How Improved Civility Alleviates Burnout and Promotes Resilience

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Connections with Work

Burnout
- Exhausted
- Distant
- Discouraged

Engagement
- Energetic
- Sustainable Pace of Work & Life
- Re-energizing Cycles
- Dedicated
- Involved, Committed
- Emotional Connection with Work
- Encouraged
- Sense of Efficacy
- Recognition from Others
Drivers of Burnout

**Exhaustion**
- Excessive Demands
- Inadequate Resources
- Ineffective Recovery

**Frustration**
- Belonging
- Autonomy
- Mastery
Creating a More Engaging Workplace

- Change Conundrum
  - Problems Arise Effortlessly
  - Solutions Demand Sustained Resources

- Situation
  - Resources are Tight
  - Demand is Growing

- Design Principle
  - Make Doing the Right Thing Easy
  - Make Doing the Right Thing Enjoyable
  - Make Doing the Right Thing The Thing to Do
Core Design Principles

- **Listen**
  - Learn What Works Already
  - Value Clarity and Simplicity
- **Build a System**
  - Not One-Off Projects
  - Lead, Measure, Evaluate, Refine
- **Consider Culture**
  - Live Core Values
  - Communicate Relentlessly
- **Persist**
  - Multi-Year Initiatives
  - Anticipate Set-Backs
  - Learn & Adapt

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Core Motives at Work

- Initiative
- Mastery
- Belonging

Engagement
- Energetic
- Dedicated
- Encouraged
Distribution of Profiles: Canadian Physicians

- Engaged: Largest Sector
  - Not Distressed
  - Feel Unappreciated
- Ineffective: Second Largest
  - Involved, Effective
  - Chronic Exhaustion
- Overextended: Third Largest
  - Energetic, Confident
  - Cynically Detached
- Disengaged: Least Frequent
  - Exhausted
  - Cynical
  - Discouraged
- Burnout
  - Engaged 32%
  - Ineffective 21%
  - Overextended 15%
  - Disengaged 17%
  - Burnout 15%
Engagement, Initiative, Mastery, and Civility

![Graph showing engagement dimensions with labels for Workload, Control, Reward, Community, Fairness, Values, and two categories: Burnout and Engaged. The graph illustrates the scores for each dimension across different levels of engagement.]
Engagement, Initiative, Mastery, and Civility
Summary Core Principle 1: Employee Experience

- Engagement
  - Qualitative Improvement on Ineffective
  - Actively Positive About Core Motives
- Ineffective
  - Non Distressed
  - Suboptimal on Recognition/Reward
  - Distinct Mismatches in Mastery
- Other Profiles
  - Overextended: Primarily about Workload
  - Disengaged & Burnout:
    - Added Lack of Mastery or Belonging
    - Burnout is More than Being Tired

Burnout is More than Being Tired
Taking Action
Principle 2: Innovate as a System

- Talk ≠ Action
- You Cannot Do Everything
- Action Needs Focus
  - Surveys Identify Deficits
  - Surveys Identify What People Care About
- Evidence Based Approaches Are Better but Evidence is Scarce
  - Evidence Reduces the Risk of Empty Action
  - Tracking Your Action Creates Evidence
  - Not All Evidence is Equal
Leveraging Change

- Sustaining Dysfunction
  - Contemporary Focus
  - Work Culture
  - Personal Lifestyle

- Challenge
  - Upsetting Negative Balance
  - Multiple Points of Entry
  - Look for Leverage
Principle 2: Systematic CREW & CARAWay

- **CREW**
  - Intensive Civility Intervention
  - Weekly Facilitated Sessions (six months)
  - Wide Ranging Group Process Reflection
  - Controlled intervention Research Support

- **CARAWay**
  - Monthly Facilitated Sessions
  - Focused Entirely on Civility
  - Online Support Tools for Individual Between Session Initiative

http://workengagement.com/caraway
Impact of CREW: Civility, Respect, Engagement at Work

- Five Hospitals in Ontario and Nova Scotia
  - Wave 1: Eight CREW Groups (N=252)
  - Wave 2: Seven CREW Groups (N=226)
  - Control: 26 Units No CREW (N=874)

Hypothesis:
- Improvement for CREW
- Steady for Control
- And it stays that way


Impact on Civility

Workgroup Civility

Difference from Average Score

Before  After

Control Units
CREW Units
Impact on Civility

Workgroup Civility

Difference from Average Score

Before  After  One Year Later

Control Units

CREW Units

www.workengagement.com
Impact on Burnout & Illness

![Graph showing the impact of burnout and illness with before and after comparisons for Control Units and CREW Units.](www.workengagement.com)
Impact on Burnout & Illness

![Burnout & Illness Chart]

Control Units
CREW Units

Before  After  One Year Later

Difference from Average Score

www.workengagement.com
CARAWay Pilot 2016

Social Constructs Before and After CARAWay

- Incivility
- Trust

Time 1: Supervisor, Coworker, Instigated, Civility, Psych Safety, Coworker
Time 2: Management
Intervention Format

**CREW**
- Focus: Broad Group Process
- Group Format
  - 20-25 Weekly Meetings
  - 10-15 Member Groups
- Research Foundation

**CARAWay**
- Focus: Civility & Respect
- Group Format
  - 4 - 6 Monthly Meetings
  - 10-40 Member Groups
- Encouraging Pilot
Principle 3: Develop a Social Culture

Social Encounters

Civility v Incivility
Intensity
Intention

Group Culture

Creative
Collaborative
Competitive
Destructive
4 As of Civility

- **Acknowledgement**: Saying or doing something that recognizes another person’s presence. It could be as simple as smiling or wishing a good morning.

- **Appreciation**: Expressing thanks for another person’s contribution or expressing admiration for the quality of that contribution.

- **Acceptance**: Explicitly or implicitly welcoming a person into your conversation, group, or project.

- **Accommodation**: Modifying your activities or space in ways that helps another person participate or to work more comfortably or effectively.

http://workengagement.com/caraway
## Principle 4: It Takes Time!

**Core Motives & Engagement**

<table>
<thead>
<tr>
<th>Core Motive</th>
<th>Individual</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiative</strong></td>
<td><strong>Start Something New</strong></td>
<td><strong>Build a Culture of Psychological Safety</strong></td>
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<tr>
<td></td>
<td>• Target Small Gains</td>
<td>• Expressing Views</td>
</tr>
<tr>
<td></td>
<td>• Focus on Service Quality</td>
<td>• Taking Initiative</td>
</tr>
<tr>
<td></td>
<td>• Follow Your Values</td>
<td>• Supporting</td>
</tr>
<tr>
<td><strong>Mastery</strong></td>
<td><strong>Job Crafting</strong></td>
<td><strong>Culture of Appreciation</strong></td>
</tr>
<tr>
<td></td>
<td>• Emphasize What Matters</td>
<td>• Express Gratitude</td>
</tr>
<tr>
<td></td>
<td>• Minimize the Drudgery</td>
<td>• Recognition Top Priority</td>
</tr>
<tr>
<td></td>
<td>• Integrate Action</td>
<td>• Encourage Others to Appreciate</td>
</tr>
<tr>
<td><strong>Belonging</strong></td>
<td><strong>Personal or Small Group Goals</strong></td>
<td><strong>Putting Workplace Civility on the Agenda</strong></td>
</tr>
<tr>
<td></td>
<td>• Increasing Day-to-Day Civility and Respect</td>
<td>• Emphasizing Managers’ Responsibility for Civility</td>
</tr>
</tbody>
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Big Idea: Small Stuff Matters

- Belonging
  - The Engaging Power of Small Acts of Kindness
  - The Disengaging Power of Small Acts of Unkindness
- Initiative
  - A Little Latitude Goes a Long Way
  - Micromanagement Stifles Engagement
- Mastery
  - The Power of Expressing Appreciation
  - Feeling Ignored is Disempowering
Conclusion

- Engagement Matters to Productivity & Wellbeing
- Change Conundrum: Improvement is Challenging
  - Relevant Motives
- Elegant Design
  - P1: Listen
  - P2: Build a System
  - P3: Consider Culture
  - P4: Persist
- Leadership Matters
  - Sustained Commitment
  - Setting the Tone
Going Forward

- Regular Surveys Focusing on:
  - Engagement vs. Burnout
  - Core Motives
    - Initiative
    - Mastery
    - Belonging
- Taking Action
  - Empowering Workgroups
  - Empowering Individuals
  - Transformational Leadership

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