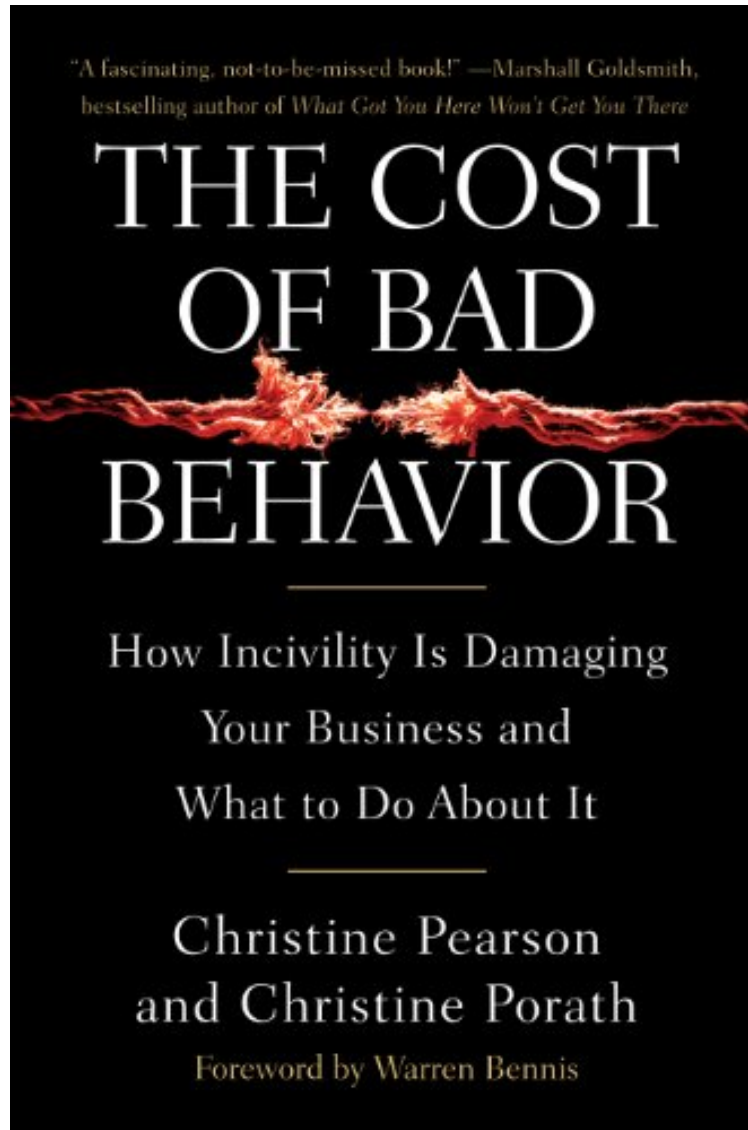


(Ebook pdf) The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It

The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It

Christine Pearson, Christine Porath
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Christine Pearson, Christine Porath : The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It before purchasing it in order to gauge whether or not it would be worth my time, and all praised *The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It*:

2 of 2 people found the following review helpful. Such Behavior Astounds By Jeffrey Swystun I have long been fascinated by how individuals get away with behavior in the workplace that would not be tolerated in grade school. The authors have done a fabulous job bringing attention to this acute problem in many businesses along with the

emotional and tangible costs that result. But to me the subject of 'incivility' goes beyond inappropriate texting and conversation interruptions. The least beneficial behavior is far worse and may have once been called "office politics". It is when individuals or factions fight it out with each other using petty tactics like withholding information, CC'ing a large number of people to embarrass or denigrate someone's performance, or voicing support for an initiative publicly but doing all to derail it behind the scenes. This behavior remains incredible to me even after 20+ years in corporations especially since all it does is benefit one's competitors in the market where the real fight should take place. The book is well researched and the authors are cautiously optimistic regarding human behavior. However, I am left wondering if it is the corporation's responsibility to correct the behavior of employees who have patterned themselves in a negative way from their formative years.

3 of 3 people found the following review helpful. Evidenced Based Information that Bad Behaviors Have an Impact on Performance By JRes What a great and fast read. What I liked was the evidence presented by the authors about the costs of bad behaviors in our organizations. One fact that resonated was the high percentage of people who will get back at the offender. We see these exchanges going on in our organizations every day, often masked as organizational politics. Often it is the executive team that has to be convinced of the price that the organization pays when bad actors are allowed to behave in an uncivil disruptive manner. What can be a challenge is convincing management that the highly competent person (in terms of their technical ability to get the work done) with disruptive behaviors is detrimental. In fact there is a price to pay and oftentimes these people make the team 30 - 40 % less productive. A colleague bought this book for the entire senior team as a way to address some disruptive behaviors in the company. Personally I cite this book all of the time in my work.

0 of 0 people found the following review helpful. How much is bad behavior costing you? By Jim Bouchard Those familiar with Think Like a Black Belt know that the fundamental principle underlying everything I talk about is the simple, powerful concept of "Respect." The continual decay of respect and rise of incivility is threatening contemporary society- most people have no clue as to the extent of the damage. "The Cost of Bad Behavior" by Christine Pearson and Christine Porath quantifies the clear and present danger in stark detail and they support their argument with irrefutable data that is both compelling and horrifying. "As we look across society today, an important question for us becomes: Is incivility really as bad as it seems? The answer seems to be yes..." Their assessments of the high dollar cost of disrespectful behavior, particularly in the workplace nothing short of sickening. From the introduction: Percentage of people in the United States who: *Believe incivility is a problem: 80 percent *Have experienced incivility at work: 96 percent *Experience stress because of workplace incivility: 60 percent The cost? The authors cite that 12 percent of workers leave their jobs because they were treated uncivilly. Average price of replacing each of those employees: \$50,000 Annual cost of job stress to U.S. corporations: \$300 billion Amount of time Fortune 1000 executives spend resolving employee conflicts: 7 WEEKS per year (emphasis added) In one particularly compelling case study Pearson and Porath detail the efforts of Cisco Systems to analyze the cost of incivility in their company. Note that arguably, the fact that Cisco was so proactive in their approach indicates that their results probably represent the lower end of the damage spectrum as they are obviously an example of a company with a very positive workplace culture. Still, Cisco found that "the organization wide costs for potential time lost by targets who worried about additional uncivil incidents and future interactions with offenders totaled nearly \$2 million per year. With estimates for the costs of weakened commitment (also calculated as lost productivity value) and job changes (calculated on the basis of cost per hire) added in, the total topped \$8 million." They add that this is not the ultimate cost- it's just the "starting point" and doesn't include secondary costs! You may not run a global corporation like Cisco. For the small business person the cost in proportion to the total output of the business may be even more devastating. If you have 4 employees, what is the impact of losing one employee to incivility? The authors provide a detailed accounting procedure to help you analyze this cost no matter what size business you operate. The damage does not stop there. "The Cost of Bad Behavior" explores the damage to our society on every level including our education system. Perhaps the most disturbing is the cost to the individual. Incivility and disrespect it seems actually alters your brain chemistry. "It seems that whether the snake is in the garden or in the next cubicle, flight or fight responses kick in." "Unchecked, this condition can destroy your health. "Incivility may spark an effect similar to post-traumatic stress disorder." Continued exposure to stress induced by an offender can cause "brain burn." Quoting Dr. Edward Hallowell, the authors claim that "This leaves a scar that is not only psychological but physical. According to Hallowell, high levels of adrenaline pumped through the body under these conditions actually burn a hole in the brain, creating a permanent `tattoo.'" "This damage is lasting and untreated can leave an indelible mark on one's life. While I greatly appreciate "The Cost of Bad Behavior" for saving me the trouble of having to conduct expensive scientific studies to support the value of my work in workplace respect, my endorsement is really inspired by the solutions the authors offer. They're not leaving us to wring our hands and wait for the imminent collapse of civilization; they detail clear steps you can take to cultivate and maintain a respectful environment at work or on campus. For the record- incivility and disrespect does not necessarily include playful teasing, welcome flirting or even scathing comedy in the proper context. It does not include firm but warranted criticism and even appropriate expressions of anger. Political correctness is no solution and neither is the attempt to sanitize our language or culture. The solution is to empower people to be more confident and resilient and less susceptible to the damaging effects of incivility while also enforcing clear standards of civility and respect where

appropriate, particularly at work and on campus. To be blunt, you don't go to work or school to be abused. The continuing advance of communication technology that can create barriers of anonymity and remove us from the direct face to face interaction we're designed to handle, this problem will likely grow- unless we're willing to commit to a sincere effort to restore respect and civility to our culture. "The Cost of Bad Behavior" is an essential addition to your Black Belt Mindset library- and one that may just save you lots of money, help you keep your health and sanity and most important- inspire you to be part of the solution! Jim Bouchard Author of THINK Like a BLACK BELT

Why incivility at work is a bigger problem than you suspect In an accessible and informative style, Pearson and Porath examine the toll that bad behavior can have on otherwise well-functioning companies. And they reveal strategies that successful organizations are using to stop incivility before it takes hold. Whether it's a standoffish coworker or an arrogant boss, incivility at the office doesn't just affect the moods of a few employees; it hurts an entire company. Consider these statistics: 12 percent of all employees say they've left jobs because they were treated badly. Fortune 1000 executives spend roughly seven weeks per year resolving employee conflicts. And an astonishing 95 percent of Americans say they've experienced rudeness at work. Christine Pearson and Christine Porath examine the devastating toll that bad behavior can have on otherwise well-functioning companies. Combining their own scientific research with stories from fields as diverse as criminology, education, and psychology, they show how to spot the roots of incivility, rip them out, and create a culture of respect. They urge managers to stop making excuses, set a zero-tolerance policy, and lead by example. Bestsellers like *The No Asshole Rule* and *The Power of Nice* have shown the hunger for more civility at work; now *The Cost of Bad Behavior* shows exactly what to do about it.

From Publishers Weekly Most Americans have encountered unpleasant or even hostile colleagues and bosses, but incivility is more than just a human resources problem: it also has a financial cost, argue Pearson and Porath, management professors at Thunderbird School of Global Management and the University of Southern California, respectively. The authors identify the range of behaviors that may be perceived as rude (e.g., inappropriate use of cell, texting during meetings, shutting someone out of a network or team) and quantify the costs of lost time and productivity by disgruntled workers making reduced efforts and possibly suffering from weakened commitment, stress or health problems. Citing such companies with positive cultures as Cisco Systems and Starbucks, the authors illustrate how strong leadership nurtures an environment of cooperation and respect. While the data on the prevalence of rudeness in the workplace is disturbing, the authors maintain an optimistic tone and provide credible, useful tips for managers who recognize that valuing people is not only the right thing to do but the key to profit and productivity. (July) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "Pearson and Porath have hit upon a major issue facing businesses today. Learn the cost of bad behavior and what to do about it in this fascinating, not-to-be-missed book!" -Marshall Goldsmith, bestselling author, *What Got You There Won't Get You There* and *Succession* "Thoroughly researched, clearly written, and with a set of action steps that can save lives and create workplaces that are creative and productive, humane institutions that reclaim the respect we all want and deserve." -Warren Bennis, from the foreword "Two towering figures, Christine Pearson and Christine Porath, have now condensed their valuable finds in an agile and eminently readable book. I urge leaders of all stripes to spend a week reading it, reflecting on it, and then planning vital organizational culture changes accordingly." -P. M. Forni, professor, Johns Hopkins University, and author of *The Civility Solution* "Want a plan of action to cut costs at your firm? You will find one in this book, which can save your business some serious dollars." -G. Richard Shell, Thomas Gerrity Professor, Wharton School of Business, and coauthor of *The Art of Woo* "A vitally important, profound, original, and timely book. Blessedly brief, poignant, and clearly written, this book offers concrete advice that can bolster not only the bottom line but also the lifeblood of any business." -Edward Hallowell, MD, author of *Driven to Distraction* and *CrazyBusy* "Very readable and full of good ideas. This book does a terrific job of translating research into practice." -Edward Lawler, author of *Talent* "A highly readable and deeply insightful book." -Warren Christopher, former U.S. Secretary of State "The authors usefully document not only the costs of incivility, but also the potential benefits of creating cultures in which good behavior is the norm. This is the work of the brightest emerging stars in the business school firmament." -James O'Toole, author of *The Executive's Compass* and coauthor of *Transparency* About the Author Christine Pearson is a professor of management at the Thunderbird School of Global Management. Christine Porath is an assistant professor of management at the Marshall School of Business at the University of Southern California. They have received national and international media attention for their work, and their research has been featured in publications such as the *Harvard Business Review*, *The Wall Street Journal*, and the *Financial Times*.