Staff Ombuds Office
Fostering Positive Working Relationships

http://staffombuds.berkeley.edu/

510-642-7823

Objectives

- Discuss notions of civility
- Consider ways to demonstrate respect
- Learn about the services the Staff Ombuds Office provides
- Action ideas

The Civility Project

Making Courtesy Common

Notions of Civility

Respect for Others	Community Service	Care	Tact
Consideration	Equality	Courtesy	Sincerity
Golden Rule	Morality	Respect Others' Feelings	Honesty
Niceness	Awareness	Politeness	Trustworthiness
Respect for Others' Opinions	Friendship	Maturity	Manners/Etiquette
Kindness	Moderations	Peace	Listening
Being Accommodating	Compassion	Fairness	Being Agreeable
Decency	Going Out of One's Way	Self-Control	Friendliness
Concern	Lending a Hand	Justice	Propriety
Tolerance	Abiding by Rules	Selflessness	Good Citizenship [5]

Civility

"Although we can describe the CIVIL as courteous, polite, and well mannered, etymology reminds us that they are also supposed to be good citizens and good neighbors."

~ Forni, P.M., Choosing Civility (2002)

Incivility

"Workplace incivility is low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others."

-Andersson and Pearson, 1999

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Four Guidelines for Demonstrating Respect in the Workplace

1. Consider impact
2. Listen well
3. Assume the best
4. Be inclusive

Guideline 1

Intent $\neq$ Impact

"What is civility if not a constant awareness that no human encounter is without consequence?"
~ Forni, P.M., Choosing Civility (2002).

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Common Workplace Scenario

Suzie is taking a short rest in a tucked away part of the building because she has a throbbing headache. She is siting down to have some quiet time. She can hear her colleague, Joe, as his voice booms from the other room.

- What might Suzie be thinking?
- What assumptions might she make about Joe?
- What could Suzie do about it?
- What could Joe do about it?
- What does being collegial in this situation look like?

Guideline 2
Listen Well

Are we really listening? Some typical thoughts that interfere with listening:

Judging: *"This is a bad idea…"*

Defending: *"But this wasn't my fault…"*

Arguing: *"This isn't the point. The point is…"*

Advising: *"Obviously, what you need to do is…"*

Daydreaming: *"What am I going to eat for dinner?"*

Self–indulging: *"You think that's bad! Here's my experience…"*

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Very simply, people are rude when they are: STRESSED, UNHAPPY, RUSHED.

More and more, many in this country are experiencing all three at any given time. Rudeness is a symptom of a bad state of mind.

–RedyinTX (internet posting found in P.M. Forni, The Civility Solution (2008)).

Filters

| VIEW OF THE OTHER: GRAY LENS	VIEW OF THE SELF: PINK LENS
Overly emotional	Passionate
Closed-minded, argumentative	Committed
Know-it-all, arrogant	Knowledgeable, confident
Stalling	Thorough, thoughtful
Aggressive, demanding, pushy, controlling	Strong, decisive, bold, action-oriented
Manipulative	Strategic
Flattering, insincere, not trust worthy	Friendly, supportive, eager to please
Gossipy, interfering	Sociable, team-building
Passive, cowardly	Cautious, realistic
Anti-social, cold, loner	Reserved, shy, polite

Guideline 3

Assume the best

"We must be courteous to a man as we are to a picture, which we are willing to give the advantage of good light."

~ Ralph Waldo Emerson

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Guideline 4

"No culture can live, if it attempts to be exclusive."

–Mohandas K. Gandhi
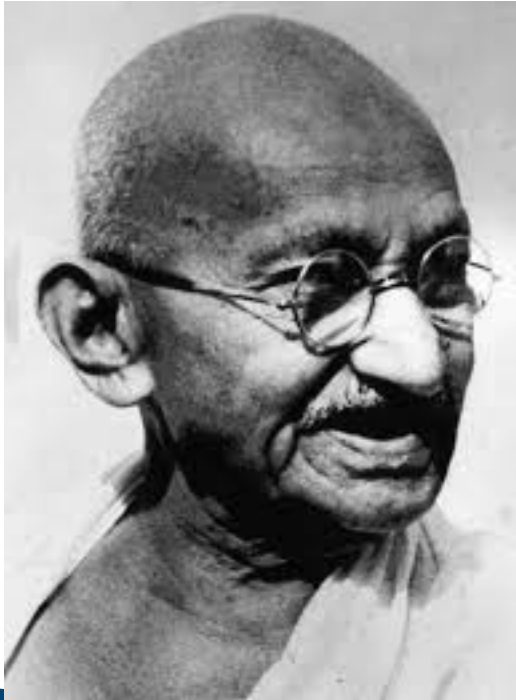
Be inclusive

To become more inclusive we need to increase . . .

" . . . one's awareness, content knowledge, cognitive sophistication and empathetic understanding of the complex ways individuals interact within values systems and institutions."
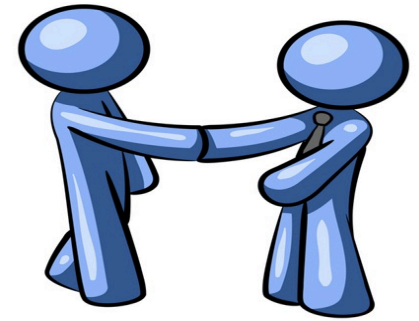
The Association of American Colleges and Universities

You don't need to do it alone!

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Staff Ombuds Office

Provides **confidential, neutral, independent, and informal** conflict resolution and problem solving services for staff, non-senate academics and faculty who perform management functions.
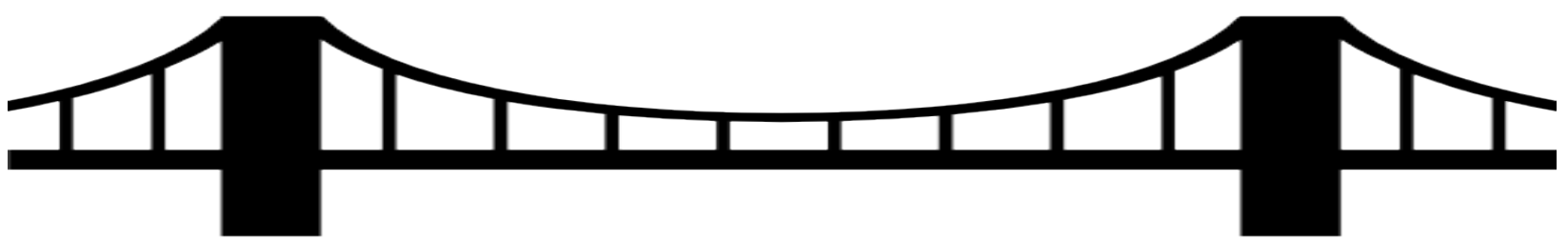
Ombuds Services

- Provide conflict analysis
- Develop strategies to prevent and resolve disputes
- Identify options and information
- Coach on effective communication and conflict situations

"Thank you! Our conversation gives me more perspective on how to think about my issues. . ."

"I found it extremely helpful to discuss 'next steps' with the ombudsperson."

Example: Resource Connection

- Student Ombuds Office
- Human Resources
- Disability Management Services
- Office of Ethics, Risk & Compliance Services
- Union
- Employee Assistance (formally known as CARE Services)
- Career counseling
- Professional development
- Other resources

"I received some resource information for the office that will help me resolve some other issues in my office! I do want to say the ombuds office is professional; and I felt heard. They treated me with respect. Thank you."

Other Ombuds Services

- Mediation
  - Facilitated conversation by a neutral third-party
  - Voluntary
  - Confidential
  - Mutually agreeable solutions
- Group facilitation
- Campus conflict resolution workshops
- Tailored trainings in conflict resolution

- Additionally . . .
  - We can provide upward feedback.
  - We serve as an early warning system and report on systemic issues and emerging trends.

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An Ombuds Example

Coaching

Shelia is a new Research Administrator. In the first month on the job, she did not receive the training she felt was needed to effectively process resource grants. She now feels the PI's she works with are upset and she's uncomfortable asking for help from her supervisor or colleagues.

Shelia met with the Ombudsperson to explore her options, including

- Finding campus training and/ or professional development opportunities
- Having a conversation(s) with her supervisor, Doug
- Talking directly with the Principle Investigators
- Requesting a mentor
- Approaching a colleague for help

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Ombuds Example (cont')

After talking with the Ombudsperson, Shelia decided to have a conversation with Doug. With the help of the Ombudsperson, she develops a communication plan where she:

- Highlights her skills and competencies
- Requests the type of training she needs
- Asks the advice of her supervisor about where to go with questions
- Assures her supervisors she wants to meet the expectations of the job

OUTCOME: By approaching Doug early, Shelia was able to get the trainings she needed and identify who could help her with questions about the grant process to ensure that her performance did not suffer. The faculty she worked were also able to have the support they needed from Shelia. Ultimately, more grants were secured and everyone felt less stress.

Positive Working Relationships

Benefits

- Improved communication
- Increased productivity
- Enhanced creativity
- Better outputs and results
- Decreased turnover
- Positive morale
- Respectful workplace
- Less stress

One employee stated, ". . . I honestly had a very good experience [meeting with the ombudsperson]. I feel there was already been a positive change in my work environment. Thank you."

Action Ideas for Creating a More Respectful and Inclusive Environment

Name 3 new ways you can acknowledge others or create a more inclusive workplace environment…

1.

2.

3.

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To Access Staff Ombuds Services

PLEASE CALL US
510-642-7823

2350 Bowditch Street
http://staffombuds.berkeley.edu/

We do not accept email as it's not a confidential form of communication.

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Selected Resources

- Andersson, L.M. and Pearson. C.M. (1999). Tit for Tat: The spiraling effect of incivility in the workplace. *The Academy of Management Review.* 24 (3), pp. 452–471.

- Forni, P.M. (2008). *The Civility Solution.* New York: St. Martin's Griffin.

- Forni, P.M. (2002). *Choosing Civility.* New York: St. Martin's Griffin.

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