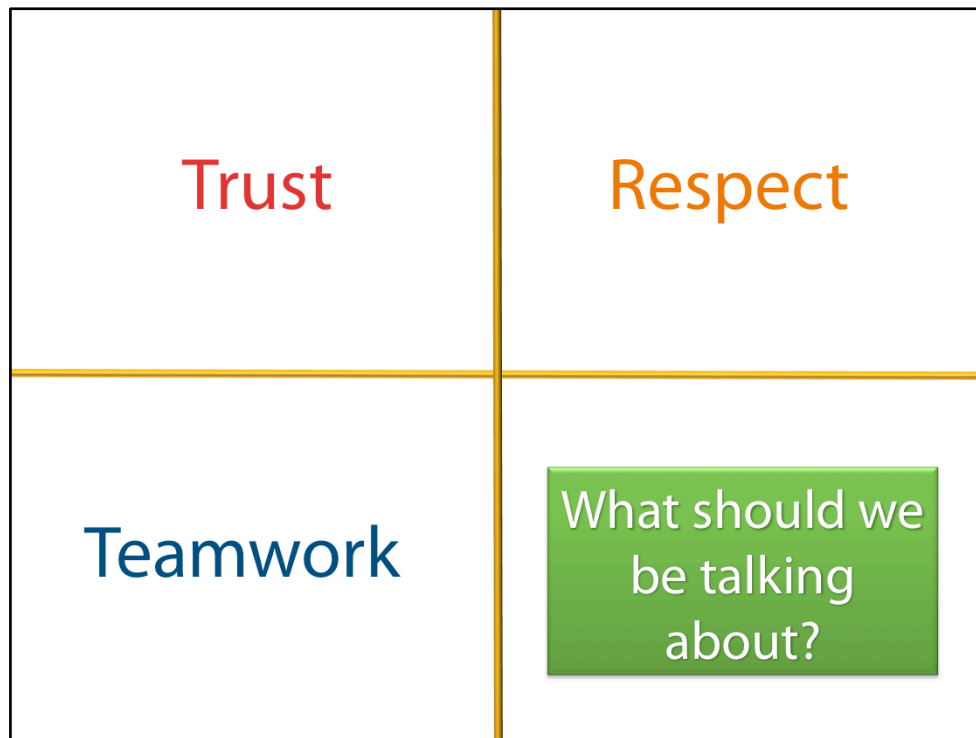
The Tipping Point, Malcolm Gladwell.



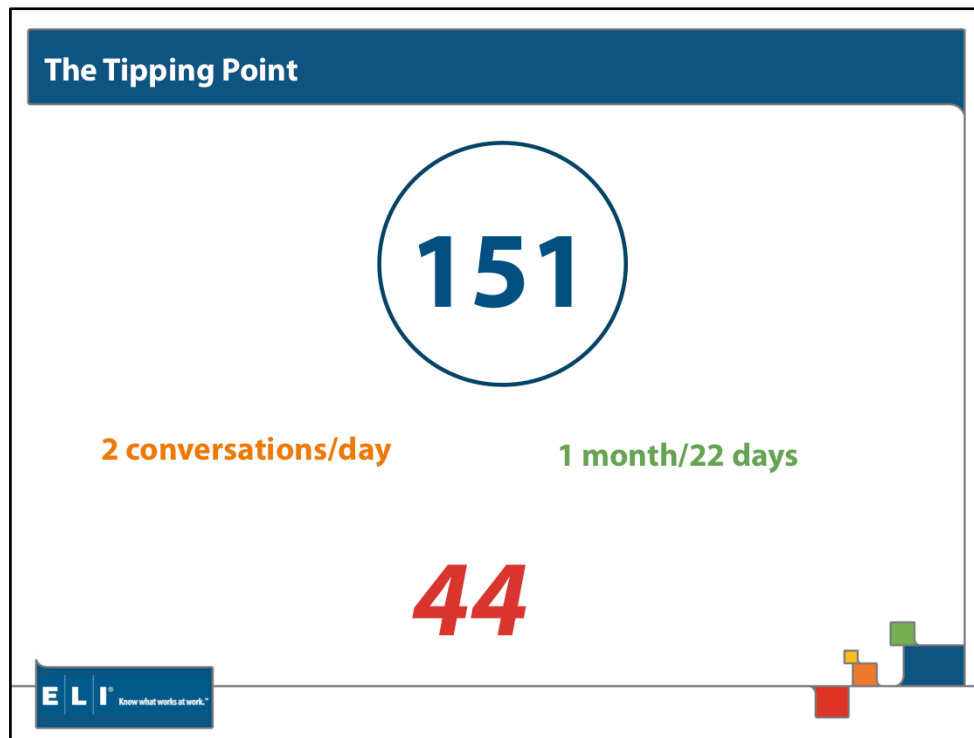
[http://www.wikisummaries.org/The\\_Tipping\\_Point](http://www.wikisummaries.org/The_Tipping_Point)

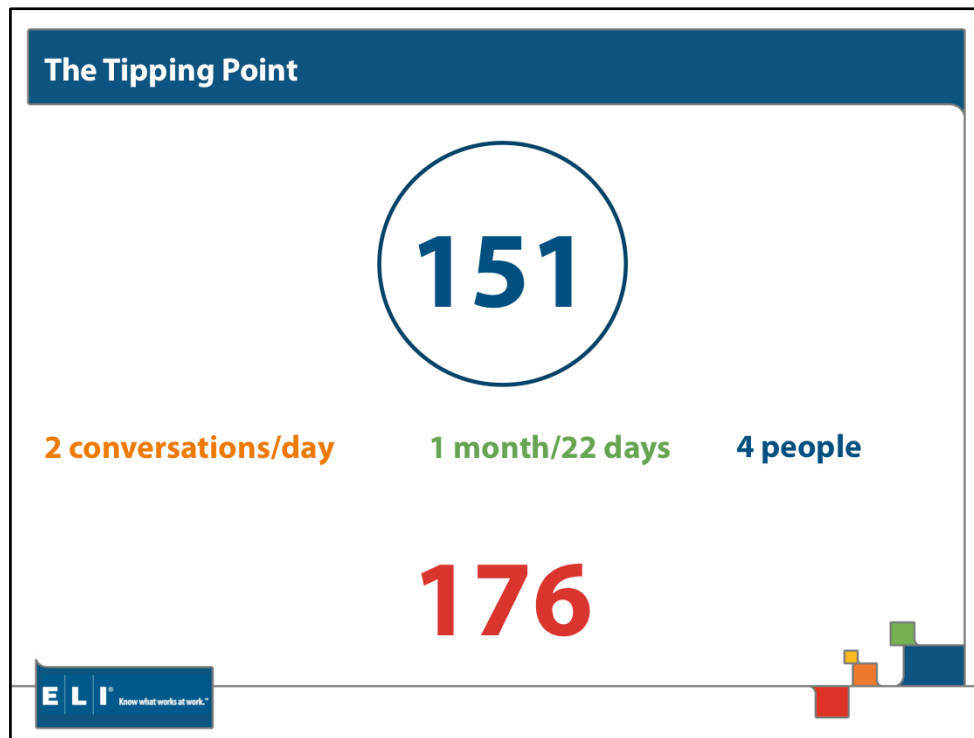
**4 months, working alone**

**Chapter 5: The Power of Context (Part Two): The Magic Number One Hundred and Fifty**













Over 6 times tipping point – and you get to practice with a lot of people that you won't have to talk to again for another year!



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