

Creating a Positive Workplace Master Class



Catherine Mattice Zundel,
MA, SPHR, SHRM-SCP
Catherine@CivilityPartners.com
619-454-4489





How to increase your learning:

- Turn off everything operating in the background
- Turn off your phone, close your door
- Interact – ask questions, comment, share, give examples, participate

The image shows the iconic 'Welcome to Fabulous Las Vegas' sign. At the top, a large orange star is mounted on a blue rectangular base. Below the star, the word 'WELCOME' is spelled out in large, orange, three-dimensional letters, each housed within a white, cylindrical, tin-like container. The main sign is a white, diamond-shaped panel with a yellow border and a row of small yellow lights along its edge. It is supported by two blue vertical posts. The text on the sign reads 'TO Fabulous LAS VEGAS NEVADA'. 'TO' is in blue, 'Fabulous' is in a blue cursive font, 'LAS VEGAS' is in large red block letters, and 'NEVADA' is in blue block letters. The background is a clear blue sky with some palm trees and a tall stadium light tower visible in the distance.

WELCOME
TO *Fabulous*
LAS VEGAS
NEVADA

- Introductions
- Define bad behaviors
- Discuss social phenomenon of negativity
- Review myths
- Review 10 steps to change
- Homework

A red pen with a silver tip is shown writing the word "Agenda!" in a black, cursive font. The pen is positioned at the end of the word, with its tip touching the final exclamation point. The background is a plain, light gray surface.

Agenda!

A dark teal silhouette of a person's head and shoulders, facing right, set against a dark grey background. The silhouette is positioned on the left side of the slide.

HELLO!

- Your Name, Position
- Your Company
- Your Challenges (i.e., why you're here)
- What is one thing you are looking to get out of this course
- A fun fact about yourself

Staying Connected

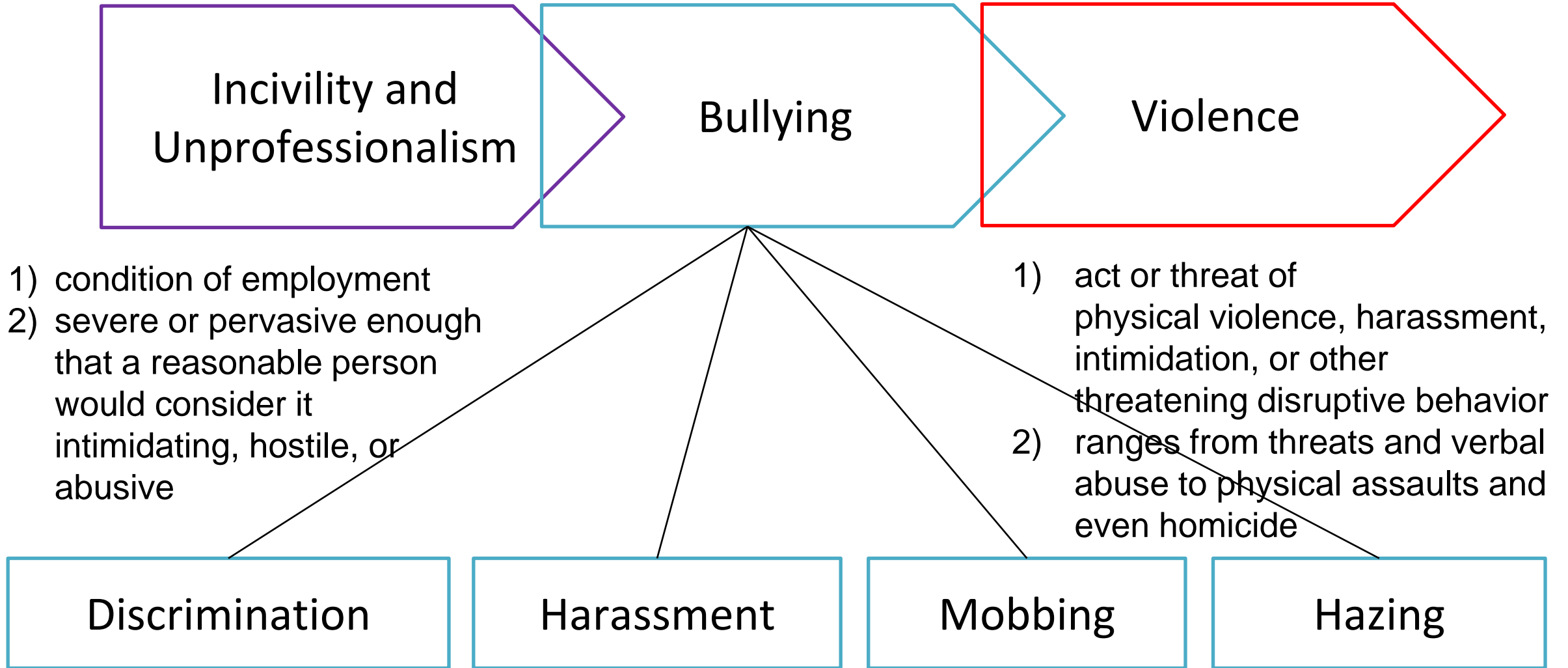
- Members Only at CivilityPartners.com
- Facebook group
- Schedule appointment with me - meetme.so/CatherineMattice



How do you know bad behaviors
from good?

Who decides what's bad and good?

Defining Bad Behaviors



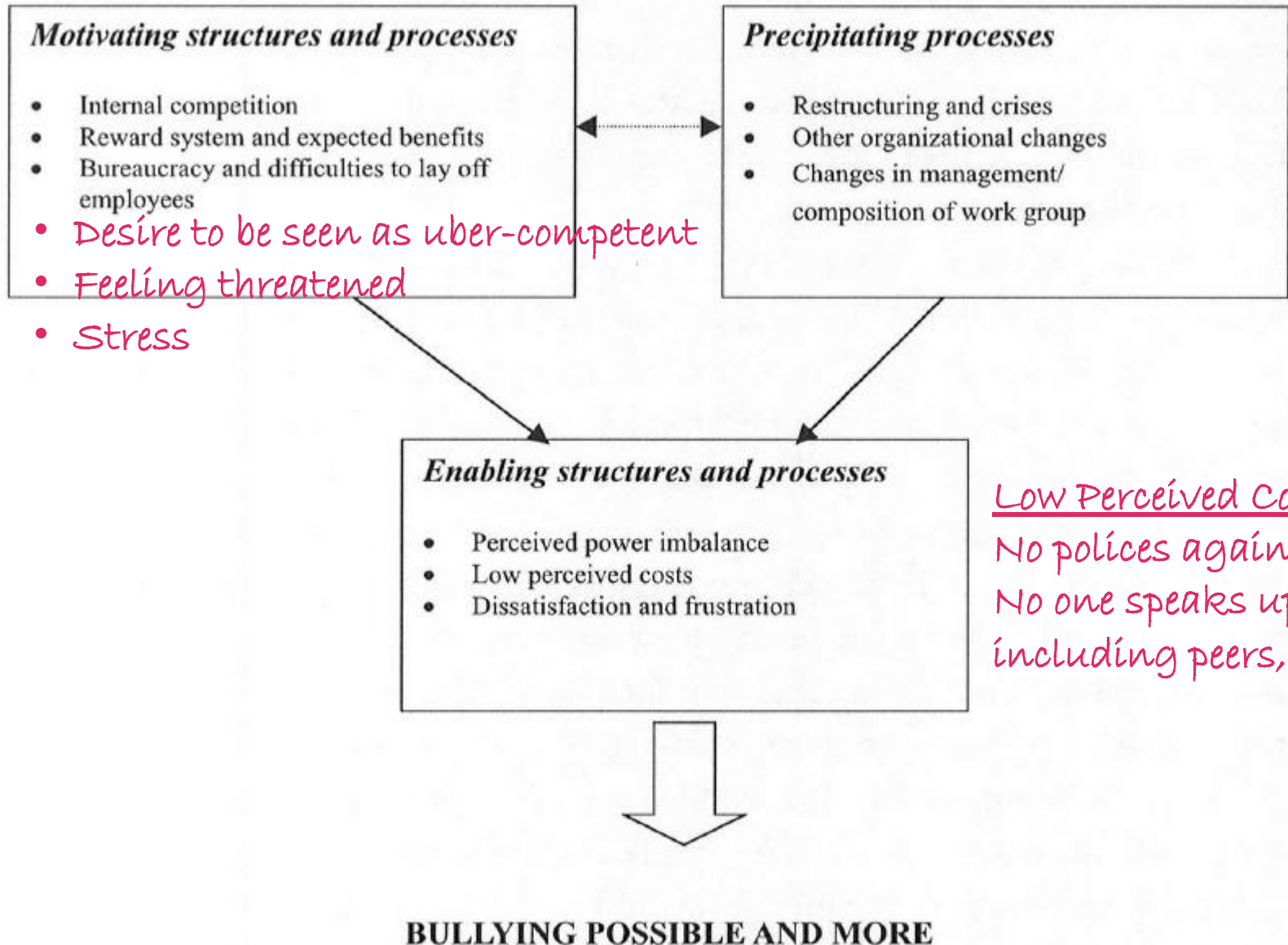
Bullying

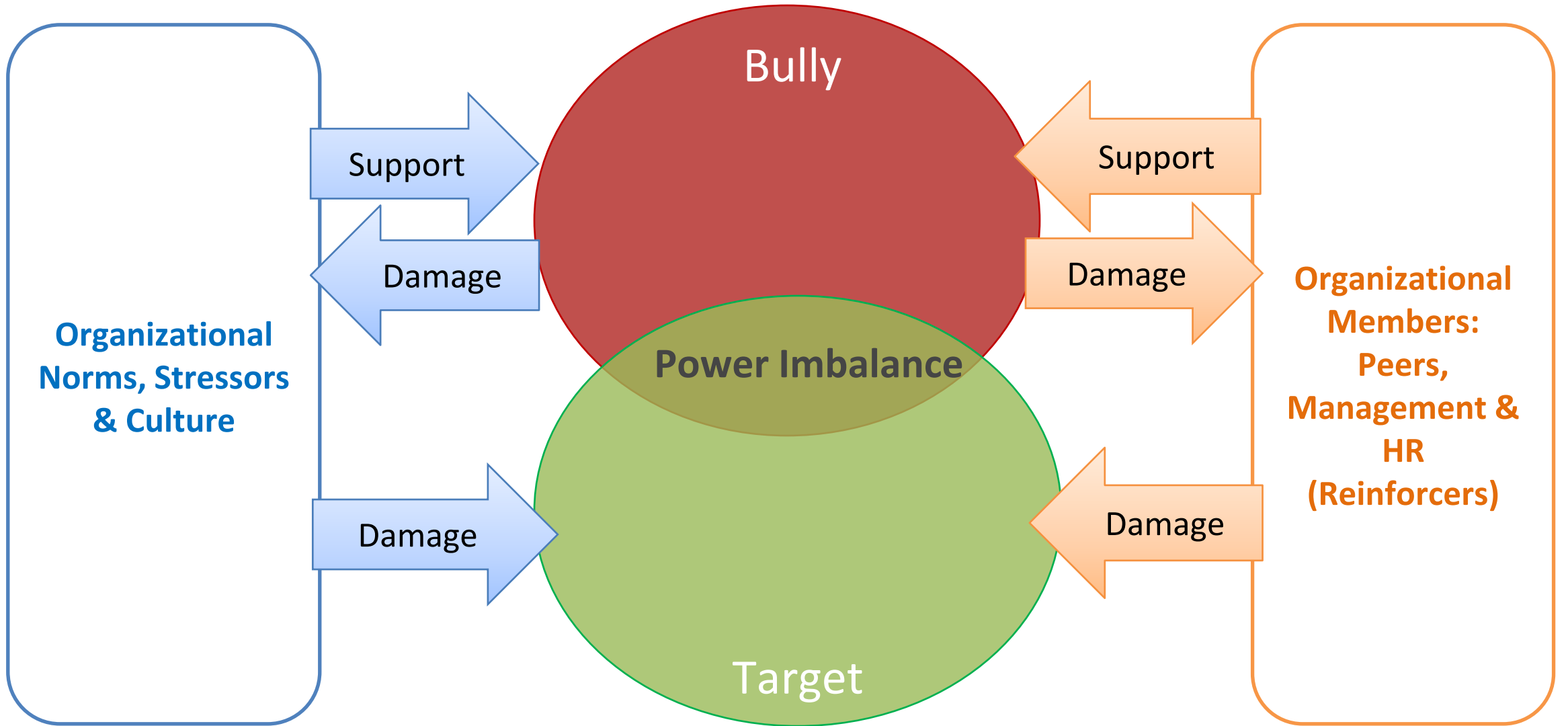
- Repeated
- Creates psychological power imbalance
- Causes harm to targets and witnesses
- Costly



The Social Phenomenon of Bad Behaviors







Three Paradoxes

- While virtually all academic researchers and consultants claim that bullying and harassment are organizational problems, advice seems to mostly focus on individual solutions.
- While being bullied or harassed is an extraordinarily emotional experience, the steps needed to solve it must be very rational.
- While the requirement for harassment is a reasonable person would find it hostile, only unreasonable people file complaints



Myth

Truth



There is no such
thing as workplace
bullying



Bullying is just a personality conflict
between two people





Targets have a performance issue and are accusing their boss of being too tough

Bullies and
harassers are
evil people



Other myths you've heard or want to address?

Ten Steps





Step 1. Get Leadership on Board

Step 2. Assessment



Respectful Workplace (Anti-Workplace Bullying) Corporate Policy

Step 3. Healthy Workplace Policy

Company and Management Commitment

It is the commitment of this company and its management to ensure this place of work is free from negative, aggressive, and inappropriate behaviors, and that the environment is aimed at providing high quality products and services in an atmosphere of respect, collaboration, openness, safety and equality. All employees have the right to be treated with dignity and respect.

All complaints of negative and inappropriate workplace behaviors will be taken seriously and followed through to resolution, and employees who file complaints will not be victimized for "whistle-blowing" or reporting others for their inappropriate behavior.

Scope

Protection from negative, aggressive, and inappropriate behaviors extends to management, fellow employees, subordinates, clients, customers and other business contacts and expands beyond the place of work to off-site and work-related social events. It is the responsibility of all employees and managers of this company to provide a healthy workplace environment to peers and co-workers, where all communication and interactions are marked by dignity and respect.

Acceptable and Healthy Workplace Behaviors Defined

Acceptable and healthy workplace behaviors in our workplace. They include



**Step 4. Create Social Vision and
Update Core Values**

Warrior Spirit
Servant's Heart
Fun-loving Attitude



Step 5. Develop Action Items

“It is easier to act your way into a new way of thinking than it is to think your way into a new way of acting.”


The Great Workplace

Burchell & Robin, 2011

Meaning: Helping employees find purpose beyond the work itself				
Goal	Activities	Timeline	Lead	Resources Needed
Update vision, mission and core values	Create a team of 8 from all levels; Create method to obtain staff input; Revamp and gain buy in from staff	By 8/15/17	CEO	8 staff members from all levels
Measure and update on achievement of mission	Set quarterly "state of the union" meetings to share updates on achievement towards mission	First one held by 12/15/17	CEO	Asst to handle details of setting it up
Collect and publish staff stories	Run contest asking employees to share their meaning – share how they live the mission – on video. Hold viewing party	By 12/15/17	HR	Staff
Collect and publish client stories	Locate and interview clients where Stars had profound impact; film; place film on website; create corresponding posters for all work sites	By 12/15/17	Director of Client Services	Clients
Share company history/ narrative	Determine ways to share more profound version of our history. Locate MJ Gross' family to talk about her?	By 12/15/17	CEO	

Autonomy: Providing ability to shape work and environment to promote performance				
Goal	Activities	Timeline	Lead	Resources Needed
Analyze how autonomy plays out currently, and identify opportunities for improvement	Conduct survey focused solely on autonomy in our current processes, and identify gap in process and how much autonomy people want	8/15/2017	HR	Outside consultant
Provide direction and guidance for tasks	Create training program for managers on collaborative management and communication; then require monthly 1:1's in order to enhance communication, understand what motivates employees, and ensure autonomy	By 12/1/17	HR	Outside trainer; managers and supervisors

Step 6. Provide Training



Workplace
Bullying &
Harassment

- 
- A man in a grey suit and purple tie is pointing with a pen at a whiteboard. On the whiteboard, there is a list of eight skills. Three other people (two women and one man) are looking at the whiteboard. The background shows a white shelf with some papers and books.
- Conflict management
 - Communication skills
 - Stress management
 - Customer service
 - Leadership
 - Optimism; resilience
 - Respect and civility
 - Diversity

Attach learning objectives to rewards, performance evaluations, etc



MANAGERS:

- Setting expectations
- Managing bullies
- Coaching behavior and performance
- Creating positive workplace

Attach a positive environment to manager rewards

A man in a white shirt and tie stands with his arms outstretched, looking up, against a backdrop of a city skyline at sunset or sunrise. The sky is a mix of light blue and orange, and the buildings are silhouetted against the bright light.

Step 7. Performance Management

- Add core values to performance measures
- Reward positive energizers
- Managers provide ongoing collaborative performance management and coaching



Step 8. Coach “Bullies”

- Use 360 degree reviews
- Teach the right behavior
- Use discipline if you need, up to termination

COACH

- Make it clear you are open to hear complaints
- Discipline people who violate your core values; celebrate those who live them

Step 9. Use Grievances



Step 10. Lather, Rinse, Repeat



Goals For Next Two Weeks

- Begin communicating about the upcoming survey
- Understand what you need to understand through:
 - Own assessment
 - Leadership assessment
 - Focus groups



Focus Groups

- 6-10 people
 - Choose a random sample
 - Ask for volunteers
 - Should represent all levels
- No more than 45 minutes
- Use the focus group guide
- Questions are not provided beforehand

Assessments

Does Your Organization Foster a Culture of Respect?

Bullying behaviors often occur because the organizational culture allows them to. Take this assessment to find out if your workplace fosters a culture of workplace bullying. **Circle yes or no for each of the following questions.**

1. Does your organization regularly acknowledge and reward effective communication skills?	Yes	No
2. Does your organization regularly celebrate successes? Even the little ones?	Yes	No
3. Does your organization provide regular manager and supervisor training on how to “do” performance management?	Yes	No
4. Have managers been provided with tools to coach negative employee behavior?	Yes	No
5. Do staff meetings start with an open forum, where people are allowed to share ideas, thoughts, questions and concerns?	Yes	No
6. Does your organization regularly provide training programs under the umbrella of respect and civility (e.g., interpersonal skills, teamwork, professionalism, diversity, etc)?	Yes	No
7. Is leadership transparent about their support for a healthy workplace?	Yes	No
8. Is there a general sense of collaboration, where everyone feels free to offer suggestions and information without backlash?	Yes	No
9. Do your managers encourage employees to think for themselves, and trust employees to make the right decisions?	Yes	No

Commitment to Building a Culture of Respect

In order to identify your commitment to building a culture of respect, please select the answer that most accurately describes you.

Characteristic or behavior	Some-times	Most of the time	Always
<i>People focus</i>			
Do you actively seek out the views of others?			
Are you committed to team development?			
Do you instill confidence in others?			
Do you tolerate mistakes from others?			
Do you encourage open feedback and debate?			
<i>Personal integrity</i>			
Do you do what you say you will do?			
Do you show respect to everyone?			
Can you say sorry when you have made a mistake?			
Are you open and honest about your mistakes and learn from them?			
Do you focus on using effective, positive communication often?			
When you disagree with a person, do you keep an open mind anyway?			
Are you fair in all your dealings with others?			
<i>Visibility</i>			
Do you actively promote an open door approach?			
Do you champion a culture of respect and dignity?			
Are you available to listen to the views of others?			
Do you regularly talk about the need for respect and dignity at work?			
Have you put building a culture of respect at the top of the priorities?			
Do you exemplify the core values, and encourage others to do the same?			
Do you have a set action plan for building a positive culture, and are you			

Catherine Mattice Zundel,
MA, SPHR, SHRM-SCP
Catherine@CivilityPartners.com
619-454-4489

