

Civility, Conflict, and Culture: Building Teams That Work

Dr Dawn Martin PhD, MEd, MSW, RSW

Dr Tom Lloyd LL.M, MB ChB, MD, MRCS, MFFLM



Are you working in a team where you have a psychologically safe, civil, culture?

Why do we see problems in our teams?

- An unmet need
- Lack of emotional intelligence
- Interplay of their personal system
- Bad behavior gets results
- “Its just normal”
- Lack of clarity



Photo by [Elisa Ventur](#) on [Unsplash](#)

How does the system contribute?

Impact of rudeness on self

- 80% lose time worrying about the rudeness
- 78% reduced their commitment to work
- 38% reduce the quality of their work
- 48% reduce their time at work
- 61% decrease in cognitive ability
- 25% take it out on others
- 12% leave



Christine Porath TED talk

Impact on others

Witnesses

20% decrease in performance

50% decrease in willingness to help others

Service users

75% less enthusiasm for the organization



Civility Saves Lives

Why is this important?

- Changing Times
- Retention and Recruitment
- Health and Wellness
- Working with colleagues
- What you permit you promote
- Decreased trust in healthcare system/care
- Yet conflict should be seen as healthy



Unprofessional behavior is a Patient
Safety issue!

And should be treated as such

So what can we do about civility and culture?

1. Mindset – own our part in this
2. Leadership Clarity and Safety
3. Team Charter
4. Manage those that step over the behavioral norms

What drives problems?

1. Stories



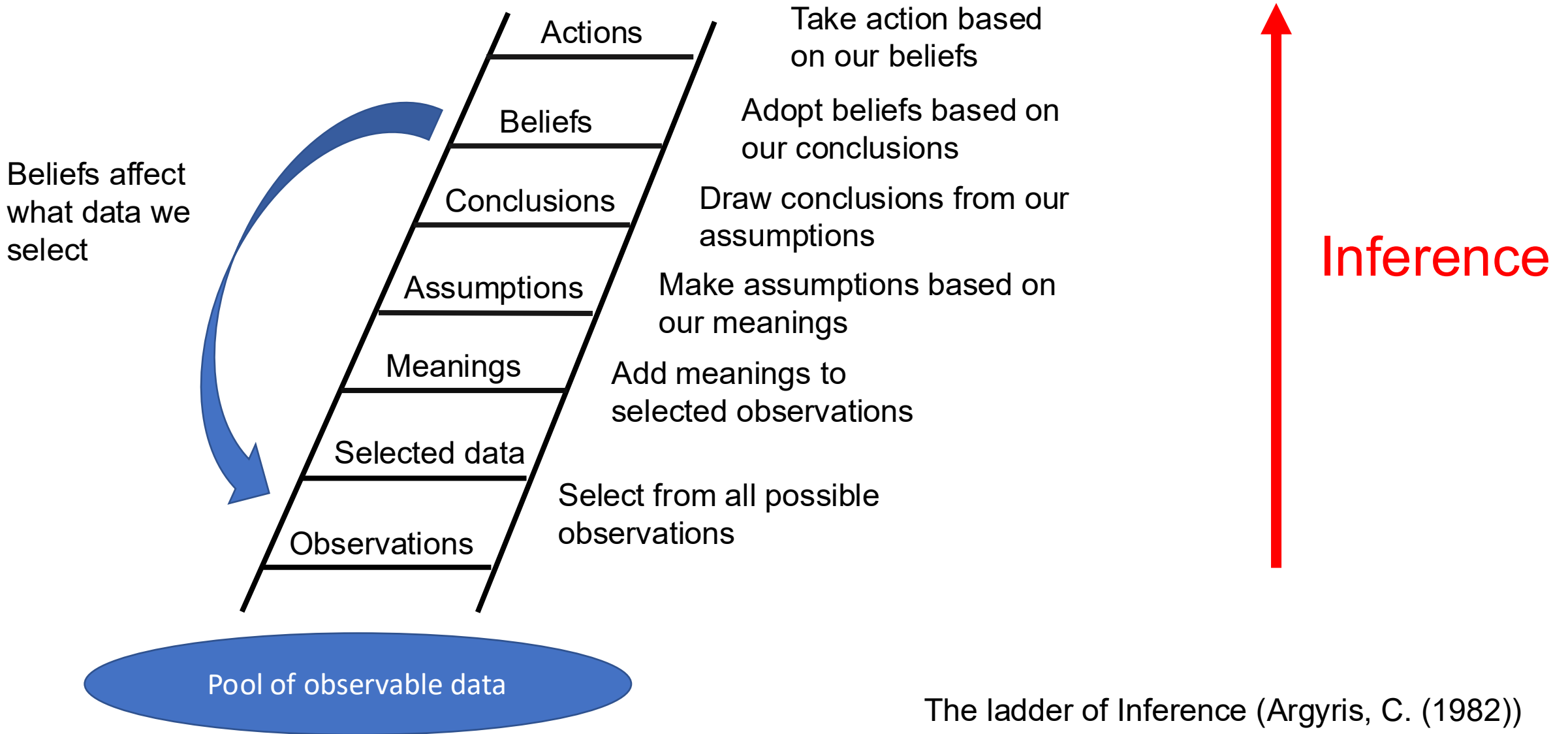
Photo by [Maegan Martin](#) on [Unsplash](#)

2. Judgement



Photo by [Afif Ramdhasuma](#) on [Unsplash](#)

1. Ladder of inference



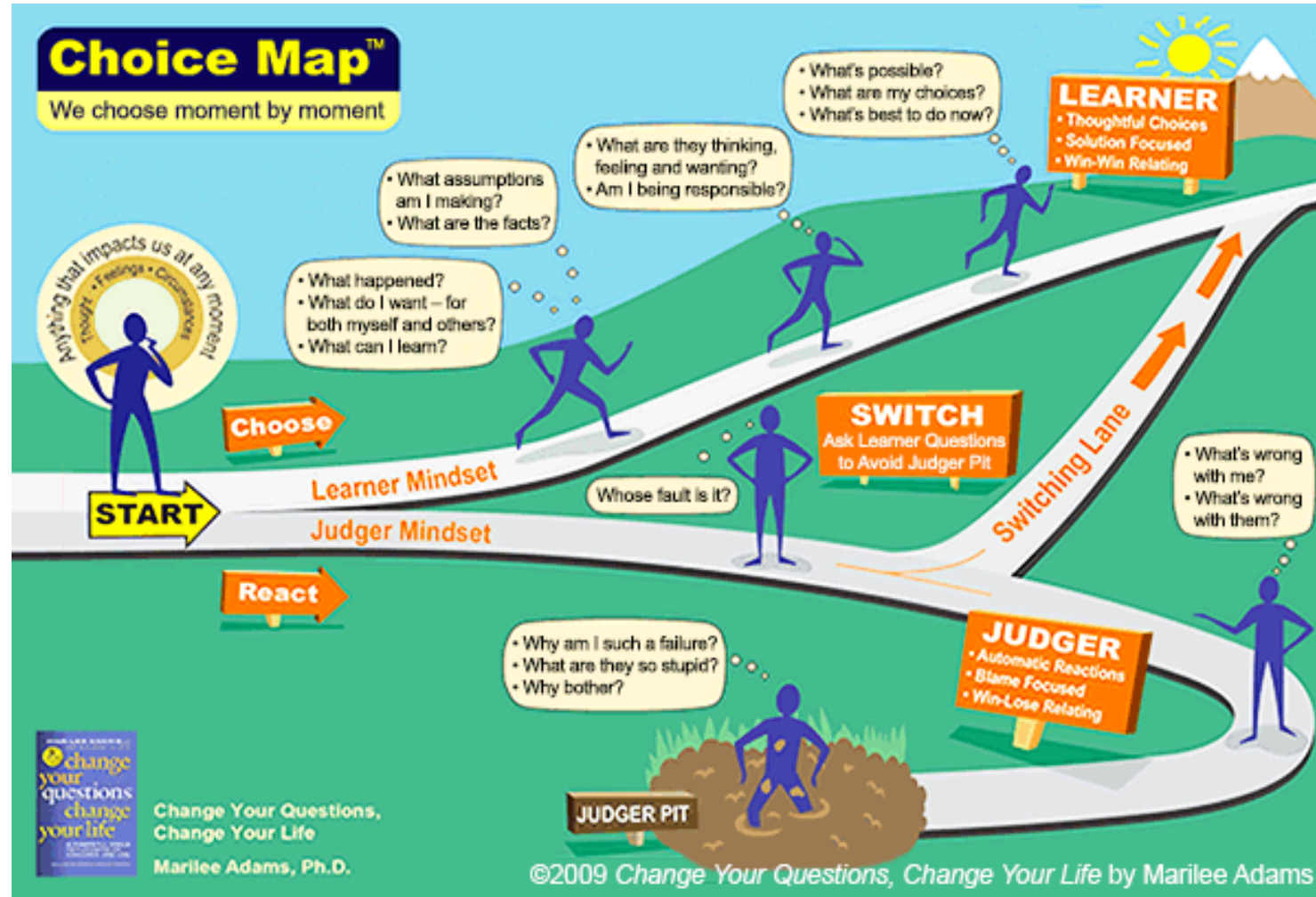
Positions, Interests and Needs (PIN)

Positions – the specific solution or outcome

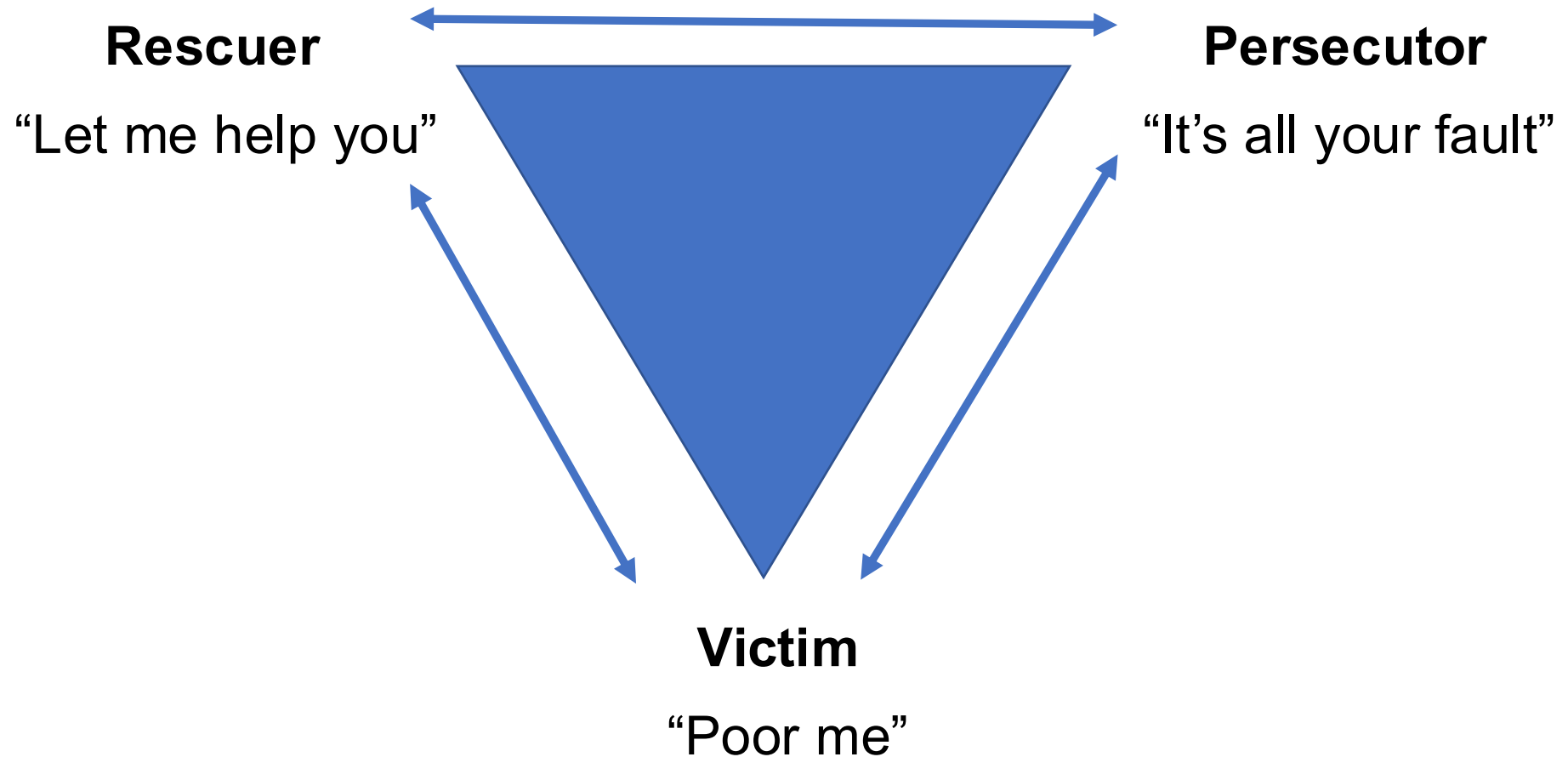
Interests – Underlying needs, desires and concerns

Needs – the foundation of our values and beliefs

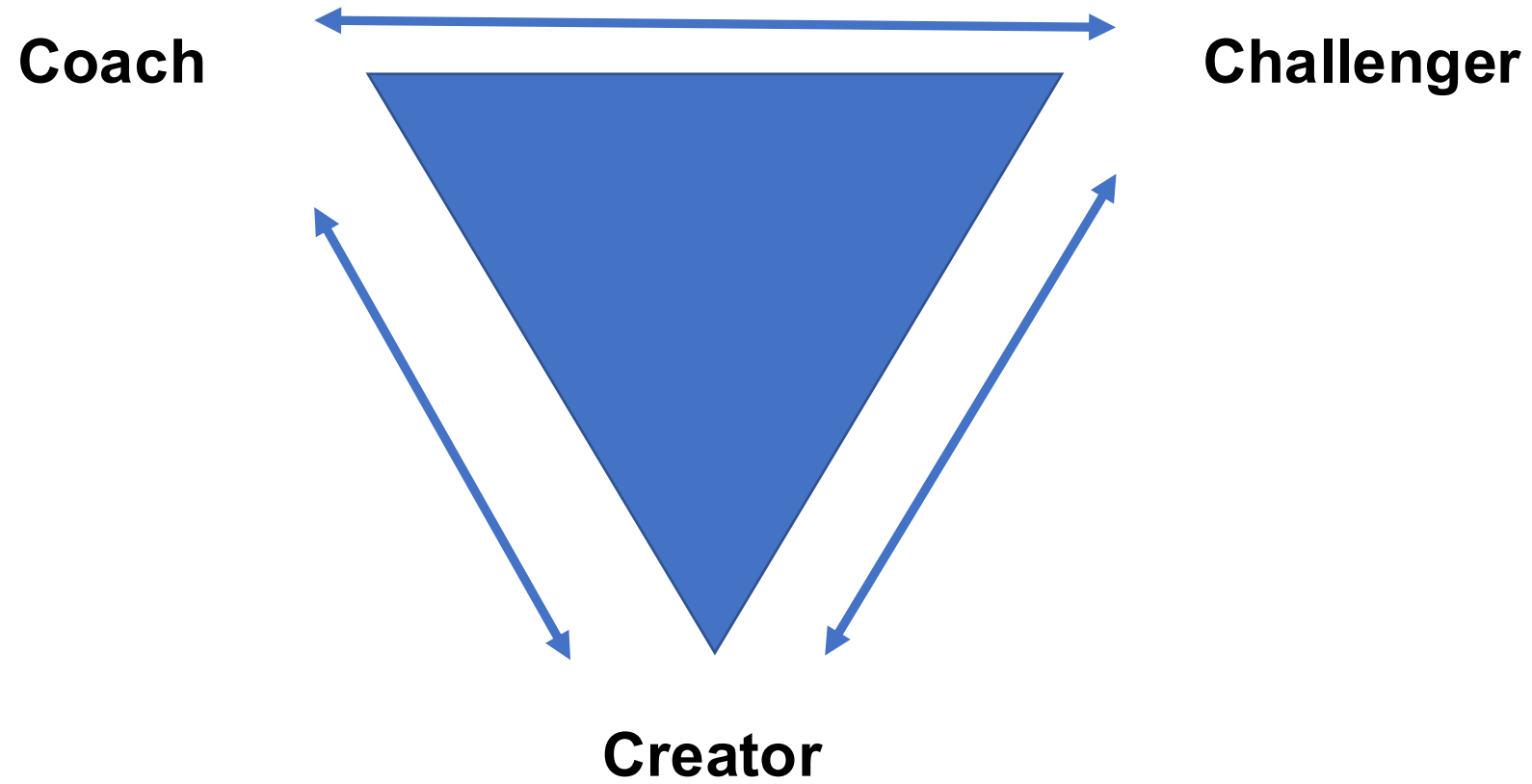
2. Choice Map



3. Karpman Drama Triangle



David Emerald Womeldorff



4. Intention v Impact – the insight gap

Internally

“We judge ourselves by our intentions which are always good, and others by their behaviors and actions”

Externally

Others judge us by our impact not our intention

What affects this space?

Lack of

- Certainty
- Choice
- Care
- Transparency
- Communication
- Fairness



Getty Images: Jena Ardell

So what can we do about civility and culture?

1. Mindset – own our part in this
2. **Leadership Clarity and Safety**
3. Team Charter
4. Manage those that step over the behavioral norms

What helps?

1. Clarity
2. Safety



Photo by [Bud Helisson](#) on [Unsplash](#)

Clarity of...



- Vision
- Purpose and Meaning – The "WHY"
- Values
- Roles & Responsibility
- Expectations & Consequences

Clarity of...



- Vision
- Purpose and Meaning – The "WHY"
- Values
- Roles & Responsibility
- Expectations & Consequences

The Organization, the teams and yours

Purpose

What can this team do together that it cannot do apart?

Who are you/your team serving?

- Who do we serve
- To enable them too ...
- In service to their partners...
- For whom they create the benefit of...

So what can we do about civility and culture?

1. Mindset – own our part in this
2. Leadership Clarity and Safety
- 3. Team Charter**
4. Manage those that step over the behavioral norms

Team Charter

1. Be clear on what this team is being asked to do?
2. Team Purpose?
3. What are our values?
4. Where do we need, as a team to get to, in 2026 and 2027?
4. What do we need from each other to achieve this?
 - What should we start, stop, continue?
 - How do we manage difference and conflict?
 - How do we meet?
5. How do we keep track of our progress?

So what can we do about civility and culture?

1. Mindset – own our part in this
2. Team Charter
3. Leadership Clarity and Safety
4. **Manage those that step over the behavioral norms**

Managing Unprofessional Behavior

- What you permit you promote
- Use your charter as agreed upon norms of the team
- Deal with the behavior, but look behind it
- Follow the process as set out in code of conducts. Bylaws etc
- Initially a cup of coffee discussion (feedback next time)

Helpful phrases

- *“I’m confused”, “Help me understand” “How can I be helpful”*
- *“Tell me your perspective”*
- *“Perhaps I misunderstood ...”,*
- *“Here’s where I struggle ...”*
- *“Unfortunately, I can’t...I can...”*
- *Tentative language “I wonder...”*
- *“Tell me more”*

NEUTRALIZE THE SPACE



What could you try differently to create the culture you want in your team?

The Series

April 20th “Making, Meetings Matter: Turning lost time into real progress”

May 11th “Psychological Safety: The foundation of Effective Teams”

June 8th “Civility, Conflict and Culture: Building better teams that work”

Sept 14th “Feedback that Fuels Growth: Creating a Culture of Learning and Boundaries

Contact

tomdrilloyd@gmail.com

dawn@dawnmartin.ca