Slide 1

Moving the Civility Needle in Academic Nursing
Evidence-Based Strategies for Creating Healthy Work Environments

MOVING the NEEDLE

Transform 2022
Cynthia Clark PhD, RN, ANEF, FAAN

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Slide 2

Research Team

Cynthia Clark

Tullamora Landis

Celestina Barbosa-Leiker

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Slide 3

Objectives

- Define and describe civility, incivility, & other workplace aggressions.
- Summarize findings from a national study on faculty & administrator perspectives of civility and incivility in academic nursing.
- Explore evidence-based strategies to foster civility & healthy work environments.

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Slide 4

Civility

Clark, Gorton, & Bentley, 2022

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Slide 5

Incivility and other Workplace Aggressions

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Slide 6

Detrimental Impact of Incivility
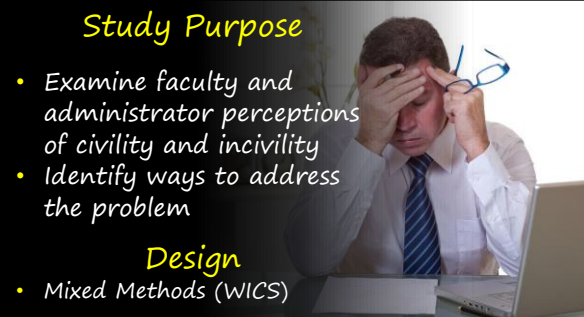
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National Study on Faculty and Administrator Incivility

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Study Purpose
- Examine faculty and administrator perceptions of civility and incivility
- Identify ways to address the problem

Design
- Mixed Methods (WICS)

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Research Questions
- Extent of the problem
- Contributing factors and confidence levels
- If and why faculty avoid addressing incivility
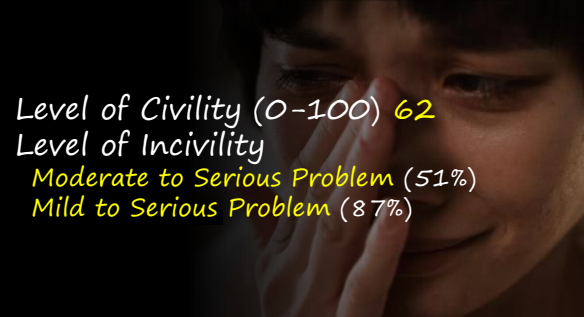- Actionable ways to foster civility and healthy work environments

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Respondents

n=1074 Faculty and Administrators

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Quantitative Results

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Level of Civility (0-100) 62
Level of Incivility
 Moderate to Serious Problem (51%)
 Mild to Serious Problem (87%)
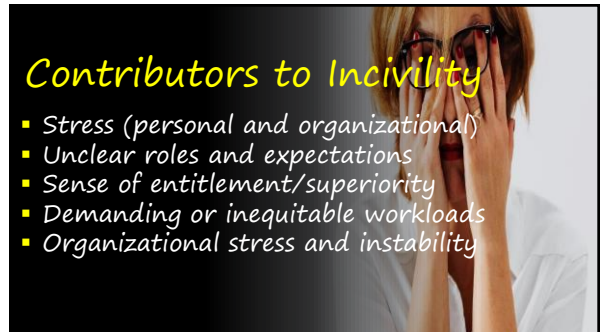
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Most Frequently Occurring Uncivil Behaviors

- Displaying distracting behaviors during meetings
- Engaging in secretive meetings behind closed doors
- Failing to share the workload
- Consistently interrupting
- Resisting change, new ideas

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Contributors to Incivility

- Stress (personal and organizational)
- Unclear roles and expectations
- Sense of entitlement/superiority
- Demanding or inequitable workloads
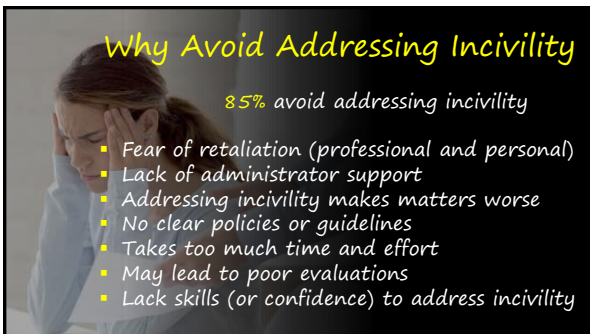- Organizational stress and instability

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Why Avoid Addressing Incivility
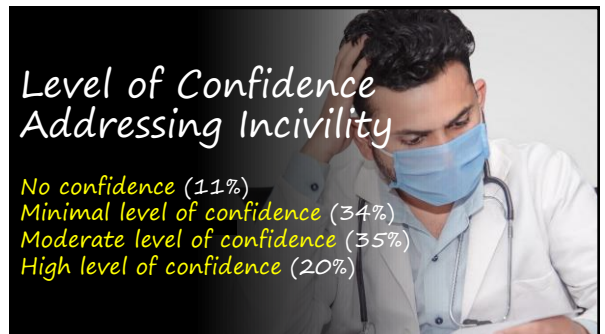
85% avoid addressing incivility

- Fear of retaliation (professional and personal)
- Lack of administrator support
- Addressing incivility makes matters worse
- No clear policies or guidelines
- Takes too much time and effort
- May lead to poor evaluations
- Lack skills (or confidence) to address incivility

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Level of Confidence Addressing Incivility

No confidence (11%)
Minimal level of confidence (34%)
Moderate level of confidence (35%)
High level of confidence (20%)

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Qualitative Findings

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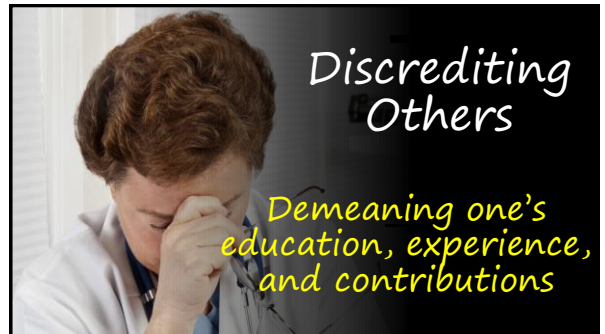## Unprofessional Behaviors
Uncivil acts without obvious intent

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Bullying Behaviors

Targeted uncivil acts

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Rude or Harmful Communication

Verbal, Digital, Written

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Bypassing Expected Processes to Resolve Conflict

Involving a higher authority

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Discrediting Others

Demeaning one's education, experience, and contributions

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'Ripping Off' Taking Credit for Someone Else's Work

Stealing intellectual property, work, ideas

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Ineffective Leadership

Lacking essential skills to lead well

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Intimidating Threats or Actions

Hostile threats or acts of aggression

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Fostering Healthy Work Environments

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Core Competencies

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Pathway for Fostering Organizational Civility©

Photo: Cynthia Clark Hiking in Vietnam

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Enlist Leadership Support

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Measure Workplace Health

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Identify & Maximize Strengths

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Assemble and Empower Civility (Culture) Team

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Data-Driven Action Plan

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Vision, Mission, Values

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Team Charter with Team Agreements

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- Assure unequivocal commitment to optimal learner success
- Assume goodwill and best intentions
- Be respectful in our interactions
- Use H.O.T. communication [Honest, Open, Transparent]
  - *Take and send the mail to the right address*
- Role model professionalism, civility, and ethical conduct
- Listen carefully to understand
- Respect diversity and commit to a culture of belonging
- Avoid negative gossip and rumors
- Be open to other points of view
- Build trust: *Nothing about me without me*
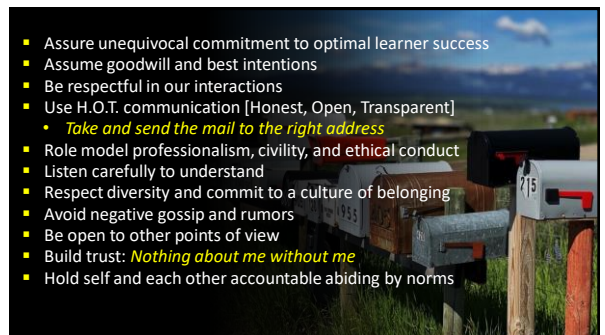- Hold self and each other accountable abiding by norms

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Build Relationships and High Performing Teams

A team is not a group of people who work together. A team is a group of people who trust each other.
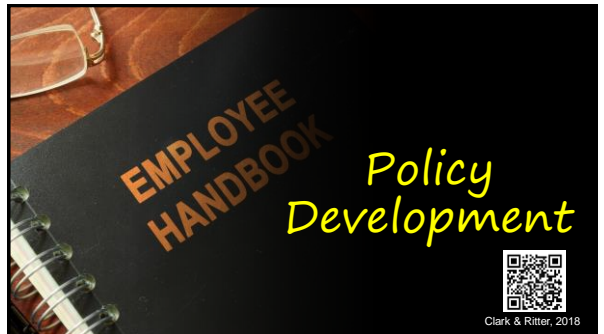
Simon Sinek

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Skill Building

Communication
Conflict Negotiation

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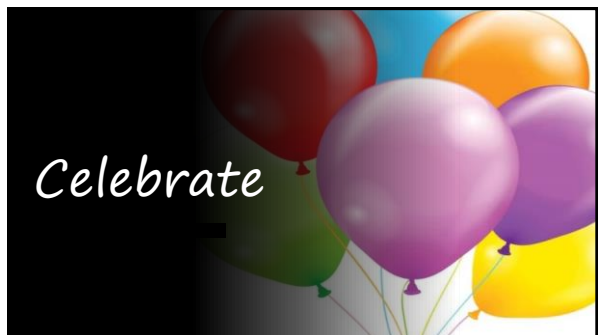Hire for Character and Civility

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Policy Development

Clark & Ritter, 2018

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Stress Reduction and Self-Care

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Celebrate

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In a world where you can be anything, be kind.
Source Unknown

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Thank You

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