THE SUPERVISOR/HR NEWSLETTER

HELPFUL RESOURCES FROM YOUR EMPLOYEE ASSISTANCE PROGRAM

Public Employee Benefits Alliance

July 19

July Online Seminar

Making a Life While Making a Living: Work-Life Balance

Identify strategies to be more effective and more satisfied with both home and work lives.

Available on-demand starting July 16th at www.deeroakseap.com

Helpline: 866-327-2400
Web: www.deeroakseap.com
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Deer Oaks 2019 Supervisor Excellence Webinar Series
Employee Engagement

A series of practical educational programs designed to help supervisors and managers to build more engaged and productive work teams. This series is available to all supervisors, managers, and other interested employees and does not count toward your organization's training hour bank.

Webinar # 3: How to Become an Effective Coach; A Key to Employee Engagement
Research shows that employees are more engaged and productive when their supervisor utilizes a collaborative coaching approach during their day-to-day interactions. This practical presentation will review the communication skills necessary to have effective coaching interactions and discuss using a collaborative coaching approach in key situations including assigning work, managing performance, solving problems, etc.

Friday, September 6th, 1:00 – 2:00 PM CT
Register: https://attendee.gotowebinar.com/register/3743939742850391811

Monday, September 9th, 1:00 – 2:00 PM CT
Register: https://attendee.gotowebinar.com/register/8660409284985717763

Civility and Respect in the Workplace

Civility, Respect, and Engagement

- Civility is an essential behavior of all employees in all organizations. These are the interpersonal "rules of engagement" for how people relate to each other, their customers, and their stakeholders; the fundamentals of courtesy, politeness, and consideration.

- Respect connects everyone at a personal level. It reflects an attitude developed from deep listening and understanding, cultural and personal sensitivity, and compassion. It honors all the participants in an interaction by creating a safe place to have difficult conversations, and leads to an environment of honesty and mutual trust.

- Engagement is the result of respectful relationships within an atmosphere of trust.

"Civility costs nothing, and buys everything."—Mary Wortley Montagu

What is Uncivil Behavior?
Uncivil behavior can include

- Failing to acknowledge another person's presence
- Using abusive language
- Gossiping
- Discounting employee contributions
- Bullying and intimidating coworkers
- Sabotaging individual and team efforts
- Discriminating against a particular individual or group
- Practicing insensitivity against coworkers' needs and values
- Practicing poor etiquette in dealing with correspondence

Reasons Why You Should Be Civil

- There's no escaping other people! Cliché as it may sound, no man is an island.

- There are many benefits to practicing civil behavior. Some of the benefits of civility to an organization or an individual employee are even proven by empirical research (less absenteeism, increased productivity, better morale, healthier employees).

- It's the right thing to do. If anything else, civility is recommended because it's the right thing to do.

- Every person, regardless of age, race, or contribution, deserves to be treated with respect.

- Civility resonates with many of the positive values of society, including tolerance and mutual support—it's the humane thing to do.

- Civility creates a conducive working environment as well as a stable and productive organization.

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How does civility set the stage for effective communication with a person perceived to have a differing personality or views?

If you act with civility toward a person with a differing personality or views in your workplace, you will be able to constructively discuss what your perceptions are—productively. Reacting in anger and/or being defensive will merely close down all channels of communication. Civility helps make a person feel acknowledged and appreciated, which makes them more open to feedback.

Demonstrating Respect

- Always give a formal acknowledgment of another person's presence, regardless of that person's position within the organization.
- Every person deserves to be given attention when they're communicating.
- Respect your coworker's property.
- Respect the right to individual beliefs.
- Respect diversity within the team or department. Diversity means that you'll have people of different religions, political beliefs, abilities, traditions, and values working in the same organization.
- Use your coworker's time wisely. A little-known way you can practice respect in the workplace is by respecting your coworker's time.

Costs and Rewards of Civility

While incivility can be perceived as harmless behaviors, they can significantly affect the organization's morale. Incivility has direct impact on worker productivity, quality of products and services, and employee retention, among other things. Civility, on the other hand, can improve all these areas considered as relevant in the running of a successful organization.

Incivility and the Costs

Costs of incivility include

- High employee turnover
- Poor productivity
- Stress at the workplace and home
- Health costs
- Lawsuits and settlements
- A steady decline in an organization's values and culture

Civility and Rewards

On the other hand, rewards of civility include

- **Employee satisfaction and engagement**—Workers' strong positive emotions correlate reliably with organizational success, and workers' positive emotions include a sense of being treated with respect.

- **Improved company or product branding**—Civil behavior among employees can be a plus to an organization's reputation—and in the business world, a good name can be everything.

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Four Causes of Incivility

- **Lack of self-restraint**—Incivility, in any context, can be easily avoided, or at least controlled, if individuals will actively practice self-restraint.

- **Anonymity**—Studies have shown that people have less inhibition when they know that they can't be made accountable for their actions.

- **Stress**—A considerable amount of incivility in the workplace can be traced to both personal and work-related stress.

- **Pursuit of individualism in the society of equals**—Some people have the attitude that it has to be each man for his own and that expressing oneself in the most authentic way possible, whether civil or not, is a right and an entitlement.

How to Overcome It

- Create, communicate, and enforce policies regarding civil behavior in the workplace.
- Provide continuous education and training on civility.
- Practice regular self-assessment.
- Increase accountability and transparency in the organization.
- Examine the root cause.

Forgiveness

- Understand that holding on to negative feelings (grudge) is not healthy for you.
- Humanize the offender.
- Remember your own transgressions. Know that you can choose to forgive even if the other person won't admit their fault.
- If you want to work on your forgiveness of another person, actively find ways to rid yourself of anger and resentment.

Benefits of Resolution

Resolving conflict can result in the following:

- **Analyzing cause and effect**, which points to what needs correcting, and builds options.
- **Identify feedback.** It's important to know what works and what needs to be eliminated or improved upon in order to make the workplace more conducive to productive and happy employees.
- **It creates a culture open to change**. When you are actively analyzing root causes of uncivil behavior in your organization, you communicate a positive attitude toward implementing changes that is the best for everyone.
- **It prevents small issues from escalating into big conflicts.** Research has consistently proven that small issues, when left unattended, can escalate into a bigger issue.

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Ask Your EAP!

The following are answers to common questions supervisors have regarding employee issues and making EAP referrals. As always, if you have specific questions about referring an employee or managing a workgroup issue, feel free to make a confidential call to the EAP for a management consultation.

Q. I don't want to ignore my gut if I think an employee is struggling with a serious personal problem. I know I can't probe, diagnose, or cross boundaries, but what compromise can be made so I don't ignore signals of what might be a significant unaddressed need?

A. Supervisors may naturally come to know their employees quite well as they discover their work goals, ambitions, personality styles, and whatever personal information they choose to share about their lives. It follows that the same supervisors will notice when things are not quite right. It is then appropriate to ask—and supervisors should ask—how employees are doing. These meaningful conversations with supervisors may lead to employees getting help for personal problems. Seeing an employee at his or her desk all day, not interacting with others, should concern you if it is uncharacteristic. Showing concern could lead to the discovery of a serious matter and referral to the EAP. Domestic abuse issues are sometimes spotted this way.

Q. I think most companies suffer with gossip and backbiting in the workplace, and few are completely successful at eliminating this problem. I am certain it erodes morale. What can supervisors do to effect change in this area?

A. Organizational psychologist Glenn D. Rolfsen, Ph.D., discovered through working with over 200 companies that gossip and backbiting are indeed stubborn problems. And he documented that eliminating these problems will increase productivity, reduce absenteeism, and improve morale. The tactic he discovered, after failing in other attempts, was to change behavior associated with gossip, which helped employees acquire new habits of personal awareness to change the behavior. Beyond being personally aware, he calls this "new consciousness." He did three things that produced the result he wanted. One was to educate employees about gossip's toxic effects, and two was to get everyone to sign a commitment to eliminating it. Third, and perhaps the most important, he discovered a way to keep that goal in front of everyone effectively to achieve "top of mind awareness." It worked. See his TEDx presentation on this achievement and consider what may fit with your situation. Ask the EAP to team with you on projects to improve morale and develop a positive workplace. Source: YouTube. com (search for "Glenn D. Rolfsen, TEDxOslo")

Q. We had an employee experience a major heart attack. It was dramatic and frightening, but the hard part for me was the next day. As the boss, I was unsure what action to take other than responding like everyone else to the shock and processing it. What should a manager do?

A. When tragedies like the one you describe strike the workplace, the immediate response is usually obvious—engaging first responders and immediate needs. Days later, supervisors wonder, "What's my role in helping everyone? What do I say? How do I act?" You will make a huge impact on employees with the simplest things: being more available, being empathetic, engaging the EAP, modeling your own need to process and share feelings, being a good communicator, making it easier for others to spend time discussing or processing their reactions, finding ways to lighten the load, and being flexible with work demands. You will be surprised how employees will thank you later. You may think to yourself, "Wow, I didn't do much." But in fact, you really did all that was needed. Supervisors represent the organization, and tragic events are always remembered in terms of how "the organization responded." That's you.

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