



Civilian Assistance Services — Bringing Balance to Life and Work

### **How Incivility Spreads** in the Workplace

ncivil behaviors in the workplace may include condescending statements, put-downs, sarcasm, and/or even silence if it is used purposely to withhold a compliment or kind remark. Incivility is contagious be-



cause employees develop reflexes to reciprocate it, and may passively become uncivil toward others who did not provoke it. Fatigue from ruminating about negative exchanges may be common, and employees normally disinclined to act uncivilly may begin doing so. Does any of this sound familiar? To repair and maintain your work group to keep it healthy and collaborative, regularly spend time giving feedback to each other in group meetings. Discuss communication issues and spend time inquiring about unresolved problems. Doing so will reduce tension among you and decrease the frequency of incivility that leads to dissatisfaction and job turnover.

#### **Emotional** Intelligence in Customer **Service**



motional intelligence (EI) applies very well to customer service, where it has big payoffs. To use EI in customer ser-■ vice, focus on your customers' emotions and not your own. You will appear more empathic, identify customer needs more quickly, and calm an angry customer faster. You will experience less stress on the job by being proactive rather than reactive to a customer's emotionality. Try it. See if you aren't less worn out at day's end.

## **How Emotionally Intelligent** Are You?

now you have probably heard about emotional intelligence, or El. El is your aptitude for perceiving others' emotions accurately, responding to your emotions in a reasoned way, understanding what other people's emotions mean, and controlling how you will respond to emotions as you interact with others. People who do these things well are said to have "people skills." Many social scientists believe EI is at least as important as, and perhaps more important than IQ as a predictor of success. Be careful about online tests to grade your El. Many are not authority-based, and others seek to market products to web visitors. The most rigorous research-oriented EI organization is the Emotional Intelligence Research Consortium. The most prominent El experts are members of it.

#### **Heading Conflicts** Off at the Pass

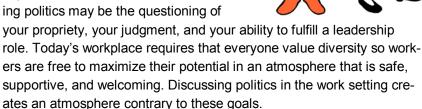
ollow the "Rule of Immediacy" in resolving relationship conflicts. Quickly, after any incident, seek a private meeting with your coworker or colleague to discuss comments,



issues, or behaviors that concern or offend you. Conflicts are normal and unavoidable in any work organization, but they do not have to be as harmful as many people make them. This "keeping the air clear" approach to resolving early-stage conflicts is sound: Most employees want to get along with each other, avoid conflicts, and know their relationships are successful and tranquil. "Why didn't you come to me sooner" is one of the most frequent retorts heard in workplace conflict resolution.

Why Not Discuss **Politics at Work?** 

iscussing politics at work usually creates tension and discord among coworkers. You may feel passionate about free expression, but maintaining harmony and avoiding conflict with workplace colleagues are more important. Another downside to discussing politics may be the questioning of



# When Change Comes, **Will You Adapt?**

all have difficulty managing change to some extent. Sometimes change comes without notice. At other times change

looms over us like a bad dream. Change that is difficult and unwelcomed often challenges our presumptions and tests our skills set. Am I valued? Have I prepared? Change need not be immobilizing or overwhelming. Sure, it helps to know change is coming and what exactly it involves. It also helps to have time to prepare. Bottom line is that change is inevitable, whether prepared or not. The key is to be ready to adapt. That means adjusting, acclimating, getting a feel for, finding your feet, familiarizing yourself, settling in, getting used to, and embracing what's ahead. After all, what's the alternative? You have what it takes!

# **Stay Safe with Situational Awareness**



ituational awareness" is a skill learned in professions in law enforcement and the military, or in activities like riding a bike. When you are "situation aware," you consciously pay attention to what is happening in your immediate vicinity in order to more quickly spot threats to your safety. This helps you respond sooner. Situational awareness can protect you from becoming a victim of a crime. Leaving your workplace alone at night or walking in an isolated parking lot are examples of where situational awareness may protect you from an attack or circumstances that may place you at greater risk. You can practice situational awareness almost anywhere. When walking down a sidewalk, take a few moments to notice details, colors, people, small objects, and changes in the environment. Periodically practicing this exercise may prompt you to use situational awareness when it will be most beneficial.



esearch shows that pot users are more likely to report that they can drive safely while high. Those who were high while taking the survey believed they could drive safely, while those who smoke pot but were not high at the time they took the survey said they would not be safe driving while high. This may explain why an entirely different research study by AAA discovered that fatal crashes involving



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