

# CONTINUUM OF WORKPLACE BEHAVIOR

WORKPLACE BEHAVIOR	EXAMPLES	IMPACT ON WORK ENVIRONMENT	WHAT LEADERS CAN DO	ORGANIZATIONAL OUTCOMES/CONSEQUENCES
<b>RESPECTFUL NORMS</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>• Check the workplace climate temperature by walking around and talking.</li> <li>• Listen to concerns about interpersonal behavior and execute a plan to address</li> <li>• Model and reward respectful cues</li> </ul>	<ul style="list-style-type: none"> <li>• Reward respectful behavior through organizational channels</li> </ul>
<b>RUDENESS, LACK OF CIVILITY</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>• Eye rolling</li> <li>• Intentionally ignoring people</li> <li>• Rude language in emails</li> <li>• Making fun of others</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> <li>• Promotes gossip, distrust of organizational communication and a reliance on "the grapevine."</li> </ul>	<ul style="list-style-type: none"> <li>• Call out behavior that is divisive or rude, privately and publicly.</li> <li>• Set expectations of civility and model them.</li> <li>• Demonstrate appropriate ways to disagree and provide feedback.</li> <li>• Support employees to draw boundaries or object to rude behavior.</li> <li>• Support employees to seek help when the behavior is creating a negative work environment.</li> <li>• Factor uncivil behavior into performance management</li> </ul>	<ul style="list-style-type: none"> <li>• Uncivil behavior reduces employees promotability, opportunities for recognition and reward.</li> <li>• Counselling, coaching and specific expectations for behavior change are appropriate.</li> <li>• If, despite feedback, behavior persists can lead to disciplinary action as disruptive conduct.</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>• Favoritism not based on protected class</li> </ul>	<ul style="list-style-type: none"> <li>• Aabusive behavior.</li> <li>• Generates fear and anxiety.</li> <li>• Causes divisiveness and feuds.</li> <li>• Causes avoidance behavior such as absenting (excessive absenteeism, excessive cyberloafing.)</li> <li>• Can create generally negative climate.</li> <li>• Causes turnover.</li> </ul>	<ul style="list-style-type: none"> <li>• Express condemnation of behavior that undermines or harms.</li> <li>• Use excellent complaint handling skills when approached.</li> <li>• Lead by example. Use respectful feedback and respectful cues.</li> <li>• Identify when abuse has become normative and seek help.</li> <li>• Assist with inter-employee conflicts early, before tempers get heated.</li> </ul>	
<b>UNLAWFUL HARASSMENT</b>	<ul style="list-style-type: none"> <li>• Racial slurs</li> <li>• Sexual advances and innuendo</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 to people based on identity</li> <li>• Repeatedly applying negative stereotypes</li> <li>• Shunning based on identity</li> <li>• Use of slurs</li> <li>• Retaliation against someone who has raised concerns about unlawful conduct.</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 that should be addressed</li> <li>• Legal and administrative claims.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediately address behavior that may be harassing. Do not wait for a complaint.</li> <li>• Publicly and privately demonstrate no tolerance for "low level" inappropriate behavior.</li> <li>• Partner with HR to ensure investigation and response to allegations regarding behavior that could be harassment. Protect against reprisal.</li> </ul>	<ul style="list-style-type: none"> <li>• All of the above and discipline up to and including discharge.</li> <li>• Legal claims via administrative agencies or private actions.</li> </ul>

