

Civility and Collegiality in Higher Education

*Responsible organizations manage employee conduct issues such as sexual harassment, threats of violence and other egregious behaviors through reliance on policy and procedures that have become well defined over time. However, there are many forms of inappropriate behaviors in the workplace that cannot be so readily regulated.

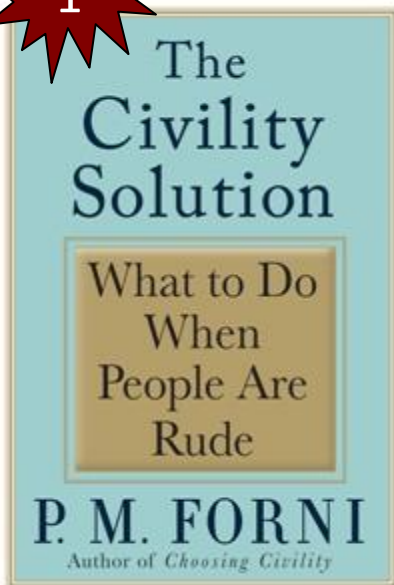
These are the uncivil behaviors to which employees are subjected every day. No list can be exhaustive, but includes general rudeness; malicious gossip and “water cooler” talk; subtle, non-verbal expressions of disrespect; nasty and abrasive e-mails; harsh and abusive language; inappropriate humor; and manipulative and passive aggressive behaviors. Even the failure to say “good morning” or “thank you” can be interpreted as uncivil if part of a consistent pattern of rudeness and disregard for others.

For many of these behaviors, organizational policies are either unclear or silent, leaving organizations in a quandary over how to respond. **Are there any solutions?**



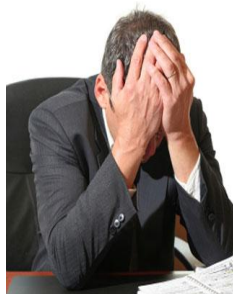
*CUPA-HR

Four books worth reading



What Rudeness Is

“Rudeness is disregard. It diminishes and demeans. By treating others curtly, we put them in their place, which is a way of controlling them and thwarting their attempts at controlling us. Through rudeness we show off, dominate, intimidate, coerce, threaten, humiliate, dissuade, and dismiss...They come in many varieties, but they have one thing in common: They bruise and wound.”



What Rudeness Does

It adds stress • It erodes self esteem • It is bad for all kinds of relationships • It poisons the workplace • It escalates into violence

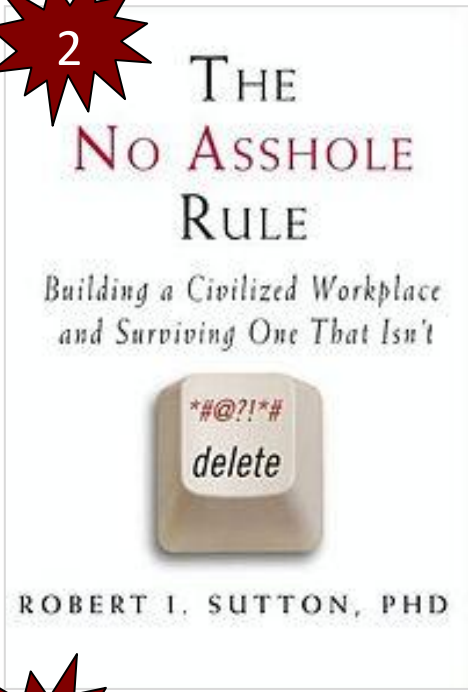
The Cost of Rudeness:

About 1 million U.S. workers miss work every day because of workplace stress. And “people issues” are the number one cause of workplace stress. The total annual cost to the American economy is \$300 billion

Eight Rules for a Civil Life

1. Slow down and be present in your life.
2. Listen to the voice of empathy
3. Keep a positive attitude
4. Respect others and grant them plenty of validation
5. Disagree gracefully and refrain from arguing
6. Get to know the people around you
7. Pay attention to the small things
8. Ask, don't tell.



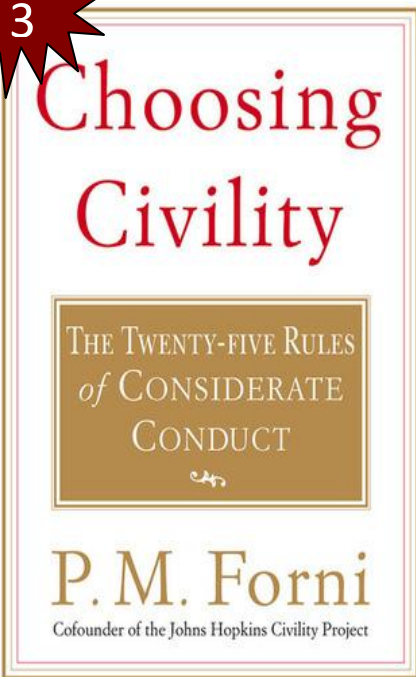


Common Everyday Actions That Assholes Use

1. Personal Insults
2. Invading one's "personal territory"
3. Uninvited physical contact
4. Threats and intimidation, both verbal and nonverbal
5. "Sarcastic jokes" and "teasing" used as insult delivery systems
6. Public shaming
7. Rude interruptions
8. Dirty looks
9. Treating other people as if they were invisible

How to Stop Your "Inner Jerk" from Getting Out

1. Don't join the jerks
2. Walk out, or stay away as much as you can
3. Warning: Seeing coworkers as rivals and enemies is a dangerous game
4. See yourself as others do
5. Face your past
6. Know thyself



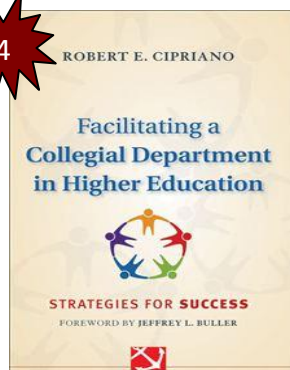
The 25 Rules

1. Pay Attention
2. Acknowledge Others
3. Think the Best
4. Listen
5. Be Inclusive
6. Speak Kindly
7. Don't Speak Ill
8. Accept and Give Praise
9. Respect Even a Subtle "No"
10. Respect Others' Opinions
11. Mind Your Body
12. Be Agreeable

13. Keep in Down (And Rediscover Silence)
14. Respect Other People's Time
15. Respect Other People's Space
16. Apologize Earnestly
17. Assert Yourself
18. Avoid Personal Questions
19. Care for Your Guests
20. Be a Considerate Guest
21. Think Twice Before Asking For favors
22. Refrain from Idle Complaints
23. Accept and Give Constructive Criticism
24. Respect the Environment and be Gentle to Animals
25. Don't Shift Responsibility and Blame



Our Gift to You!



Collegiality Operationally Defined

As a noun **collegiality** means cooperative interaction among colleagues

As an adjective **collegial** means collective responsibility shared by each member of a group of colleagues with minimum supervision from above

Collegial behavior does not imply mindless conformity or absence of dissent. Rather, operationalizing collegiality as either a noun or adjective enhances productive dissent, a basic tenet of the academy.



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