

Core Competencies as a Means of Decreasing Incivility

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Incivility and bullying defined

Bullying

"Repeated, unwanted, harmful actions intended to humiliate, offend, and cause distress in the recipient" (Professional Issues Panel on Incivility, Bullying, and Workplace Violence, 2015)

Incivility

"One or more rude, discourteous, or disrespectful actions that may or may not have a negative intent behind them" (Professional Issues Panel on Incivility, Bullying, and Workplace Violence, 2015)

Horizontal violence

Nurses engaging in abusive behavior toward one another



Background

- History of incivility in nursing
 - Nurses Eat Their Young
- Incivility in the workplace
 - Magnet vs. non-Magnet
 - Importance of leadership
- Incivility in academia
 - Incivility among faculty and staff
 - Incivility among students
 - Incivility between students and faculty



Faculty to Faculty Incivility

• Incivility is a problem in all areas of higher education

- Over two-thirds of nursing faculty report moderate to severe levels of incivility
- Stress and demanding workloads contribute to incivility



Impact of Incivility

- Burnout/turnover
- Poor mental health
- Decreased work performance
- Reluctance to collaborate
- Impaired cognitive performance
- Psychological harassment
- Stress



Korn/Ferry Leadership Architect

 Framework for developing a shared language

Helps articulate mission critical skills





School of Nursing Retreat

• Twice a year all nursing colleagues come together for a retreat

 Multiple retirements and many new faculty created an opportune moment to consider our shared goals and values



The Process

- School of Nursing Mission
 - The School of Nursing extends the University's liberal arts tradition to prepare exceptional thinkers, compassionate professionals, and leaders for nursing and global health care.
- Teams of faculty and staff worked in small groups
- Mission critical competencies identified by each team and then verified by a full group discussion



Core Competencies

- Building effective teams
- Customer focus (e.g., Student focus)
- Drive for results
- Ethics and values
- Integrity and trust
- Managing vision and purpose
- Organizational agility
- Strategic agility



Shared language

- Generation of the core competencies created a shared language
- Incoming faculty and staff are oriented using core competencies



Share vision

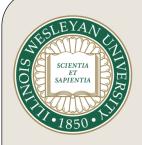
- Core competencies created a more focused vision
- All faculty are accountable for upholding the competencies in their work with students and other faculty



Current use by Faculty

• Core competencies are reviewed annually during the fall retreat

• Annual individual and team goal development



Current use by the Director

- Provides foundation for new faculty and staff orientation
- Underscores reflections on achievement of individual and team goals
- Frames difficult conversations with students
- Serves as common language when resolving conflicts between and among faculty, staff, and/or students

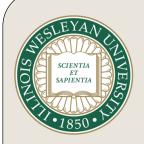


Core Competencies and Incivility

- Shared competencies = shared language
- Shared language decreases incivility
- Shared commitment promotes civility



- Monitor need to update competencies
- Continue to encourage a culture of civility



Questions?

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