



# *Creating Civility: The Three A's ~ Awareness, Authentic Conversations & Accountability*



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***RIHEL's Annual Continuing Leadership Education Event  
L.I.F.E. ~ Leadership Is For Everyone ~ April 21, 2017  
Westminster Recreation Center***

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This handout has been created to increase your awareness related to the issues of incivility and civility in healthcare. The contents provide a toolbox of strategies to help you establish a tone of civility and to find your voice in your personal and professional lives.

## ~ Awareness to Action ~

Incivility and bullying have escalated to unprecedented levels in our workplace and society causing profound costs individual and organizational health and resiliency. Unfortunately, many leaders do not have the tools or skills to turn this around and create a civil environment. During this highly interactive session, we will explore the cost of incivility to grow leader awareness, ability to hold authentic conversations and build accountability for civility. Participants will practice several tools essential for creating civility in their personal and professional lives.

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### Self-Reflection:

What does incivility look and feel like at work, in society and in your personal life?

How does incivility impact you, your health, your well-being, your career?

Who is responsible for creating civility in public health?

How do you find your voice and speak up in a civil manner?

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***“Everything starts with civility. Unless we take action to protect and nurture civility, none of the other necessary changes will take root.”*** Bob Waller, CEO – May Health System and former Board Chair for Institute for Healthcare Improvement, (IHI) 2016

***“Civility is everyone’s responsibility. All relationships should be grounded in civility and respect... we all must examine the behaviors that have been grounded in our traditions in healthcare around what has become acceptable. We’ve gone too far ...we must learn new strategies to embrace empathy and reduce all suffering, to restore joy of the healthcare workforce to improve quality of care for our patients.”*** Don Berwick, IHI Conference, 2015

***“Civility: It starts with you! Don’t wait for someone else to start!”*** Deb Center

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### Learning Objectives:

- Explore the impact of incivility and bullying on individual relationships, work environments, and society.
- Define acceptable and unacceptable behaviors for the workplace.
- Identify the eight rights for adult-to-adult authentic conversations.
- Practice listening and writing scripts to create civility.

Emotions are \_\_\_\_\_!

The #1 FEAR in life is \_\_\_\_\_

The #1 NEED in life is \_\_\_\_\_

“There are only two things in life you can control: 1) your \_\_\_\_\_ and 2) your \_\_\_\_\_. The rest is an \_\_\_\_\_.” Coach O

### What is Emotional Intelligence (EQ)?

**Emotional Intelligence Definition** (as defined by Multiple-Health Systems for EQ-i 2.0 Tool)

*“Emotional Intelligence is a set of emotional and social skills that collectively establish how well we perceive and express ourselves; develop and maintain social relationships; cope with challenges; and use emotional information in an effective and meaningful way.”*

Theory for EQ:	What I see (Recognition)	What I do (Regulation)
<b>Personal (Character) Competence</b>	<b>Self-Awareness:</b> Knowing ones' internal states (emotions), preferences, resources and intuitions. This includes emotional self-awareness, assertiveness, self-regard, and independence. Requires the recognition of triggers, tilt, and hijacks.	<b>Self-Management:</b> Managing one's internal states, impulse control, stress management and tolerance, adaptability to change, flexibility and problem solving resources. Ability to have compassion and empathy for self. It includes your general mood, level of optimism, happiness and self-care.
<b>Social (Relationship) Competence</b>	<b>Social Awareness:</b> Awareness and understanding of other's feelings, needs, and concerns. This includes empathy, social responsibility, and interpersonal relationships. As a leader, this includes the ability to identify the mood of the team or in meetings.	<b>Relationship Management:</b> Adeptness at inducing desirable responses in others. Includes the ability to motivate and engage members of the team into a shared vision. Ability to have compassion, understanding and empathy for others.

Adapted from Goleman's, Bradberry's & Baron's Frameworks for Emotional Competencies

**Exercise:** "Think of a time..." **Name it:** \_\_\_\_\_

**Feel it:** \_\_\_\_\_

**How did you response?** – circle one: Fight (anger); Flight (avoid); Freeze (silence); Faint (pass-out); Flock (group together) or Flow (calm and responsive)

**TOOL #1:** \_\_\_\_\_

- **Trigger** – My triggers include:
  - **My plan** for dealing with my triggers includes \_\_\_\_\_
- **Tilt** – the first physical sign your emotions and body are reacting
  - **My tilt feeling is:**
  - **When I recognize my tilt, I need to** \_\_\_\_\_
  - This is a reminder to: think and consider the other person's perspective
- **Triggered** – having a physiologic response
  - **My triggered feeling includes:**
  - **When I recognize I am triggered, I need to** \_\_\_\_\_
- **Amygdala Hijack** – out of control
  - **My Hijack includes:**
  - **When I recognize I am hijacked, I need to** \_\_\_\_\_

**Three A's of Civility: Strategies:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

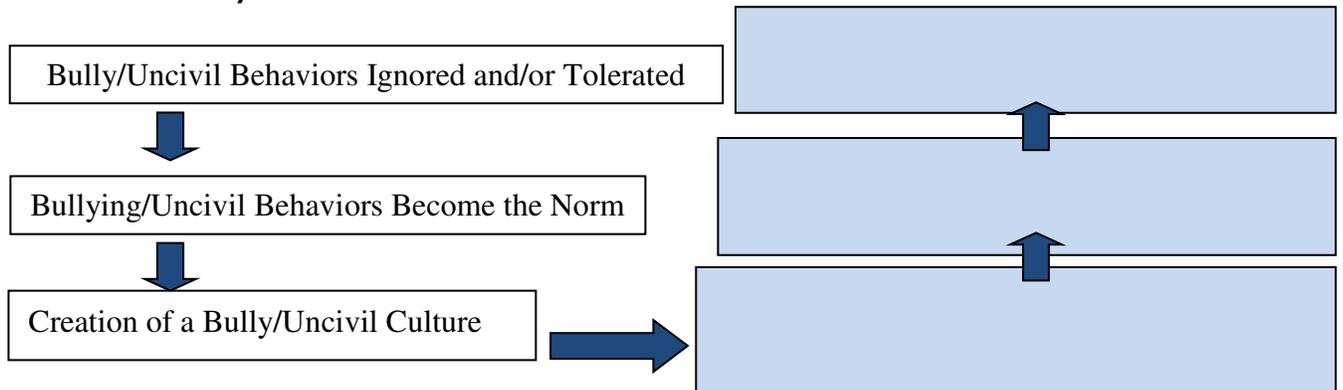
Reference: Center, D. (2010). *Journal of Continuing Education in Nursing*, 41(11), 488-489.

**Civility Action Step #1 – Awareness**

What is Incivility? → Unacceptable Behavior “Counterproductive Work-Behavior”	What is Civility? → Acceptable Behavior “Organizational Citizenship Behavior”
<p>“Disregard and insolence for others, causing an atmosphere of disrespect, conflict and stress.” Emry &amp; Holmes (2005)</p>	<p>“Authentic respect for others requiring time, presence, engagement, and an intention to seek common ground.” Clark &amp; Carosso (2008)</p>

**According to Porath (2016), “incivility is in the eyes of the recipient. It’s how people feel they are treated.”**

**Culture is what you create:**



Adapted from model by Clark, 2012

## The Evidence: Making a Case for Civility ~ Reference Information ~

**Cost of Incivility:** According to Pearson and Porath, \$\_\_\_\_\_ is spent annually in the US due to "bad behavior" in the workplace. [References: Pearson C & Porath C (2009) *The Cost of Bad Behavior* and Porath, C (2016) *Mastering Civility: A Manifesto for the Workplace*]

- The first reported publication promoting civility was written in 1405
- 80% of workers in US believe incivility is a problem → 96% experience incivility at work.
- 60% report experiencing significant stress due to incivility at work.
- 48% believe they are treated uncivilly at least once per week.
- 3 out of 4 employees are dissatisfied with how incivility is handled in their company
- More than 50% say they would have a career problem if they reported the incivility.
- Only 9% have reported to HR or their EAP – *silent witness*
- 78% reported a decline in their commitment to the organization related to incivility
- 12% left their job because of incivility.
- 25% admitted to taking their frustration out on customers.
- According to the 2016 *Civility in America* survey: 95% of responses believe there is a problem in America; 74% believed it is worse not than a few years ago; and 70% believed incivility has reached crisis proportions.
- Incivility and difficulties in relationships account for the majority of workplace stress. The American Psychological Association estimates that workplace stress costs the US economy \$500 billion a year.
- National Institute for Occupational Safety and health reports that workers who feel stressed in the workplace incur 46% higher healthcare costs than non-stressed counterparts.
- As a result of incivility: 48% intentionally decrease work effort; 47% intentionally decreased their time spent at work; 38% intentionally decrease the quality of their work.
- The mere presence of incivility in a person's mind disrupts attention and causes that person to "miss" critical information altogether – impacts quality and safety.

**Financial Cost Example: Hospital Organization Total Cost:** Gross income -- \$999,856,000.

LOST REVENUE and EXPENSES: Grand total estimated cost caused by incivility = **\$70,911,390.55** which is approximately **8% of their total income**. Calculations include only data that can be estimated – and does not include all factors of disengagement, lost attention/focus, reduced productivity, poor quality outcome costs, reduced satisfaction and lost customers etc.

**Patient/Quality Care Cost: Silence Kills Findings: How does incivility impact quality?**

[www.silencekills.com](http://www.silencekills.com)

- 60% of medication errors are caused by mistakes in interpersonal communication.
- 84% of MD's have seen coworkers taking shortcuts that could be dangerous to patients
- More than 50% of healthcare workers witness coworkers break the rules, make mistakes, fail to support, demonstrate incompetence, show poor teamwork and disrespect & micromanage.
- 23% of nurses said they considered leaving their units because of these concerns.
- 78% report it is difficult or impossible to confront a person directly even if there is witnessed incompetent care – **with fewer than 10% of MD's, RN's & clinical staff reporting having the skills needed to directly confront their colleagues about concerns**

**Impact of Incivility – often the non-measurable costs:**

- Erodes Self-Esteem and self-regard → Damages Relationships → Increases Stress- *Incivility is a serious stressor* → Contaminates the Workplace → Increases risk to patient safety → Escalates into Violence – *Incivility and violence are partners*

## What does Incivility look like in Public Health?

## What does incivility look like in our government?

**Cost of Civility:** \_\_\_\_\_

**“Civility costs nothing, and buys everything.”** Mary Wortley Montagu

- Civility allows teams to function better in large part by helping employees feel safer, happier, and just plain better.
- When employees feel respected by leader and team: 56% had better health and well-being; 89% greater enjoyment and satisfaction; 92% greater focus and prioritization; 26% more meaning and significance; 55% more engagement = improve quadruple aim.
- Civility creates psychological safety: 59% more willing to share information; 72% more likely to seek advice and ask for help; 57% more likely to seek clarity and for more information.

### **Points to Remember:**

- “Incivility has the **power to intimidate** people into silence. It isolates the targets and makes them feel ashamed and responsible. Angry words lead to physical avoidance and withdrawal.” *Silence Kills*
- “Memory of incivility can linger for years.” → Diagnosed PTSD r/t incivility in the workplace.
- “Incivility often occurs when people are: stressed, unhappy, rushed. When these are experienced together, anything can happen.” *Forni (2009)*

**Incivility** → leads to \_\_\_\_\_ and increased \_\_\_\_\_ of self or others  
**What does it take to speak up for civility?**



**Exercise – Circle all the signs below that you have witnessed**

**Signs of Incivility:**

- » name-calling, sarcasm, bickering, fault-finding, back-stabbing, criticism, intimidation, gossip and spreading rumors, shouting, blaming, put-downs, raising eyebrows, trivializing, assumptions, judgment, accusations, anger, threats, → physical violence etc.
- » unfair assignments, eye-rolling, ignoring, making faces (behind someone's back), refusal to help, sighing, whining, sarcasm, refusal to work with someone, sabotage, isolation, exclusion, fabrication, withholding information, secrecy, undermining, discounting, silence, denial, mobbing, triangulation, resentment, frustration, worry, fear, etc.
- » Verbal, non-verbal, physical, public, private, email, text-message, telephone, written, one-on-one, and mobbing

**What does incivility look like? → NAME IT:**

**For Incivility to THRIVE – there needs to be:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Who are the Victims or Targets?**

**Who are the Perpetrators or Offenders?**

- \_\_\_\_\_ % of offenders is from a higher position
- \_\_\_\_\_ % of offenders is from a lateral position
- \_\_\_\_\_ % of offenders is from a lower position

**Who are the Silent Witness' or Bystanders?**

**A Silent Witness is the \_\_\_\_\_.**

Awareness: Make it Conscious! **Naming IT so everyone can SEE IT – No more silence!**

**Civility Strategy #2: AUTHENTIC CONVERSATIONS** - *"Empathetic Dialogue"*

*"Every day, in every interaction, we either approve the old script or write a new one."*  
Barholomew

**Where do we learn to communicate and have conversations?**

**Poor Communication Leads to:**

- Relationship breakdown
- Misunderstanding
- High levels of emotion
- Judgement
- High Drama
- Lost productivity
- Mistakes and Errors
- Failure to meet goals
- Others

**Communication Filters:** - Mental State; Emotional State; Current State of Relationship

***How do our own political views impact our filters?***

***How does diversity impact our filters?***

***How does our personality impact our filters?***

***How do our filters impact interprofessional teams?***

***What happens when you disagree with what is being said?***

***Can you "respectfully disagree"?***

Reference: George Washington's Rules of Civility

**Impact of Assumptions and Unconscious Biases:**

**Step 1 Empathetic Dialogue: Listening** ~ How well do you listen?

*"Most people do not listen with the intent to understand; they listen with the intent to reply."* Stephen Covey

**Empathetic Dialogue – requires listening to the three U's:**

1. Understanding \_\_\_\_\_
2. Understanding \_\_\_\_\_
3. Understanding \_\_\_\_\_

**Active Listening Exercise:** Listening for Understanding – *"ABCD's of Getting Curious!"*

Debrief:

**Obstacles to Effective Listening:**

- **Self-Talk** - "Our mind is faster than our speech – giving our brain time to identify our counter-attack. We are always ready to speak and are rehearsing our thoughts while we are listening" Carl Larson, DU
- **TALK** → \_\_\_\_\_ words/minute
- **HEAR** → \_\_\_\_\_ words/minute with understanding
- **THINK** → up to \_\_\_\_\_ words & thoughts/minute\*

\* Evidence with teenage boys (gaming skills)

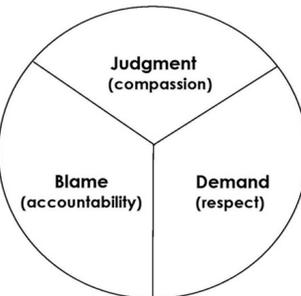
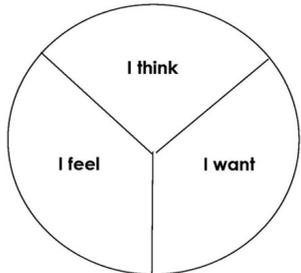
**Reasons for Interrupting Others:**

- Poor internal states
- Desire connection/relationship
- Controlling the conversation - I am right and they are wrong
- Judgment, blame, biases (conscious and unconscious)
- Passionate and want to engage
- Desire acknowledgement
- Show our knowledge, wisdom
- Impatience and boredom
- Lack of awareness; time; patience; interest
- Multitasking and Technology interference
- Others?

**Reflection Exercise: Identify Your Listening Challenge** for not listening fully or interrupting:

1. What is Your Listening Challenge? Name it: \_\_\_\_\_
2. What is your self-talk when faced with this?
3. How can you "pause" your self-talk to listen more fully in the future and when communicating?

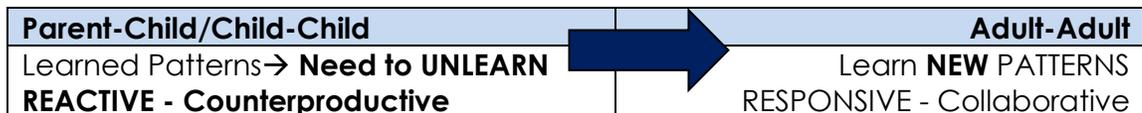
**Step 2: Holding Conversations**



**What kind of conversations do you have?** Think about the conversations you have at work – with your boss, your co-workers, and patients. Reflect on emails, telephone, meetings and one-on-one conversations. During challenging situations – do they reflect "parent-to-child", "child-to-child" or "adult-to-adult" conversations?

**Parent-to-child & child-to-child** conversations represent power over another, defensiveness, blame and judgment. These conversations are often reactive resulting in slow progress, drama and exhaustion. You may lead these conversations confused, frustrated and feel progress is going backward or has stopped.

**Adult-to-adult** conversations are based with mutual respect, mutual learning and mutual accountability. These conversations lead to empowerment, confidence and trust. The result is a proactive response leading to new outcomes. You should leave these conversations with a feeling of forward movement.



### The 8 Rights of Adult-to Adult Conversations "Empathetic Dialogue"

1. Right \_\_\_\_\_ – within 48 hour
2. Right \_\_\_\_\_ - privacy
3. Right \_\_\_\_\_ – make sure the right people are included. Stop conversation until they can be present. *"Nothing about me without me."*
4. Right \_\_\_\_\_ – set intention prior to be compassionate and open. Be clear to establish intention for clarity with the other person(s) as beginning to be sure you are all talking about the same topic.
5. Right \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ – **all three need to be congruent** to provide clear communication. When they do not match, the communication may lead to mistrust and defensive reactions.
6. Right \_\_\_\_\_ – to do this, Breathe!!!!

Control your self-talk. No Interrupting. Pause and **THINK** Before You Speak:

Ask: Is it **T**True? Is it **H**elpful? Is it **I**nspiring? Is it **N**ecessary? Is it **K**ind?

**Empathy:** Consider other person's perception and reality. To be empathetic does not mean you must agree with them or their behavior. It is about caring and respect for self and others.

7. Right \_\_\_\_\_ – ask questions to ensure clarity and understanding by all. You may need to agree to disagree in order to move on.
8. Right \_\_\_\_\_ –be clear about who does what when and how you will follow-up if the issue arises again in the future.

**Reflection: Which right have you been missing in your conversations?**

## Cognitive Rehearsal – Cueing Ideas to Improve Civility

Cognitive Rehearsal is a strategy to **prepare ahead** for critical conversations. This is a strategy used in order to avoid filts, triggers or hijacks during crucial conversations. This strategy promotes one's ability to depersonalize the situation in order to remain objective and find solutions.

### Cognitive rehearsal involves the following steps:

- Writing Scripts
- Practicing Scripts Verbally
- Evaluating choice of words or obtaining feedback to ensure right choice of words
- Planning for conversation

**Models for Writing Scripts:** for communicating civility and incivility

(Decrease defensiveness: **AVOID YOU, BUT & WHY"**)

<b>1) I feel, I think, I want...</b>
<b>I FEEL</b> – ( <i>Accountability</i> ) – Identifies what you feel with the situation – (one word) <b>I THINK</b> – ( <i>Compassion</i> ) – what it is about (one sentence) <b>I WANT</b> – ( <i>Respect</i> ) – What you want for <b>yourself</b> – not what you want from the other person.
<b>3) CUS Statement (Aviation)</b>
<b>C</b> – I am <b>concerned</b> ... <b>U</b> – I <b>am uncomfortable</b> ... <b>S</b> - It is a matter of <b>safety</b> ...
<b>4) Tagging</b>
<b>Goal/Intention</b> – in one sentence state intention for the conversation <b>Observation</b> – In 1-2 sentences, state your observations, feelings, concerns, emotions and areas where need clarity. (The longer you speak, the more room for defensiveness and disagreement.) <b>Pause for Feedback</b> – This step is where you pause to engage the other and ask a question. The question is intended to clarify understanding or agreement. Example: <i>Have you ever noticed this before?</i> <b>Suggestion</b> – give a suggestion or invite the other to help create next steps.

## **Tool for Cognitive Rehearsal – And Preparing for Authentic Conversations:**

- 1.) **Identify** Situation for the Authentic Conversation: \_\_\_\_\_
- 2.) What steps do you need to take to ensure you have the conversation at the best time to allow you to stay calm, empathetic, respectful and clear?
- 3.) **Write** the Script: **Avoid: You; But; and Why**

**Strategy** - \_\_\_\_\_

- 4.) **Review** script to ensure wording will not hijack the person you are speaking to – is it clear? Is there blame or judgment? Are there any words you should *soften* to ensure your concerns are heard?

This step can be hard if you are still angry or upset. The process of writing will help you see better choices. It may take several scripts to get the wording accurate for your meaning AND to avoid creating a defensive reaction. Don't be afraid to write it out – it will help you see your challenge.

- 5.) **Practice** the script by saying it **out loud** – preferably to another trusted friend or colleague. Adjust the wording as needed based on constructive feedback. (Practicing this silently in your head will cause you to miss your tonality and sense body language.) Invite feedback on your words, tone and body-language.
- 6.) **Before** the conversation → Ensure the 8 Rights of Adult-to-Adult Conversations - Set your intention for compassion for self and the other person. (Do within 48 hours!)
- 7.) **During** the conversation:
  - a. Begin Eye-to-Eye! (*Both sit or stand.*) It is best to do in person when crucial topics. If need to do from a distance, use technology for face-chat, Skype, internet meetings etc. in order to enhance understanding. AVOID email.
  - b. Slow-down and really **LISTEN!** Pause and **THINK** before responding. Remember to breathe!
  - c. **If you feel triggered or tilted**, pause and breathe or take a time-out to avoid becoming defensive. Having a script ready as an exit strategy is a good idea. For example: *I need some time to think about this, can we take a break and meet back \_\_\_\_\_? What is your script for this?*
- 8.) **After** the conversation – reflect on the following questions:
  - a. What went well during the conversation?
  - b. What did you learn from this process that you want to integrate in future conversations?
  - c. How will you celebrate your success?

**Practice Writing Scripts for Cognitive Rehearsal**

**Challenge:** \_\_\_\_\_

**Write Script – I feel – I think – I want**

I feel (one word) \_\_\_\_\_

I think it is because (one sentence) \_\_\_\_\_

\_\_\_\_\_

I want (for yourself-one sentence) \_\_\_\_\_

\_\_\_\_\_

I would like us to work together by \_\_\_\_\_

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**Review and Feedback:**

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**ReWrite Script – I feel – I think – I want**

I feel (one word) \_\_\_\_\_

I think it is because (one sentence) \_\_\_\_\_

\_\_\_\_\_

I want (for yourself-one sentence) \_\_\_\_\_

\_\_\_\_\_

I would like us to work together by \_\_\_\_\_

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**Plan for using Script:**

## Feeling Descriptions

afraid	creative	helpless	peaceful	sluggish
agitated	curious	hopeful	persecuted	sorry
aggravated	cut-off	hopeless	pessimistic	stiff
alarmed	cynical	hostile	playful	stubborn
alienated	defeated	humiliated	pleased	stupid
alone	defensive	hurried	possessive	supported
angry	dejected	hurt	preoccupied	supportive
anxious	dependent	ignored	pressed	suspicious
apathetic	depressed	immobilized	pressured	sympathetic
appreciated	deprived	impatient	protective	tender
ashamed	desperate	inadequate	proud	terrified
attacked	disappointed	incompetent	pushed	threatened
awkward	disrespected	indecisive	pushed-out	tired
bewildered	doubtful	ineffective	quiet	torn
blamed	eager	inhibited	regretful	touchy
blamey	easy	insecure	rejected	trusting
blank	embarrassed	involved	relieved	unappreciated
burned-out	engaged	isolated	remorseful	uncomfortable
calm	envious	jealous	repelled	unconsidered
caring	evasive	judgmental	repulsed	understood
closed	excited	left out	resentful	unresponsive
cold	excluded	lonely	resentment	unsure
comfortable	exhilarated	lost	resigned	uptight
committed	fearful	mean	respected	useless
compassionate	foggy	misunderstood	restrained	victimized
competent	friendly	nervous	rigid	vindictive
complete	frustrated	numb	sad	violent
concerned	full	open	scared scattered	washed-up
confident	furious	optimistic	secure	wishy washy
conflicted	generous	overwhelmed	set-up	worn out
confused	genuine	out of control	self-reliant	worried
connected	gentle	pain	shy	
considered	glad	paralyzed	silly	
contented	grateful	paranoid	sincere	
controlled	guilty	passionate	sleepy	

**Plan fo Practice Writing Scripts for Cognitive Rehearsal**

**Challenge:** \_\_\_\_\_

**Write Script – I feel – I think – I want**

I feel (one word) \_\_\_\_\_

I think it is because (one sentence) \_\_\_\_\_

\_\_\_\_\_  
I want (for yourself-one sentence) \_\_\_\_\_

\_\_\_\_\_  
I would like us to work together by \_\_\_\_\_

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**Review and Feedback:**

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**ReWrite Script – I feel – I think – I want**

I feel (one word) \_\_\_\_\_

I think it is because (one sentence) \_\_\_\_\_

\_\_\_\_\_  
I want (for yourself-one sentence) \_\_\_\_\_

\_\_\_\_\_  
I would like us to work together by \_\_\_\_\_

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**Plan for using Script:**

**Examples of Scripts:** The following are challenging situations where you may need to respond. Each situation has a specific statement you can use to respond or to clarify the situation using the models. Adapted from Griffin, M. (2004) Teaching Cognitive Rehearsal as a Shield for Lateral Violence: An Intervention for Newly Licensed Nurses. *The Journal of Continuing Education*, 35(6), p. 260.

**Nonverbal Innuendo (raising of eyebrows or face-making)**

- I sense (I see from your expression) that there may be something you wanted to say to me. It's okay to speak directly to me.
- I noticed you rolled your eyes. Can you help me understand what you intended to communicate to me?

**Verbal Affront (covert or overt, snide remarks, lack of openness, abrupt responses.)**

- The individuals I learn the most from are clearer in their directions and feedback. Is there some way we can structure this type of situation?
- I just heard you say \_\_\_\_\_. Can you help me understand what your intention was with that statement?

**Undermining activities (turning away, not available)**

- When something happens that is "different: or "Contrary" to what I thought or understood, it leaves me with questions. Help me understand how this situation may have happened.
- When I see you turn away (or other behavior) I feel we are not communicating effectively. I think it is important for us to be able to communicate and understand each other. I want to be able to work with you. Can you help me understand this?

**Withholding information (practice or patient)**

- It is my understanding that there was (is) more information available regarding this situation and I believe if I had known that (more), it would (will) affect how I learn or need to know.
- I feel confused. I think there is more information I need from you. I want to be able to do the best job and need for you to feel confident in sharing information with me. How can we improve this?

**Sabotage (deliberately setting up a negative situation)**

- There is more to this situation than meets the eye. Could you and I meet privately and explore what happened?
- I feel set-up. I think there is more to this than I understand. I want us to be able to work together. Can we discuss this?

**Infighting (bickering with peers).** Nothing is more unprofessional than a contentious discussion in a non-private setting. ALWAYS avoid.

- This is not the time or place for this. Please stop (physically walk away or move to a neutral spot.)
- We need to take this discussion to a private location. Please come with me so we can finish this discussion.

**Example of Scripts Continued:**

**Scapegoating (attributing all that goes wrong to one individual.)** Rarely is one individual, one incident, or one situation the cause for all that goes wrong. Scapegoating is an easy route to travel, and rarely solves the problems.

- I don't think that's the right connection.
- I feel I am being blamed. I think we need to look at this situation together. I want to get to the source of the problem.

**Backstabbing (complaining to others about an individual and not speaking directly to that individual.)**

- I don't feel right talking about him/her/this situation when I wasn't there and don't know the facts. Have you spoken to him/her?
- This is a conversation that needs to include \_\_\_\_\_. I feel we need to stop this conversation until \_\_\_\_\_ can be present.

**Failure to respect privacy.**

- It bothers me to talk about that without his/her/their permission.
- I cannot speak for anyone other than myself. That information should not be repeated.

**Broken confidences.**

- Was that information said in confidence?
- That sounds like information that should remain confidential. He/She asked me to keep that confidential.

**My greatest Challenge:** \_\_\_\_\_

Possible scripts:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**My Scripts for an Exit Strategy if I feel Tilted or Triggered during a conversation:**

Possible scripts:

**Calling a time-out script within your team: Code Phrase** \_\_\_\_\_

- I feel concerned, I think it is because the energy has shifted in our meeting. I request that we take a minute to pause and breathe before continuing.
- It is my intention for our team to share information respectfully. I have observed the tone, (or body language, or words) creating what feels like defensiveness to me. Does anyone else feel this? If so, I suggest we take a break and reconvene in \_\_\_\_\_ minutes (or tomorrow at \_\_\_\_\_)

### Step 3: Asking Questions – Be Curious

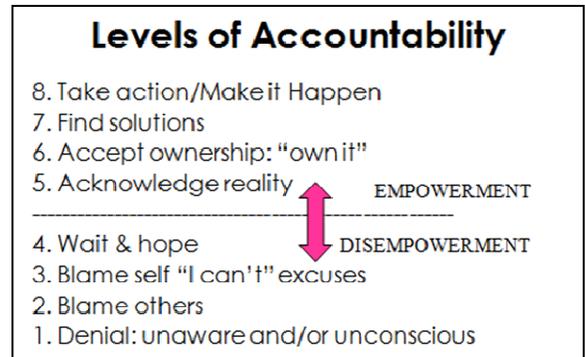
- Ask more questions as a strategy to demonstrate empathy and increase understanding.
- Curiosity is a positive energy that reduces defensiveness
- Avoid “telling” and “fixing”
- Use caution with “why” – replace with: \_\_\_\_\_
- Remember: Tone and Body Language
- Always listen to response

**“Watch your thoughts, for they become words;  
Watch your words, for they become actions;  
Watch your actions, for they become character;  
Watch your character, for it becomes destiny.”**  
*Original Author Unknown*

### Civility Strategy #3: Accountability

*“There is no accountability without clarity”* Tim Porter-O’Grady

- **Ground-rules & Clear Expectations/Boundaries** – “Zero Tolerance Policy”
  - What is unacceptable behavior?
  - What are the consequences for unacceptable behavior?
  - What is acceptable behavior?
- **Agreements:** “What you permit you promote.”  
Promote the three principles of mutuality:
  1. Mutual Respect
  2. Mutual Learning
  3. Mutual Accountability



- **Make Feedback a “Learning Opportunity”** → Huddle to give and invite early and often
- **If things escalate: Take a \_\_\_\_\_ – to BREATHE if hijacked.**  
Create a code that is acceptable. To be accountable, establish a timeframe within **48 hours** to get together.
- **Be:** \_\_\_\_\_

### Example of PERSONAL AGREEMENTS:

**The Five Agreements to Live By** – The following information has been adapted from *The Four Agreements and The Fifth Agreement, A Practical Guide to Self-Mastery* by Don Miguel Ruiz and son, Don Jose Ruiz.

These few statements, if really imbedded into your life, can radically change your life, your team and your students! Use them in your daily practices to set intention and during your reflective practice and you will be amazed by how simple they become. Place them in places to help you remember and please feel free to share them with others in your life!

**1. Be impeccable with your word.**

Speak with integrity. Say only what you mean. Avoid using words to speak against yourself or to gossip about others. Use the power of your word in a proactive direction from a place of truth and compassion. If you make a mistake, as humans do, be accountable to yourself and others, apologize and take steps to move forward and learn from the experience.

**2. Don't take anything personally.**

Nothing others do is because of you. What others say and do is a projection of their own reality, their own dreams and their reaction from past experiences. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering. Forgive and move on.

**3. Don't make assumptions.**

Find the courage to ask questions and to express what you really want. Think about and ask questions to clarify cultural, language, generational differences and written words. Pay attention to non-verbal cues and clarify when verbal communication is inconsistent. When you communicate with others, be clear to avoid misunderstanding, judgment, sadness and drama. Be sure to follow-up by validating the other individual's understanding matches your intention. Remind yourself of this one frequently!

**4. Always do your best.**

Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse and regret. As life-long learners our best can get better!

**5. Be skeptical. And, learn to listen.**

Don't believe everything you hear or see. Don't believe yourself or anybody else, rather ask questions to find the truth. Use the power of doubt to question everything you hear: Is it really the truth? Are you asking the right person? Always listen to the intent behind words and you will understand the meaning.

**Example TEMPLATE\* for TEAM AGREEMENTS: Commitment to Coworkers**  
***“It is much easier to build a good relationship than to struggle with a bad one.”***

Adapted from: Bartholomew (2006) *Ending Nurse-to-Nurse Hostility* and  
Bjork & Manthey (2007) *Commitment to My Co-Workers: A Brief History*.

I, \_\_\_\_\_ agree with the following statements and by signing below I am making a commitment to my team and the organization to abide by these commitments.

- I will maintain a supportive attitude with colleagues, creating a positive healthy team environment by recognizing our colleagues for performance that exceeds expectations. I will hold my team members accountable for behaviors and performance, recognizing that the actions of one speak for the entire team.
- I recognize that each of us plays a vital role in the home care agency's operations and treat each other accordingly.
- Rudeness is never tolerated. There is no blaming, finger pointing, or undermining of fellow team members or the leadership. I will not engage in the "3B's" (Bickering, Back-biting, and Blaming) and ask my team members to not as well.
- I will be on time for our team meetings and when returning from breaks. I will not call in sick unless I am sick.
- I will welcome and nurture newcomers.
- I recognize that many hands make light work and will offer to help each other.
- I will show appreciation and support to staff that come from other departments.
- I recognize that we all have strengths and challenges and that it takes many diverse personalities to make a team
- I will respect cultural, spiritual, and educational differences in my team.
- I will praise my team members in public and provide constructive feedback in private.
- I will not gossip. I will protect the privacy and feelings of our fellow employees. I will talk promptly and directly with my team members, if I have a problem. The only time I will discuss it with another person is when I need advice or help in deciding how to communicate appropriately.
- I will practice the "3C's" (Caring, Commitment and Collaboration) in my relationship with team members and will ask they do the same with me.
- I will be committed to finding solutions to problems and will not complain about another team member and ask them not to as well. If I hear anyone doing so, I will ask them to talk to the correct person.
- I will accept each member of the team as they are today, forgiving past problems and ask they do the same with me.
- I will respect other's time and avoid urgent requests.
- I will remember that no one is perfect and that human errors are an opportunity for learning, not for shame or guilt, rather for forgiveness and growth.
- I will remember to have fun and keep a sense of humor at work.

I expect, if at any time, I do not comply with the above statements, my peers and the administration will have a confidential conversation with me directly and hold me accountable for the above commitments.

I agree to hold my peers and the administration accountable to the above commitments and I will have confidential conversations directly with any individual that does not follow this agreement in an effort to promote a healthy work environment.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*\*In order to increase engagement and accountability, these should ALWAYS be written by the team, using team language and team priorities. Each member of the team should sign and date. This allows all members of the team to refer to the agreements objectively during future conversations.*

## Example of a Team Agreement:



### Commitment to My Team Members

- I accept responsibility for establishing and maintaining healthy interpersonal relationships with every member of this team. I recognize that the words, actions and attitudes of each of us individually reflect on the whole of the Colorado Center for Nursing Excellence.
- I will respectfully speak promptly with any team member with whom I am having a problem. The only time I will discuss it with another person is when I need assistance in reaching a satisfactory resolution. The goal of a conversation with a trusted colleague is not to complain or triangulate but to gain insight into resolution. I will always remember to "take the mail to the correct address".
- I will establish and maintain a relationship of trust with every member of this team. My relationships with each of you will be equally respectful, regardless of job title, level of educational preparation, or any other differences that may exist.
- I will accept each team member as they are today, forgiving past problems and asking each person to do the same with me.
- I will remember that no one is perfect and that our errors will be accepted as opportunities for forgiveness, growth and learning.
- Since all members of our team are leaders and followers, we are committed to finding solutions to problems and embracing accountability for the success of the whole organization.
- My words, actions and attitudes make my team members feel appreciated, included, and valued. I will have fun and keep a sense of humor at work.
- As leaders we practice what The Center teaches.

I expect and accept if at any time I do not comply with the above statements my team members will have a confidential conversation with me directly in order to raise awareness and accountability to the above commitments.

I agree to hold myself accountable to the above commitments in an effort to promote a healthy learning environment.

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Signature

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Date

**For more information about the Colorado Center for Nursing Excellence  
– go to [www.ColoradoNursingCenter.org](http://www.ColoradoNursingCenter.org).**

**Exercise: Intentional Empathetic Listening: Strengths Dyad**

Listen for:

- Passions
- Skills
- Experiences
- Natural Talents

Compassionate Feedback

Reflection:

*"I alone cannot change the world, but I can cast a stone across the waters to create many ripples."* Mother Teresa

*"When we focus our energy towards constructing a passionate meaningful life, we are tossing a pebble into the world, creating a beautiful ripple effect of inspiration. When one person follows a dream, tries something new or takes a daring leap, everyone nearby feels that energy and before too long they are making their own daring leaps and inspiring yet another circle."* Christine Mason Miller

*Even one small drop can make a ripple in the water and one small decision can affect your life in the simplest way.*

*"Each time a person stands up for an ideal, or acts to improve the lot of others, they send forth a tiny ripple of hope. These ripples build a current which can sweep down the mightiest walls of oppression and resistance."* Robert F. Kennedy

*Your thoughts and actions are like stones dropped into still waters causing ripples to spread as they move outward.*

**What do you want to make contagious?**

**Final Quote:**

*"I have come to the frightening conclusion that I am the decisive element. It is my personal approach that creates the climate. It is my daily mood that makes the weather. I possess tremendous power to make a life miserable or joyous. I can be a tool of torture or an instrument of inspiration. I can humiliate or humor, hurt or heal. In all situations, it is my response that decides whether a crisis is escalated or de-escalated, and a person humanized or de-humanized. If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming."* Johann Wolfgang von Goethe

**Keep In touch! [Deb@ColoradoNursingCenter.org](mailto:Deb@ColoradoNursingCenter.org)**

**Reflection:**

My two greatest take-aways from this session is:

1.

2.

**~ CALL TO ACTION ~** As a result of this presentation today ~ I commit to the following:

Promise to **myself**: I will

Promise to **co-workers**: I will

Promise to **clients/customers**: I will

Promise to **significant relationships**: I will

**In order to add accountability, please include the following:**

**Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**If you are interested in follow-up, please print your email clearly – below:**

**Email:** \_\_\_\_\_

**Please give to Deb Center as you leave today!  
Thanks for your participation! Make it a great day!**