**Video Title:** Incivility—Disrespect at Workplace

**Video URL:** [**https://www.youtube.com/watch?v=cxCwuPVf99k**](https://www.youtube.com/watch?v=cxCwuPVf99k)

**Run Time/Source:** 3:30, Graduate School of Management/YouTube

**Close Caption Available:** Yes

Workplace incivility is mentioned on page 325 of the textbook as a source of workplace conflict. In this video, prominent incivility researcher and psychologist Christine Porath explains that workplace incivility and rudeness are pervasive in the workplace. Many aspects of incivility and rudeness in the workplace are packed into this brief video. Incivility consists of many different behaviors, A study with business school alumni revealed such incidents of incivility as tearing up a worker’s report in front of the team and making insulting statements. Another example of incivility was telling a group member, “That’s kindergarten work.” Making belittling comments, as well as telling loads of silly jokes are other examples of uncivil behavior.

A major reason that workers are uncivil is because they experience stress from feeling overwhelmed. Another reason for being uncivil is that many workers believe, “Nice guys finish last.” In reality, workers who behave in a civil manner are more likely to be perceived as leaders.

Porath’s research also indicates that 66 percent of workers cut back on their work as a result of being treated uncivilly, 80 percent lost time worrying, and 12 percent left their jobs. In the companies studied, incivility cost the employers $12 million due to lost productivity, and perhaps employees quitting. Insults by peers also resulted in 25 percent poorer performance, and 45 percent fewer ideas contributed.

Small things make a big difference in being perceived as civil. For example, saying “thank you,” asking questions, and sharing credit are perceived as civil behavior. Listening to others and smiling also help in being perceived as civil. Workers who are treated civilly are more likely to be creative and more productive, as well as being helpful and happy. Workers who treat others in a civil manner are perceived as warm and friendly, as well as competent and smart.

Porath advises that a strategic way of being civil on the job is to ask yourself, in every interaction, “Who do you want to be?”

*Questions for Thought and Discussion*

1. In what way are incivility and rudeness linked to conflict resolution?

2. The vast majority of people have heard many times that it pays to be nice to people, so what is Porath’s contribution to workplace civility?