



**Has Incivility in Society Arrived at the Workplace?
What It Means and What We Do About It**

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*"The day this person left our company
is considered an annual holiday."*




**12-Year Old Rebecca Ann Sedwick:
Suicide Victim of Cyber-Bullying**




**National Civility Institute Formed:
Based on the Shooting of Rep. Giffords**

Chaired by Former Presidents Bill Clinton and George H. W. Bush

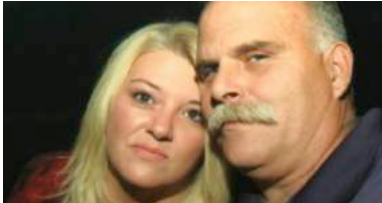


**"Lord of the Flies" Homophobic Bullying at Miami
Dolphins Leads to Player Jonathan Martin Quitting**



Road Rage Murder

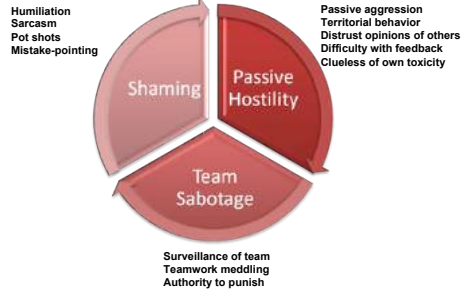
Nevada woman shot during road rage incident is taken off life support.



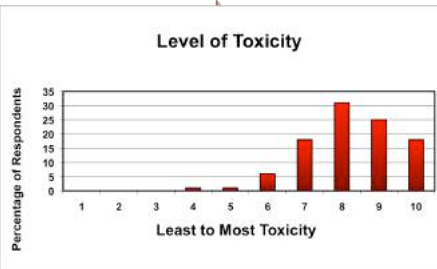
Who Are Toxic People?

Pattern of disrespectful, uncivil behaviors impacting:

- our personal well being
- individual and team performance
- the bottom line.



Level of Toxicity



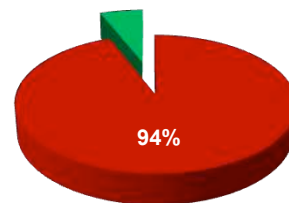
Incivility and Bullying

When carried to its extreme form, incivility is referred as "bullying"—including devaluing of someone's work and verbal threats.

Everyday Civility

A norm of respect that is modeled, reinforced, and integrated into the daily culture of the organization.

How Prevalent Are Toxic People?



Research on How Toxic People Impact Patient Safety

- 60% to 80% reported increase in medical errors
- 51% nurses reported patient errors
- 65% nurses reported errors from lateral abuse; 77% from vertical abuse
- 49% medical errors from intimidation
- 75% sought advice from anyone but intimidating physician issuing order
- 30.7% nurses quit as a result!

Research on How Toxic People Impact Patient Safety

- 43%: Comments dismissed or not acknowledged
- 38%: Needlessly harsh criticism
- 37%: Held to different standard/policy from others
- 27%: Made the focus of gossip
- 24%: Yelled at by boss in front of co-workers
- 23%: Belittling comments during meetings
- 21%: Others taking credit for work

Might You Be Toxic?

How Employee Reprimands Impact Customers

Witnessing Employee Reprimand

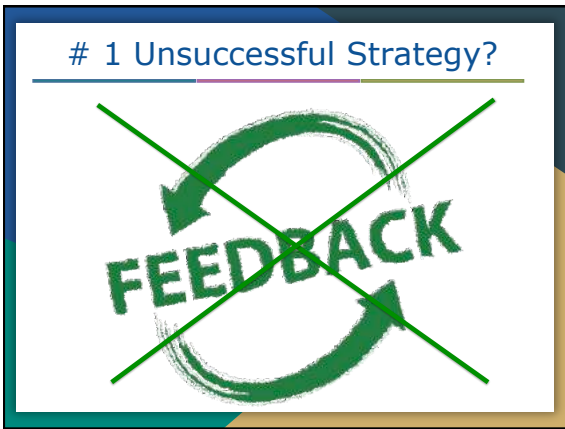
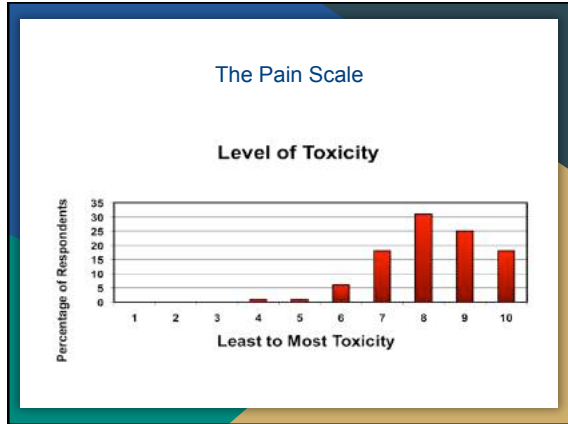
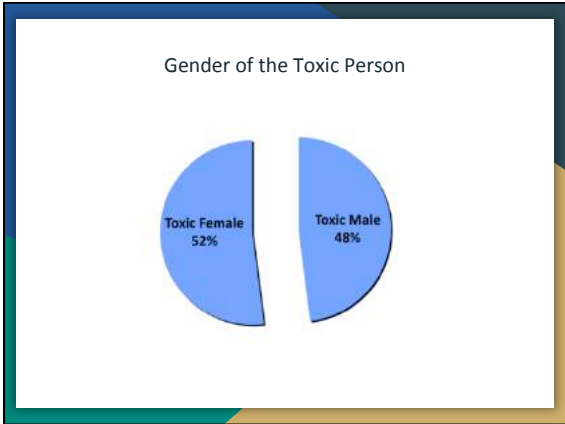
20% would use service
80% would not use service

Replacement Costs for People Who Quit

- Entry-level: 30% to 50%
- Mid-level: 150%
- High-level, specialized: 300% to 400%

Replacement Costs for People Who Quit

Step 1. Identify the number of employees in your span of influence in the entire organization in one, two, or all three employee categories.			
# of entry-level	# of mid-level	# of high-level	Total # of employees in your span of influence
21.7%	54	145	29
Estimated number of employees working with an extremely toxic employee			
# of entry-level	# of mid-level	# of high-level	Total # of employees who quit
2.6%	6.5	17.5	3.65
Step 2. Calculate average annual compensation for employees in the categories identified in Step 1			
Average compensation entry level	Average compensation mid-level	Average compensation high-level	Total average compensation all employees
\$25,000.00	\$60,000.00	\$100,000.00	\$5,575,000.00
Overall costs of replacing ONE employee who quits at various levels			
Entry-level cost	Mid-level cost	High-level cost	Total replacement costs
\$25,000.00	\$60,000.00	\$100,000.00	\$897,000.00
Replacement costs for employees who quit as a result of working with an extremely toxic employee			
Entry-level cost	Mid-level cost	High-level cost	Total replacement costs
\$18,250.00	\$45,000.00	\$60,000.00	\$131,815.00

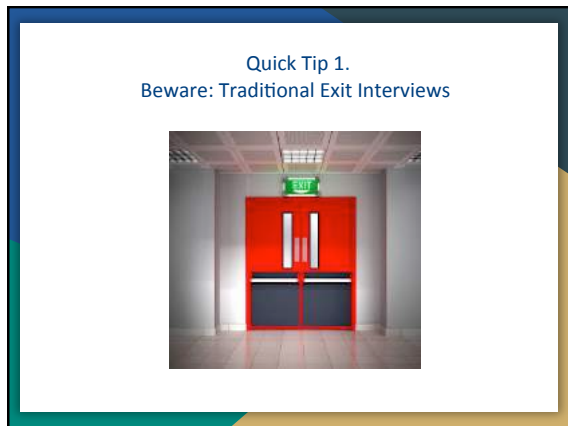
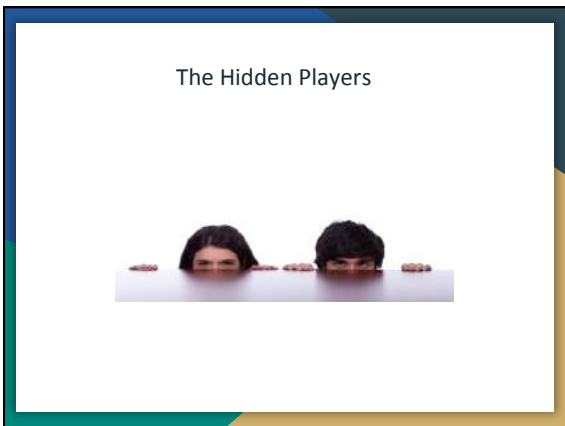


Why Is Feedback to Toxic Personalities So Difficult?

"Holier than thou": They turn your feedback around in such a way that they may acknowledge they do this *but* for the right reasons.

"Near-sightedness": They may acknowledge the behavior but not the impact of their behavior on others over the long term.

"Bait-and-switch tactic": They shift gears by saying this is your problem and others do not have a problem with him.



Quick Tip 2.
Tailor Your Courageous Conversations:
Direct Report, Peer, or Boss



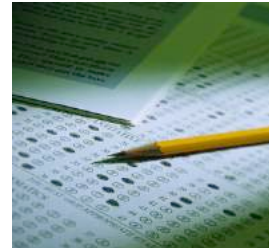
Quick Tip 3.
Detect Chameleons During the Interviewing Process.
Weed Out Those Who Will "Knock Down but Kiss Up" Later!



Quick Tip 4.
Reverse Hypothetical Interviewing Questions.



Quick Tip 5.
Stop Performance Reviews that Let Toxic People Coast.



Quick Tip 6.
Start with Feedback to Toxic Protectors and Buffers.



Quick Tip 7.
Put the Power of Science Behind the Apology



1. Framed in the past.
2. Impact on others.
3. Sorrow.
4. Rectification.

