

CONTINUUM OF WORKPLACE BEHAVIOR

WORKPLACE BEHAVIOR	EXAMPLES	IMPACT ON WORK ENVIRONMENT	WHAT LEADERS CAN DO	ORGANIZATIONAL OUTCOMES/CONSEQUENCES
RESPECTFUL NORMS	<ul style="list-style-type: none"> • Praise • Offer help • Show interest • Acknowledge 	<ul style="list-style-type: none"> • Greater engagement • Productivity • Better safety • Meet organizational goals • Less unnecessary conflict • Harmony • Innovation • Engagement • Commitment • Teamwork 	<ul style="list-style-type: none"> • Check the workplace climate temperature by walking around and talking. • Listen to concerns about interpersonal behavior and execute a plan to address • Model and reward respectful cues 	<ul style="list-style-type: none"> • Reward respectful behavior through organizational channels
RUDENESS, LACK OF CIVILITY	<ul style="list-style-type: none"> • Name calling • Persistent interrupting • Demeaning intelligence or ethics of those who have different views • Making negative comments about others • Insulting someone's work in an unproductive manner • Eye rolling • Intentionally ignoring people • Rude language in emails • Making fun of others 	<ul style="list-style-type: none"> • Corrosive • Steadily degrading the work environment. • Increase in factionalism/ cliques. • Reduces teamwork. • Creates avoidance. • Tends to promote "like" behavior. • Degrades trust and splinters teams. • Promotes gossip, distrust of organizational communication and a reliance on "the grapevine." 	<ul style="list-style-type: none"> • Call out behavior that is divisive or rude, privately and publicly. • Set expectations of civility and model them. • Demonstrate appropriate ways to disagree and provide feedback. • Support employees to draw boundaries or object to rude behavior. • Support employees to seek help when the behavior is creating a negative work environment. • Factor uncivil behavior into performance management 	<ul style="list-style-type: none"> • Uncivil behavior reduces employees promotability, opportunities for recognition and reward. • Counselling, coaching and specific expectations for behavior change are appropriate. • If, despite feedback, behavior persists can lead to disciplinary action as disruptive conduct.



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ABUSIVE BEHAVIOR	<ul style="list-style-type: none"> • Yelling and Screaming • Swearing AT • Getting people's face or space • Throwing things in anger • Spreading false rumors • Sharing confidential information • Deriding or degrading, especially publicly • Sabotaging work or reputation • Encouraging others to complain about someone • Ostracizing or shunning • Undermining • Removing or hiding personal property • Favoritism not based on protected class 	<ul style="list-style-type: none"> • Abusive behavior. • Generates fear and anxiety. • Causes divisiveness and feuds. • Causes avoidance behavior such as absenting (excessive absenteeism, excessive cyberloafing.) • Can create generally negative climate. • Causes turnover. 	<ul style="list-style-type: none"> • Express condemnation of behavior that undermines or harms. • Use excellent complaint handling skills when approached. • Lead by example. Use respectful feedback and respectful cues. • Identify when abuse has become normative and seek help. • Assist with inter-employee conflicts early, before tempers get heated. 	<p>Relationships hampered</p> <p>Advancement restricted</p> <p>May be subject to discipline up to and including discharge</p> <p>May be required to receive Coaching</p> <p>Reputational Damage</p>
UNLAWFUL HARASSMENT	<ul style="list-style-type: none"> • Racial slurs • Sexual advances and innuendo • Inappropriate comments about attractiveness • Demeaning someone's religion • Shunning someone because of their national origin • Displays that are grossly stereotypical or intrinsically offensive to people based on identity • Repeatedly applying negative stereotypes • Shunning based on identity • Use of slurs • Retaliation against someone who has raised concerns about unlawful conduct. 	<ul style="list-style-type: none"> • All the above AND: • Fear • Isolation • Problems with attendance and work quality • Management labor strife • Sabotage • Dishonesty • Hiding problems that should be addressed • Legal and administrative claims. 	<ul style="list-style-type: none"> • Immediately address behavior that may be harassing. Do not wait for a complaint. • Publicly and privately demonstrate no tolerance for "low level" inappropriate behavior. • Partner with HR to ensure investigation and response to allegations regarding behavior that could be harassment. Protect against reprisal. 	<ul style="list-style-type: none"> • All of the above and discipline up to and including discharge. • Legal claims via administrative agencies or private actions.

