

CONTINUUM OF WORKPLACE BEHAVIOR

WORKPLACE BEHAVIOR	EXAMPLES	IMPACT ON WORK ENVIRONMENT	WHAT EMPLOYEES CAN DO	ORGANIZATIONAL OUTCOMES/CONSEQUENCES
RESPECTFUL BEHAVIOR	<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"> • “Keep the boat afloat” by actively using respectful cues. • Use feedback when disrespect or the absence of respect is an issue. • Identify and support those who may be treated as “outsiders.” 	<ul style="list-style-type: none"> • Reward and recognize good conduct • Good relationships • Will get feedback and early problem resolution
UNCIVIL OR RUDE BEHAVIOR	<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 • Demeaning others • Intentionally ignoring people • Rude language in emails • Making fun of others • Excessive sarcasm 	<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. 	<ul style="list-style-type: none"> • Refrain from the temptation to become “us” and “them.” Avoid insulting the intelligence, beliefs or appearance of others. • Recognize that any discussion of values that does not allow multiple perspectives can become uncivil. • 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. • Use active respect to diminish the frequency of rudeness or lack of civility. 	<ul style="list-style-type: none"> • Uncivil behavior reduces employees promotability, opportunities for recognition and reward. • Peers may avoid those they view as negative or rude. • If behavior is repetitive, counseling, coaching and or behavioral change requirements are likely. • Could lead to discipline if sustained despite coaching.



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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 • Mocking or belittling 	<ul style="list-style-type: none"> • All of the above AND hampers effective communication. • Creates risk behavior can generalize or escalate into harassment. • Generates fear and anxiety. • Causes divisiveness and feuds. • Causes avoidance behavior. • Can create generally negative climate. • Those who are targeted may try to counter the behavior. 	<ul style="list-style-type: none"> • Support those who are targeted by acknowledging and expressing concern. • Seek help from supervisors, managers and HR. • Avoid "loud" hostile behavior. • Refrain from spreading rumors or monitoring coworker behavior. • Beware the temptation to "gang up" on someone and instead address it. • Confront abusive behavior privately. 	<ul style="list-style-type: none"> • Will get feedback and coaching for initial instances. • Relationships may be hampered. Reputational damage can last well past an attempt to fix or change the behavior. • Will be seen as divisive and not a positive contributor. • May affect promotability, reward, recognition. • Depending on the organization, may lead to discipline up to and including discharge if repeated or severe.
UNLAWFUL HARASSMENT	<ul style="list-style-type: none"> • Racial slurs • Sexual advances • Inappropriate comments about attractiveness • Demeaning someone's religion • Shunning someone because of their national origin • Displays that are grossly stereotypical or intrinsically offensive based on identity • Repeatedly applying negative stereotypes • Shunning based on identity 	<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 • Loss of talent • Psychological and emotional long-term damage 	<ul style="list-style-type: none"> • Recognize and report or confront it early, before it becomes a pattern. • Refrain from language, content or humor that focuses on identity outside of the proper context. • Avoid all behavior that is sexualized. • Document concerns. • Support targets and help them to get assistance. • Know your policy and abide by reporting requirements and opportunities. 	<ul style="list-style-type: none"> • May be disciplined up to and including discharge • Possibility of private legal claims • Conduct can violate local criminal laws (hate speech, sexual assault)

