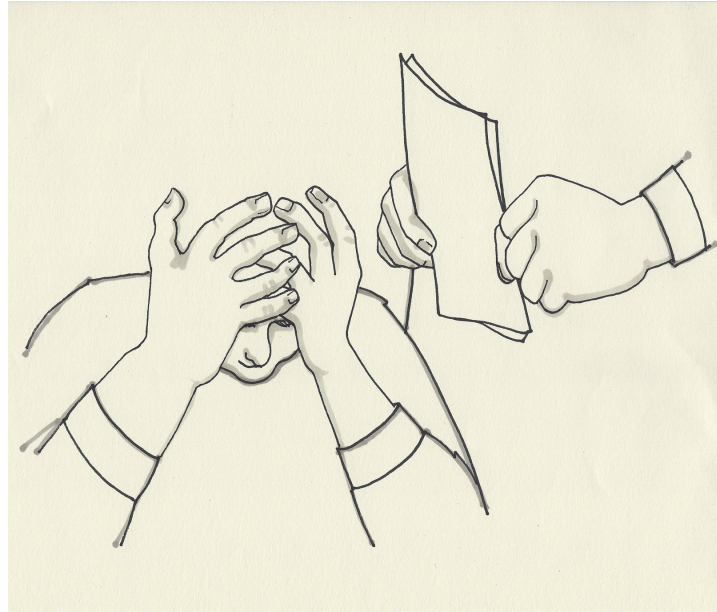


KEEPING PEOPLE SAFER

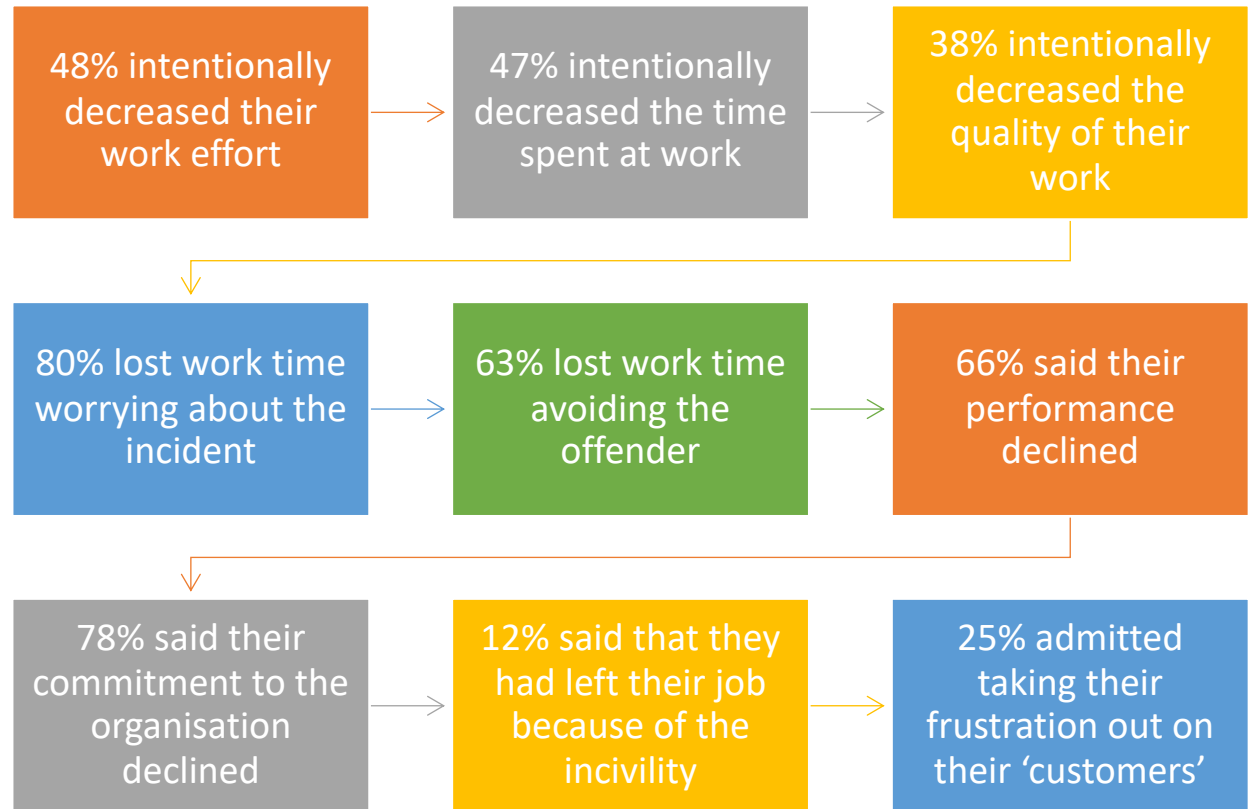
2. How we talk to each other matters



4.39. To make the NHS a consistently great place to work, we will seek to shape a modern employment culture for the NHS – promoting flexibility, wellbeing and career development, and redoubling our efforts to address discrimination, violence, bullying and harassment.

[NHS Interim People Plan 2019](#)

A study of 800 managers who have been on the end of incivility



Porath C. & Pearson C. (2013) [The Price of Incivility, Harvard Business Review.](#)

Incivility

Low-intensity deviant work place behaviour with an ambiguous intent to harm...examples of uncivil behaviour include talking down to others, making demeaning remarks, and not listening to someone.

Schilpzand, P., De Pater, I. and Erez, A. (2016) ['Workplace civility: a review of the literature and agenda for future research'](#), *Journal of Organisational Behaviour*, 37, pp. 57-88.

Incivility

'Incivility is especially troublesome because of its characteristic low intensity. Thus, although they can be seemingly innocuous, such rude behaviour can have serious effects on targets'.

Bunk. J and Magely, V.(2013) [The role of appraisals and emotions in understanding experiences of workplace incivility, *Journal of Occupational Health*, 18\(1\), pp.87-105.](#)

Incivility – outcomes for the target

- *Increased anger, fear and sadness and reduced optimism*
- *Feeling less committed to the organisation*
- *Lower levels of perceived fairness and task related memory recall*
- *Decreased work commitment*
- *Engaging in retaliatory behaviours*

Riskin, A., Erez, A., Foulk, T., Kugelman, A., Gover, A., Shoris, I., Riskin, K and Bamberger, P. (2015) [The impact of rudeness on medical team performance: a randomised trial, *Paediatrics*, 136\(3\), pp.487-495.](#)

Incivility – attacks thinking

Thus, rudeness exposure can adversely affect the cognitive functions required for effective diagnostic and medical procedural performance.

...rudeness exposure may also weaken the very collaborative processes (information sharing and help-seeking) that might otherwise allow teams to compensate for the diminished performance of 1 or more members.

Riskin, A., Erez, A., Foulk, T., Kugelman, A., Gover, A., Shoris, I., Riskin, K and Bamberger, P. (2015) [The impact of rudeness on medical team performance: a randomised trial](#), *Paediatrics*, 136(3), pp.487-495.

Our initial response to incivility and bullying

Try to make sense of the situation

Reinterpret the event or confused about what constitutes appropriate behaviour

Feeling at least partial blame to the situation

Bargaining - 'he / she was rude because of stress'

Incivility – causes

Pressure at work makes unacceptable behaviour more likely. When doctors were asked why they thought there is or may be a problem with bullying, undermining or harassment in their main place of work, the most common reason given by two-thirds of respondents was that people are under pressure. This was followed by it being difficult to challenge such behaviour as it comes from the top and the fact that people who are bullied, undermined or harassed are too afraid to speak up. Difficulties in challenging such behaviour and fear of speaking up about it undermine efforts to create an open and learning culture.

BMA (2018) [Caring, supportive, collaborative? Doctors views of working in the NHS.](#) (p18)

The percentage of BME and white staff experiencing harassment, bullying or abuse from staff in the last 12 months has been increasing since 2016.

For all trust types, a higher percentage of BME staff experienced harassment, bullying or abuse from staff in the last 12 months compared to white staff.

[NHS Workforce Race Equality Standard data reporting](#) (2019) p41

*A recent review estimated that the annual cost of bullying to organisations in the UK is **£13.75 billion**, taking into account absenteeism, turnover and productivity*

Illing et al (2013) [Evidence synthesis on the occurrence, causes, consequences, prevention and management of bullying and harassing behaviours to inform decision making in the NHS. National Institute for Health Research.](#) (p.13)

*NHS estimate is **£2.281 billion** per annum*

Kline, R. and Lewis, D. (2018) [The price of fear: estimating the financial cost of bullying and harassment to the NHS in England. Public Policy and Management,](#) 39(3), pp. 166-174.

Further references

Cortina, L., Leskinen, M. and Magley, V. (2011) [Selective incivility as modern discrimination in organisations: Evidence and impact. Journal of Management](#), 39(6), pp. 1579-1605.

Cortina, L. (2008) [Unseen injustice: Incivility as modern discrimination in organisations. Academy of Management Review](#), 33(1), pp.55-75.

Porath, C. (2016) [The hidden toll of workplace incivility. McKinsey Quarterly](#).