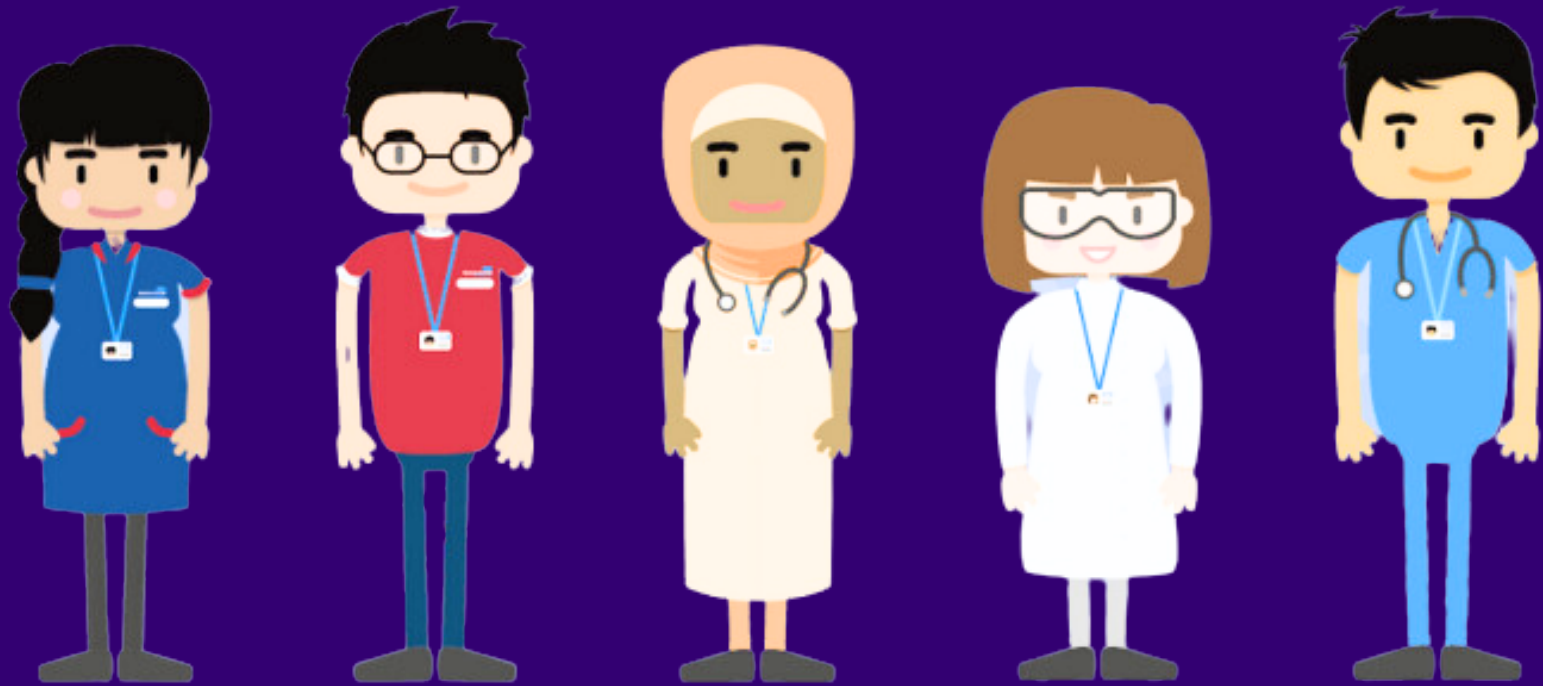




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CSS CIVILITY TOOLKIT

THE TOOLKIT

This toolkit looks at incivility through four different lenses.

These are:

- I have witnessed incivility
- I have experienced incivility
- Building civil cultures in my team
- Am I rude or uncivil?

There will be a number of different tools available within each section.

They have been designed to be used either individually or together for a more in depth conversation



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**I HAVE WITNESSED
INCIVILITY**

I HAVE WITNESSED INCIVILITY

Tool 1: Becoming an active bystander

BECOMING AN ACTIVE BYSTANDER

The first step in making any change, is identifying the problem.

Identifying the problem starts when someone notices, and starts to talk about what they see.

When we are directly on the receiving end of rudeness or incivility, it can be hard to 'call this out'.

This is when an active witness, or bystander, can have a really positive impact.

Being an active bystander means being aware of when someone's manner or behaviour is perceived as rude or unhelpful, and choosing to raise or challenge it.

By intervening compassionately, we can make others aware of the impact they may be having. This can shift what might be considered as 'acceptable' or 'normal' towards a better working environment for everyone.

Learning to recognise incivility and how you can intervene is an essential skill.

Remember wherever possible to be compassionate – the aim is to bring understanding and enable changes in behaviour, not to blame or punish

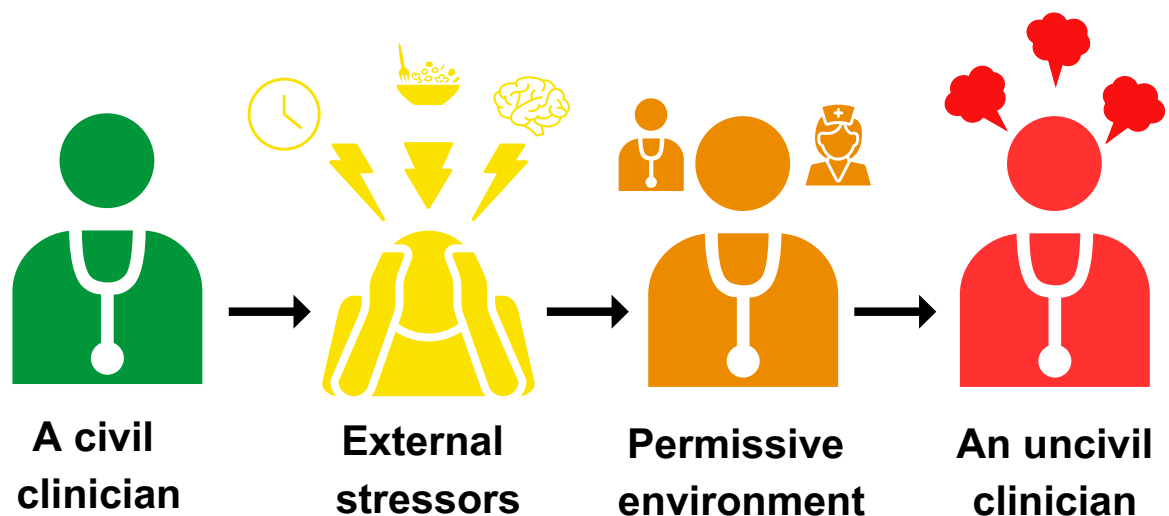
I HAVE WITNESSED INCIVILITY

Tool 1: Becoming an active bystander



From the association of Anesthetists #knockitout

THE EVOLUTION OF INCIVILITY



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I HAVE WITNESSED INCIVILITY

Tool 2: Calling out incivility

Being a witness to incivility can be unsettling, but knowing some options for ways to intervene can help make you feel more confident to challenge this type of behaviour. We have 2 options to challenge incivility depending on what we witness; Calling it out or Calling it in.

Call it out

For when there is an immediate need to let someone know their behaviour is unacceptable or harmful

For when interruption is needed to prevent further harm, either to our patients or colleagues

Calling it out needs courage - it will likely feel hard and uncomfortable but is sometimes necessary

Calling it out allows us to hit the pause button and break the momentum.

"You may not be aware, but you are shouting and talking over Tom - can we all take a breath and pause/ listen whilst he completes this safety check for this procedure?"

Call it in

For when the impact of someones behaviour doesnt match their intentions or they may be unaware of the affect they are having

Calling in needs curiosity and compassion - the intention is to help understanding and build empathy to enable someone to understand and change their behaviour

Calling it in is often a question

" I am here to as you about what haappened in theatre today. I noticed their was an issue, are you opkay? From the perspective of those in the room, you came over pretty abrupt/hostile. How do you think they felt? What should we do now?"

From Chris Turners Calling out with Compassion workshop

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I HAVE WITNESSED INCIVILITY

Tool 3: Speak up about incivility

If you've witnessed inappropriate behaviour, consider...	
S een it	<ul style="list-style-type: none"> • What did I just observe? How can I describe the behaviour? How did it make me feel? • Do I feel comfortable to have this conversation myself? Am I feeling okay at this moment in time to speak about what I observed to my colleague? • Am I calm right now? • Am I making assumptions about what is going on? • Am I neutral or am I judging this person? • Could something have happened beforehand that I do not know about? What else do I need to understand about this situation?
P repare	<ul style="list-style-type: none"> • Timing is key. Is this the right moment? • Is there privacy or can I move somewhere more appropriate to have the conversation? • What else is happening or who else is nearby that could escalate the situation? • Is this a good opportunity to have a conversation?
E motion check	<ul style="list-style-type: none"> • Be compassionate. How is my colleague feeling at the moment? Are they ready to hear from me or should I hold for a little while? • Ask the person who has displayed the out of character behaviour(s) if they are okay. • Comment on what you have observed and how it made you feel as observer.
A sk	<ul style="list-style-type: none"> • Explore what just happened, what you observed. You could ask your colleague "Are you okay? I've just noticed your exchange with our colleague [XXXXX] and I just wondered what was going on as it felt like you exchanged harsh words, this isn't like you or our trust values, can we talk about it?" • Ask the person "I am wondering what was happening for you in that moment?" • Listen and explore further. For example, you could ask "what outcome were you looking for?" and "how could you approach this differently if it happened again?" or "what other options do you have to tackle this with compassion?" • You could ask is there anything they need to be mindful of on how their response made or could make others feel?
K ey points	<ul style="list-style-type: none"> • Summarise the conversation and agree next steps in terms of actions and further support needed in order to ensure a more positive/productive response if a similar situation arises again. • Will this colleague get back in touch to restore good relationships with the other colleague who experienced the disrespectful or uncivil behaviour?

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**I HAVE EXPERIENCED
INCIVILITY**

I HAVE EXPERIENCED INCIVILITY

Tool 1: Challenging incivility

People may say rude things in different situations, for different reasons. Sometimes they know they are being rude and sometimes they have no idea how inconsiderate or disrespectful they are being.

Regardless of the reason, the key thing is to always stay calm before you respond. Staying calm and making a good choice about how to handle it gives you the best chance to manage the situation well. So, before you react in anger or hurt, take a deep breath, count to ten and consciously choose how you wish to respond.

There are 4 strategies you can use to help you if you are experiencing rudeness or incivility – these will help you confidently deal with someone who is being rude right in that moment.

Find a couple of phrases from the list below that you would feel comfortable to use and practise saying them out loud – that way they will come to mind more quickly when you really do need to say them.

Strategy 1: Respond with kindness

Be super polite - demonstrate your own kindness. This strategy works well for people you need to maintain a healthy relationship with. Here are some phrases you can use:

1. It seems like you must be going through a really difficult time. Is there something I can do to help?
2. I am not going to take what you just said to heart because I think you must really be struggling with something. I am here if you need to talk.
3. Let's talk when you are feeling calmer because I really want to find a way for us to communicate in a more respectful way.
4. I was wondering what you must be feeling to make you say hurtful/inconsiderate things.

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I HAVE EXPERIENCED INCIVILITY

Tool 1: Challenging incivility

Strategy 2: Educate and enlighten

Perhaps the person is not aware that what they are saying is rude or hurtful. In this case you may be able to enlighten them or help them realise that changing their ways could improve things. You could try something like this:

1. I'm not sure if you realise but what you just said felt pretty hurtful/inconsiderate/inappropriate.
2. I wanted to let you know that when you said ... that was hurtful/mean/tactless.
3. When you say things like that it really hurts people's feelings.
4. I feel really hurt/insulted/affected by what you are saying. If you talk to people this way it could affect your relationships/friendships/cooperation.

Strategy 3: Be calm & assertive

Staying calm should always be your first step. In this case you stay calm and use assertive language choices to make your feelings and needs really clear. For example:

1. When you say... I feel disrespected/sad/disappointed.
2. When you say things like that I don't want to continue the conversation.
3. I need you to speak in a more respectful way.
4. I am finding your words hurtful and I need you to consider my feelings.
5. I will give you time to calm down. We can talk when you can be respectful.

Strategy 4: Put a stop to it

Sometimes rudeness continues because we feel we need to be polite. But when rudeness has gone too far, there is only one thing to do: call it out and put a stop to it. Here are some ways to do exactly that:

1. That is really rude and there's no need for that.
2. You are being inconsiderate and I need you to stop.
3. I will not tolerate rudeness, I am ending this conversation.
4. We can continue when you are ready to speak respectfully.
5. We will have to agree to disagree and end this discussion.

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I HAVE EXPERIENCED INCIVILITY

Tool 2: Challenging incivility

How can I develop my skills and confidence to deal with incivility directed at me?

It is often not easy to know how to react 'in the moment' if you experience incivility – use the space below to reflect and develop over time

What does incivility look like to me?

Who in my team might support me if I want to talk through something?

How confident do I feel to raise the impact of the incident?

What words or phrases could I use to challenge Incivility if I experience it?

What could cause incivility in our team?

What is the impact on our team?

What might make things easier for us in the future?

What else could I do to develop my skills?

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I HAVE EXPERIENCED INCIVILITY

Tool 2: Challenging incivility

What to do if you need support?

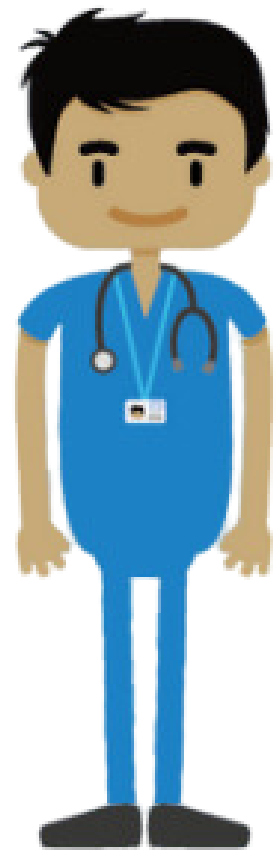
- If it is another employee, you should first raise the matter with your
- immediate line manager or supervisor, or the next level of management if it is your own line manager.
- If your complaint is not addressed and the bullying continues, you should raise it formally through the dignity at work policy - contact your local HR team.
- You can contact Staff Side or the Freedom to Speak Up Guardian who acts as an independent and impartial source of advice to staff at any stage of raising a concern, with access to anyone in the organisation

Speaking up about any concern you have at work is really important. In fact, it's vital because it will help us to keep improving our services for all patients and the working environment for our staff.

You may feel worried about raising a concern or issue and we understand this. But please do not let this put you off. In accordance with our professional and NHS obligations, including our duty of candour to patients, our senior leaders are committed to an open and honest culture. There are different mechanisms and departments that you can speak to if you need support.

These include your direct line manager or their manager, the Health and Wellbeing Team, Freedom to Speak Up Guardian and Champions, Staff Side, seeking mediation through our trained mediators internal to the Trust (this can be accessed through the Human Resources Department).

There are also a variety of Trust internal staff groups including the BAME and LGBT+ Network.



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BUILDING A CIVIL CULTURE IN MY TEAM

BUILDING A CIVIL CULTURE

Tool 1: Team reflection activity

There is incivility happening within my team, what can I do?

Often the first step towards more kindness & civility within teams is to be able to talk about what is happening in a safe and supportive way. Below are some questions and activities that may be a helpful starting point. You can use the activities on their own or together for a more in depth discussion.

You can use the questions below in a team meeting, in 1:1s or in a small group. The idea is that everyone has some time to think about their answers to the questions, and then discuss their thoughts if comfortable.

What does kindness and civility look like personally for each of us?

What do we think might be the root causes of incivility within ourselves, and others around us?

What does incivility look like personally for each of us?

What do we think might help us be civil in this team?

Who do we see who role models civility and what does it look like?

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BUILDING A CIVIL CULTURE

Tool 2: MFT values activity

This activity is a discussion around our MFT values.

The values provide us with a great starting point for conversations about behaviour. Start by thinking about what the team are good at in terms of living the values before moving onto what could be better.

You could do this session in person with a flip chart and post-it notes or do it virtually with discussion about the questions below.

**What are we
good at?**

**What can we
do better?**

Working together		
Everybody matters		
Open and honest		
Dignity and care		

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BUILDING A CIVIL CULTURE

Tool 3: Team reflection activity

There are often many reasons why incivility might exist between colleagues and teams; the key to creating a better working environment is time to think together about what might help.

Share the template below along with some post it notes to enable the team to reflect and share their thoughts, or use a virtual flip chart to undertake the activity on MS Teams.

"What do we think causes incivility within our own team / with other teams? and...what can we do to help?"

Individuals

Team

To stop incivility happening in the first place		
If we notice incivility in our team - in the moment		
In quieter moments after the event		

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BUILDING A CIVIL CULTURE

Tool 1: Team civility charter / kindness pledge

Creating our own team kindness and civility ground rules

A blank kindness team pledge poster is available to download and display to promote kindness and civility within your area.

As a team think about and write down your own team ground rules together – you could have a go during a team meeting and think together about what is most important for you all.



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AM I RUDE OR UNCIVIL?

AM I RUDE OR UNCIVIL?

Tool 1: Support and reflections

The realisation you have been rude/uncivil can be difficult, particularly if you did not realise the negative impact your behaviours may have had on others.

There are plenty of options available to support you to work through this. You could start by talking it through with someone – there are several ways you can do this in work – you can talk to...

Your line manager

You can ask for a health and wellbeing conversation, or have a chat about any pressures you may be experiencing, or difficulties in relationships between team members

The Organisational Development team

They can offer some practical solutions, or a coaching session, or ways to seek feedback.

Employee Assistance Programme

They can help on a wide range of areas that may be impacting you and your subsequent mood and behaviours.

HR team

If you are experiencing difficulties, HR may be able to give you some space to talk these through your colleagues ... for general support and a listening ear, talking to other team members, asking them for feedback might be a good place to start.

AM I RUDE OR UNCIVIL?

Tool 1: Support and reflections

More things for you to consider:

- Reflect - try to identify situations where you have been prone to undermining behaviour and think through and discuss strategies to improve those situations for you and the team
- Reflect on external stressors, such as tiredness, hunger, time constraints, feeling under pressure or being in an unfamiliar or new environment to name a few
- When external factors are influencing you it can help to make your team aware of this so they can support you
- If factors are significantly affecting your behaviour talk to your manager and consider whether you need additional support
- If you find you behave in a way that could have been better, apologise and explain
- Look after yourself and prioritise your wellbeing
- Ask for honest feedback on your behaviour from a wide range of people
- Seek a mentor or coach

*adapted from <https://www.rcog.org.uk/en/careers-training/workplace-workforce-issues/workplace-behaviour/toolkit/module-3/develop/external-factors>

AM I RUDE OR UNCIVIL?

Tool 2: Handling feedback

We know that we all come in to work with positive intentions. We intend to be great colleagues, managers or leaders. But, the demand of working in such a fast paced setting, or the pressure of things going on outside of work can so often get in the way. This could mean that our behaviours may not always match our intentions.

How do I handle feedback if someone is raising something with me?

1. Listen carefully and actually hear what is being said
2. Don't take negative feedback as a personal attack
3. Don't try to prove someone is wrong
4. Ask questions
5. Put yourself in the 'shoes' of your colleague
6. Take time to collect your thoughts. Think carefully about what you plan to say and what impact it will have
7. Acknowledge how they feel and apologise if you are able
8. Reflect on the situation and explore how your response/reaction could have been different in different circumstances



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AM I RUDE OR UNCIVIL?

Tool 2: Am I uncivil?

Sometimes we may need to stop, and think... 'What is it like to be on the receiving end of me, and my behaviour?'

The tool on the next page is great way for us to do this. It is called 'The Clark Workplace Civility Index'*. It has been designed to help you to assess your own levels of civility and has the following benefits;

- Measure perceptions of individual civility competence.
- Assess areas of strength and opportunities for growth.
- Tool for reflection and conversation regarding workplace civility.
- May be completed as an individual exercise or completed by all members of a team to compare perceptions of civility and determine areas of strength and improvement.

We suggest you complete the assessment by:

- finding a quiet place away from distractions
- dedicating sufficient time to the task
- carefully consider the behaviours listed below; and
- responding truthfully and honestly regarding each behaviour

After completing the Civility Index Assessment, total each column and add the numbers to determine a civility score.

Scoring the Civility Index - Add up the number of 1–5 responses to determine your civility score.

- 90–100—Very civil
- 80–89—Moderately civil
- 70–79—Mildly civil
- 60–69—Barely civil
- 50–59—Uncivil
- Less than 50—Very uncivil

*Clark, C.M. (2013). Creating and sustaining civility in nursing education. Indianapolis, N: Sigma Theta Tau International Publishing

Am I rude or uncivil?

Tool 3: Am I uncivil?

Ask how often I	Never 1	Rarely 2	Sometimes 3	Usually 4	Always 5
Assume goodwill and think the best of others					
Include and welcome new and current colleagues					
Communicate respectfully (e-mail, online, phone, face to face) and really listen					
Avoid gossip and spreading rumors					
Keep confidences and respect others' privacy					
Encourage and mentor others					
Avoid abusing position or authority					
Use respectful language (no racial, ethnic, sexual, age, religiously-biased terms)					
Attend meetings, arrive on time, participate, volunteer, and share the work					
Avoid distracting others (misusing media, side conversations) during meeting					
Avoid taking credit for someone else's ideas/work/contributions					
Acknowledge others and praise their ideas/work/contributions					
Take personal responsibility and accountability for your actions					
Speak directly to the person with whom you have an issue					
Share pertinent or important information with others					
Uphold the vision, mission, and values of your organization					
Seek and encourage constructive feedback from others					
Demonstrate approachability, flexibility, openness to other points of view					
Bring your 'A' Game and a strong work ethic to your workplace					
Apologize and mean it when the situation calls for it					

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Useful contacts

CSS People Team - HR & OD

HR.CSS@mft.nhs.uk

Freedom to Speak Up

<https://extranet.mft.nhs.uk/content/corporate-services/freedom-speak-up>

FTSUguardian@mft.nhs.uk

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