Wendal and DCI Consulting Joint Webinar Series

Part III: Building a Culture of Civility

April 12, 2023

DCI Consulting

Webinar Format

- Participant phone lines are muted

- Submit questions by sending an email to news@dciconsult.com

- If you have any technical difficulties during the call, please email news@dciconsult.com

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Advancing workforce equity and organizational effectiveness through our dynamic client partnerships.

Our Vision
We believe every person deserves equal opportunity and fair treatment in the workplace and beyond.

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DCI is your one-stop shop for your HR analytics needs
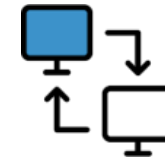
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Diversity, Equity & Inclusion

Pay Equity

Personnel Selection

EEO Litigation Support

Testing & Validation

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Presenters

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Consultant

DCI Consulting

Agenda

1   RECAP: HOW TO MEASURE INCLUSION AND WHAT TO DO NEXT

2   PRACTICAL WAYS EMPLOYERS CAN FOSTER CIVILITY

3   BEST SEQUENCE OF CHANGE MANAGEMENT STEPS WITHIN A TEAM

4   ANTICIPATED OUTCOMES AND RESOURCES TO BEST ENHANCE THEM

RECAP: HOW TO MEASURE INCLUSION AND WHAT TO DO NEXT

Evolution of Civility Measurement

- Initially, civility measurement was paltry

- Few attempts that did exist were unidimensional

- Work by Mark Nagy and associates lead to the Multifactor Assessment of Civility (MAC)
  - 30 Items
  - Validated measure

Dimensions of Civility

✓ **Individual Civility**

Extent to which an individual believes s/he engages in behaviors that foster a civil work environment

✓ **Coworker Civility**

Extent to which coworkers treat each other in a civil manner in the work environment

✓ **Supervisor Civility**

Extent to which the employee's direct supervisor engages in civil behavior

✓ **Work Environment Civility**

Extent to which the organization has high expectations and places a great deal of importance in a civil workplace

✓ **Civil Communication**

Extent to which appropriate verbal and non-verbal communications exist in the workplace

Civility In Organizational Reporting

Civility Assessment can be the foundation of other organizational evaluations and research

- **Racial Equity Reviews/Civil Rights Audits**

Comprehensive <u>review</u> of DEIA efforts and organizational culture to determine barriers and identify recommendations for improvement.

- **Environment, Social, and Governance (ESG) Reporting**

A report published by a company describing its impact on environmental and social systems and how the company governs itself.

PRACTICAL WAYS EMPLOYERS CAN FOSTER CIVILITY

Creating a Culture of Civility and Inclusion

- Model good behavior
- Don't make excuses
- Hold everyone accountable, every day
- Define acceptable conduct
- Hire and train for civility
- Pay attention to the larger world

Stopping Disrespect and Exclusion

Zero-Tolerance Expectations

- State clearly that the Organization simply will not tolerate disrespect and exclusion

- Being a professional includes treating others with dignity, respect, and inclusion
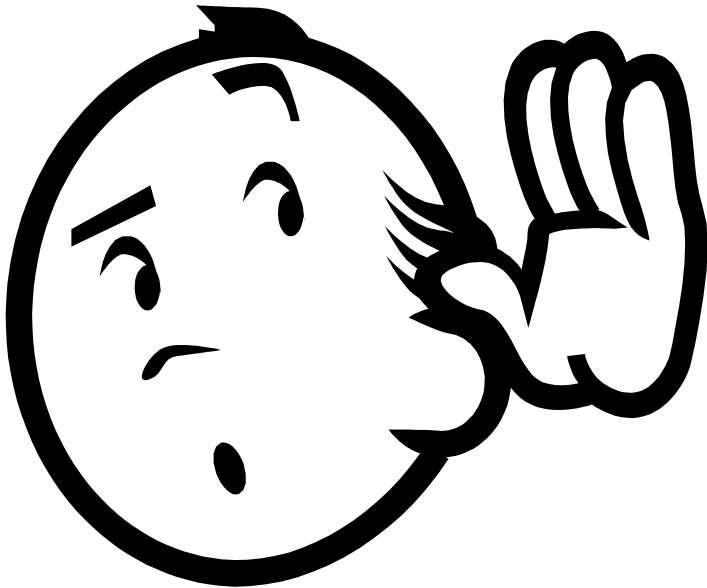
Modeling Civility and Inclusion

Look in the Mirror

- Constantly examine how you behave

- It may not be new, but adhere to the Golden Rule: *Treat others the way you would like to be treated*

Encouraging Civility and Inclusion

Listen Carefully

- Encourage all employees to report uncivil and exclusionary behaviors

- By reporting, the Organization can detect patterns of incivility and exclusion and can more easily address problem areas, people, and departments

# Stopping the Downward Spiral of Incivility and Exclusion

Hammer It When It Happens

- Acknowledge that the Organization cannot always address every instance of uncivil and exclusionary behavior; Ask your employees for help
- Encourage your employees to engage in peer pressure; encourage them to openly discourage uncivil an exclusionary behavior
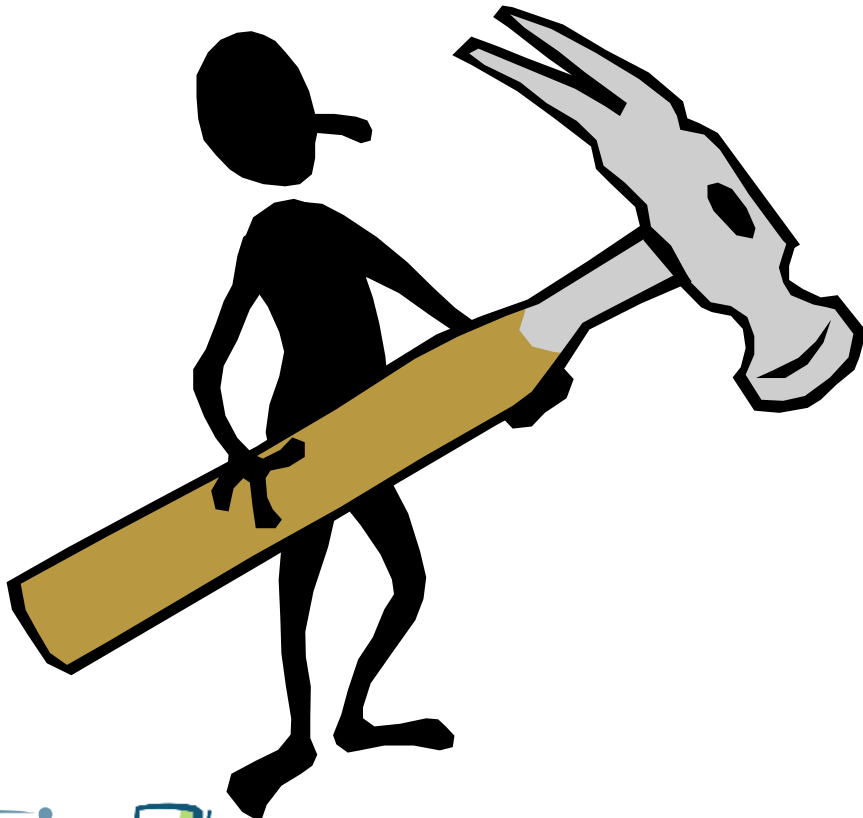
No Excuses For Anyone

Don't Excuse Powerful Instigators
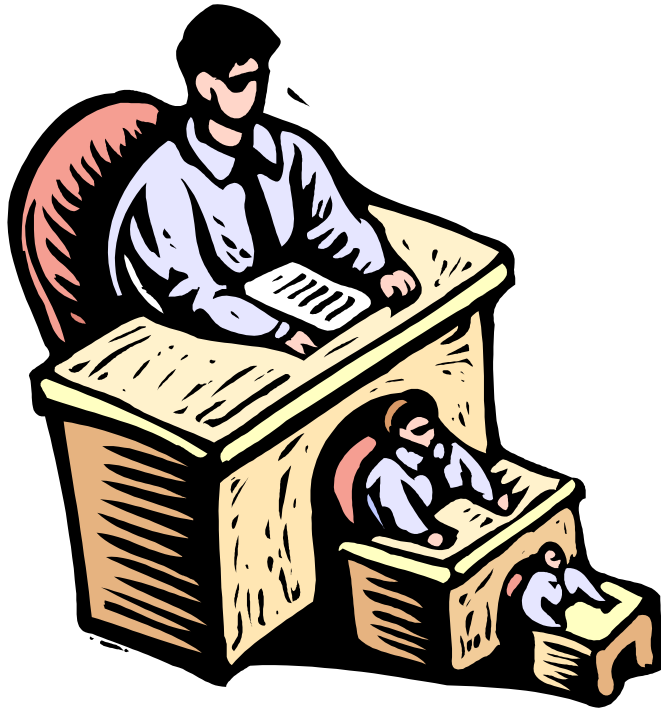
- *Everyone* is accountable – leaders, staff, experts, contractors, etc.

- Those who are popular or in higher positions do not get a "free pass"

Encourage Civility and Inclusion

Teach and Encourage Civility

- Because it is based on norms, Civility and Inclusion must be defined locally

- So, each workgroup or team must define what civility means to them, and carry that forward in their interactions

Plan Carefully

- Define the steps and approach before, during, and after the effort
- Carefully planning and coordinating is critical

  - Create psychological safety for those participating in the research/sharing their perspectives

  - Gain buy-in from key stakeholders

  - Build in approval time for all processes and provide the appropriate resources

Clear Articulation of the Value and Impact

- Demonstrate the business necessity and competitive advantage of engaging in the change effort

- Focus on the higher-stakes more impactful business problems that need attention and improvement

- More open boundaries and flatter hierarchies tend to require less effort in working across groups and divisions

Involve Stakeholders in the Process

Build partnerships and make sure stakeholders are involved through the complete analysis effort and agree on:

- Research topics of interest
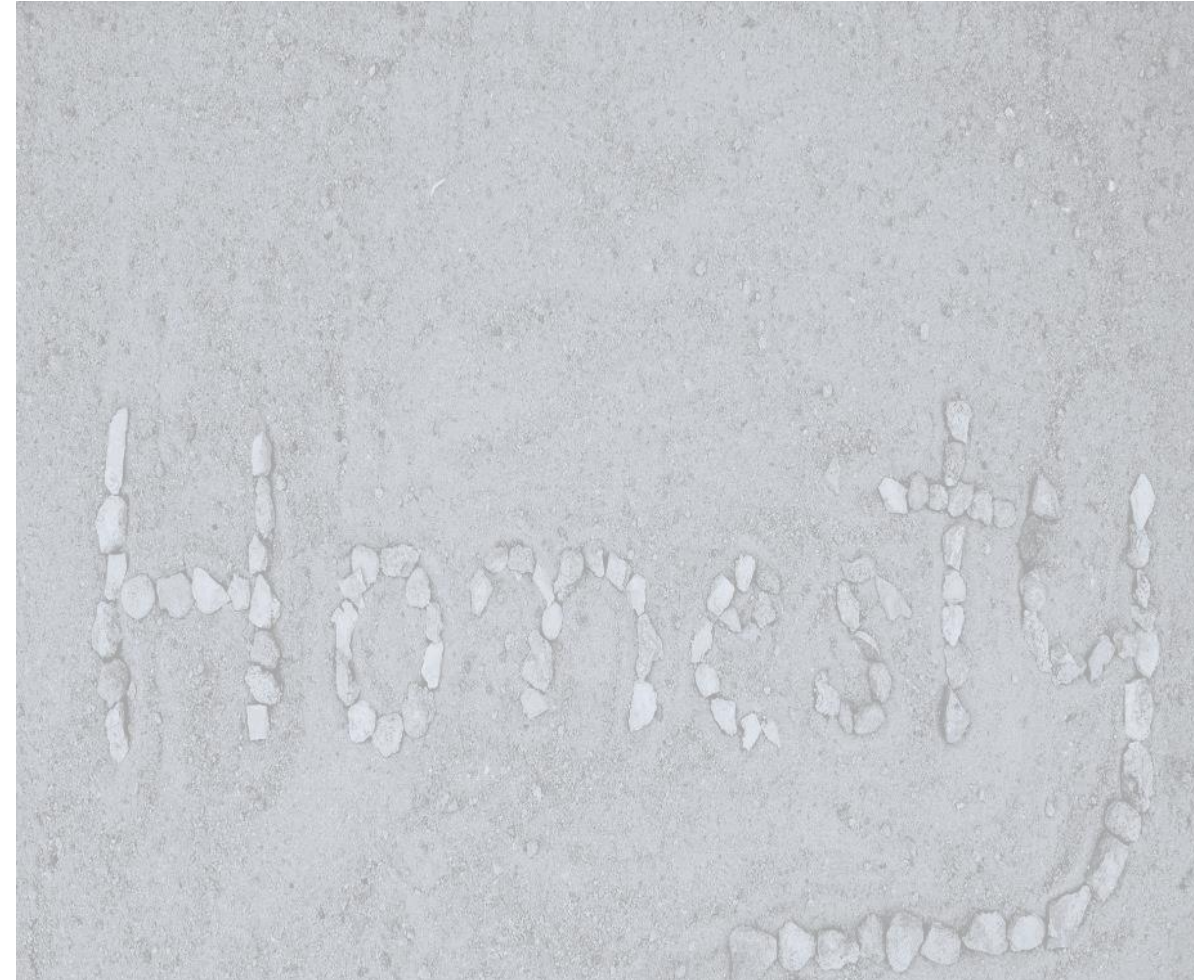- Timelines
- Resources
- Outcomes

Be Transparent and Honest

Must balance the need for transparency, with the goals of the organization

Work with partners and external vendors to manage communications

- Determine the correct level of detail

- Create appropriate communications (e.g., presentations, reports, dashboards, memos)

Communication of Outcomes

Communication of the process from the beginning is key

- Communication plan is essential
    - Understanding what results are and are not

Work with internal partners and leaders to:

- Align and adapt communication tools to your audience
    - Presentations, reports, dashboards
    - Level of detail

Use general change management techniques

- Leverage your champions and advocates

Offer Clear Timelines

- Provide a roadmap for change

- Don't expect to implement change overnight

- Set expectations of when progress will occur

- Demonstrate strong leadership

Example Roadmap for Change

Observed Barrier

- Newer employees feel less connected to peers and work environment than other groups
- Employees in certain groups tend to treat newer employees as outsiders
- Some focus group participants noted that they are delegated to rather than involved in group-level conversations and activities

End State Goal

- Establish group dynamics and training to provide an environment where all feel included

Examples of Initiating Progress

- Create and define appropriate training curriculum and facilitators to provide training
- Establish individual coaching plans for those in need of specific behavior change
- Work with area leaders to monitor and track change

Risk	Priority	Effort
⚠	High	Medium

Monitor, Measure, and Reevaluate

- Keep an eye on metrics and assess the impact of change efforts

- Seek input from stakeholders, informally, to understand reactions

- Hold focus groups and conduct formal interviews

- Task managers and leaders to observe interactions

- Look at quantitative data and outcomes
  - Job performance
  - Key performance indicators (KPIs)
  - Consider Return on Investment Studies

BEST SEQUENCE OF CHANGE MANAGEMENT STEPS WITHIN A TEAM

Workplace Civility & Inclusion Training

- Promotes culture of respect and civility
- Goal to prevent behaviors from escalating
- Focus on what employees and managers **should do** vs **what not to do**
- Appeals to all employees – not focused on background, ancestry or demographic characteristics
- Enhances inclusion by building on what we have in common

Training and Implementation Tips

Start at the top – leaders communicate and model civility and respect

Neutral, external facilitator to create a safe place for difficult conversations

Commit time to improve civility

Incorporate civility and respect into annual compliance trainings

Monitor and update Civility Code of Conduct – not just a poster on the wall

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Identify Workgroups/Teams for Civility and Inclusion Training

From assessments, identify workgroups/teams of interest

- Reviews of policies and procedures
- Review of DEIA-related programs
- Focus group discussions or individual interviews
- Employee and/or inclusion surveys
  - Multifactor Assessment of Civility (MAC)
- Social Network Analysis
- Reports of workgroup problems

Customized Solutions to Achieve Results

Customized solutions designed to empower individuals and teams to:

- Establish new civil norms
- Model desired behaviors
- Confidently address potential future violations

Solutions may include:

- Individual and Leadership Coaching
- Workgroup Civility Training
- Organizational Change Strategies

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Building Civility and Inclusion

- **Must use an external, trained facilitator**
  - Need to create a safe environment
- **Identify workgroups**
  - Civility and inclusion training at workgroup/team level only
- **Workgroup meets several times**
  - Requires regular meetings (e.g., bi-monthly; monthly)
- **Interactive sessions**
  - Group homework, group activities, self-assessments

Building Civility and Inclusion

- **Skill building**
  - Awareness of biases
  - Communication skills
  - Conflict resolution
  - Emotional intelligence, etc.
- **Workgroup defines civility**
  - Each workgroup must define what civility means to them
  - Defined from bottom up
- **Understand and encourage civility**
  - Workgroup must carry understanding of civility and inclusion forward in their interactions
  - Agree to "police" themselves

Increasing Civility via Training

1 — Find Common Ground

- Shared purpose and goals
- Understand roles and contributions of workgroup members
- Build effective relationships

2 — Enhance Knowledge and Skills

- Attributions and Biases
- Effective Communication
- Emotional Intelligence
- Conflict Resolution

3 — Implement Civility Code

- Group-defined civil behaviors
- Priority strategies for improving civility
- Accountability for maintaining civility

Code of Civility Example

Team Name

Our Shared Purpose

Our shared purpose as a team is to deliver a high-quality product to our customer. We are to create a work environment that is physically and psychologically safe and a positive place to work, helping us to recruit and retain good employees and continue to grow and sustain our business.

Our Civility Standard

In order to achieve this shared purpose, we pledge to actively enhance the civility in our work environment by treating others like we would like to be treated. We will consistently conduct ourselves with politeness and grace, extending common courtesy to our coworkers to create a cohesive environment that facilitates company success and growth. We agree that incivility is not acceptable and will have consequences.

Our Strategies

We understand that we must work together effectively and in a civil way to achieve company goals. The two main areas we will prioritize improving are accountability and communication within this team.

Accountability
Although the list below is not intended to be fully comprehensive, it is expected that we hold ourselves and each other accountable for the following without fear of others or retaliation:
- Meet proposed timelines for projects and communicate with others when there are obstacles to achieving those timelines
- Respectfully address concerns with one another as soon as they come up
- Utilize positive reinforcement, rather than fear, to foster cooperation and positive attitudes

Our Strategies *continued*

Communication
Our team's communication (verbal, non-verbal, and written) will become more regular, clear, and timely:
- Improve communication channels with well-defined recipients, context, and response needs
- Eliminate defensiveness, finger pointing, and sarcasm; be open to listen to feedback from others
- Understand everyone's roles so we can share information that helps team members be more effective
- Ask others for assistance when needed and aid others when they need it

Team Response

We recognize the power of the team in our problem-solving capabilities. When these standards of civility break down, we pledge to first address the situation within the team by taking the following actions:
- The individuals involved will sit down and discuss the issue between themselves.
  - If the conflict impacts the whole team, we will discuss it as a whole team.
- If anyone in the group believes we need to address an issue as a team, they have the authority to call a meeting of us together.
- We will document the meetings, including what was discussed and what action items result.

Ultimate Accountability

If we exhaust the above options without resolution within the team and civility issues continue to impair our ability to work toward our shared purpose, we recognize the need to elevate the matter to the appropriate senior leader (i.e., the direct supervisor(s) of the parties involved).

Signatures

ANTICIPATED OUTCOMES AND RESOURCES TO BEST ENHANCE THEM

Outcomes of Civility and Inclusion Training

Goal is to prevent behaviors from escalating into perceptions of discrimination, or worse

Appeals to all employees – not focused on background, ancestry, or demographic characteristics

Enhances inclusion by building on what we have in common

Focused on *what to do*, not what to *avoid*

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Outcomes of Civility and Inclusion Training

Workgroup/team understands what is appropriate (and inappropriate) behavior

Workgroup has a better understanding of others' roles

Workgroup also understands how to hold each other accountable

Respect among workgroup/team members enhanced; promotes a culture of respect

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What's Low Civility and Inclusion Costing You?

Legal and HR Management Costs

- ✓ Cost of Inside/Outside Counsel   _____

- ✓ Cost of Investigating Claims of
  Harassment/Discrimination   _____

- ✓ Litigation Costs and Settlement Fees   _____

- ✓ Cost of Consultants, Coaches, and Training   _____

- ✓ Health Insurance Costs Related to Low Civility   _____

What's Low Civility and Inclusion Costing You?

Production and Performance Costs

✓ Costs of Turnover   _____

✓ Costs of Increased Absenteeism   _____

✓ Costs of Decreased Productivity   _____

✓ Costs of Decreased Creativity and Innovation   _____

✓ Costs of Decreased Collaboration and Teamwork   _____

✓ Costs of Management Time Spent on Conflict Resolution   _____

✓ Costs of Lost Customers   _____

Thank you for watching!

Please send any questions to news@dciconsult.com

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