CAS WEBINARS

COLORADO STATE LIBRARY

INCIVILITY IN THE WORKPLACE

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>> Welcome, everyone, to CSL in session. My name is Christine Kreger and I am the professional developer consultant for the Colorado State Library. I am your facilitator for the session as was one of the presenters. I just want to let you know that we have two handouts available on the left hand side of the screen. You can download them now. They will also be available on the CSL In Session website. Don't necessarily have to have them. We have a small activity for you today, but justice piece of paper will work. You can see we have several people in the chat saying they might feel disrespect or unheard that work, which is the topic of our conversation.

But before we jump into CSL In Session, I wanted to give you a little information about how it works. You are probably familiar with webinars where there is information flying at you from one direction. Maybe you are able to kick back and check Facebook.

But we like to shake things up a little bit. So what we are hoping is to get a good conversation going as we go through today's session. So the primary weight you weep participating is the chat. You can find the chat in the lower left-hand corner. We have been talking about times that you feel disrespected or unheard at work. As we go through today's session, anytime have a question or a thought or an experience you would like to share, feel free to use the chat area.

If by chance, you're having any technical issues, you can contact me directly in the upper left-hand corner, you see two hosts. One of them is our captioner, and the other host is me. And it says Colorado State Library. If you hover over Colorado State Library, you can send me a private message and I can try and work with you when I'm not speaking during the session.

And we are hoping to have life captioning happening. It doesn't seem to be working in the pod, but we have a link for some reason it is -- you can click right on the link that I just put in the chat and basically everything that we are seeing today will be captured in that chat area. As we go through. So thanks to our live transcriber, Chris, for providing that today.

One last thing, as a quick note, but the session and the title were created long before the pandemic and all of the protests, gearing up for the election at all the things happening in our world now, so as we go through today's session, we want to make it clear that when we are talking about civility today, we are not really trying to imply that there is going to be one standard of behavior or one professional way to be. As we go through our session today, we want you to think about who you want to be, in your organization as a colleague, as an employee, as a peer. Sometimes as a friend. The goal of our session is really centered around building connections and everything differences, and being able to extend grace because each of our experiences, especially right now, is unique. So we wanted to point that out before we jumped in.

So without further ado, I am delighted to introduce Jean Marie Heilig, who was our Fiscal Officer for the State Library, and Jean is my co- presenter for today's session. So Jean, I will let you start us off.

>> Thank you, Christine. Welcome everybody. Looks like we had a good group today. So I really appreciate it. Most people value civility. They want to treat one another how they themselves want to be treated. But sometimes, things get in the way. When under stress, several people can't malfunction, behaving in ways they never would otherwise, treating one another in ways that are dismissing, discounting, and/or demeaning. Rare occurrences of incivility can be absorbed by healthy relationships in a healthy culture. People don't expect perfection in order to work together, but we don't want incivility to become the norm.

Let's look at some of the causes of the erosion of civility. And this is put out by a steady, and they do this study every year. They put the URL at the bottom of the slide, but also in our list of researchers. There are certain factors that kind of rise to the top that feel that people feel are contributing to the erosion of civility in America.

57% of people that were surveyed said social media was a big factor in this. Because social media really encourages unruly, disrespectful behavior and allows people to hide behind a mask so they can become unaccountable. For example, if you read the comments section of most of my articles, if you are in doubt of that, I have the app next door, and I am sometimes just floored by some of the things that people post that are so uncivil on that app.

There are things that we can do to kind of turn that tide a little bit. We can try to post more positive things, and fight information that is uncivil and share stories about people who act uncivil he, and start a conversation about it.

Some of this that is happening right now, is social media companies are holding people's feet to the fire when it comes to this.

The next one down is the White House. 50% of respondents felt that what is going on in the White House can cause the erosion of civility. 73% the people feel that incivility leads to political gridlock, and 71%, the outcome is less political involvement, and because of that, 61% fewer people are actually running for public office right now. Which is kind of a sad situation. If you look at politics in general of politicians in general, that's 47%. While politics has never been a landscape for the week need, today debate is especially negative, vitriolic, vicious, personal attacks and compromise has become a dirty word. In the next few months, until election day, next couple of months, we are going to see so much of this. I know in the Colorado area you're already seeing a ton of it, and quite frankly, I am tired of it.

The next one is news media. That's 40%. The news media were once the vanguards of fairness and balance, but oftentimes they have substituted hard-hitting, in-depth and factual reporting with more entertainment fluff. And you probably know of the news outlet sent to about. By all means, not all of them are like that, absolutely not. But there are a fair share that are.

Also part of the survey that they came out with, 93% of Americans identify incivility as a problem. 68% classify it as a need or problem. And these figures are from 2019. It will be interesting to see how this changes for 2020. 74% believe civility is worse compared to a few years ago. 80% of people have experienced uncivil behavior, and I would imagine that is a little low. Some people may not be reporting, or may not realize it.

The average person has 10.2 average weekly encounters with uncivil behavior. That's a lot.

Let's look at some of the stats about civility in the library. 91.1% of people actually have experienced incivility in the library setting. This is library staff. The library is the workplace.

And the second chart shows you how many times this occurs for people that answered the survey. 41.7% attributed incivility to communication methods, negative and rude talk or yelling, in the workplace. And a little over 39% activated incivility to behavior methods. That's where you are bullying, mobbing, disrespect, unprofessional actions, passive aggressive behaviors, moodiness, all of that enters into it. Preferably workplaces where employees with diverse backgrounds and opinions can work together and should work together to pursue shared objectives, unencumbered by the dividing dock divides and tensions that exist elsewhere.

>> Just quickly, I wanted to kind of interject. The slide, that says the workplace can serve as a safe haven from the incivility that confronts many Americans in everyday life. I think that's a great aspiration to work towards, but we have to recognize that for many people, when they see some of these statistics, that is simply not the case. And I found an academic researcher and she happened to be the ACRL librarian of the year, Kaetrena Davis-Kendrick, she is researching what she calls low morale in American libraries. She said this is due to repeated and protective exposure to emotional verbal/written, and system abuse or neglect in the workplace. She has a blog that I will put in the resources, and it is available on the screen or can be downloaded later. I have provided links to both of those become because he posted amazing things. But I think these are things that can help people get past some of this and the Facebook group has almost 1000 members. So just something to add there. So what we would like to have you do right now is think about what doesn't civility in the workplace look like to you? What are some behaviors that you might describe as being civil? And go ahead and place those in the chat. While you are doing that -- we have a couple talking about -- right now. In terms of behavior, greeting people, saying good morning or hello, active listening, respect for others' opinions. Involving stakeholders. Courtesy, patience. Not making assumptions. So basically you guys have all passed the test.

These are all great. Excellent.

If you have other ideas, keep them coming. But I think I will have Jean kind of pick up and see if we have missed any. Don't think so, though.

>> I don't think so, either. You guys did a great job. The only think I would change on this slide is instead of smile, smile with your eyes. Because that they only think that's going to be visible at this point. But your eyes can really tell a story, and most people recognize when others are pleased to see them, they can read it in your eyes are easily.

>> And I like that a couple of people mentioned -- in terms of accepting -- and according to Steven Petrow, the original meaning of civility was citizens willing to give of themselves for the larger good. I think it can also take on negative connotations, where you are talking about rules and the rules are behaving. So what we are talking about, is not about appeasement, or keeping in line are not rocking the boat, making sure to uphold the status quo, but we are really talking a lot about a lot of the stuff that you better talking about respect, kindness for one another. So that was fabulous. Did you have anything else that you wanted to add, Jean, before we move forward?

>> I think we can go forward. Thanks, Christine.

>> On the flip side, what might be some behaviors that you might consider uncivil or rude or disrespectful? I am sure we will have quite a few here. And remember this looks really different for each of us. Each person brings their know that -- on expenses. So what might feel uncivil to be might not feel uncivil to somebody else. Abruptness. Not listening. Being ignored. Interrupting. Not giving your full attention. You guys are getting us your full attention today. I rolled in. And sometimes, I have to think that my -- are on the screen. Some of those body language things like rolling your eyes -- being invisible. Not getting a verbal response. There's nothing more awkward than when you're talking to somebody and they don't say anything. Or look at you.

Not supporting staff in front of other patrons. Argumentative.

Once again these kind of render gamut. And they are really personal to each individual. So hopefully as we go through today, we will in some ways of dealing with this. And Nancy Boldt makes an excellent point people in trauma may be more sensitive. And more sensitive on both sides of the scale. So people have been experiencing trauma, and right now there is a lot of trauma going on around the world, they might act in a way that seems uncivil, but they might be a little more since -- sensitive to others behavior towards them. So with like this ongoing cycle. And we might be able to help get a conversation going. So this is fabulous.

Jean, was there anything that they missed in their telltale signs?

>> I don't think so. I think we have covered everything. Rude behavior, disrespect, ignoring others, snarky comments. They have all been mentioned. Thank you.

>> Also, people who don't know your job, but we’ll tell you how to do it. That happens and probably most every profession, but public people get this quite a bit.

>> I really like this quote. Incivility is in the eyes of the recipient. It's how people feel they are being treated. What matters is not whether people actually were disrespected or treated insensitively, but whether they dockets how they felt about the interaction. When incivility is in the eye of the recipient, there is not just by the individual, but by culture, gender, generation, industry, organization period what you consider uncivil might not be the same thing that someone else considers to be uncivil.

And I think this is really something -- it was eye-opening for me. I hadn't really thought about it this way, and I find myself being much more careful now than I was before. But I may say to one person, I may think twice about saying to another person because it might not be appropriate.

So let's talk a little bit about why do we care about acting civilly and what does uncivil action like -- look like? There have been a lot of studies that have been done that show that there are some results due to working in an uncivil environment. For example, custards find satisfaction. When patrons are customers experience rude behavior, next them uncomfortable. And they are quick to either walk out or hang up the phone or totally disconnect with you. 25% of responses take their frustrations out on customers or patrons.

48% intentionally decrease their work effort. And 47% intentionally decrease their time at work. Work just is not a safe, comfortable place to be anymore and so people will find anywhere that can to get out of the environment.

80% indicated they lost time at work due to ruminating about experience incivility. And I also thing that sleep can enter into that. I call it my middle of the night anxiety attacks. When you wake up in the middle of the night you're constantly playing something that happened at work over and over again your head, you just don't sleep.

Also 30% intentionally decrease the level of quality in their work.

Creativity is really an interesting 130% of respondents were less creative than others. And they tended to produce 25% fewer ideas. And what is interesting is, these surveyors, what they did, is they took two groups of people, and one group they exposed them to really uncivil behavior. And the other one was more civil behavior. And I think they asked each group separately, they asked the first group, the ones that were treated badly, they asked them what they can do with a brick. Very simple. They handed them a break and set what could you do with this? This group of people said well, I guess you could build a house or build a wall maybe build a school. And that was about it.

But they found that those with that were treated will came up with some very creative ideas of what to do with that brick. They said they could sell it on eBay, use it as a goalpost for a street soccer game, hang on a Museum wall and call it abstract art, or decorated like a pet and give it to the child as a present. So you have a very creative response. And I think it's a good example of how it does make a difference.

78% of those who experienced uncivil behavior have become less committed to the organization. 66% suffer a decline in overall performance. And 78% lowered their commitment to the organization or to the library.

So these are some of the reasons why we should care about having a civil work environment.

>> Searching discussed the cost of incivility into the business, or the organization, but there really is a huge cost to employees as well. The FAAS foundation, which funds efforts to create healthy and safe work environments along with scientist Zorana Ivcevic Pringle, did some research. Even before the pandemic, 50% of workers described feeling stressed and frustrated and overwhelmed at work, and many of the things that they shared that caused him to feel unpleasant emotions were related to other people in the workplace. I recently finished reading the book, Permission to Feel, which I highly recommend, and among other things the author talked about emotional labor, which is the effort required to manage emotions. And they spent a lot of time not only managing our own emotions, but often managing our actions to other people. In 2018, Gallup poll surveyed over 30,000 people, 34% said they routinely miss 3-5 workdays per month owing to job stress. Similarly in the book Indistractable, the author says depression cost the US economy over $51 billion annually in absenteeism and this is just also reported having an official diagnosis of depression.

And according to a Stanford University study, more than 120,000 deaths annually may be attributed to workplace stress and can account for $190 billion in health care costs.

Amy Edmondson, and organizational behavior scientist at Harvard, has studied psychological safety. And this is the belief that one will not be punished for speaking up with ideas, questions, concerns, or mistakes. And knowing that your voice matters and that you're not stuck in an uncaring, unchangeable machine and has a positive impact on well-being.

And source we said at the beginning of our session, one of the things we like to do is have you guys share your stories and thoughts. And I have been looking at the chat and it has been going furiously for so that great. We want to be often welcoming to people with these discussions.

A last piece of this, as Jean alluded to, is incivility can directly affect our relationships with others. And not just within our organization, but the patrons that we serve. So most of your organizations have a mission or value statement. How many of you know -- how many of you can recite the value statement? Sometimes they can be broad or vague, they are a good place to start when you think about what behaviors you might focus on peer so you can see on the screen here the Colorado state library helps levers, schools, museums, and other organizations improve services, making it easier for all Coloradans to bout Doc access and use the materials and information they need for lifelong learning.

And so according to Russ Harris, the author of the Happiness Trap, they'll use our how we want to be, what we want to stand for, and how we want to relate to the world around us. So when Isaac of stability, I think of our organization's mission and value and essence of how can we live these every day? How can I show up as in a plea, as an employee, as a colleague? So I think that those are things that we can think about as we move forward as well.

So as we move into the rest of the session, keep your organizations mission and values in mind. Or make sure to look them up later. And kind of real quick yourself with them. There is a lot of good discussion happening in the chat. And we talked about differences in the generations, sometimes even phrases that people say can on occasion we considered crude. But I'm going to hand it back to Jean here.

>> Thank you, Christine. Just curious. Do we have any supervisors in the room? If you are a supervisor, raise her hand. I will call you or pose any questions, but I'm just curious. So we have quite a few. Interesting. We wanted to be all-inclusive, so we have a couple of quick slides about what supervisors can do as far as creating a more civil work environment. A leader must model the desired behavior for an organization. They set the tone, so you need to be aware of your actions and how you come across to others. I have used this expression for so many years about walking the talk. We can talk all we want to about creating this environment at the workplace, but unless we are willing to do the hard work ourselves, chances are that becoming successful are probably pretty weak. If you think about some of the things that you may or may not be doing, currently, for example, we know that it's rude to leave your phone on in meetings and take phone calls in the middle of the meeting. Sometimes our leaders are supervisors, feel that they don't need to do those kinds of things. But they expect their staff to do them.

And just thing about it. Do you turn off your phone in meetings? Make sure that you are paying attention to questions. And that's everybody's questions in the group. Follow-up on any promises that you have made. Because there is one thing that your staff will notice is when you have made a promise and you haven't followed up on it or you have never said anything about it ever again.

You want to express her appreciation. And that is so is he to do. A simple thank you.

Ask for feedback. You may need a reality check from those around you. Also eliminate gossiping behind others' backs. Even if you think they have a safe person that you can kind of vent to, be really careful about doing that.

Some other things that a supervisor can do, is set really clear expectations for workplace behavior. And that starts with higher enforceability. Making sure that your creating policies on what civil behavior looks like in your library. And giving them to a job applicant and gauging their reaction on that. To see if you feel that they may have a more civil personality.

Also make sure that you are encouraging professional development with your staff. By teaching civility. Offering opportunities for them to learn about it. Similar to the webinar today, have them watch it. Because it will be recorded. You want to create group norms, what's acceptable, what's not acceptable. You want to reward the good behavior and penalize bad behavior.

And post- departure interviews are really important. If somebody is leaving the library, find out why. Sometimes if you do it a few days after that person has left, and given them sometime to kind of step away from the situation, you might get some really honest answers that maybe there is an underlying culture at play in the library that meets it difficult to be there.

You want to make your library a safe space. Make the workplace safe for raising concerns and even disagreements. Some organizations have can we talk sessions, which are discussions where employees are different levels and backgrounds can engage on trip -- honestly on controversial topics. I think that's an amazing – it’s nothing I want to bring up at the State Library. It's awesome.

So that's what I had about the supervisors. Let's talk a little bit about what we can do personally. It's more of the holistic approach. Rather than change the offender or the corrosive working relationship, you can make yourself impervious to it or at least a lot less vulnerable to it. Sometimes it's much easier to change ourselves than to try to get somebody else to change.

And it is found that healthy people are more resilient. They are buffered against distraction, stress, and negativity.

So think about thriving cognitively. Feeling hurt or outraged but only for a limited time. It's okay to have those feelings and those emotions. But don't let them overtake your life. Go ahead, feel them, experience them, and pack them up and put them away. No pity parties.

Also journaling and other rituals can help bring a little bit of closure. Professional development, again, identify areas for development. You have to actively pursue learning opportunities in them. Take on a new hobby, a skill or a sport.

Or you can work with a mentor somebody who is willing to give you a reality check.

Then if you want to thrive effectively, feeling healthy and experiencing passion and excitement at work and outside of work as well. But in work and out of work.

A lot of this we can get through just sleeping well, making sure that we are exercising, eating healthy, mindfulness, and stress management. All of the things we know we should be doing, but are we actually doing them? Now I'm going to turn it over to Christine.

>> So going back to the book, Permission to Feel, the author, Mark Brackett states we assume that work is powered by skills and experience, by brainpower and a compliment. But he postulates that actually emotions are the most powerful force in the workplace, as they are in every human endeavor.

So in short, our feelings matter. And they are not good or they're not bad, and I don't know about you, but I was raised in this good emotions that emotions sort of thing. But realistically, our emotions govern almost everything that we say and do. The author of the book is Mark Brackett, and the title is Permission to Feel.

Anyway, our feelings matter. And they direct honest everything we do. They direct where attention goes, they change how we perceive the world, depending on how we feel. It affects decision-making. It affects how we approach others and how they can affect all of our social reactions. We talked a lot about health already, but emotions actually cause different physiological reactions in our body. So it can impact health. And it can directly impact our performance, our creativity and or effectiveness.

So we need to be able to use our emotions as tools. So building on emotional intelligence, Mark Brackett, the author of Permission to Feel, he outlines a five-step process which you can see on the screen here. To help us positively regulate emotions. And notice I'm saying regulate and not suppress.

The first thing is with R, recognizing our only motions and those of others at the physiological level. So notice that you are feeling something. Once again, it good majority of our emotions have physiological underpinnings. Your palms start to sweat, your heart starts to race, the feelings of joy and happiness are cancer any physical -- physiological level.

Next understand our feelings and see if we can determine their source. What caused them and how they might be influencing our behaviors.

The next step is to label them and be specific and really that we tend to talk about only three or four or five different emotions. Unhappy, I'm sad, and angry, I'm frustrated. But there is a whole host of emotions out there and you can Google emotion rules and that stuff where you can get specific about what you are feeling. Because the more able we are to label it, the better you can address the issue that caused it.

Then E, in terms of expressing. It can be tricky. You want to express your feelings in accordance with cultural norms and social contexts, but in a way that tries to inform and invites empathy from the listener. So we are not saying just stick to the status quo and be frustrated or angry at work, or if you’ve been taught that anger is a bad feeling, when you feel angry or frustrated, how can you let the other person know in a way that invites conversation. In a way that invites discussion and that kind of stuff. So we are not working at suppressing emotions, because that's not healthy, but we are not saying just go and yell at people saying unhappy.

But really civility needs to allow the X person of all emotions in a way that is safe, but helps us move forward. That's kind of the key. We want to be able to move forward. So regulate emotions, rather than letting them regular us -- regulate us.

So we have talked about talking about it quite a bit. And basically there are three steps when you're having a conversation with somebody where you think you need to explain how you feel. You state, here is what I feel. Here's what I want to happen next, and here is what I need from you right now. And when I first read that, I was like, that sounds great. But seems a little overly simplistic.

For instance, I feel I'm connected or disengaged when I feel I am not being heard. This actually makes me feel incredibly anxious and then I get frustrated and angry. I also can get frustrated when I'm trying to figure out hard stuff. There is hard stuff at work that has to be done. How are other people, if I am working hard, how am I trying to figure something out? And I actually started to notice a certain tone in my own voice that I have not been able to eliminate. So the tone is there and I hear it, but when I recognize it, I need to say something like you know what? I can hear the tone in my voice. I want you to know it is not directed at you, I am just frustrated and trying to figure out the situation. So once again, this is what ideal and why, here's what I want to happen next, and here is what I need from you right now. So is opening a dialogue. Because we need to be able to give feedback, to really communicate with one another. And civility is all about cleaning and caring for one's identity, one's needs, and beliefs without degrading someone else's in the process.

So difficult conversations, which I avoid but like the plague, actually do provide an opportunity to increase morale, develop collaboration, and foster a more positive workplace. And I don't know about you, but those people that I have a difficult conversation, it will keep me up at night. Nine times out of 10, if I carefully write out what it is I want to say, and I bring it up to the person in a respect manner, most of the time things go better than I thought. It's not a guarantee, obviously, but a lot of times it kind of opens the door.

The next thing that you can do is to build relationships. I happen to be a fan of Brene Brown. People are hard to hate close up. And I think I have found that to be true. The Institute for civility and organization notes the ability to disagree without disrespect. So when you're talking about setting norms, is not the status quo behavior, but if you're going to talk about difficult things, we need to disagree without disrespect. Seeking common ground is a common point forgot dialogue. Being aware of one's own biases. Because they can actually get in the way. By the time, if I obsessed about this overnight, by the time I get to work, I have a story of how Jean's going to react when I talk to about this hard thing. And that's not getting her credit to show up at the cancer cells. And then asking for feedback and honing in on your own blind spots. So get to know one another. Show people in the organization that they belong they matter. A lot of people were talking earlier about common courtesy. Good morning, please and thank you, active listening. It does not mean that you have to be less friends with everybody at work, they are just happy about being civil and able to talk to one another.

Christine Porath is an associate professor of management at Georgetown and the author of Mastering Civility, which is also in the list of resources. She talks about taking about when you're at work how can you share resources, how can you share recognition, how can you share gratitude, how can you share feedback, and how can you share purpose. Because when you're coming to get around those things, and you’re kind of seen as somebody who is welcoming and bringing other people into the fold, it can really go a long way. And all of the work that you do everyday actually takes place within relationships that are often forged in nonwork moments.

So Jean, I'm going to turn it back over to you.

>> Thank you, Christine. We have already touched on a lot of these things in these sessions earlier. What can you do yourself when can occasion is such a cool huge tool. That we have. First of all, listening. Practicing your active listening skills. Letting the other person know that you're listening to what they have to say, and what they have to say is important. That can be as simple as nodding your head and making verbal affirmations every once in a while. Just showing that you are engaged.

And writing. How many times has something happened and you automatically find yourself just slamming out an email and you hit send and you think oh, my gosh, I shouldn't have done that. Because sometimes when we react at the height of our emotions, we say things, and especially over email, it may have such the wrong intent. A lot of times it's better to go ahead and write that email and then sit on it. If you can sit on it for 24 hours is the best. If it needs to be quicker, then even for an hour, just sit on it before you hit that send and see how you feel.

Verbal communication is also very important. And that ties in with body language. Because it's really not what we say to people, but it's how we look when we say it. And this has become even harder as so many others are working remotely, and working with patrons remotely. It's difficult to read their body language over technology.

So this is a whole different world out there that we are having to learn to deal with. So I think that body language is going to become even more important because of masks, how we are holding ourselves, do we have a closed body language or are we open?

So it's kind of really turning things upside down a little bit for us. Maybe because of the technology involved, our verbal skills are becoming even more important than they have been in the past. So the tides are kind of turning is a bit.

Some other things you can do as far as managing yourself, is being willing to take responsibility for our actions and try to practice self-restraint and anger management skills when we respond to potential conflicts such as those e-mails that are drafted at the last second. We want to model good behavior, it is not just for supervisors. We can all walk the talk. Think about how much better we would be. Also follow up on promises. Not just for supervisors, but for all of us. You want to understand what your triggers and hot buttons are. Knowing what makes you frustrated and angry, but it enables you to respond in a more appropriate manner.

Relying on facts rather than assumptions. You gather relevant facts especially before acting on an assumption -- that can really damage a relationship.

Try to pick apart how you respond when you're under stress. Don't argue. Hold your emotions in check. You want to avoid making it personal. And curb your inclination to respond in kind.

>> Okay. I have a couple of things I want to address in chat really quickly. Somebody wanted me to repeat the three things that the author of Permission to Feel said, and I should have turned it into a slide. I apologize. So when you are wanting to talk to somebody about an issue or a feeling that you're having, you want to say here is what I feel and why, here is what I want to have happen next, and here is what I need from you right now. I can't swear that my typing is good.

We also had a question about if we came across anything about repairing work relationships that may already have been damaged. And Jean, I took a brief look at our resources, and I didn't see anything that specifically address it. So I might is in looking after our session and see if I can find out. But I can share just a quick story with you. I am in a different workplace. For whatever reason, I can't tell you why, we just started -- each other up. It did matter what the other person was talking about, we didn't ever agree. And ultimately, I ended up -- I finally said I don't dislike this person, but I don't know why we are here. And so I asked the person to go to lunch. And I'm sure she was stunned. But we went and it was fine. So I basically was like, I don't what happening here. I don't know how we got here. I respect you, and we were able to open up this conversation. So if I find other resources specifically addressing that, I will put this in the session website also.

We are getting closer to the end of our time. And one of the things that we wanted to take a few minutes to do, we may not have quite as much time as we had hoped, but this is something that we can continue to do on your own.

According to Christine Porath, one of the best things you can do as an organization is to create group norms. Defining civility for your organization and start discussions in organizations. And these are defined by everybody at the organization, not just top-down. What people think of several uncivil can vary.

However, we have 94 people on today and you guys come from all sort of organizations. So I thought we would have you do start thinking about and potentially start drafting your own individual civility code so you can see hopefully on the screen here, and it is also in the workbook if you have had an opportunity to download that from the handout area, it will also be on the website later, that we have Bryan Cave's code of civility. It is from the Bryan Cave law firm. And you see it this reference in more than one article talking about civility. So here's their civility code. It covers things from greeting one another, saying please and thank you, treating each other equally with respect no matter the conditions. Acknowledging the impact of our behavior on others. So once again, we might not intend to hurt somebody's feelings, but they come to us and say that that happen, is more the impact than the intent that matters.

Addressing incivility when you see it. Respecting each other's time commitments. So basically it's a list of 10 things that this particular law firm put together. What we would like to have you do is take a look at these statements. Note any that resonate with you. And maybe think about how you can draft them for yourself. So in the chat area, we can do one of two things. Put in chat with one of the statements, and you can do this by number or type out what really resonates with you as an individual. And is there anything that is missing? Is there anything that you would add to this civility statement that you might then consider drafting for your own?

When you're drafting on civility statement, you might want to keep in mind what we talked about at the beginning of the session, is when you feel unheard and when you feel disrespected. We talked a little bit about organizational mission and value statements. So kind of keep those in mind and as you start drafting on the workbook on a piece of paper, use action words. I will do this thing. I will acknowledge when I hurt some of these feelings. I will address incivility and these kind of things.

So I am seeing people talking about what resonates with them. Having people acknowledge her work. That can be important for some people. And letting people know that that is important to you can help. Saying please and thank you. Be direct, sensitive, and honest. Greeting and acknowledging these seem to be very popular. Is there anything missing from this list that you would add? Stephanie suggested that you all go watch Daniel Tiger. Or Mr. Rogers. I kind of regret that when I was a kid I didn't realize -- Mr. Rogers, -- like looking for the helpers. Provide positive feedback where warranted. I know I am missing a bunch.

Saying please and thank you seem to be popular. And that can be very civil to ask people to do. I worked retail when I was in college, and is not a horrible job, a great job either. I remember that when you sold some stuff, you could get an award. And I'm a shy person. I wasn't great at selling. In my bus with active -- asked me, how can you be happy at work? And that was my thing. Acknowledge that what I do matters.

So is there anything else that you guys might add for on civility statement or any ideas that you would like to bring back to your place of work?

And talking about being direct, sensitive, and honest, sometimes you can be honest and still be coming across uncivil.

That's a great one especially when we are talking about working in a support organization. We need support network and we help each other out. And that goes back to what Christine Porath was talking about, with sharing resources, sharing feedback, and all of that stuff.

Provide positive feedback where warranted. And it doesn't always have to be positive, but feedback in a positive way. Constructive feedback. If I mess up, I want people to let me know, but I prefer not in public and I would not tell me how horrible I am. These are all great.

We only have a few minutes left. Continue adding that stuff in the chat. So here are the two books that we talk about quite a bit. Permission to Feel by Mark Brackett, and Mastering Civility. They are listed in the resources, and everything will be posted on the website later. Including the workbook and all of the session guides will be posted at the website probably within half an hour.

So we have one last activity for you guys pick before we close, what is one thing that you gained from this session that you would like to take back to your organization? It'd be a concept, it can be a resource, it can be one of the civility codes. But what is one thing you would like to take back and share? People liking the civility codes. The rule process. How you deal with your emotions. We may not be in a great place at work, but we also bring our own stuff. So if we can continue to do the best that we do, and that doesn't mean just like people walk all over you, but if you are constantly coming to terms, and following on civility code, you can go a long way.

Patricia, it's difficult to receive backhanded comments. Once again, if somebody says something and it just rubs you the wrong way, how can you in a nice way provide some feedback to them but let them know. Sometimes maybe they meant it and sometimes maybe they didn't. These are all great. Using emotions as tools to help. And I should have posted -- on one of the slides, but you can Google it.

Thank you guys so much. We are coming to the end of today's session. And at one point in time we had three people on and everybody's chat was great. I will take time to go to the chat and pull out some of the ideas and concepts that you guys said, stripping out people's names so we can have a list of great ideas that you all shared in addition to the resources.

We do very quickly have a survey that we would like to have you fill out you can click on the slide or I'm putting it in chat as well. Let me know what you thought about today's session. What work? We can make the session better?

And also, if you do need a certificate for attending today, in just a second I'm going to type my email in the chat so you can email me directly. That way, I have your email address and I can send you a certificate. So I will do that now. Okay. I just put my email the chat. So you should be able to click on that.

And our next CSL In Session is scheduled for Tuesday, October 27. And we're going to have staff from the Denver Public Library who well discuss the leader evaluation product. And the link on the screen is to our CSL In Session website, where hopefully in about half an hour I will have all of these sources as well as the archive of today's session posted.

We only have a minute left, and since I have been talking a ton at the end of the session, I will give Jean a chance to say thank you as well.

>> Thank you for participating, thank you Christine, thank you anybody for coming. It was wonderful. But Christine said we had a great group. And you guys are so fast on the chat, that's hard for me. That's why we have Christine because he's a -- she's so good at it. Thank you, everybody.

>> All right. Thanks again, everyone, and I will work on getting the archive and the resources up and I will wish everybody a great afternoon. Thank you.