

Positive culture
Team discussions

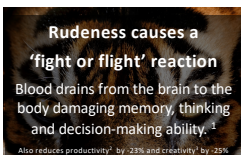
4. The impact of 'incivility' on safety and quality

There is overwhelming evidence that rudeness, inappropriate behaviour and bullying impact significantly on the individual and on the organisation.

These behaviours have real and serious impacts not only on the **physical and psychological wellbeing** of the person

experiencing the behaviour, but also on the **performance of the organisation.**

Bullying behaviours are repeated over time but one-off acts of inappropriate behaviour are still harmful. Studies show 'incivility' at work makes errors and mistakes more likely.



Evidenced impact of incivility and rudeness

This impacts cognitive function significantly, making errors and mistakes more likely. ⁵

A study of Neonatal ICU teams, showed that incivility in a clinical setting resulted in significantly more errors of diagnosis and mistakes in execution of clinical procedures (Pediatrics, 2015). ⁶

Discussion: Where have you seen incivility harm your team?

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The impacts of bullying

When inappropriate behaviour is repeated over time, it can become bullying.

Our definition of bullying is behaviour that harms or undermines, and that is repeated over time. While the person behaving this way may not be aware of the impact, we do have a responsibility to let them know. Inappropriate, rude or other poor

behaviours which are experienced as a one off, while not bullying, are not appropriate as they can harm colleagues.

Sometimes you may experience behaviours that you don't like, but which are appropriate, for example when a manager is supporting someone in a respectful way to perform to the agreed level for their role.

The health effects of bullying

- 82.7% Anticipation of next negative event
- 79.6% Overwhelming anxiety
- 76.7% Sleep disruption (hard to begin/too little)
- 75.6% Loss of concentration or memory
- 70.3% Uncontrollable mood swings
- 66.3% States of agitation or anger
- 63.7% Pervasive sadness
- 60.9% Heart palpitations
- 60.7% Insomnia
- 59.6% High blood pressure (hypertension)
- 58.7% Obsession over personal circumstances
- 50.0% Intrusive thoughts (flashbacks, nightmares)
- 49.8% Loss of affect (flat emotional responses)
- 49.0% Depression (diagnosed)
- 48.2% Migraine headaches

% of people reporting symptoms during or after bullying episodes. ⁷

When people experience bullying:

- Lost **time**: 7 days more sickness absence ⁸
- Lost **motivation**: 48% reduced effort ⁹
- Lost **productivity**: down by 50 – 70% ¹⁰
- Lost **quality**: 50% worse on cognitive tests ¹¹
- Lost **resources**: 12 -29-72% left job ^{12 / 13 / 14}

People who have been bullied at work are twice as likely to have suicidal thoughts ¹⁵

29% contemplated suicide
16% developed a plan to end their lives
Separate study showed 50% of those who develop a plan attempt suicide, with a 3% success ratio ¹⁶

Discussion: What are your thoughts about these impacts of bullying?