Improved Civility Through CREW Alleviates Burnout

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www.workengagement.com
Community, Burnout, & Medicine

- **Demand Process**
  - Demands exceeding Resources
  - Illegitimate Tasks
  - Unsustainable Lifestyle

- **Values Process**
  - Conflict of Personal & Workplace Values
  - Disconnected Team Dynamics
Community and Core Motives

Civil Workgroup
- Belonging
- Autonomy
- Efficacy

Uncivil Workgroup
- Exclusion
- Limitation
- Undermining
Development of a Social Culture

Social Encounters

Civility v Incivility
Intensity
Intention

Group Culture

Creative
Collaborative
Competitive
Destructive
Civility/Incivility

- **Meta-Comment on Relationship**
  - Intent to Help/Intent to Harm
  - Inclusion/Exclusion
  - Status Comment

- **Reactions**
  - Reciprocate
  - Complement
  - Ignore
  - Redefine
### Civility and Burnout

- Supervisor Incivility with Strongest Relationships
- Cynicism: Strongest Connection with Civility/Incivility
- Efficacy: More Connected to Positive

#### Incivility

<table>
<thead>
<tr>
<th>Burnout</th>
<th>Supervisor</th>
<th>Coworker</th>
<th>Instigated</th>
<th>Civility</th>
<th>Psych Safety</th>
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<tr>
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Based on Survey of 1800 Canadian Hospital Employees
## Civility and Burnout

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Civility Clusters

- **Individual Perspectives on:**
  - Civility
  - Respect
  - Coworker Incivility
  - Supervisor Incivility

- **Civil Profiles**
  - Civil
  - Low Contact
  - Coworker Uncivil
  - Supervisor Uncivil
  - All Uncivil
Civility Profiles with MBI Profiles

Percent of Respondants

Engaged  Overextended  Burnout

Civil  Low Contact  Coworker Uncivil  FLM Uncivil  All Uncivil
Sources of New Nurses’ Incivility

Laschinger et al, New
N = 3400
Workgroup Culture Change

- **Target: Improved Civility**
  - Awareness
  - Acknowledgement
  - Appreciation
  - Accommodation

- **Local Perspective**
  - Workgroup Core Values
  - Diversity
    - Appreciating Current Diversity
    - Open to Further Diversity
  - Not: Universal Rules of Etiquette
Workgroup Intervention

CREW

Civility, Respect, & Engagement At Work

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Intervention Conundrum

- **Contrasting Dynamics**
  - Problems Arise Effortlessly
  - Solutions Require Focused Effort

- **Costs of Action**
  - Time, Energy, & Talent
  - Divergence from Task Time
  - Long-Term Commitment
  - Opportunity Costs

- **Need For Vision**
  - Create a Vision for a New Social Order
  - Translate into Behavior
  - Assure Ongoing Participation
Essentials of Civility Improvement

- **Action Oriented**
  - Developing New Behaviors
  - Behaving Differently: Leaving Your Comfort Zone

- **Reflexive**
  - Civility as Topic of Conversation/Agenda Item
  - Recognizing One’s Contribution
  - Tracking Behavior and Experience

- **Shared**
  - Improving Civility as a Group Project
  - Working on Both Sides of an Encounter
CREW Process

- Assessment
- Commitment
  - People
  - Values
- Training
  - Skills
  - Enthusiasm
- Implementation
  - Civility Sessions
  - Mentoring
- Evaluation

Six Month Cycle

Assess

Wrap up Reflection

Training Kickoff

Companion Mentoring

Midpoint Meeting

Civility Sessions

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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

![Graph showing the impact of CREW Units on workgroup civility compared to control units. The graph plots the difference from average score on the y-axis against time (Before and After) on the x-axis. The line connecting the control units shows a slight increase, while the line connecting the CREW units shows a significant increase, indicating a positive impact of CREW Units.](www.workengagement.com)
Civility, Engagement, & Burnout

- Change: Time 1 to Time 2
  - Coworker Civility
  - Supervisor Incivility
  - Respect
  - Cynicism
  - Job Satisfaction
  - Management Trust
  - Absences

- One-Year Follow-Up
  - Augmentation
    - Exhaustion
    - Cynicism
    - Physical Symptoms
  - Steady State
    - Civility
    - Respect
    - Control
    - Management Trust
    - Job Satisfaction
  - Lost Momentum
    - Absences

- Leiter, Laschinger, Day, & Gilin-Oore, 2011
- Leiter, Day, Gilin-Oore, & Laschinger, 2012
Improving the Social Environment

- Civility & Respect as Core Values
- Problem Solving Framework
  - Relationships as Topic of Conversation
  - Identify Shortcoming of Present Situation
  - Identify Goal Behaviors
  - Introduce & Practice Desired Behaviors
  - Bias towards Action
- Leadership Capacities
  - Assuring Psychological Safety
  - Assuring Shared Workplace Culture

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Limits of CREW

- **Expense**
  - Staff Time
  - Consultants: Structured Process

- **Focus**
  - Workgroups with Persistent Civility Problems

- **Collaborative Approach**
  - Requires Leadership Support
  - Requires Active Workgroup Participation

- **Alternatives**
  - Workshop with Online Support
  - Strong Org Culture for Collegial Respect
Implications for Medical Education

- Fundamentals of Collaboration
  - Colleagues as Primary Resource
  - Power of Social Encounters

- Social Dynamics
  - Leadership Role of Physicians
  - Awareness of Others’ Expectations

- Basic Skills
  - Maintaining Person Focus Under Pressure
  - Self-Awareness
  - Capacity to Deflate Uncivil Encounters
Conclusion

Psychological Connections with Work
- Overextended
- Disengaged
- Burnout

Workplace Social Dynamics
- Intentional: Group CWB & Bullying
- Unintentional: Random and Incivility

Implementing Change
- Teaching and Practicing New Social Behavior
- Group Level Process
- Value-Based Vision
Contact Information

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