

Incivility: Concrete tools to manage conflict

By : Jasline Moreno MSN, RN &
Lena Choudhary JD, MSN, RN

Objectives

- Define and identify examples of workplace incivility.
- Demonstrate use of the DESC tool.
- Develop an action plan to manage a current conflict.

Old problem...New names

Workplace incivility

Disruptive behavior

Horizontal hostility

Lateral violence

Horizontal violence

Bullying

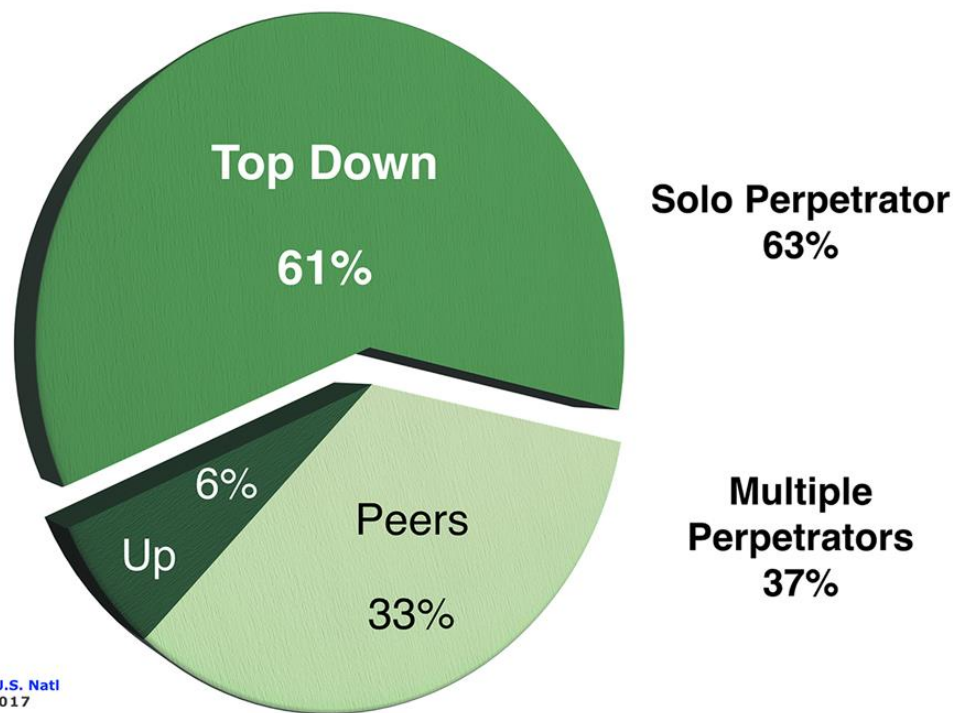


Examples:

- Gossiping
- With holding information
- Undermining behavior
- Scapegoating
- Backstabbing
- Nonverbal innuendo
- Eye rolling



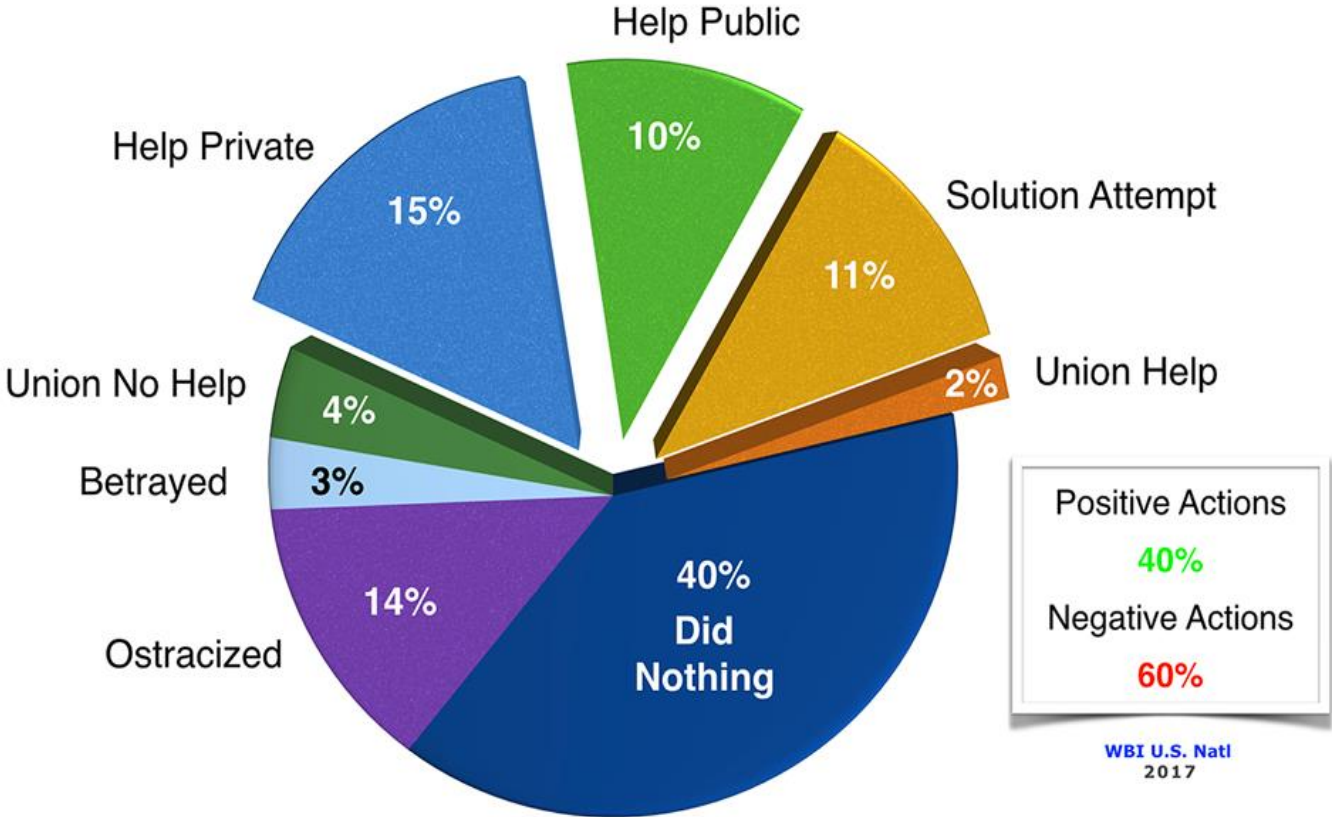
Who are the perpetrators??



How Lateral Violence is handled?

Response Options	Proportion	Percentage
It has not stopped	.2485	25%
Target voluntarily left the job to escape more mistreatment (quit)	.2319	23%
Target forced to quit when work conditions were deliberately made worse	.1178	12%
Employer terminated the target	.0798	8%
<i>Target lost job</i>	.5437	54%
Target transferred to a different job or location with same employer	.1141	11%
Perpetrator was punished but kept job	.1673	17%
Perpetrator was terminated	.1140	11%
Perpetrator voluntarily quit	.0836	8%
<i>Perpetrator lost job</i>	.3650	36%
Something positive the employer did – investigate, new policy	.0950	10%

Reactions by witnesses of bullying.



Who are common targets?

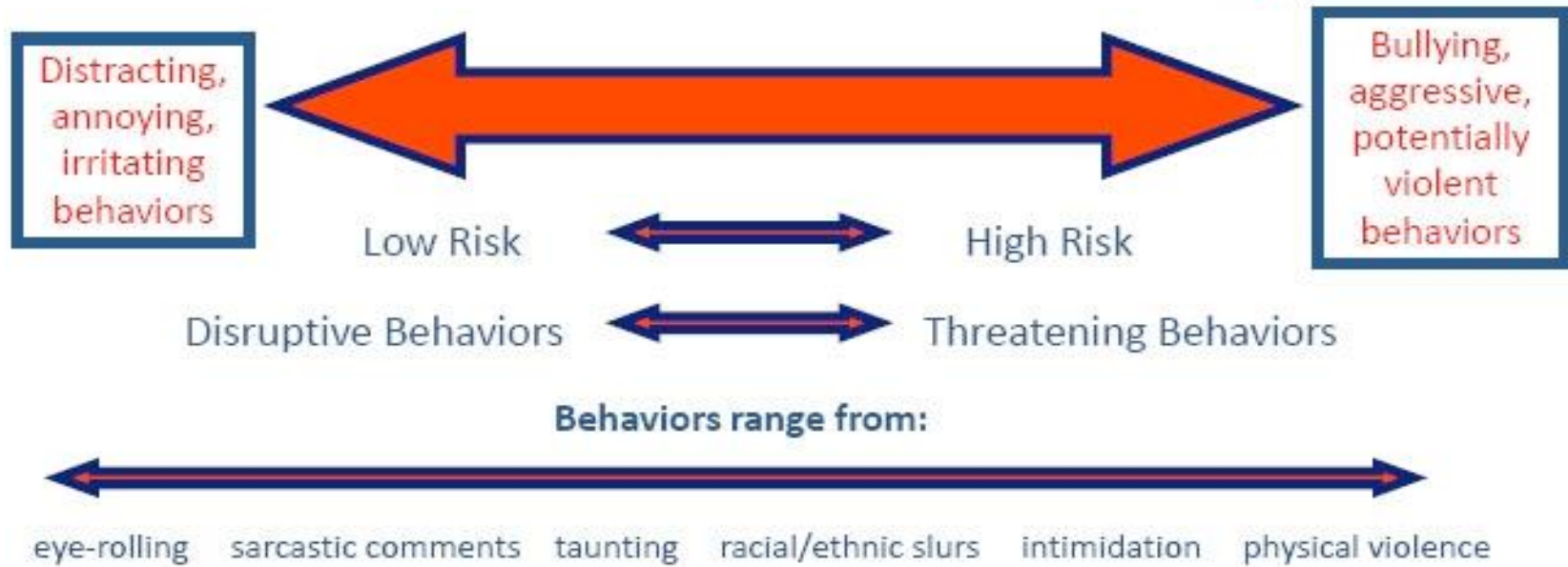
- New employees
- Experienced but new employees
- Adjuncts
- Students or trainees

About a Nurse



“I know she’s happy that she’s out of nursing school and now doing what she loves, but the constant happiness is getting on my nerves.”

Continuum of Incivility



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What are the causes?

- Evaluation by students: tough graders vs grade inflation
- Subjective evaluation to determine promotion, tenure, class schedule
- Decrease in programs for cost saving
- Increase in faculty load hours, and class sizes
- Power differential between senior faculty vs new faculty or adjuncts
- Hostile work environment: authoritarian administration





OK, so what can be done
about negative behavior ?

What to do...

- Raise awareness of the problem
- Adopt workplace behavior standards-zero tolerance policies
- Learn how to address the behaviors when they occur

Cognitive Rehearsal Techniques

- Recognize the behavior when it occurs
- Plan ahead for ways to respond
- Practice new responses before you need them

Format for Effective Feedback

- **D**escribe the situation (“When ...happened,”)
- **E**xplore or express your thoughts, feelings or concerns giving the benefit of the doubt (“Was it your intent to...?”)
- **S**pecify what you want them to do differently next time (“In the future, would you...?”)
- **C**onsequence-state the positive consequence when they do as you ask



**Practice
Makes
Perfect**

Steps to stop Incivility

- DO NOT ignore
- Confront the aggressor
- Institutional policies
- Document
- Report
- Educate
- Role model



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