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IMAGING CONFERENCE & EXPO

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Incivility 2.0: Changing The Culture

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Is the Imaging Operations Manager for UT Southwestern Medical Center at Moncrief Cancer Institute in Fort Worth Texas. Registered in multiple modalities, she has been a technologist for twenty-six years, with nearly half of that time spent in leadership roles. She has spent the breadth of her career in breast imaging, helping her to have a deep understanding of the operations of a comprehensive breast care center. She has been a Certified Breast Navigator since 2012 and has helped implement an imaging navigation program for two health systems. Her passions include breast imaging navigation and creating psychological safety in the workplace. She is an active member of the AHRA, is a Certified Radiology Administrator and Fellow with AHRA, and is currently the vice-chair of the Radiology Administrators Certification Commission (RACC).

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Is the Regional Director, Corporate Accounts at United Imaging - North America. Prior to this role, he served as a Radiology Technologist in the US Army for 26 years and as a Strategic Planner with Veterans Health for three years. He has been an Imaging Director for several medical centers, to include the only Level I Trauma Center in the Department of Defense. John's deployments include Egypt, Bosnia-Herzegovina, and Iraq. He culminated his military career as the 68P Radiology Technologist Career Field Consultant to the Army Surgeon General. He is an active volunteer of the AHRA, an AHRA Fellow, and Past-Chair of the AHRA Education Foundation. He has loved presenting at AHRA and ICE Conferences since 2014 and is a past presenter of the ASRT consortium during RSNA.





Objectives:

- Understand the concepts behind mastering civility in the workplace improves culture.
- Understand how to build a culture of psychological safety that destigmatizes mistakes and focuses on radical candor, transparency and vulnerability.
- Understand the importance of friendships in the workplace and how to cultivate a culture that normalizes relationships.

Incivility in The Workplace

- Incivility in the workplace is defined as low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect.
- It can be exhibited as disrespect, condescension, degradation, rude, discourteous or belittling behavior or social exclusion or information withholding.
- It can cause a myriad of personal and professional issues including decreased performance, retention, and engagement, burnout, psychological distress, absenteeism and misuse of time.
- Incivility often happens because of passive leadership, lack of established civility norms and/ or a socially unsupportive climate.
- Perpetrators often have personality traits of anger, entitlement, manipulation, cynicism, emotional instability and/ or psychopathy.

12% of those surveyed leave their jobs because of a toxic co-worker or boss.

63% of those surveyed said they spend time avoiding the person who was rude and 66% said it hurt their performance.

78% of those surveyed said that their level of commitment to their organization decreased because of a toxic co-worker or boss

80% of those surveyed said they lost productive time just ruminating over offensive behavior

Common Examples of Workplace Incivility

- Exclusion from important work activities
- Taking credit for another's work
- Refusing to work collaboratively
- Interrupting others
- Disrupting meetings
- Discounting input from others
- Berating workers on e-mail
- Failing to share credit for collaborative work
- Withholding important information
- Yelling, screaming, verbal attacks
- Emotional tirades, angry outbursts
- Overt temper tantrums
- Gossiping
- Name-calling
- Condescending speech, rudeness
- Spreading rumors
- Inability to empathize
- Damaging coworker's reputation



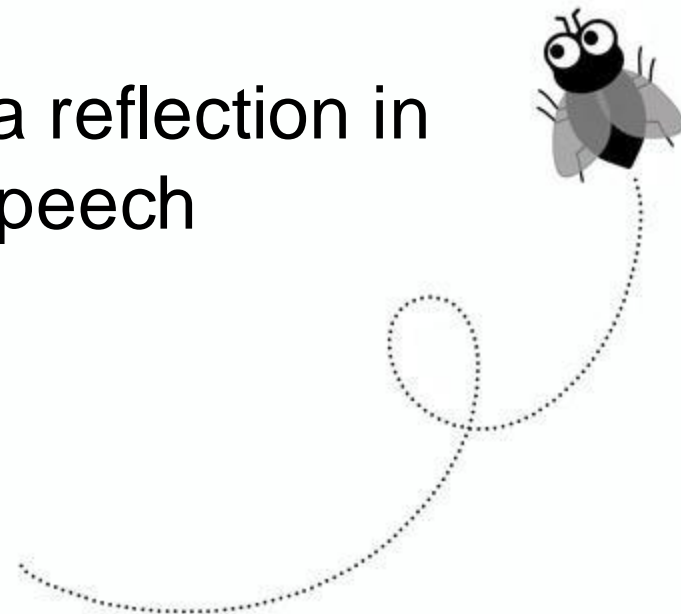
Mastering Civility

- Workplace “incivility” is on the rise.
- Incivility assaults people’s physical and psychological health.
- Workplace rudeness generates lack of productivity, disengagement, absenteeism and turnover.
- Often, people are unaware of how their behavior affects others, though unintentional rudeness can be as destructive as deliberate incivility.
- In contrast, “civility” makes people feel valued and appreciated.
- To increase workplace civility, share resources, increase recognition, have gratitude, provide feedback and know your purpose.
- Focus on the basics, such as smiling and saying thank you.
- Email etiquette requires exercising self-control, using a respectful tone and valuing other people’s time.
- Solicit feedback to identify your failings and target areas for improvement.
- Develop a “sense of thriving” within yourself as a defense against workplace incivility.



	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Neglect saying please or thank you	●	●	●	●	●	●	●
Use email when face-to-face is needed	●	●	●	●	●	●	●
Take too much credit for collaborative work	●	●	●	●	●	●	●
Email/text during meetings	●	●	●	●	●	●	●
Keep people waiting needlessly	●	●	●	●	●	●	●
Talk down to others	●	●	●	●	●	●	●
Delay access to information or resources	●	●	●	●	●	●	●
Fail to acknowledge others	●	●	●	●	●	●	●
Use jargon even when it excludes others	●	●	●	●	●	●	●
Pass the blame when you've contributed to a mistake	●	●	●	●	●	●	●
Spread rumors about others	●	●	●	●	●	●	●
Belittle others non-verbally	●	●	●	●	●	●	●

My personal experiment: a reflection in
the utilization measured speech



Mastering Civility – Video?



Mastering Civility

Seven Strategies for Civility Feedback Start with you!

1. **“Ask for focused feedback on your best and worst behaviors”** – Ask 10 to 15 trusted friends and co-workers to provide examples of how you’ve behaved in positive and negative ways and to identify areas for improvement.
2. **“Work with a coach”** – A professional coach can observe your behavior in various work situations and provide objective analysis and suggestions.
3. **“Conduct a team tune-up: Use colleagues or friends as coaches”** – Have teammates coach each other and hold each other accountable.
4. **“Get 360° feedback”** – Ask your superiors, colleagues and direct reports to provide feedback and suggest how you might change.
5. **“Teach yourself how to read emotions”** – Observe people in various settings and try to discern their feelings by observing their facial expressions, body language and gestures.
6. **“Make time for reflection”** – Keep a journal to record when you were at your best or when you lost your temper to detect your patterns and underlying motives.
7. **“Take care of yourself”** – Stave off stress by practicing sound eating habits, exercising, getting enough sleep, meditating and being mindful.



Mastering Civility



Five Forms of Giving

Adopt a “giving mind-set” to promote a respectful work environment. When people share knowledge, resources and connections, civility becomes the norm. Five forms of giving are most effective in creating an affirming atmosphere:

1. **“Share resources”** – Collaborate with your co-workers to forge closer relationships. Create value by sharing “informational, social and personal” resources.
2. **“Share recognition”** – Give credit to everyone who contributes.
3. **“Share gratitude”** – Thank people for their efforts, and reward positive behaviors.
4. **“Share feedback”** – Provide specific, positive feedback immediately when you catch someone in the act of doing something well. People feel acknowledged and valued when they receive regular positive updates on their performance. Offer negative feedback in a “safe space” so recipients don’t feel defensive or humiliated. Use negative feedback purposefully to provide guidance and help people improve.
5. **“Share purpose”** – Show people their work has meaning and furthers the firm’s goals.



Mastering Civility

Email Etiquette: Never send an email while angry, stressed or upset. Never be overly informal or too verbose, don't hit Reply All unnecessarily and don't fail to respond to your email. Fundamentals of email etiquette include using self-control, writing in a respectful tone and valuing your correspondents' time. Include a clear subject line. Be concise; use proper grammar, punctuation and spelling; and copy only those who need a copy. Don't send an email when the conversation is better delivered face-to-face or on the phone. Don't include anything in an email that you wouldn't say in person. Humor and sarcasm seldom work in text.

Organizations: Publish a basic code of conduct. If civil behavior matters to your organization, put systems in place to track it. Acknowledge and reward employees who go above and beyond their job descriptions to help their colleagues.

BIFF- If you're the victim of incivility in the workplace, you can't control the other person's behavior, but you can manage your reaction. Follow the acronym BIFF in future interactions: "Be Brief, Informative, Friendly and Firm."

INCIVILITY

THE FACTS

WHAT HAPPENS WHEN SOMEONE IS RUDE?

80% of recipients lose time worrying about the rudeness



38% reduce the quality of their work



48% reduce their time at work



25% take it out on service users



Less effective clinicians provide poorer care

WITNESSES

20% decrease in performance



50% decrease in willingness to help others



SERVICE USERS

75% less enthusiasm for the organisation



Incivility affects more than just the recipient
IT AFFECTS EVERYONE

CIVILITY SAVES LIVES

Creating Psychological Safety

- Psychological safety is the belief that the environment is safe for interpersonal risk taking.
- In a psychologically safe environment, people are comfortable expressing and being themselves.
- Consequences of having a lack of psychological safety can be devastating and life-threatening, particularly in hospital settings.



Psychological Safety



“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”

-Amy Edmondson

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Creating Psychological Safety

- Organizations that encourage and reward ideas and constructive debate are creating environments of psychological safety.
- Psychologically safe employees grow fearless. They engage, speak out, take risks and invest in achieving the organization's goals.
- Where people feel safe to speak, negative outcomes occur less often.
- Create fearlessness by telling employees you expect mistakes and failure.
- Help employees use those setbacks as learning opportunities.
- Build candor and trust by encouraging helpful, objective and impersonal feedback.
- Appreciate and respond to all ideas and feedback, even input you don't use.
- Listen, share information and invite everyone to contribute their reactions and ideas.



Creating Psychological Safety

	Setting the Stage	Inviting Participation	Responding Productively
Leadership Tasks	Frame the Work <ul style="list-style-type: none">• Set expectations about failure, uncertainty, and interdependence to clarify the need for voice Emphasize Purpose <ul style="list-style-type: none">• Identify what's at stake, why it matters, and for whom it matters	Demonstrate Situational Humility <ul style="list-style-type: none">• Acknowledge gaps Practice Inquiry <ul style="list-style-type: none">• Ask good questions• Model intense listening Set Up Structures and Processes <ul style="list-style-type: none">• Create forums for input• Provide guidelines for discussion	Express Appreciation <ul style="list-style-type: none">• Listen• Acknowledge and thank Destigmatize Failure <ul style="list-style-type: none">• Look forward• Offer help• Discuss, consider, and brainstorm next steps Sanction Clear Violations
Accomplishes	Shared expectations and meaning	Confidence that voice is welcome	Orientation toward continuous learning

If you change the nature and quality of the conversations in your team, your outcomes will improve exponentially. Psychological safety is the core component to unlock this.

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Creating Psychological Safety



- Measure and improve psychological safety
- Help people reframe mistakes and criticism into opportunities to learn and improve
- Regularly invite feedback
- Respond productively
- Make your team feel safe to share their ideas
- Train for fearlessness by providing coaching
- Encourage questions
- Truly listen
- Reward failure
- Build trust
- Value diversity
- Play to win by speaking out



Value Friendships

Employees who have a best friend at work are significantly more likely to:

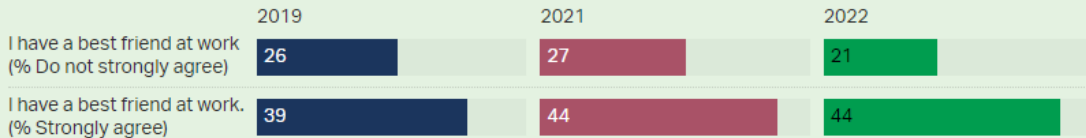
- Engage with internal and external customers
- Get more done in less time
- Support a safe workplace with fewer accidents and reliability concerns
- Innovate and share ideas
- Have fun while at work

Friendships in the workplace result in lower turnover rates and higher performance ratings.



Impact of Best Friend at Work on Likelihood to Recommend Their Company as a Great Place to Work Increased Amid Pandemic

I would recommend my organization as a great place to work. (% Strongly agree)



GALLUP

Value Friendships

What can a leader do to help cultivate a culture that normalizes friendships?

1. Promote intentionality, starting with leaders. Leaders should talk about the importance of having a work best friend and exemplify intentionality in forming connections.
2. Create interactive opportunities for friendships to blossom.
3. Communicate often.
4. Build a “Best Friends” culture at work

The Foundation of workplace friendships often includes:

- Physical proximity
- Familiarity
- Shared interests
- Self disclosure

Consistently talking about best friends at work makes relationships part of *how we do things around here* -- in other words, part of the work culture.



References:

[Day 5: The Importance of Work Friends - The New York Times \(nytimes.com\)](#)

[Media | Shasta Nelson](#)

[Christine Porath | Author, PHD, Professor, Researcher, Speaker](#)



Thank You!

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