Creating and Sustaining Civility in Nursing
Preventing and Addressing Incivility, Bullying and Workplace Mobbing

Texas Organization of Nurse Executives
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Greetings and Gratitude!
OBJECTIVES

- Summarize the “State of the Science” regarding civility, incivility, bullying, and mobbing in nursing.
- Explore the impact of incivility on individuals, teams, organizations, and patient care.
- Discuss a variety of evidence-based strategies to promote a healthy work environment.
Defining Key Concepts
Authentic *respect* for others requiring time, presence, engagement, and an intention to seek common ground.

Clark & Carnosso (2008)
Workplace Aggression

Incivility, Bullying, and Mobbing
Workplace Incivility

A range of lower intensity acts of aggression (including failing to take action when action is warranted) which may result in psychological or physiological distress for the people involved. And, if left unaddressed, may spiral into more purposeful efforts to harm another and/or into more threatening situations.

It’s not only what we do… but what we don’t do

Staying silent when speaking up is indicated, failing to acknowledge or support a co-worker, ignoring others, withholding important or vital information
Workplace Bullying

Repeated, persistent, targeted pattern of abusive behavior designed to intimidate, degrade, and humiliate another. Usually characterized by a person asserting power over another.
Workplace Mobbing

Rankism
Abuse of power or position to demean, diminish, or disadvantage another

Fuller, 2003; 2006
The Envy of Excellence and Tall Poppy Syndrome

Top performers envied, resented, or criticized for their accomplishments and achievements.

Westhues, 2004; Mouly, Suchitra, & Sankaran, 2002
Joy Stealing

Detrimental Impact of Incivility
Impact of Incivility at Work

- Low morale, low productivity, high turn-over, and early retirement
- Increased absenteeism, tardiness, ‘presenteeism’
- Diminished quality of work (especially of once highly productive people)
- Lack of meaningful participation in governance activities
- Working at home more than usual
- Increased isolation—flying under the radar
- Increased illness and health issues

(Crawford et al, 2017; Porath, 2016; Clark, 2013, 2017; Cipriano, 2013; Twale & DeLuca, 2008)
Negative Impact on the Practice Environment

- Patient Safety and Quality Care
- Nurse Performance, Clinical Reasoning and Judgment
- Patient Advocacy and Moral Courage
- Recruitment and Retention
- Collaboration and Inter-professional Teamwork
- Job Satisfaction—Intent to Leave
- The ‘Bottom Line’

Foster Civility and Healthy Work Environments
EVIDENCED-BASED STRATEGIES
Positive Role Modeling

Example is not the main thing in influencing others. It is the only thing.

Albert Schweitzer
Emotional Intelligence and Self Awareness
Ability to know one’s emotions, strengths, weaknesses, and drives, as well as their effect on others

Capacity to manage our emotional state; ability to think before acting

Passion and persistence that guide and facilitate reaching our goals

Ability to manage relationships, find common ground, and build rapport

Ability to understand and appreciate emotions, needs, and concerns of others; use them to guide our behavior

Emotional Intelligence

Self-Awareness

Self-Regulation

Empathy

Motivation

Social Skill
Transforming the Organizational Culture

Taking your Workplace to the Next Level
Step 1—Raise Awareness and Build Organizational and Leadership Support

- Civility
- Coping
- Incivility
- Stress
Step 2—Measure Workplace Health
Identify and Maximize Strengths
Step 3—Assemble and Empower a Civility (Organizational Culture) Team

Clark, 2013, 2017; Maxfield et al, 2011
Step 4—Develop an Evidence-Based Action Plan
Step 5—Implement an Evidence-Based Action Plan
Establish, Implement, and Commit to Unambiguous Foundational Statements
Pledge of Civility and Well-Being
[Commitment, Charter, Promise, Creed]

- Vision, mission, strategic goals, values
- Commitment to civility and well-being
- Well-defined norms/ground rules
- Accountability measures
Hire for Civility

Robust Vetting of Candidates

Maintain a High Bar – Don’t be Tempted to Settle
Policies, Procedures, and Guidelines

Confidential Reporting Systems

Addressing Incivility; Rewarding Civility
Linking Healthy Work Environment Criteria to Performance

360° Evaluation Based On:
Vision, Mission, Values, Charter/Pledge, Norms
Manager and Team Development

When managers are trained to address workplace problems, they become significantly less common, more discussable, and more solvable—resulting in higher scores on patient safety, quality of care, the patient experience, and staff engagement.

Maxfield & Grenny, 2017
Skill Building

- Effective Communication
- Constructive Conflict Management

Don’t make the mistake of assuming people can “just do it.” Effective organizations use training, education, 'script development' and role play to improve communication and constructive conflict negotiation skills.

Maxfield et al, 2011
Slackers, timid supervisors, toxic peers, and arrogant doctors are common in health care; but while frustrating, these aren’t the real problems. The real problem in healthcare is silence.

Maxfield, Grenny, McMillan, Patterson, & Switzler (2005); Maxfield, Grenny, Lavendro, & Groah (2011); Maxfield & Grenny (2017)
Cognitive Rehearsal: Evidence-Based Strategy to address uncivil behavior: Consists of 5 parts:

1. Pre-briefing and preparatory learning
2. Identifying and describing uncivil scenarios for simulation
3. Using evidence-based frameworks to role-play and rehearse responses (creating a personalized statement)—Scripting!
4. Using deliberate practice to reinforce learning experience
5. De-briefing and reflection

Griffin 2004; Griffin & Clark, 2014; Willhaus, Clark, & Kardong-Edgren, in review)
Step 6—Evaluation and Reassessment
Step 7—Reward, Celebrate, and Reinforce Successes
Step 8—Expand, Modify, and Continue the Initiative
I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.  

Maya Angelou
Thank You

CIVILITY

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