

Multifactor Assessment of Civility™ (MAC) Technical Manual 2019



Translating Organizational Science into Organizational Excellence

Multifactor Assessment of Civility™ (MAC)

Technical Manual

A paper version of this Technical Manual is available from
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Who We Are

Marcus Management Consultants, LLC was established in 2005 to address an occasional need for consulting services with several clients, including the Veterans Health Association. Over time, those consulting services have evolved into a full-service organizational development and human resource consulting firm providing a number of services, including workplace civility assessment and training, employee engagement surveys, Lean and Six Sigma improvement processes, leadership development, and organizational assessment development and validation.

To put it simply, our goal at Marcus Management Consultants is to **partner with organizations to achieve excellence**. Whether it's a respectful organizational climate, highly engaged employees, increased productivity, elevated leadership development at all levels, or other key business outcomes, we can help you get there.

What sets us apart is our ability to **combine real-world experience and scientific research** to deliver trusted, empirically-based solutions to our customers. In our time serving a variety of corporations, we've translated organizational science into sustained business success spanning a wide variety of sizes, industries, and problems.

Want to achieve excellence? Let's partner to help you get there.



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The Authors of the MAC™

MARK S. NAGY, Ph.D.

Founder & Senior Consultant

For over 20 years, Mark has consulted for a diverse set of organizations, ranging from a non-profit local women's shelter consisting of 10 employees to a federal agency that employed more than 240,000 employees. Mark has also consulted on a variety of organizational projects, such as developing and analyzing employee assessments, conducting training needs assessments, providing statistical consultation, implementing leadership development programs and creating customized employee engagement surveys. His latest work involves the development of a validated measure of workplace civility and demonstrating the impact that civility has on both employees and employers in the workplace.

Mark received his master's and doctoral degrees specializing in Industrial-Organizational Psychology from Louisiana State University. In addition to his consulting, he is currently the Director of the Industrial-Organizational Psychology Master of Arts graduate program at Xavier University. Mark has over 40 national conference presentations and 19 published articles in several journals, including *The Industrial-Organizational Psychologist*, *Industrial and Organizational Psychology: Perspectives on Science and Practice*, the *Journal of Occupational and Organizational Psychology*, *The Psychologist-Manager Journal*, and *Applied H.R.M. Research*.

DEBBIE CURL-NAGY, MSW, CSSMBB

Majority Owner & Managing Partner

Debbie Curl-Nagy has over 15 years of experience developing and providing training, consultation, and technical assistance in continuous improvement, evaluation, critical thinking, and effective decision making to a variety of audiences. She is also an experienced facilitator, enabling organizations and teams to achieve desired outcomes through effective planning, facilitation, and group decision making. Debbie has a wealth of experience from her work in healthcare, education, public, and non-profit organizations.

She has provided Lean and Six Sigma training, coaching, and project facilitation to healthcare organizations across the country. She was previously employed as Director of Collaboration and Continuous Improvement for a national nonprofit organization providing consultation and technical assistance to community partnerships focused on improving urban education.

Debbie has worked in government as a state performance auditor and project manager to promote efficiency and effectiveness of public programs, has run programs and taught bachelor's and master's level courses in Social Work, and has worked in the non-profit sector providing crisis intervention and counseling services to children and families.

INTRODUCTION TO THE MAC™

BACKGROUND

In the past few years, there has been a great deal of attention paid to a construct called workplace incivility. It is most commonly defined as “a low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (Andersson & Pearson, 1999, p. 457). Further, uncivil behaviors are characteristically rude and discourteous, and they also involve a lack of regard for others. Incivility can encompass hostility, invasion of privacy, exclusionary behaviors, and gossiping (Martin & Hine, 2005). It could even include aggression and bullying (Douglas & Martinko, 2001).

Incivility has been linked to several workplace behaviors, such as a decrease in job satisfaction, distributive justice, and career salience. Additionally, incivility has been shown to increase levels of work exhaustion, counterproductive work behaviors, job withdrawal, and sexual harassment (Blau & Andersson, 2005; Cortina, Magley, Williams, & Langhout, 2001; Lim & Cortina, 2005; Penney & Spector, 2005). Organizations would do well to emphasize the employee behaviors they would like to be encouraged, as opposed to emphasizing the behaviors to be avoided. **Taking a proactive approach to addressing the expectations of the work environment can provide employees a model for both proper and civil work behaviors, ultimately benefitting an organization’s overall effectiveness. This focus on positive behaviors is what distinguishes civility from incivility.**

In an attempt to focus on the positive, the **MAC™ shifts the focus from incivility to measuring civility**. In contrast to incivility, civility demonstrates sensibility of concern and regard, as well as treating others with respect. It is behavior that helps to preserve norms for mutual respect at work, and includes actions that are fundamental to positive connections, building relationships, and empathizing (Pearson, Andersson, & Porath, 2000). Civility at work relates to sustainable changes **job satisfaction, organizational commitment, and trust in management** (Leiter, Laschinger, Day, & Ore, 2011; Leiter, Day, Oore & Laschinger, 2012). Additionally, as civility increases, **turnover intentions and absenteeism decrease** (Leiter et al., 2011). Perhaps most importantly, increased levels of civility have been connected to **organizational savings**, including lower sick leave time costs and lower EEO investigation costs (Nagy, Warren, Osatuke, & Dyrenforth, 2007).

The MAC™ adopts a unique strategy for decreasing the detrimental effects of incivility by assessing civility instead. It is both scientifically developed and validated to measure workplace civility.

The MAC™ has 30 items contained within five factors: *Individual Civility*, *Coworker Civility*, *Supervisor Civility*, *Workplace Civility*, and *Uncivil Communication*. The five factors are described further below.

The 5 Factors of the MAC™

Factor Name	Definition	Example
Individual Civility	The extent to which an individual believes he/she engages in behaviors that foster a civil work environment	“I work with an attitude that fosters a respectful environment in the workplace.”
Coworker Civility	The extent to which coworkers treat each other in a civil manner in the work environment	“Respect is reciprocated between coworkers.”
Supervisor Civility	The extent to which the employee’s direct supervisor engages in civil behavior	“My manager is courteous towards me.”
Work Environment Civility	The extent to which the organization has high expectations and places a great deal of importance in a civil workplace	“In my work culture, there is an expectation to be civil.”
Civil Communication	The extent to which appropriate verbal and non-verbal communications exist in the workplace	“Sarcasm is inappropriately used in my workplace.”

PURPOSE

The purpose of the MAC™ is to assess workplace civility perceptions among functional workgroups. The MAC™ is comprised of five factors of workplace civility: *Coworker Civility*, *Individual Civility*, *Supervisor Civility*, *Work Environment Civility*, and *Civil Communication*. Improving workplace civility has major positive implications for organizations, such as increased job satisfaction, organization commitment, trust in management, and organizational savings. Higher levels of civility can also help to reduce turnover intentions, absenteeism, and EEO complaints. The MAC™ highlights areas of strength and pinpoints areas of weakness, toward which improvement efforts should be targeted. Once the MAC™ has identified areas of high and low workplace civility, customized interventions to address low civility can be designed. These interventions can include focused steps such as individual coaching, leadership development, organizational change strategies, and team building. More on post-MAC™ interventions will be discussed at a later point in this manual.

Importantly, the MAC™ is to be used to assess a functional work group's civility. As such, it was not developed and is not appropriate to assess workplace civility in the context of an individual's actions in isolation of others. The MAC™ allows for tailored interventions that empower intact workgroups to establish new civility norms, models for desired behaviors, and steps to confidently address potential future violations. The MAC™ can be used in organizations of any size, including employees at various supervisory and non-supervisory levels.

ADMINISTRATING the MAC™

ONLINE AND PAPER ADMINISTRATIONS

The MAC™ is administered online via the Internet, which is the preferred method of administration. Access to the assessment is gained through an assigned URL link that allows the assessment record to be traced to a specific client or organization. The assessment typically takes five minutes to complete, but there is no time limit. The entire assessment must be completed for proper analysis. The cost of administering the MAC™ includes access to the survey, administration, analysis, a report of each workgroup's results (see Scoring and Results Report section below), and recommendations for potential interventions based on those results.

For those who employees who do not have access to an Internet-enabled computer and/or are not comfortable taking such an assessment online, the MAC™ may also be administered via paper-and-pencil format. Please contact Marcus Management Consultants, LLC for a paper-based version of the assessment.

SCORING AND RESULTS REPORT

The MAC™ contains 30 items and is scored on a scale from 1 (*strongly disagree*) to 5 (*strongly agree*). It yields scores across five dimensions of workplace civility (Individual Civility, Coworker Civility, Supervisor Civility, Work Environment Civility, and Civil Communication), and takes about five (5) minutes to complete, although there is no time limit to complete the assessment.

The MAC™ is scored two different ways. **The Organizational Civility Score (OCS)** provides an index of the organization's civility at a broad, overarching level. This score is a combination of the five workplace civility dimensions. An overall percentage will be reported that consists of a comparison of the overall organization's workplace civility percentile scores to our population data. In addition, the organization will also receive five separate scores for each of the civility dimensions. Specifically, the **Key Areas of Civility** section of the report consists of a comparison of the organization's percentage on each of the five civility dimensions compared to percentile scores of our population data.

The Workgroup Civility Report entails a comparison of each workgroup's average scores for each of the five civility dimensions compared to the overall organization's average scores on each

civility dimension The report explains what the obtained score on each civility dimension means, and offers recommendations if the workgroup average suggests a possible intervention (or interventions). Please see examples of workplace civility score reports in the Post-MAC™ Interventions section later in this manual.

The Workgroup Civility Report and recommendations are provided to the primary organizational contact (i.e., organizational leader and/or workgroup supervisor). If desired, **The Organizational Civility Score** report and/or the results of a specific workgroup (without recommendations) may be sent to all employees who were eligible to take the survey.

The *Maximum Total Score* is calculated based on selecting the *maximum score* (i.e., an answer of 5 selected for every item) for either the full 30 items or the number of items in the particular factor of interest. The *Total Score Obtained* is calculated based on adding the *individual's results* for either the full 30 items or the number of items in the particular factor of interest.

The formulas for calculating both the *Overall Civility Score* and the *Civility Factor Score* are presented below.

$$\text{Organizational Civility Score (OCS)} \rightarrow \frac{\text{Total Score Obtained}}{\text{Maximum Total Score}} = \text{Overall Civility Score}$$

$$\text{Civility Factor Score} \rightarrow \frac{\text{Total Score Obtained}}{\text{Maximum Score for Factor}} = \text{Civility Factor Score}$$

DEVELOPMENT AND VALIDATION OF THE MAC™

DEVELOPMENT AND VALIDATION PROCESS

The development and validation process for the MAC™ reported in this technical manual adhered to the following recommended steps by Hinkin (1998):

STEP 1: Literature Review



STEP 2: Item Generation



STEP 3: Scale Development



STEP 4: Initial Item Reduction



STEP 5: Scale Evaluation

Each of these steps is described in more depth below, including the methodology and results obtained.

STUDY 1

Literature Review

To ensure the construct of workplace civility was captured fully and accurately, the authors conducted a thorough literature review. The review revealed comparisons between incivility and civility, as well as relationships between civility and other constructs, organization-level implications for civility, and a few existing measures of civility (e.g., Walsh, Magley, Reeves, Davies-Schriels, and Gallus' (2012) Civility Norms Questionnaire-Brief (CNQ-B); Meterko, Mohr, Warren and Dyrenforth's (2007) Department of Veterans Affairs measure of civility; and Di Fabio and Gori's (2016) Workplace Relational Civility (WrC) measure. Importantly, however, these measures were either limited in their scope or not developed using a bottom-up process as advised by Hinkin (1998). For example, Walsh et al.'s (2012) CNQ-B is only concerned with coworker perceptions of civility, and Meterko et al.'s civility measure was created from a preexisting instrument. Because the construct of civility bears much importance to organizational researchers and practitioners alike, it was imperative to conduct an extensive literature review when engaging in Hinkin's (1998) procedure for scale development. This literature review provided the authors with a clear idea of the construct of civility, which was defined as "demonstrating sensibility of concern and regard and treating others with respect. Workplace civility is behavior that helps to preserve the norms for mutual respect at work; it comprises behaviors that are fundamental to positively connecting with another, building relationships, and empathizing" (Pearson et al., 2000; p. 125).

Item Generation

Following the literature review, the next step in developing a measure is the generation of items. A research group consisting of eight undergraduate students and two graduate students at Xavier University each generated a minimum of 15 items believed to measure civility based on the literature review, the definition above, and existing measures. This resulted in generating a total of 150 initial items. The group met to review the items, and after combining similar items and deleting unrelated or redundant items, a total of 40 civility items remained.

Scale Development

In addition to the 40 civility items retained after the initial item generation, eight additional items developed at the Veterans Health Administration by Meterko et al. (2007) were included during the Scale Development phase, resulting in a total of 48 civility items that were administered to research participants.

Upon identifying the set of 48 items to be used in the initial survey, the team members established a 5-point Likert-type scale for the item responses. According to Hinkin (1998), five-point Likert-type scales have been shown to be both reliable and widely used. The five scale labels were: *Strongly Disagree (1)*, *Disagree (2)*, *Neither Agree nor Disagree (3)*, *Agree (4)*, and *Strongly Agree (5)*. In addition to the 48 civility items, the survey also included five demographic items included to assess gender, age, ethnicity, country of residence, and nationality of participants. Three quality check items (e.g., “The correct answer for this question is Strongly Disagree”) were distributed throughout the survey. Such items are strongly encouraged when conducting research using Amazon’s Mechanical Turk (MTurk; Cheung, Burns, Sinclair, & Sliter, 2017). The 48 civility items, the five demographic items, and the three quality check items yielded a total of 56 items.

For Study 1, data were collected from 480 participants using Amazon’s MTurk. MTurk is an online marketplace that connects requesters offering payment for completion of human intelligence tasks (HITs) and participants (Amazon refers to these participants as “workers”) willing to complete these specific tasks. To qualify for participation, workers were required to complete all items and pass all three quality check items. After deleting respondents with incomplete surveys ($n = 26$) and those who failed the quality check items ($n = 25$), the final sample consisted of 429 participants whose data were used in analyses. On average, the sample was 35.28 years old ($SD = 11.89$) and consisted of 53.2% females and 46.2% males. The majority of participants were White/Caucasian (75.6%), with Black or African American participants making up 15.6% of the sample. Most participants had a bachelor’s degree (40.7%) and were employed for wages (86.9%). Participants were compensated \$0.40 for completing the survey provided they responded to all the items and answered the three quality check items correctly.

Initial Item Reduction

Once all data was collected, a principle components factor analysis with varimax rotation was conducted on the 40 civility items developed for this study as well as the previous eight civility items developed at the VHA (Meterko et al., 2007). In order to be retained, an item must have loaded at least .40 onto one factor.

The initial factor analysis yielded eight factors with eigenvalues greater than 1.00, and these eight factors accounted for 62.24% of the variance. Upon closer inspection, only one item loaded above .40 on the eighth factor, so that item was discarded. Only two items loaded higher than .40 onto the seventh factor, and the internal reliability for those two items was only .49, so those two items were eliminated. All but one of the items that loaded onto the sixth factor also loaded onto other factors, so that factor was eliminated.

Several items with factor loadings greater than .40 loaded onto more than one factor. When this occurred, the item’s content was considered along with the contribution the item made to the

internal consistency of each factor. This process resulted in retaining 33 items comprising five factors. These five factors accounted for 55.70% of the variance, and yielded internal consistency estimates (alphas) ranging from .83 to .93 across the five factors. Each factor contained 3 to 13 items.

STUDY 2

Scale Evaluation

Following scale development and initially reducing the items, the goal of Study 2 was to confirm the five-factor structure from Study 1 and establish relationships between civility and other constructs. To provide evidence of convergent and discriminant validity, Study 2 included the 33 civility items from Study 1, as well as items from theoretically related and unrelated constructs. It was expected that civility would correlated highly with another measure of civility, incivility (in the negative direction), job satisfaction, certain aspects of organizational justice, and affective organizational commitment. Further, it was expected that civility would be less correlated with goal orientation, positive and negative affectivity, normative and continuance commitment, and all of the Big Five personality characteristics.

Using Amazon's MTurk, data were collected from 617 participants in Study 2. After deleting respondents with incomplete surveys ($n = 73$) and those who failed at least one of the three quality check items ($n = 70$), the final sample consisted of 474 participants. On average, the sample was 35.89 years old ($SD = 10.3$) and consisted of 50.8% females and 48.3% males. The majority of participants were White/Caucasian (73.0%), with Black/African American participants making up 8.9% of the sample. Most participants held a Bachelor's degree (43.2%) and were employed for wages (88.8%). The survey in Study 2 contained 221 items: 33 civility items, items including all of the constructs listed above, three quality check items, and six demographic items. The data were analyzed using confirmatory factor analysis with varimax rotation, limiting the number of factors to five. Thirty items were retained from the original 33 civility items. The 30 items comprised the same five factors as in Study 1: Individual Civility, Coworker Civility, Supervisor Civility, Work Environment Civility, and Civil Communication. Please see tables below for evidence of reliability, the results for the confirmatory factor analysis, and for the correlations between civility and the other constructs, all of which together provide evidence of construct validity.

EVIDENCE OF RELIABILITY

Factor	Number of Items	Alpha
Individual Civility	9	.86
Coworker Civility	8	.95
Supervisor Civility	6	.87
Work Environment	4	.83
Civil Communication	3	.77

CONFIRMATORY FACTOR ANALYSIS RESULTS

Item	1	2	3	4	5
2	.723	.281	.160	.149	.130
3	.696	.145	.209	.196	.257
4	.707	.214	.254	.120	.136
7	.652	.227	.288	.209	.002
10	.711	.133	.199	.202	.139
11	.629	.290	.111	.325	.193
22	.648	.193	.206	.227	.296
23	.673	.131	.185	.247	.292
28	.624	.292	.171	.205	.166
13	.169	.451	.259	.153	.102
14	.195	.619	.180	.280	.173
15	.212	.647	.062	.191	.071
16	.021	.592	.172	.126	.152
17	.196	.767	.061	.168	-.015
18	.291	.723	.147	.053	.095
19	.249	.653	.037	.315	.093
21	.318	.650	.136	.138	.031
31	.393	.138	.699	.034	.125
32	.320	.190	.650	.048	-.049
33	.365	.128	.614	.126	.231
34	.276	.238	.674	.330	.273
35	.191	.224	.677	.311	.319
37	.293	.210	.584	.405	.152
38	.175	.273	.192	.707	.171
39	.183	.320	.063	.647	-.020
40	.165	.252	.163	.678	.124
41	.211	.182	.139	.794	.160
24	.194	.027	.114	.178	.701
29	.128	.098	.133	-.024	.755
30	.174	.207	.134	.091	.791

CONSTRUCT VALIDITY CORRELATION MATRIX

	Coworker Civility	Individual Civility	Supervisor Civility	Work Env. Civility	Civil Comm.	Average Correlation
VHA Civility	.85**	.65**	.82**	.59**	.44**	.67
Incivility	-.45**	-.33**	-.52**	-.32**	-.55**	-.43
Life Satisfaction	.42**	.29**	.38**	.16**	.14**	.28
Type of Work Sat.	.41**	.27**	.35**	.23**	.23**	.30
Pay Satisfaction	.32**	.18**	.33**	.14**	.14**	.22
Promotion Opp. Sat.	.31**	.13**	.29**	.09*	.08	.18
Supervisor Satisfaction	.53**	.33**	.59**	.36**	.41**	.44
Coworker Satisfaction	.62**	.36**	.58**	.37**	.41**	.47
Working Cond. Sat.	.53**	.38**	.51**	.33**	.39**	.43
Autonomy Satisfaction	.39**	.30**	.48**	.33**	.28**	.36
Overall Satisfaction	.57**	.37**	.57**	.32**	.34**	.43

Table 2 *Continued*

Construct Validity Correlation Matrix

	Coworker Civility	Individual Civility	Supervisor Civility	Work Env. Civility	Civil Comm.	Average Correlation
Perf. Goal Orientation	.22**	.40**	.20**	.31**	.17**	.26
Learn. Goal Orientation	.37**	.49**	.28**	.31**	.15**	.32
Positive Affectivity	.37**	.37**	.26**	.16**	.02	.24
Negative Affectivity	-.30**	-.26**	-.29**	-.16**	-.25**	-.25
Affective Commitment	.57**	.37**	.58**	.27**	.33**	.42
Continuance Commitment	-.02	.13**	.04	.08	.07	.07
Normative Commitment	.25**	.15**	.24**	.06	.03	.15
OCB Individual	.42**	.52**	.34**	.35**	.16**	.36
OCB Organization	.51**	.46**	.46**	.28**	.15**	.37
Distributive Justice	.46**	.39**	.55**	.36**	.33**	.41
Procedural Justice	.52**	.35**	.62**	.34**	.29**	.44

Table 2 *Continued*

Construct Validity Correlation Matrix

	Coworker Civility	Individual Civility	Supervisor Civility	Work Env. Civility	Civil Comm.	Average Correlation
Interpersonal Justice	.54**	.44**	.70**	.46**	.51**	.53
Informational Justice	.53**	.39**	.68**	.37**	.40**	.47
Extraversion	.27**	.15**	.15**	.09*	-.06	.14
Agreeableness	.31**	.43**	.21**	.32**	.19**	.29
Conscientiousness	.16**	.32**	.16**	.21**	.23**	.22
Emotional Stability	.29**	.26**	.25**	.12**	.19**	.22
Intellect	.18**	.26**	.13**	.23**	.08	.18

* $p < .05$; ** $p < .01$ for the five workplace civility columns.

Note: Average Correlation is the average of the absolute value correlation for each of the five workplace civility correlations. Negative correlations are provided to be consistent with the nature of the relationship. Bold is used to emphasize a particular zero-order correlation.

CONCLUSION

The MAC™ is a scientifically developed and validated measure of workplace civility. It contains 30 items consisting of five distinct factors: *Individual Civility*, *Coworker Civility*, *Supervisor Civility*, *Workplace Civility*, and *Uncivil Communication*. The MAC™ has been shown to be both reliable (i.e., all five factors had reliabilities above .75) and valid. It demonstrated strong relationships with constructs thought to be strongly related to civility (e.g., interpersonal justice, $r = .68$; VHA civility measure, $r = .67$; overall satisfaction, $r = .43$; procedural justice, $r = .53$) and weak relationships with constructs thought to be unrelated to civility (e.g., performance goal orientation, $r = .26$; negative affectivity, $r = -.25$; and the Big 5 Personality constructs, $r = .14$ to $r = .29$), providing further evidence that the MAC™ assesses the whole construct of civility and nothing else.

Civility has major implications for organizational outcomes such as job satisfaction, organizational commitment, trust in management, customer satisfaction, and perceptions of leadership. Higher levels of civility can also decrease turnover intentions, sick time, and EEO complaints. The MAC™ is built to assess workplace civility overall and by five distinct factors, allowing for interpretation of both high-level and specific results. The MAC™ can be used in organizations spanning different sizes and employees performing supervisory or non-supervisory roles.

The MAC™ takes a step in the positive direction of empowering employees and impacting company culture for the better. It shifts the focus from outlining undesired, uncivil behaviors to celebrating and promoting desired, civil behaviors. What follows next is a deeper exploration into post-MAC™ types of training interventions and examples of score reports, as well as a preview of training content.

POST-MAC™ INTERVENTIONS

CIVILITY TRAINING

Civility improvement does not stop with the administration of the MAC™. One of the potential interventions after the MAC™ has been administered to employees is *Workplace Civility Training*. There are a few different types of training based on organization or workgroup need. Further, the civility scores will help inform the type of training appropriate. The purpose, intended audience, format, frequency, and objectives of each program are listed below. Pricing is based on size and type of program and is available upon request.

Civility Awareness Training

Purpose: Enhance awareness of the importance of building civility in the workplace to provide a culture where employees treat each other with respect; address issues of inappropriate or illegal behavior; and work together more effectively to achieve company's mission and goals.

Intended Audience: All employees (leadership, management, and associates)

Format: ½ day; face-to-face (video conferencing may be used for remote employees); interactive training consisting of education and facilitated discussion.

Frequency: Annual and NEO

Course Objectives:

- Understand current workplace policies and procedures
- Define civility and appropriate workplace behaviors
 - Civil behavior is defined locally, at the workgroup or team level. Some common elements and behaviors can be established organizationally, but ongoing discussions within workgroups are necessary to ensure ownership and accountability for civil behavior.

Creating a Culture of Civility in the Workplace

Purpose: Enhance civility in the workplace to provide a culture where employees treat each other with respect; address issues of inappropriate or illegal behavior; and work together more effectively to achieve company's mission and goals.

Intended Audience: All employees (leadership, management, and associates)

Format: One day; face-to-face (video conferencing may be used for remote employees); interactive training consisting of education, facilitated discussion, role playing, and application of knowledge and skills

Frequency: Annual and NEO

Course Objectives:

- Understand current workplace policies and procedures
- Define civility and appropriate workplace behaviors
 - Civil behavior is best defined locally, at the workgroup or team level. Some common elements and behaviors can be established organizationally, but ongoing discussions within workgroups are necessary to ensure ownership and accountability for civil behavior.
- Enhance communication and conflict resolution skills to:
 - practice civil communication and behavior
 - provide feedback to peers or subordinates regarding appropriate and inappropriate behavior
 - address issues before they become problems

Enhancing Workgroup and Team Civility in the Workplace

Purpose: Build and enhance civility in targeted workgroups/teams to create a culture where employees understand their common purpose and contributing roles; treat each other with respect; address issues of inappropriate or illegal behavior; and work together more effectively to achieve company's mission and goals.

Intended Audience: Workgroups/teams with low civility scores on the MAC™

Format: Customized, 3-6-month program (approximately 25 hours); hybrid (face-to-face and virtual), interactive training consisting of education, facilitated discussion, role playing and application of knowledge and skills

Frequency: One time per workgroup

Course Objectives:

- Understand current workplace policies and procedures
- Find common ground
 - Identify shared purpose and goals
 - Understand roles and contributions of workgroup members
 - Build and enhance effective and mutually beneficial relationships
- Enhance knowledge and skills
 - Understand how attribution errors and bias impact relationships
 - Understand emotional intelligence and how to improve it
 - Develop effective communication skills and conflict resolution skills to:
 - Practice civil communication and behavior
 - Provide feedback to peers or subordinates regarding appropriate and inappropriate behavior
 - Address issues before they become problems
- Implement a Civility Code
 - Agree upon workgroup-defined civil behaviors
 - Identify priority strategies for improving civility within the workgroup
 - Determine steps to establish workgroup accountability for maintaining civility

Sample Civility Reports

SAMPLE REPORT FOR OVERALL ORGANIZATIONAL CIVILITY SCORE (OCS)

Your Organizational Civility Score (OCS)



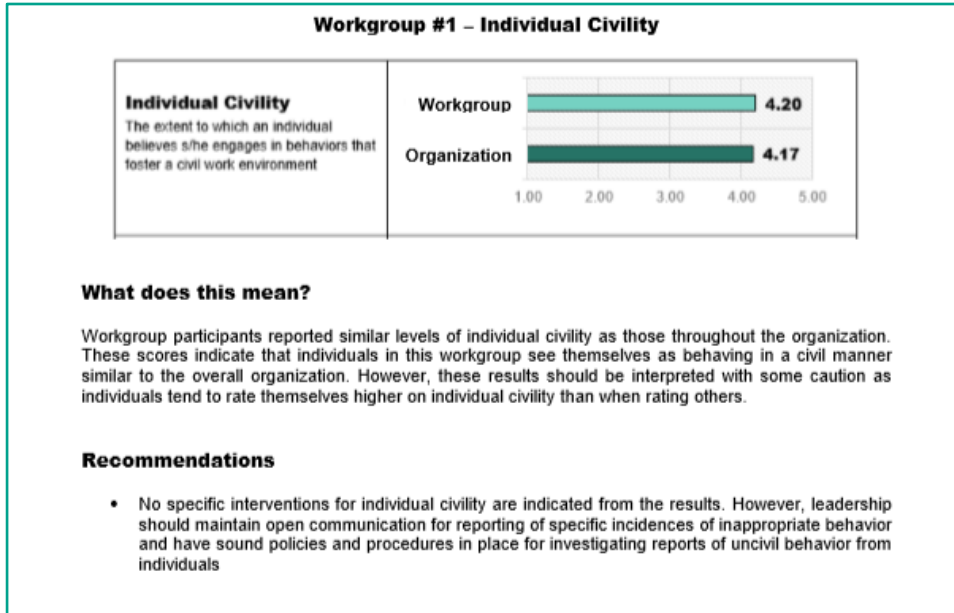
Overall, your organization shows high levels of civility, however, there are opportunities for improvement in areas where subgroup scores indicate lower levels of civility which may be impacting teamwork, quality and productivity.

Key Areas of Civility

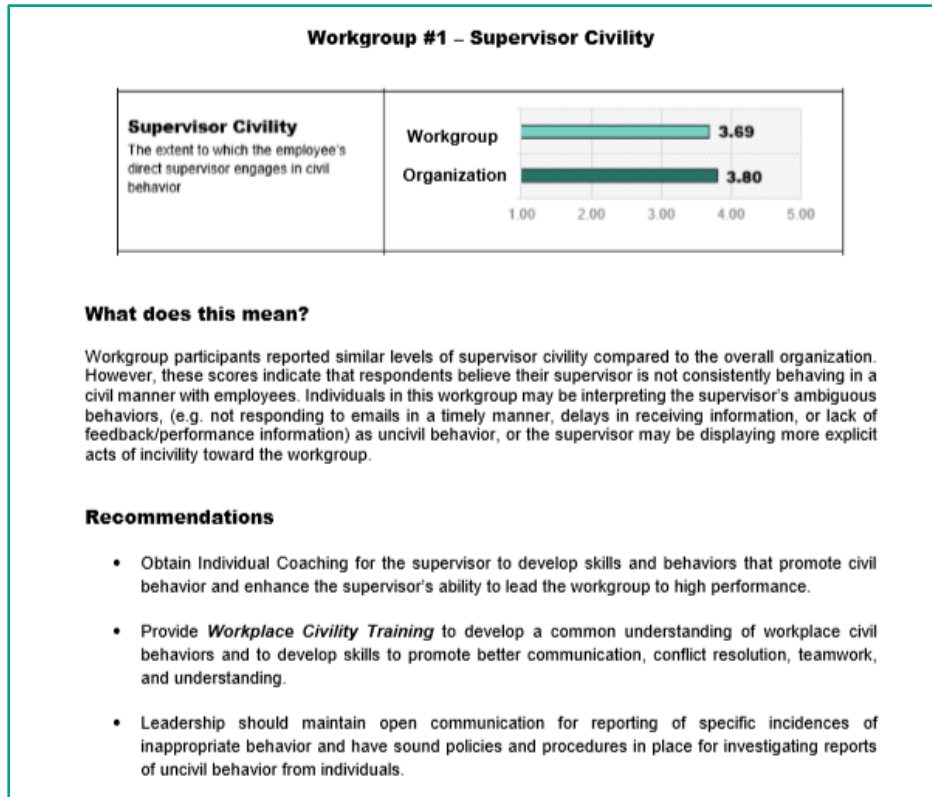
Individual Civility	The extent to which an individual believes s/he engages in behaviors that foster a civil work environment	80
Coworker Civility	The extent to which coworkers treat each other in a civil manner in the work environment	55
Supervisor Civility	The extent to which the employee's direct supervisor engages in civil behavior	65
Work Environment Civility	The extent to which the organization has high expectations and places a great deal of importance in a civil workplace	90
Civil Communication	The extent to which appropriate verbal and non-verbal communications exist in the workplace	25

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SAMPLE REPORT FOR *INDIVIDUAL CIVILITY* FACTOR



SAMPLE REPORT FOR *SUPERVISOR CIVILITY* FACTOR



Sample Content from Civility Training

What is Civility?

Civility: “Demonstrating sensibility of concern and regard, treating others with respect. Workplace civility is behavior that helps to preserve norms for mutual respect at work; it comprises behaviors that are fundamental to positively connecting with another, building relationships and empathizing” (Pearson, Andersson & Porath, 2000).



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What is Incivility?

Incivility: Low-intensity deviant behavior with ambiguous intent to harm the target, *in violation of norms for mutual respect* (Andersson & Pearson, 1999; italics added for emphasis)

- Although Related, Civility is NOT the Opposite of Incivility
- For Example, Incivility is Not Related to Organizational Citizenship Behaviors (OCBs): Behaviors outside normal job duties that benefit the organization
- Yet, Civility IS Positively Related to OCBs

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4

Why is Civility Important?

Costs of Incivility

- **Production and Performance Costs**
 - ✓ Turnover due to incivility at work
 - ✓ Increased absenteeism
 - ✓ Decreased work effort/productivity
 - ✓ Increased errors due to distraction
 - ✓ Decreased collaboration and teamwork
 - ✓ Management time on conflict resolution
 - ✓ Lost customers
- **Legal and HR Costs**
 - ✓ Investigation of claims by HR and management
 - ✓ Litigation costs and settlement fees
 - ✓ Health Insurance costs
 - ✓ Costs of consultants, coaches and training

Benefits of Civility

- ✓ Higher Job Performance
- ✓ Increased Job Satisfaction
- ✓ Increased Perceptions of Fairness
- ✓ Lower Absenteeism
- ✓ Lower Turnover
- ✓ Fewer EEO Complaints
- ✓ Decreased Reports of Physical & Verbal Abuse

Healthcare Example

EEO Formal Complaint Costs Per Hospital

- High vs. Medium Civility: \$38,264 difference
- High vs. Low Civility: Nearly \$61,000 difference

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5

Creating a Culture of Civility

1

Find Common Ground

- Shared purpose and goals
- Understand roles and contributions of workgroup members
- Build effective relationships

2

Enhance Knowledge and Skills

- Attributions and Biases
- Effective Communication
- Emotional Intelligence
- Conflict Resolution

3

Implement Civility Code

- Group-defined civil behaviors
- Priority strategies for improving civility
- Accountability for maintaining civility

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