

THE UPSIDE OF TRUST AND AND CIVILITY IN THE WORKPLACE



NALP
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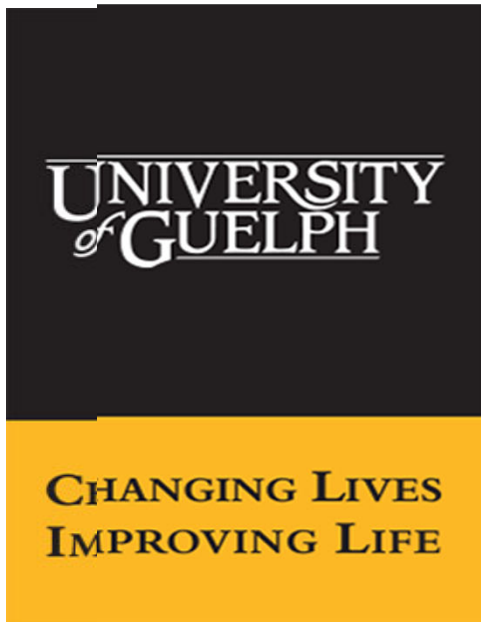


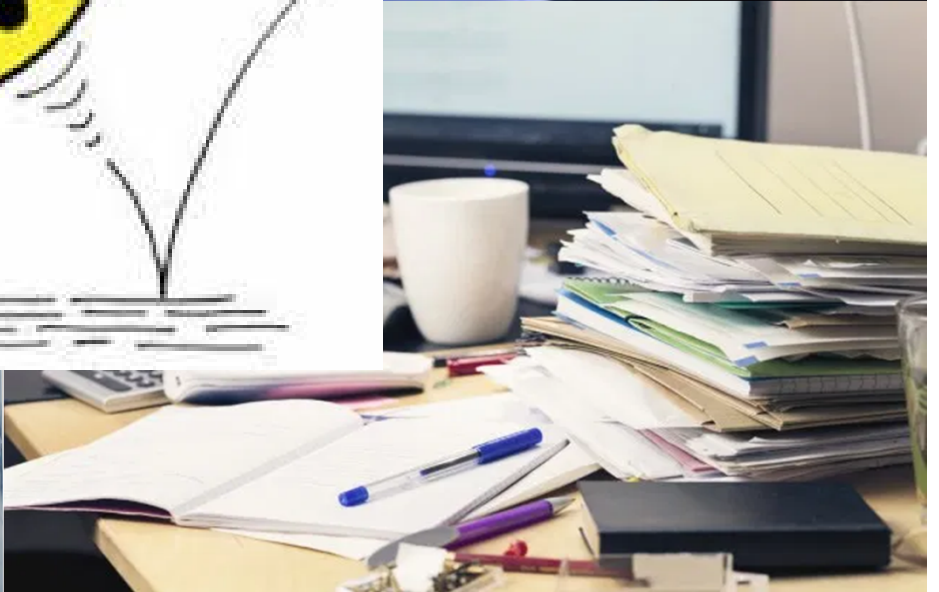
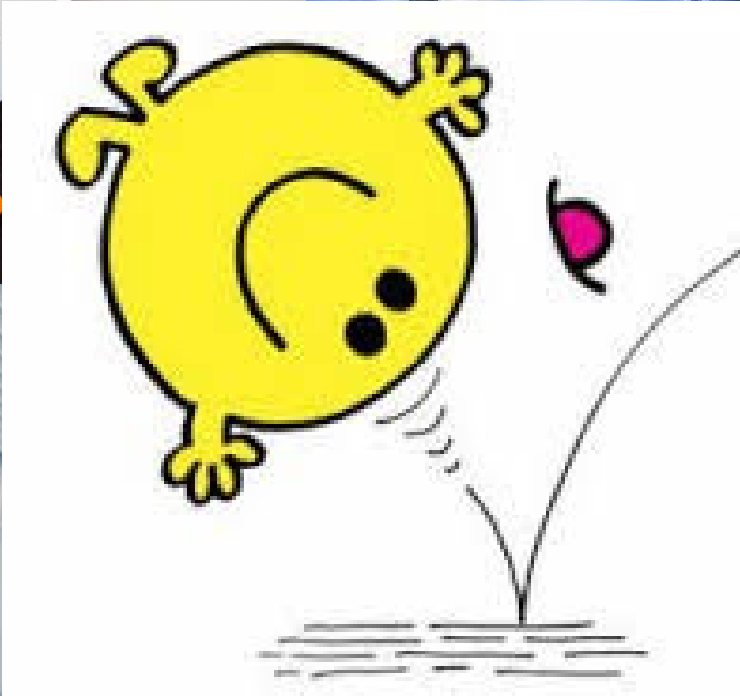
Where we're going...

- Why have this conversation now?
- Understand the impact incivility has on people and organizations
- The upside of civility and respectful behaviours and how to put them into practice
- Identify a personal action plan to support civility and psychological safety in your workplace.



What we know...







More than 70% of Canadian employees are concerned about the psychological health and safety of their workplace.

Mental Health Commission
of Canada.



13 factors in the National Standard of psychological health and safety in the workplace (MHCC)

- Organizational culture
- Psychological and social support
- Clear leadership and expectations
- Civility and respect
- Psychological demands
- Growth and development
- Recognition and reward
- Involvement and influence
- Workload management
- Engagement
- Balance
- Psychological protection
- Protection of physical safety



30 years of research...

- Disrespectful workplaces and corrosive behavior produce acute stress and, if prolonged, chronic stress
- Chronic stress in the workplace has a direct impact on individual health, perceived safety and productivity
- Workplace Stress → decreased problem solving ability, reduction in engagement, impaired decision making, and decreased collaboration
- Workplace Stress → absenteeism, turnover, higher rates of depression, anxiety, lower morale, *presenteeism*



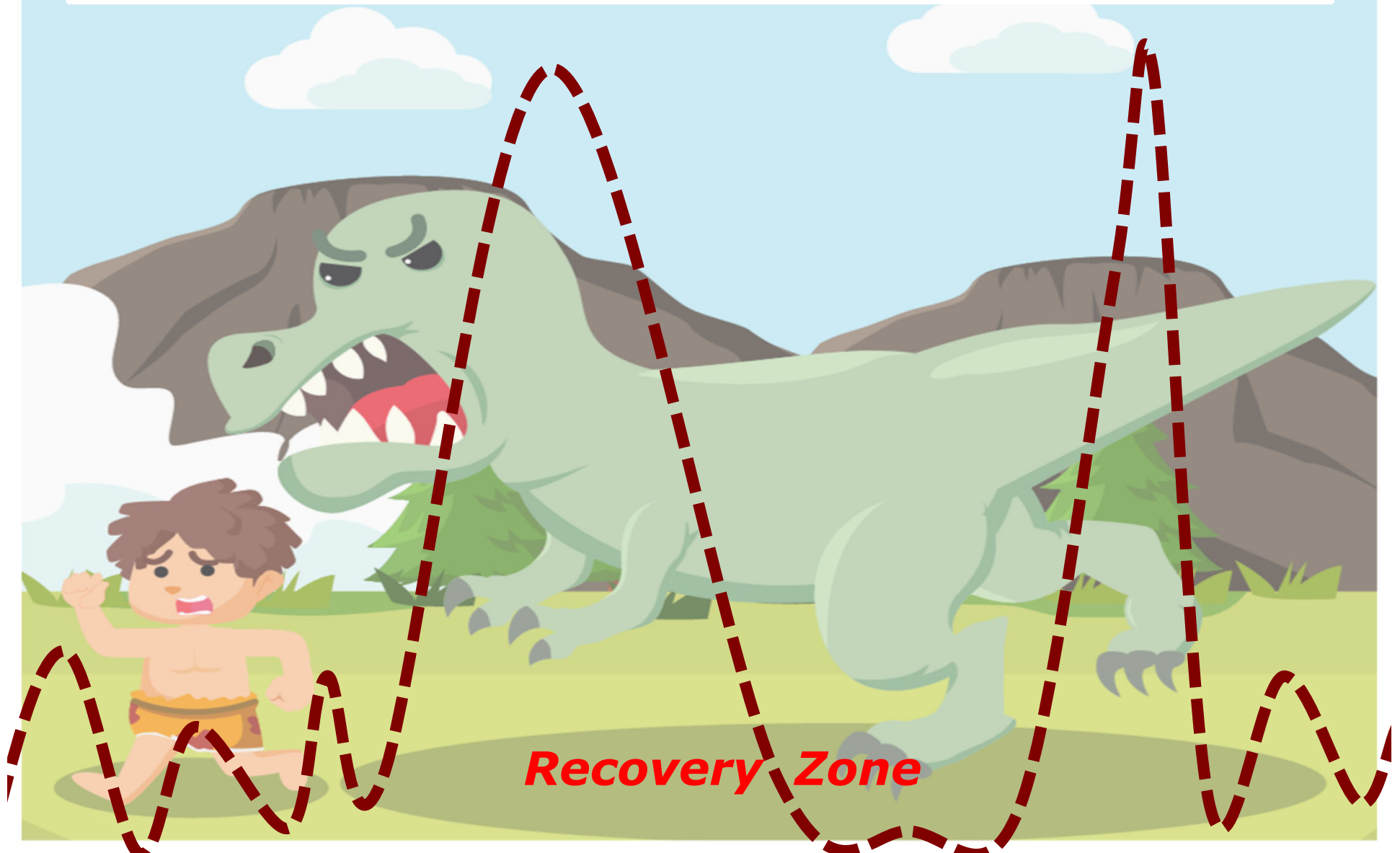


In May 2019, “**Burn Out**” was designated as an official medical diagnosis by the World Health Organization.

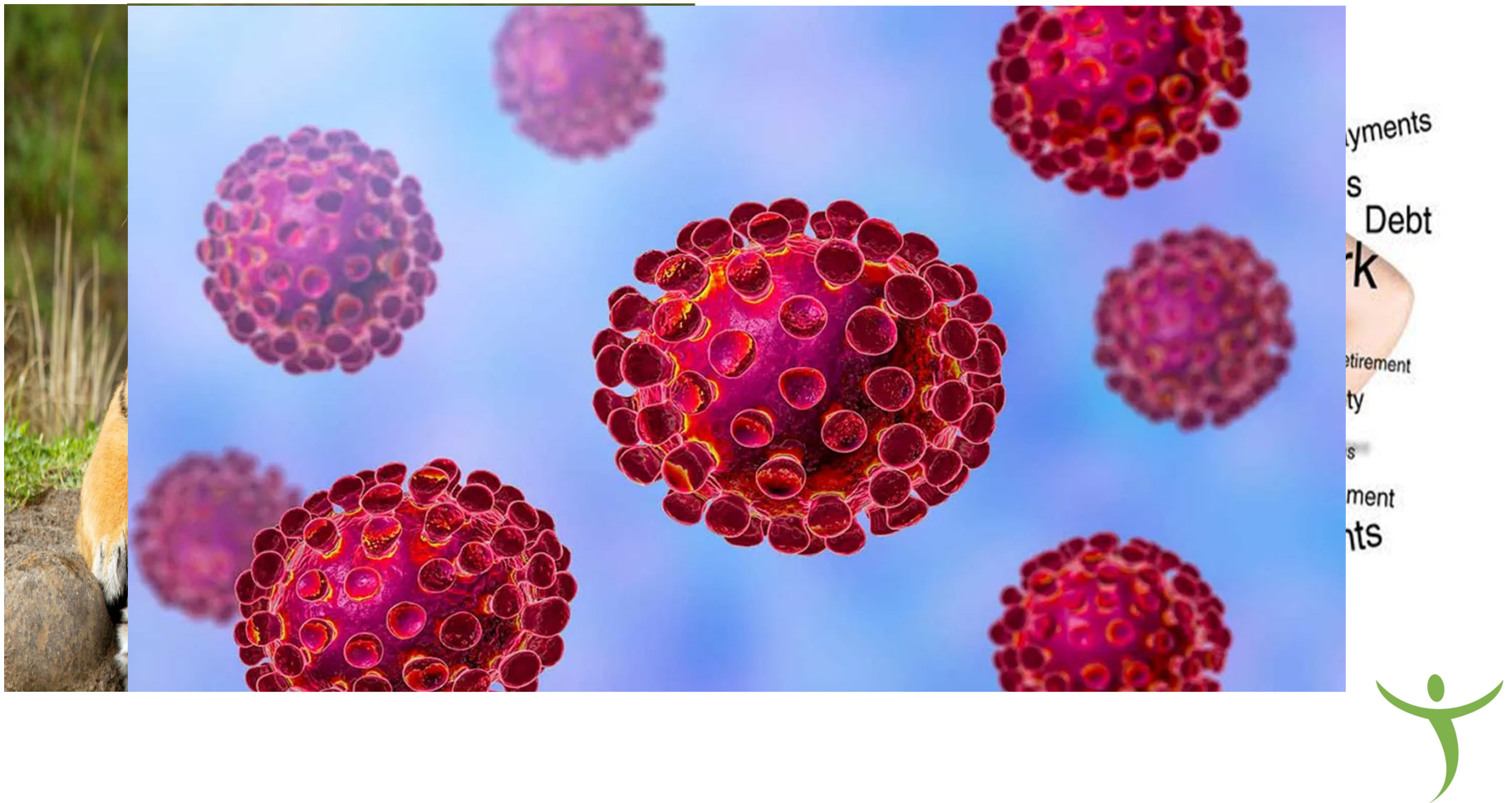
Burn Out is now classified as “a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed,” in the WHO’s International Classification of Diseases.



Stress Response



That was then....This is now...



Your Brain at Work



Perception
Cognition
Innovation
Collaboration



What Happens under Chronic Stress

- High levels of cortisol become toxic
- The immune system is impaired
- Greater loss of neurons
- Impairment of cognitive skills (memory, judgement, decision-making and creativity)
- Precursor to mental illness



Threat State



What does a civil, psychologically safe, and respectful workplace look like?

- Effective teamwork with positive morale
- Productive conflict is supported
- Effective resolution of conflicts that do arise
- Respectful leadership at all levels
- More novel ideas are shared, promoting innovation
- A climate is created that increases accountability



Definitions...

- “**Trust** describes the extent to which team members allow themselves to be vulnerable to each others actions .”

Costa, Roe,&Taillieu, 2001.

- **What is psychological safety?**

“a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.”

Amy Edmondson, the Novartis Professor of Leadership and Management at the Harvard Business School

- **Respect:** Consideration for self and of others



Incivility

- Incivility is defined as rude, disrespectful or insensitive behavior. It varies by culture, generation, gender, industry and organization and what matters is not whether people actually were disrespected or treated insensitively but whether they **felt** disrespected.
- 98%
- 56%

Porath



www.christineporath.com/assess-yourself/



Porath

Please provide a quick assessment of your behavior. Before you respond, start with the assumption that you probably do some of these. Think about specific people you work with, especially those you don't particularly care for. Think about habits you have developed, especially those you wish you hadn't. Try to remember feedback that close friends may have given you.

Please indicate how often you...

	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Neglect saying please or thank you	●	●	●	●	●	●	●
Use email when face-to-face is needed	●	●	●	●	●	●	●
Take too much credit for collaborative work	●	●	●	●	●	●	●
Email/text during meetings	●	●	●	●	●	●	●
Keep people waiting needlessly	●	●	●	●	●	●	●

Poll

- Which percentile did you score in?
- A) 0 - 25
- B) 26- 50
- C) 51-75
- D) 76-100 - Excellent

7 Foundations of Psychological Safety and Civility

1. Building Positive Relationships (HQC's)
2. Taking the initiative on trust building
3. Supporting inclusion-building empathy
4. Communicating with honesty and integrity (having tough conversations)
5. Listening effectively
 - including the impact of non - verbal cues
6. Growing from failure
 - cultivating a growth mindset
7. Showing generosity
 - supporting others



Self-Reflection...

- Why is this important/What do you know?
- How do you already implement this behaviour?
- How can you do better?



1. Build Positive Relationships

Do:

- Build rapport
- Respect privacy and keep confidences
- Withhold judgment
- Behave with integrity and honesty
- Engage with an attitude of positive regard
- Allow for playfulness
- Seek other's opinions on important topics and offer input

Transparency builds trust

Don't:

- Blame or shame
- Eavesdrop
- Forward confidential email
- Gossip or start rumours
- Interrupt
- Compete
- Assume meaning without exploring



High Quality Connections (HQC's)

- Defined: Short term, dyadic and positive interactions
 - The uplift felt when encountering someone who expresses genuine concern for how you are doing....after a grueling client meeting or challenging deadline is met
 - Subjectively experienced as:
 - A feeling of vitality in the connection
 - Sense of positive regard
 - Felt mutually
- Source: Stephens, Heaphy & Dutton, 2012.



Research on the Benefits of HQC's



Source: Stephens, Heaphy & Dutton, 2012.



2. Taking the Initiative on Trust Building

- Accept responsibility for building trust in new relationships
- Conveying to the other person that you trust them
- Collaborate with colleagues/workers
- Re-open channels of communication when broken
- Request feedback on your trustworthiness
- Acknowledge your fallibility
- Modeling behavior: share your personal perspective on work and failures with your team – Be Human
 - “What you probably don’t know about me is...”
 - Model curiosity – ask lots of questions





“Every one of your employees is human. You have a rather narrow definition of ‘diversity’, don’t you?”



3. Inclusion and Building Our Empathy Muscle

- Be open to new ideas
- Lead by example
- Use inclusive language
- Understand your unconscious bias
- Treat others the way you want to be treated*
- ~~Respect~~ Embrace the fact that others may not share your opinions, preferences, and choices
- Ask questions – be Curious!

The deepest principal in human nature is the craving to be appreciated.
- William James



Importance of Belonging

- Social relationships are a critical component of a meaningful life and supporting psychological safety.
- They do this through the subjective experience of **belonging**, *or a secure sense of fitting in.*



- Lambert, N. M., Stillman, T. F., Hicks, J. A., Kamble, S., Baumeister, R. F., & Fincham, F. D. (2013). **To belong is to matter** sense of belonging enhances meaning in life. *Personality and Social Psychology Bulletin*, 0146167213499186.

We are wired with a need to belong...
To be a part of something...
To have shared experience...



- Belonging cues are behaviors that create safe connection in groups.
- Belonging Cues possess three basic qualities:
 - Energy: They invest in the exchange that is occurring
 - Individualization: They treat the person as unique and valued
 - Future orientation: They signal the relationship will continue
- “A sense of belonging is easy to destroy and hard to build.”

• Coyle, 2018





“Psychological safety is not about being nice, it’s about creating the space where *honesty* is truly possible.”
Amy Edmondson



4. Communicating with Honesty

- Use email effectively
- Provide feedback in helpful and timely manner
- Provide feedback in private
- Provide others the opportunity to talk and share ideas
- Be mindful of words and behaviour that can trigger conflict or defensiveness
- Think before speaking
‘S.T.O.P.’ model
- Share accurate and complete information – frequently
- Assume positive intent (API)
- Be aware of non-verbal communication...



Self-Regulation Model

- S.T.O.P.
- **Breathe**
- Reflect
- Choose Your Response



5. Listening Effectively

- Give the person your full attention – be an *active* listener
- Practice ‘device integrity’
- Handle interruptions by scheduling a time to talk
- Be patient when listening: don’t focus on your agenda or rush the other person
- Seek clarity of understanding – recap
 - If I understand you correctly...
 - Tell me more...
 - Explain your idea to me in more detail...



Communication: Non Verbal Behaviours

- Body language; mirroring, posture, proximity
- Tone of voice, vocal pitch
- Eye contact – ‘10-5 Rule’
- Facial expression
- Emotional state, energy, turn taking,
- Consistency of attention



The Achoo Effect

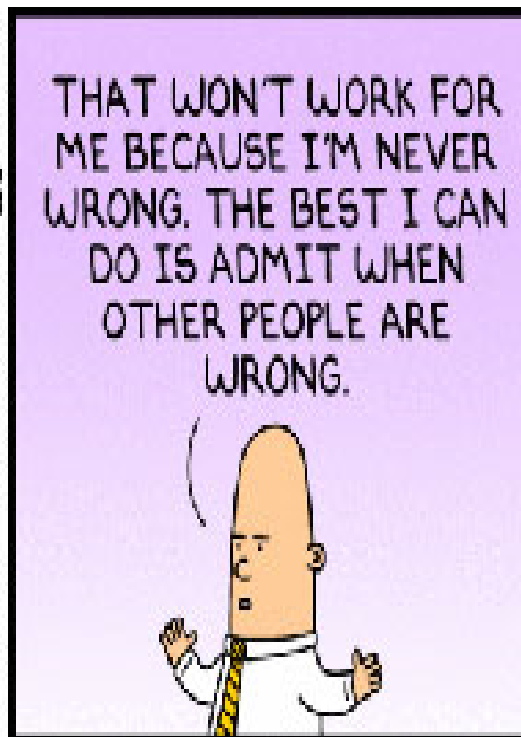
How do you show up?

1. Be aware
2. Be consistent
3. Be mindful

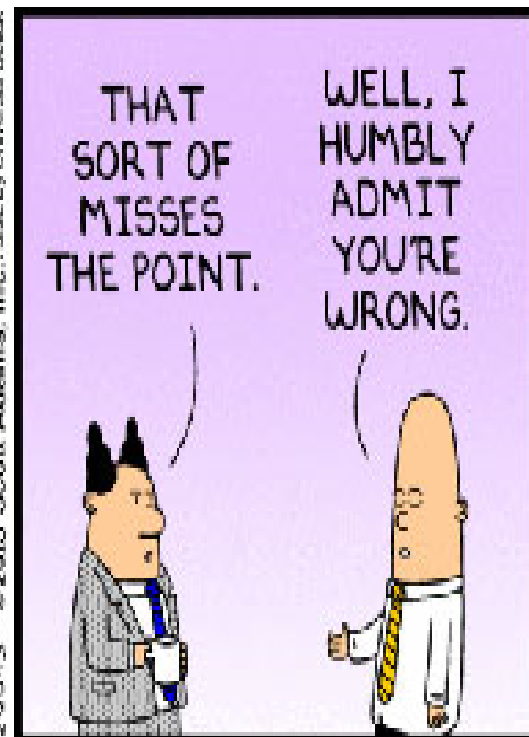




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6. Growing from Failure

To Be Impressive

Fixed Mindset
Fear Based

- I'm not really good enough
- Negative feedback wounds
- Failure feels fatal
- Need to be in control
- Success plateaus

To Learn and Grow

Growth Mindset
Confidence Based

- Negative feedback sparks learning
- Failure teaches
- Need to show up
- Success grows
- With learning + effort, I'll improve

(Dweck, 2008)



Growing from Failure

- Own mistakes, take responsibility and make this public – builds a **Growth Mindset** culture
- **Employees in Growth Mindset teams are 47% likelier to say that their colleagues are trustworthy.**
- Nudge others towards a growth mindset
 - Frame the work as a learning problem or challenge
- Awards for 'failure of the month'
- Team Meetings:
 - What went well?
 - Where did we struggle?
 - What did we learn?
- Add 'yet...' to your language
 - "I'm not proficient at that yet..."



We Learn By Doing – New Mistakes Please!

Its All About Teamwork



*Assistant
Branch Manager*

Branch Manager

WeKnowMemes

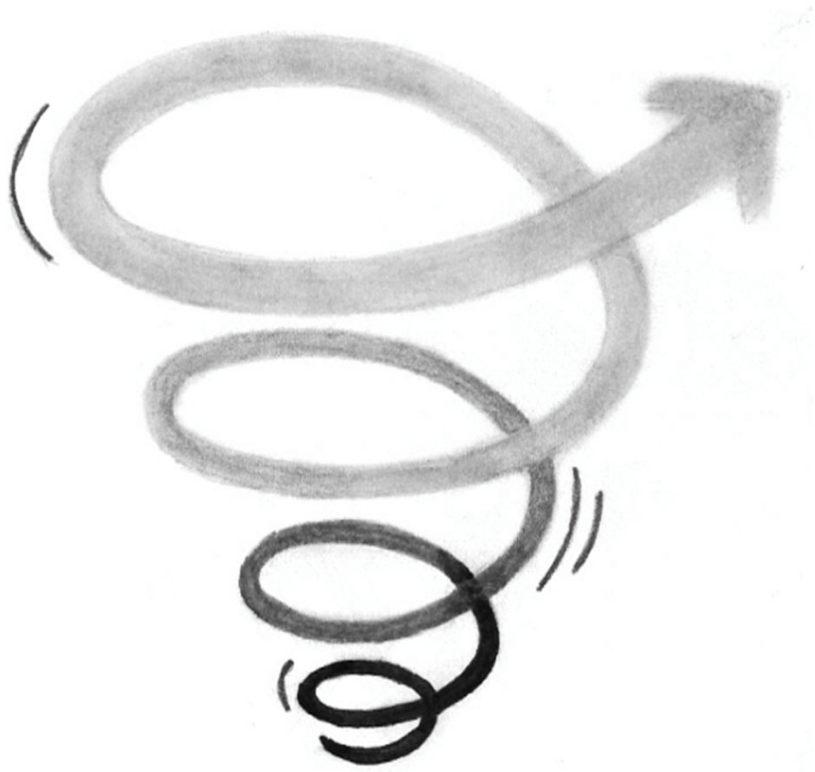


7. Supporting Others

- Experts share knowledge and resources
- Coaches teach skills
- Mentors give advice and guidance
- Connectors make introductions
- Extra-milers volunteer
- Helpers provide hands-on task support and emotional support
- Advocates advocate
- Offer flexibility when possible
- Compete together



The Brain and the Reward State



Broaden & Build Theory



Our Challenge...

...psychological safety exists when team members feel safe enough to take risks and be vulnerable with each other by speaking up and offering new ideas, asking questions, valuing different opinions and being willing and able to learn from their mistakes.

Amy Edmundson 2012



Let's Talk...

- **What stood out to you** from the ideas presented today?



- **Write down one or two practices/behaviours** that you can take to support a healthy, psychologically safe and respectful workplace.





For Health – Workplace and Personal Well-Being Solutions

Thank you

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