

# CONTINUUM OF WORKPLACE BEHAVIOR

WORKPLACE BEHAVIOR	EXAMPLES	IMPACT ON WORK ENVIRONMENT	WHAT EMPLOYEES CAN DO	ORGANIZATIONAL OUTCOMES/CONSEQUENCES
<b>RESPECTFUL BEHAVIOR</b>	<ul style="list-style-type: none"> <li>• Praise</li> <li>• Offer help</li> <li>• Show interest</li> <li>• Acknowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Greater engagement</li> <li>• Productivity</li> <li>• Better safety</li> <li>• Meet organizational goals</li> <li>• Less unnecessary conflict</li> <li>• Harmony</li> <li>• Innovation</li> <li>• Engagement</li> <li>• Commitment</li> <li>• Teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• “Keep the boat afloat” by actively using respectful cues.</li> <li>• Use feedback when disrespect or the absence of respect is an issue.</li> <li>• Identify and support those who may be treated as “outsiders.”</li> </ul>	<ul style="list-style-type: none"> <li>• Reward and recognize good conduct</li> <li>• Good relationships</li> <li>• Will get feedback and early problem resolution</li> </ul>
<b>UNCIVIL OR RUDE BEHAVIOR</b>	<ul style="list-style-type: none"> <li>• Name calling</li> <li>• Persistent interrupting</li> <li>• Demeaning intelligence or ethics of those who have different views</li> <li>• Making negative comments about others</li> <li>• Insulting someone's work in an unproductive manner</li> <li>• Demeaning others</li> <li>• Intentionally ignoring people</li> <li>• Rude language in emails</li> <li>• Making fun of others</li> <li>• Excessive sarcasm</li> </ul>	<ul style="list-style-type: none"> <li>• Corrosive</li> <li>• Steadily degrading the work environment.</li> <li>• Increase in factionalism/ cliques.</li> <li>• Reduces teamwork.</li> <li>• Creates avoidance.</li> <li>• Tends to promote “like” behavior.</li> <li>• Degrades trust and splinters teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Refrain from the temptation to become “us” and “them.” Avoid insulting the intelligence, beliefs or appearance of others.</li> <li>• Recognize that any discussion of values that does not allow multiple perspectives can become uncivil.</li> <li>• Avoid name calling or labelling. Call out rude behavior even if not directed at you. Avoid discussing the performance or personality of those not present.</li> <li>• Use active respect to diminish the frequency of rudeness or lack of civility.</li> </ul>	<ul style="list-style-type: none"> <li>• Uncivil behavior reduces employees promotability, opportunities for recognition and reward.</li> <li>• Peers may avoid those they view as negative or rude.</li> <li>• If behavior is repetitive, counseling, coaching and or behavioral change requirements are likely.</li> <li>• Could lead to discipline if sustained despite coaching.</li> </ul>



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<b>ABUSIVE BEHAVIOR</b>	<ul style="list-style-type: none"> <li>• Yelling and Screaming</li> <li>• Swearing AT</li> <li>• Getting people's face or space</li> <li>• Throwing things in anger</li> <li>• Spreading false rumors</li> <li>• Sharing confidential information</li> <li>• Deriding or degrading, especially publicly</li> <li>• Sabotaging work or reputation</li> <li>• Encouraging others to complain about someone</li> <li>• Ostracizing or shunning</li> <li>• Undermining</li> <li>• Removing or hiding personal property</li> <li>• Mocking or belittling</li> </ul>	<ul style="list-style-type: none"> <li>• All of the above AND hampers effective communication.</li> <li>• Creates risk behavior can generalize or escalate into harassment.</li> <li>• Generates fear and anxiety.</li> <li>• Causes divisiveness and feuds.</li> <li>• Causes avoidance behavior.</li> <li>• Can create generally negative climate.</li> <li>• Those who are targeted may try to counter the behavior.</li> </ul>	<ul style="list-style-type: none"> <li>• Support those who are targeted by acknowledging and expressing concern.</li> <li>• Seek help from supervisors, managers and HR.</li> <li>• Avoid "loud" hostile behavior.</li> <li>• Refrain from spreading rumors or monitoring coworker behavior.</li> <li>• Beware the temptation to "gang up" on someone and instead address it.</li> <li>• Confront abusive behavior privately.</li> </ul>	<ul style="list-style-type: none"> <li>• Will get feedback and coaching for initial instances.</li> <li>• Relationships may be hampered. Reputational damage can last well past an attempt to fix or change the behavior.</li> <li>• Will be seen as divisive and not a positive contributor.</li> <li>• May affect promotability, reward, recognition.</li> <li>• Depending on the organization, may lead to discipline up to and including discharge if repeated or severe.</li> </ul>
<b>UNLAWFUL HARASSMENT</b>	<ul style="list-style-type: none"> <li>• Racial slurs</li> <li>• Sexual advances</li> <li>• Inappropriate comments about attractiveness</li> <li>• Demeaning someone's religion</li> <li>• Shunning someone because of their national origin</li> <li>• Displays that are grossly stereotypical or intrinsically offensive based on identity</li> <li>• Repeatedly applying negative stereotypes</li> <li>• Shunning based on identity</li> </ul>	<ul style="list-style-type: none"> <li>• All the above AND:</li> <li>• Fear</li> <li>• Isolation</li> <li>• Problems with attendance and work quality</li> <li>• Management labor strife</li> <li>• Sabotage</li> <li>• Dishonesty</li> <li>• Hiding problems</li> <li>• Loss of talent</li> <li>• Psychological and emotional long-term damage</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize and report or confront it early, before it becomes a pattern.</li> <li>• Refrain from language, content or humor that focuses on identity outside of the proper context.</li> <li>• Avoid all behavior that is sexualized.</li> <li>• Document concerns.</li> <li>• Support targets and help them to get assistance.</li> <li>• Know your policy and abide by reporting requirements and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• May be disciplined up to and including discharge</li> <li>• Possibility of private legal claims</li> <li>• Conduct can violate local criminal laws (hate speech, sexual assault)</li> </ul>

