



BRIGHT THREADS™

LEADERSHIP GROUP

Developing leaders who make the work and the workplace better.

The image features two pairs of pliers with bright red, textured handles and silver-colored metal heads. They are set against a black background with a fine, pebbled texture, resembling leather. One pair of pliers is positioned in the upper left, angled towards the top right. The other pair is in the lower right, angled towards the bottom left. The lighting creates soft highlights on the metal and the texture of the handles and background.

**“You’re a do-er,
not a thinker.”**

Beyond Incivility

Practical Communication Strategies that Work



SUCCESS • CULTURE

Business loses \$2 billion a day from office rudeness, study says. Is your workplace ‘civil?’



By Nick Lichtenberg
Business Editor

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August 31, 2025, 9:00 AM ET



Is your workplace uncivil?

GETTY IMAGES

68

million

Acts of incivility per day
in the workplace

36

minutes

Of lost productivity per
incivility incident

74

percent

Of workers agree their
manager could have
done more to prevent
incivility at work



High Cost of Incivility

- Decreased productivity
- Lower satisfaction and engagement
- Higher turnover
- Increased safety risk



Definition:

**Low to moderate intensity
devious behavior with an
ambiguous intent to harm
in violation of workplace
norms of mutual respect**



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Recognizing Incivility

SUBTLE

- Interrupting
- Talking over someone
- Not acknowledging a greeting
- Eye roll

MODERATE

- Public criticism
- Hostile or condescending messages
- Deliberate exclusion

SEVERE

- Yelling, threatening stance
- Spreading rumors

At your tables

Identify examples of incivility you've witnessed. Share the story.
What was the impact?



We're all guilty of it ...

You 1:17 PM

OMG - she's droning on again ...

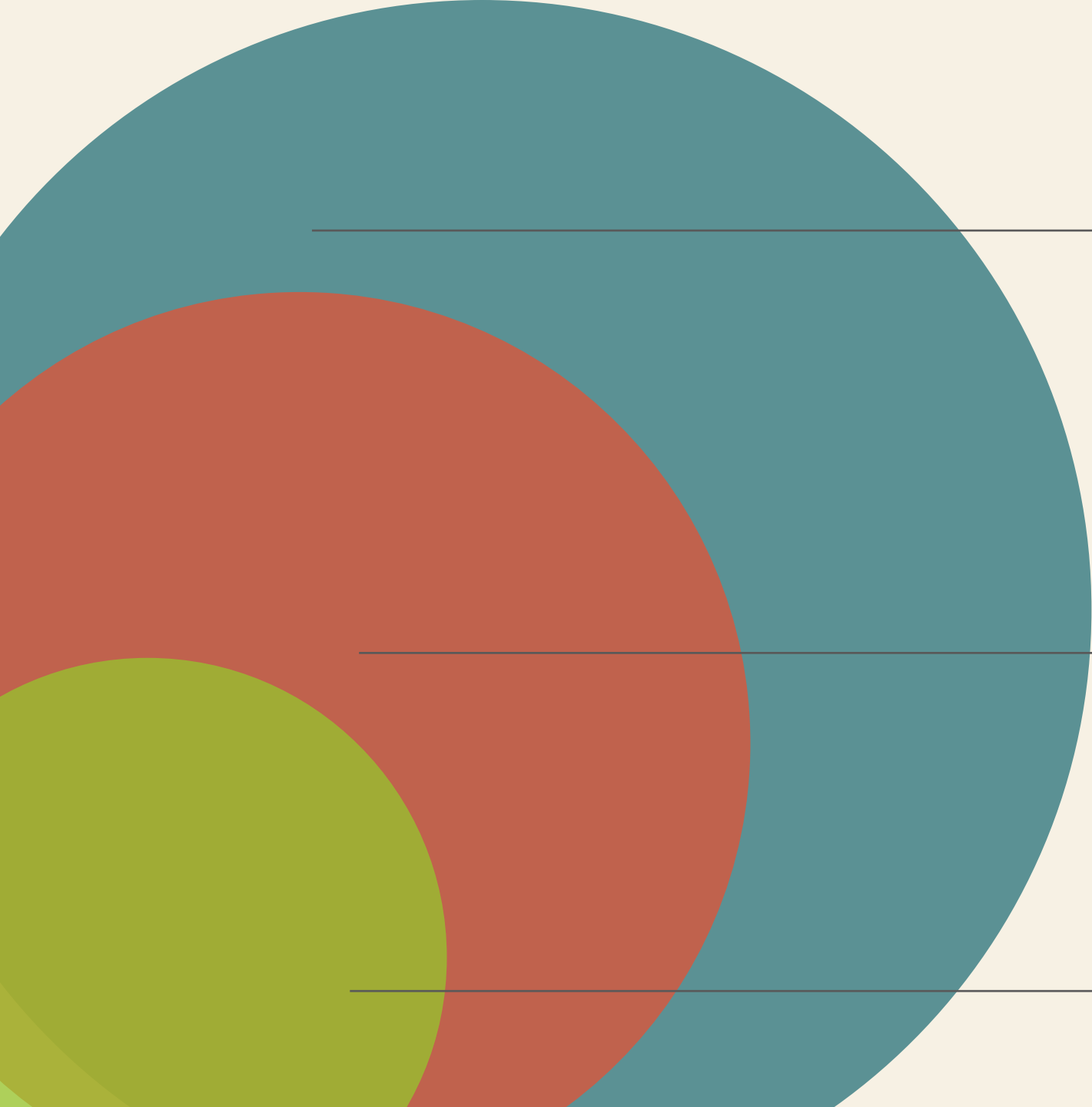


Part 1

Do the Work Up Front

Part 2

**Catch, Disrupt, &
Repair**



Concern

Influence

Control

Part 1

Do the Work Up Front



Treat all with
respect.



Do the work up front

- Establish communication and behavioral norms
- Build the norms into the culture
- Hold people accountable

With a partner ...

Quickly identify 2-3 norms that might help your team make expectations for civility clear



Treat all with
respect

Show positive
regard

Correct in private,
praise in public

Tackle problems,
not people

We don't tolerate
shouting or
demeaning language

Give credit
generously and
publicly

We repair quickly
when we get
things wrong

Urgency doesn't
justify disrespect

**You cannot hold people accountable to an
expectation you haven't established.**



Create a culture of healthy conflict.

The most psychologically safe teams don't have less conflict—they have more.

Healthy Conflict Is ...

- Small
- Early
- Task related



C content

P pattern

R relationship



Part 2

Catch, Disrupt, and Repair Incivility





Catch

Identify incivility faster,
so it doesn't fester



Disrupt

Intervene because we
don't tolerate bad
behavior



Repair

Help you and your
colleagues heal from
incivility





Catch the Quiet Signals

- Withdrawal from participation
- Shifts in energy
- Physical positioning
- Whose idea gets airtime
- Who gets interrupted
- Who gets left out of informal moments
- Relief when a specific person is absent



ON TILT

Emotions, positive or negative, are influencing your thoughts and behaviors



Disrupt the Incivility

- Specific
- Calm
- Assertive

A teammate raises her voice and uses a scoffing tone to diminish someone else's perspective.

“I’d like to continue this conversation, but I need us to lower the temperature first.”



Disrupt the Incivility

- Specific
- Calm
- Assertive

A colleague is mid-sentence in sharing an idea when someone else cuts them off.

“I’d love to hear what Carl was saying before we move on.”

**Our culture is defined by
what we tolerate.**





**Hold people
accountable
for their
impact, not
their
intentions.**



Disrupt the Incivility





Repair the Damage

At your tables ...

Consider examples of good repair from your professional and personal life.
What does a good apology look like?





Good Apologies

- Name what you did
- Acknowledge the impact
- Offer your apology without conditions
- Make a behavioral commitment



“

I yelled during the meal service. The pressure we were under was not an excuse.

I know my temper made you feel unsafe, and I'm sorry.

I'm going to pause before tomorrow's event so I enter the event feeling calmer—I won't yell again.



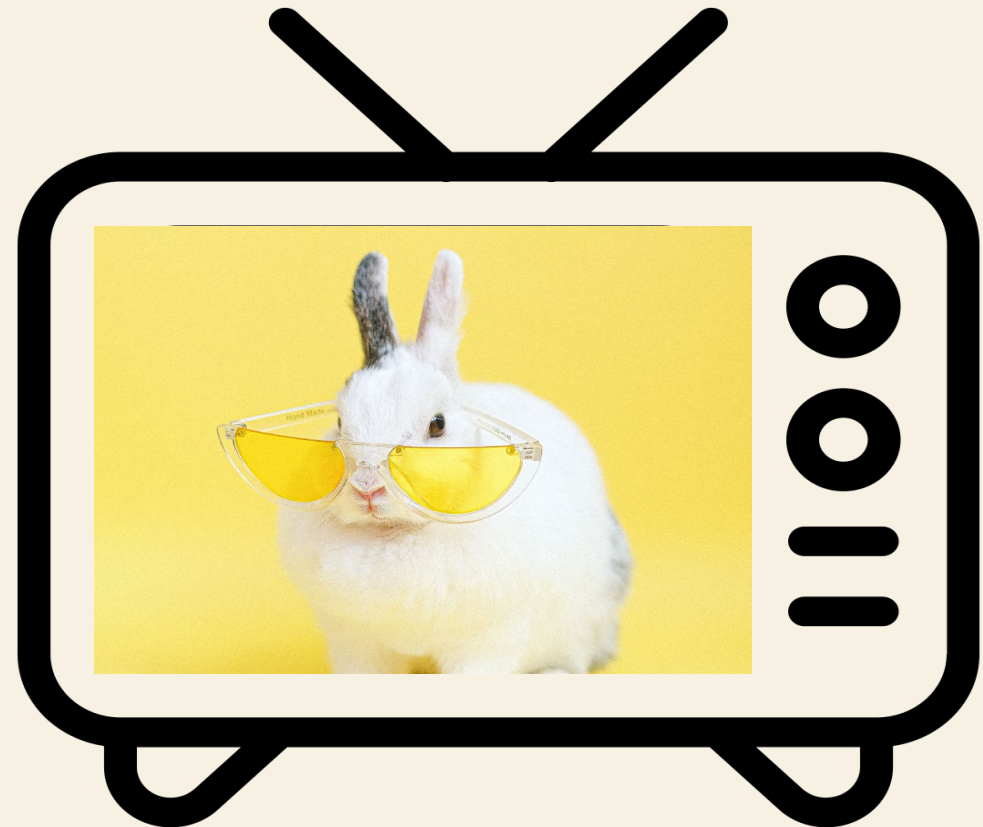
Emotional Management Tools

- Name the emotion
- Unhook (“I feel stressed” not “I am stressed”)
- Deep breaths





Repair the Damage



5:1

Part 1

**Do the Work Up
Front**

Part 2

**Catch, Disrupt, &
Repair**



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