



civil treatment[®] **HUDDLE KIT**

Three short exercises to engage your employees in
building and sustaining a Civil Treatment[®] Workplace





**Teamwork is the ability
to work together toward
a common vision.**

The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

- Andrew Carnegie



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HOW TO USE THIS KIT

a letter to leaders

In your recent training, you learned how everyday conduct impacts your organization's ability to succeed. You identified risky workplace behaviors and received practical tools to align on-the-job conduct with organizational policies and values.

Have you started implementing those tools in your daily practice? Have you begun communicating expectations for civil, professional behavior? After a training, it can be easy to lose momentum and never fully implement what you've learned. Don't let that happen! The Civil Treatment® Huddle Kit offers three 15-minute exercises, or huddles, to engage your employees in building and sustaining a civil, professional workplace. Each huddle has step-by-step instructions, simple email templates, and even optional scripts to minimize preparation and maximize results.

We know time is limited, but we can all probably find 15 minutes for something important. **What if investing 15 minutes with your team generated the collaboration needed to meet a critical project deadline? What if 15 minutes convinced a team member to speak with you about a concern, rather than look for another job?** Setting aside 15 minutes for each of the following huddles not only reinforces what you learned about Civil Treatment®, but it also demonstrates your commitment to your organization's mission and the people who make it possible. Most importantly, it promotes the behaviors that enable everyone to **do his or her best work.**



SCHEDULING CONSIDERATIONS



For each of the three huddles, you will need to set a meeting time for your team. You may choose to include the huddle on the agenda of an existing meeting; however, you may find your employees are more engaged when the huddles are independent events.



Prior to conducting each huddle, you will send out an announcement email that includes a short assignment for team members to complete. After the huddle, you will send out a follow-up email that summarizes the discussion and outlines goals for the next huddle, when applicable. To make this as simple as possible, we have provided email templates that you can customize for your team.



Your goal is to complete all three huddles within two weeks of attending your Civil Treatment® for Leaders session. This timeline is based on current learning research, which suggests the first six days after a training are the most important for reinforcing core concepts. Furthermore, the sooner you bring your employees into the conversation, the sooner civil, professional behaviors can spread throughout your organization.

KIT SETUP

Every huddle section begins with a two-page Huddle at a Glance.

Page 1

Lists the **Time** and **Materials** required to conduct the huddle, as well as the **Goals** you want to achieve during your time together.

The Business Link explains how conducting the huddle promotes individual and organizational success.

The **Get Ready** section lists tasks you should complete at least one day prior to the huddle.



Huddle #1 AT A GLANCE
RESPECT IN THE WORKPLACE

Time
15 minutes

Materials
Sticky notes
Pens and/or pencils
Optional: Easel chart or whiteboard

Huddle Goals
Identify respectful workplace behaviors.
Discuss the positive impact of respectful behaviors on individuals and the organization.
Create a list of tips for creating and maintaining Respect in the workplace.

The Business Link
Employees cannot perform at their best if they are distracted by disrespectful, inappropriate behavior. Employees want to work in an environment where mutual respect is the standard.

Get Ready

- Establish a meeting time, and send your team the pre-huddle assignment (see next page).
- Review your organization's mission and values, and be prepared to discuss them.
- Review the detailed *Leader Instructions*, including associated script, for the huddle.
- Gather materials for the huddle.

Sample Announcement Email with Pre-Huddle Assignment

Please join me for a brief meeting, or "huddle," on [date] at [time] to brainstorm how each of us can contribute to a workplace where everyone does their best work. Before the huddle, please complete the short assignment below:

Think about a manager or co-worker you really enjoy working with. This person can be someone you work with currently, or someone from a previous job or organization. Without identifying the person, identify two or three specific things he or she did that made your experience so positive. Write each behavior, act, etc., on an individual sticky note, and bring your sticky notes to the huddle.

I look forward to seeing everyone and hearing your thoughts.

Huddle Up

- Welcome your employees.
- Review pre-huddle assignment.
- Discuss the impact of Respect in the workplace.
- Brainstorm ways to ensure Respect in the workplace.
- Set expectations for follow-up and conclude the huddle. See *Leader Instructions* for detailed explanation of each step.

Follow Up

Send a follow-up email to your team (see sample on page 15). Your email should:

- Thank team members for their participation.
- List tips for Respect, as identified by the team.
- Provide information about the next huddle.

Page 2

Includes an **Announcement Email** you can customize to send to your team. The email announces the date and time of the huddle and contains a short **pre-huddle assignment**.

Huddle Up provides high-level instructions for conducting the huddle. This may be all you need to reference during the huddle itself, but you'll find an optional script in the *Leader Instructions*.

Follow Up tasks include sending an email thanking participants and sharing any information about the next huddle.



HUDDLE CUSTOMIZATION & DELIVERY ALTERNATIVES

All of the Civil Treatment® huddles are designed to be implemented in person, with teams of three to seven employees. However, every team is different, and every leader has different responsibilities.



Depending on the size of your team, you may choose to customize these huddles to better address your workforce. For example, you may want to conduct the huddles in breakout groups or even one-on-one. Depending on how and where your employees work, you may choose to facilitate the huddles online or over the phone.



We also encourage leaders to personalize the huddles to make them as relevant as possible to their teams. Keep in mind, however, that the concepts and discussions should be the same — regardless of whether you conduct the huddles in person or online, as a group or one-on-one, using the provided scripts or following high-level instructions.

GENERAL TIPS

We understand that not all leaders regularly lead activities like the huddles. To help you prepare, here are a few basic tips:



Prepare

Take the time to review huddle instructions and resources in advance. Additionally, consider the tone you'll want to set with your team and how you'll explain the importance of these huddles. These preparations should ease any anxiety you have and help each huddle run more smoothly.



Listen to your voice

No, not the voice inside your head. Your speaking voice! Pay attention to the sound, speed, and volume when you talk. Change up your inflection to capture interest and emphasize key concepts by speaking more slowly. Most importantly, talk *with*, not *at*, your team.



Pay attention to body language

Maintain good eye contact with your team, and use positive facial expressions that welcome and encourage participation. Avoid distracting gestures and movements that can be interpreted as disinterest, dislike, or nervousness. For example, try not to slouch, fidget, or pace the room.



Ask probing questions

Many thought-provoking questions are included in the *Leader Instructions*, but you should encourage individuals to explain their answers. This gives you an opportunity to provide positive feedback and reinforce key concepts. And don't worry if there's a little silence after you ask a question; your participants may need a moment to figure out their response.



Acknowledge individuals' contributions

By responding to team members' questions, comments, and responses, you encourage participation and recognize everyone's role in the learning process.

A FINAL MESSAGE BEFORE YOU BEGIN

As you begin to use this kit, always keep the Civil Treatment® Foundations in mind.

These are the behaviors that, when demonstrated consistently and concurrently, help prevent, detect, and correct inappropriate behavior in the workplace.



Are you ready to begin?
LET'S DO THIS!

Huddle #1 AT A GLANCE

RESPECT IN THE WORKPLACE



Time

15 minutes

Materials

Sticky notes

Pens and/or pencils

Optional: Easel chart or whiteboard

Huddle Goals

Identify respectful workplace behaviors.

Discuss the positive impact of respectful behaviors on individuals and the organization.

Create a list of tips for creating and maintaining respect in the workplace.



The Business Link

Employees cannot perform at their best if they are distracted by disrespectful, inappropriate behavior. Employees want to work in an environment where mutual respect is the standard.

Get Ready

- ⬡ Establish a meeting time, and send your team the pre-huddle assignment (see next page).
- ⬡ Review your organization’s mission and values, and be prepared to discuss them.
- ⬡ Review the detailed *Leader Instructions*, including associated script, for the huddle.
- ⬡ Gather materials for the huddle.



Sample Announcement Email With Pre-Huddle Assignment

Please join me for a brief meeting, or “huddle,” on [date] at [time] to brainstorm how each of us can contribute to a workplace where everyone does their best work. Before the huddle, please complete the short assignment below:

Think about a manager or co-worker you really enjoy working with. This person can be someone you work with currently, or someone from a previous job or organization. Without identifying the person, identify two or three specific things he or she did that made your experience so positive. Write each behavior, act, etc., on an individual sticky note, and bring your sticky notes to the huddle.

I look forward to seeing everyone and hearing your thoughts.

Huddle Up

1. Welcome your employees.
2. Review pre-huddle assignment.
3. Discuss the impact of respect in the workplace.
4. Brainstorm ways to ensure respect in the workplace.
5. Set expectations for follow-up and conclude the huddle.

See *Leader Instructions* for detailed explanation of each step.

Follow Up

Send a follow-up email to your team (see sample on page 15).

Your email should:

- Thank team members for their participation.
- List tips for respect, as identified by the team.
- Provide information about the next huddle.

Leader Instructions

RESPECT IN THE WORKPLACE



Reminder

Prior to the huddle, your team should have completed the following activity:

Think about a manager or co-worker you really enjoy working with. This person can be someone you work with currently, or someone from a previous job or organization. Without identifying the person, identify two or three specific things he or she did that made your experience so positive. Write each behavior, act, etc., on an individual sticky note, and bring your sticky notes to the huddle.

In case your team members forget their sticky notes, bring one or two sticky note pads to the huddle.

1

WELCOME YOUR EMPLOYEES

Thank your team members for their time and completion of the pre-huddle assignment. Explain that you will be discussing specific ways to promote a workplace where everyone can do their best work.

2

REVIEW PRE-HUDDLE ASSIGNMENT

Have team members display their sticky notes somewhere visible in the meeting room. This could be on a wall, a whiteboard, or the surface of a large table. Give team members one or two minutes to:

- A)** Read other team members' responses.
- B)** Draw a star on any sticky notes that particularly resonate with them.

After one to two minutes, briefly acknowledge some of the behaviors, acts, etc., that team members identified as contributing to a positive work environment.

REVIEW PRE-HUDDLE ASSIGNMENT (continued)



ASK: “What are some themes or commonalities we see in these sticky notes? That is, what makes these people such enjoyable colleagues or leaders?”

Elicit team members’ responses.



SAY: “If you think about it, all of your responses are connected to the idea of respect. That’s because positive workplaces and relationships are built on respecting one another, the organization, and the work environment.”



3

DISCUSS THE IMPACT OF RESPECT IN THE WORKPLACE



SAY: "Respect is important to our organization and vital to helping us achieve our mission. If our mission is to... [summarize organization's mission], how does respect help us achieve this? Let's revisit a few of the examples you all shared."

Choose two or three sticky notes. Read each one aloud, and ask team members how engaging in the respectful behavior or act could help the team pursue its mission.

Sticky Note Examples:

Always offered to provide feedback on the products I was developing.

(Behavior)

Potential impact: We would feel supported in our work, so we would produce better products.

Wrote me a congratulatory note after my first article was published.

(Act)

Potential impact: Team members might feel a greater sense of camaraderie, which could lead to more collaboration.



SAY: "What do you think would happen if, instead of demonstrating respect toward one another, we began treating each other disrespectfully? Let's flip some of these examples and see what sort of workplace the opposite behaviors or acts might promote."

DISCUSS THE IMPACT OF RESPECT IN THE WORKPLACE (continued)

Revisit the sticky notes just discussed, except rephrase them to illustrate the opposite behavior or act. Ask how engaging in the opposite behavior or act might impact the team and organization.

Rephrased Sticky Note Examples:

Every time I asked for feedback, the person said he/she was too busy.

(Behavior)

Potential impact: We wouldn't feel our work was valued, so we might begin putting in less effort.

Commented that if I had focused less on my article, maybe the team wouldn't be so far behind on its projects.

(Act)

Potential impact: We might feel our strengths and contributions were unrecognized, so we might look for new positions elsewhere.



DISCUSS THE IMPACT OF RESPECT IN THE WORKPLACE (continued)

//

SAY: "As you can see, respect matters. Our values matter. Values influence our culture and how we work together every day. When we don't uphold them, we risk damaging relationships, productivity, and reputations. To avoid this, every member of our organization needs to live up to our values, including respect. Moreover, we all need to champion our values – to demonstrate them openly in everything we do – so that people know we mean what we say."

4

BRAINSTORM WAYS TO ENSURE RESPECT IN THE WORKPLACE

//

SAY: "To help ensure a respectful workplace, let's come up with some tips for demonstrating and maintaining respect in our everyday work. In a moment, we will go around the huddle, and each of you will share one tip for respect. Your tip might be a simple way to show someone respect, or it might be a strategy to remind others to be respectful. Perhaps it is a way to address disrespect when you see it. To give you an example, I'll start. One tip I like is _____."



BRAINSTORM WAYS TO ENSURE RESPECT IN THE WORKPLACE (continued)

Prompt each team member to contribute one different tip for demonstrating and/or maintaining respect. After every team member provides a tip, ask the team if there are additional ideas or suggestions. Take notes on the tips provided so you can compile and share them after the huddle.

Example Tips:

- *Speak up to anyone who is not acting respectfully.*
- *Keep a copy of the values posted at your workstation so you see them every day.*
- *Recognize someone's respectful behavior at each team meeting.*

**** Instructor Note:**

Make sure to mention speaking up (see first example above) if it doesn't come up during the discussion. The concept of speaking up will be the focus of the next huddle.



Optional: Consider writing team members' tips on a whiteboard or easel chart as they say them aloud. If possible, post the tips in a regular meeting space. A poster template is on page 18, should you want a typed version of these tips for display in team area(s).

5

SET EXPECTATIONS FOR FOLLOW-UP AND CONCLUDE THE HUDDLE

Thank participants for their ideas and tell them you will send another email with follow-up information. Explain that you will hold more huddles like this one to continue building a workplace where everyone can do their best work.



FOLLOW UP

Within 24 hours of concluding the huddle, send out a follow-up email to team members.

Be sure to include:

- A high-level summary of the discussion
- The list of tips for respect, as identified by the team
- Date (or general timeline) for the next huddle

Sample Follow-Up Email

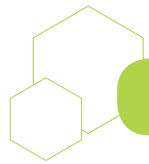


Thank you for all the great ideas during our discussion [today/yesterday]. We identified several different ways to demonstrate respect for one another at work. Our huddle was just one more example of how working collaboratively contributes to the good of our entire team. As a reminder, here are some of our ideas for demonstrating and maintaining the value of respect:

[Create a bulleted list of tips generated by the team.]

To keep our momentum going, we'll have another huddle on [date] at [time] to discuss how we can effectively speak up about workplace issues. Look for an upcoming meeting invite, as well as another short pre-huddle assignment.

I look forward to our next discussion! Meanwhile, if you have other ideas for improving our work environment, I'd love to hear them.



Virtual Facilitation Suggestions

RESPECT IN THE WORKPLACE



Conducting This Huddle Virtually?

Using Skype, Zoom, or similar web conferencing platform:

- Use the whiteboard feature, and have team members type their sticky note responses.
- Have team members use the annotation tools to mark others’ sticky note responses that resonate with them.
- When discussing common themes and tips for respect, encourage participation over the microphone. This may generate more engaging dialogue than the chat box alone.
- Type team members’ tips for respect onto a virtual whiteboard, presentation slide, or other shareable document.





Huddle Resources

RESPECT IN THE WORKPLACE



TIPS FOR A RESPECTFUL WORKPLACE POSTER TEMPLATE

OPTIONAL RESOURCE

Page 18 is a poster template you can edit to capture your team's tips for a respectful workplace. Simply click the fields to activate your cursor and add your text. Be sure to save your copy of the PDF so you don't lose your work.








This poster can be a great reminder for your discussions about respect. Display it in common meeting spaces and/or send it electronically to your team.

RESPECT MATTERS.



WE ARE COMMITTED TO CREATING A RESPECTFUL WORKPLACE WHERE EVERYONE CAN DO THEIR BEST WORK.

Here are a few tips for making it happen!

- 
- 
- 
- 
- 
- 
- 



Huddle #2 AT A GLANCE

SPEAKING UP



Time

15 minutes

Materials

Optional: Printed copies of the *Huddle Up Scenario*, one for each team member

Optional: Printed copies of organizational policies and/or procedures for reporting concerns, one for each team member



Huddle Goals

Recognize the importance of reporting any inappropriate behavior that violates law or policy and/or harms the workplace environment.

Review the process for reporting concerns.



The Business Link

When learners feel safe coming forward with concerns, organizations can better prevent, detect, and correct disruptive behaviors. This promotes a more productive, professional environment where new ideas are shared and flourish.

Get ready

- *Optional:* Write your own safety-issue scenario to replace the one in the pre-huddle assignment. Your custom scenario should be relevant to your team and illustrate inappropriate behavior that most witnesses would report.
- Establish a meeting time and send your team the pre-huddle email (see next page). Your email should include the provided safety-issue scenario or your own custom scenario.
- *Optional:* Write your own bullying scenario to replace the *Huddle Up Scenario*. Your custom scenario should still involve a manager bullying an employee, but you might modify the titles, setting, etc., to better reflect your workplace.
- Review the detailed *Leader Instructions* and associated script for the exercise.
- Prepare optional exercise materials, if desired.



Sample Announcement Email With Pre-Huddle Assignment

Now that we've discussed respect in the workplace, I'd like to keep our momentum going with another discussion on [date] at [time]. This will be a great opportunity for us to discuss how we can effectively speak up about workplace issues, as well as share ideas. Prior to the huddle, please complete the following short assignment:

Read the scenario below.

As you leave for the day, you pass two employees having a heated argument in an empty office. One employee begins shouting angrily and takes a threatening step toward the other. The other employee flinches, takes a step backward, and glances at the door. [Optional: Replace with custom scenario.]

Imagine that you have just witnessed this scene in our workplace. Ask yourself, "What would I do?" Be prepared to discuss this scenario when we meet on [date].

Huddle Up

1. Welcome your employees.
2. Review pre-huddle assignment.
3. Explore the impact of speaking up.
4. Discuss when and how to speak up.
5. Wrap up the huddle.

See *Leader Instructions* for detailed explanation of each step.

Follow Up

Send a follow-up email to your team (see sample on page 28).

Your email should:

- Thank team members for their participation.
- Summarize policies and/or procedures for speaking up about issues or ideas.
- Provide information about the next huddle.

Leader Instructions

SPEAKING UP



Reminder

Prior to the huddle, your team should have completed the following activity:

As you leave for the day, you pass two employees having a heated argument in an empty office. One employee begins shouting angrily and takes a threatening step toward the other. The other employee flinches, takes a step backward, and glances at the door. [Or custom scenario]

Imagine that you have just witnessed this scene in our workplace. Ask yourself, "What would I do?" Be prepared to discuss this scenario when we meet...

1

WELCOME YOUR EMPLOYEES

Thank your team members for their time and completion of the pre-huddle assignment.



SAY: "Last week, we had a great conversation about respect and how our values impact how we do our jobs. We focused on ways to demonstrate respect toward one another and how doing this helps our organization thrive. I really appreciate everyone's willingness to share ideas, and I think we walked away with a great list of tips for a respectful workplace."



ASK: "Before we begin today's discussion, are there any questions about our last huddle?"

2 REVIEW PRE-HUDDLE ASSIGNMENT

SAY: "Prior to today's huddle, I sent you a scenario. Then I asked you, 'What would you do if you witnessed this situation?'"

Take a moment to review the pre-huddle scenario. You may choose to read it out loud.

ASK: "Who is willing to share what they would have done in this situation?"



Solicit a volunteer or ask a specific team member to share their thoughts. Once the team member describes what he or she would do, ask why. Summarize the team member's response in your own words. If time permits, ask other team members to comment on their colleague's response or share their own ideas.

If team members' responses do not indicate that they would report this situation, guide them to the idea that this type of aggression could quickly escalate to physical violence. As such, team members should speak to someone about the situation, even if they do not feel comfortable or safe intervening directly.

3

EXPLORE THE IMPACT OF SPEAKING UP

"

SAY: "I am glad that, as a team, we recognize workplace violence as a serious issue that requires action. Now, what if I posed a different scenario?"

If you printed copies of your *Huddle Up Scenario*, distribute them now. Otherwise, go ahead and read the following scenario aloud:

You are a late addition to a project team involving employees from throughout the organization. In one of your first project meetings, the project manager scolds another employee in front of the entire group. The project manager says, "Get it through your thick skull. How many times do I have to tell you? We have standards and protocols for a reason. If you're going to be completely incompetent, why are you even here?" [Optional: Replace with custom scenario.]

"

SAY: "Imagine that you have just witnessed this situation here at our organization. You have two options: You can keep quiet, because you're not in charge of the project, and it seems like the employee messed up. Or you can speak up — talk to me, another manager, or someone from Human Resources. Think honestly about what you would do. You don't have to share your response out loud."

Pause briefly for team members to think.

EXPLORE THE IMPACT OF SPEAKING UP (continued)



ASK: "What do you think could happen in this scenario if you stay quiet?"

Discuss potential negative impacts of keeping quiet in the scenario.

Example Negative Impacts:

- *The employee could start looking for another job, leaving the project understaffed.*
- *The project could suffer with fewer people working on it.*
- *Team performance could suffer because people avoid asking the project manager questions.*
- *People could begin associating the organization with rude, unprofessional behavior.*



SAY: "In our earlier huddle, we talked about holding ourselves accountable to the value of respect. One of the strategies we discussed was speaking up. Each of us is responsible for speaking up if we witness someone disrespecting others, the organization, or the workplace. If you witnessed workplace violence or theft, you'd report it. The same holds true if you witness other inappropriate behavior in the workplace. If you see something, say something. This is how we ensure a civil, professional workplace where everyone can do their best work."



EXPLORE THE IMPACT OF SPEAKING UP (continued)



ASK: “How might recognizing this situation and speaking up change the outcome?”

Discuss potential positive impacts of speaking up in the scenario.

Example Positive Impacts:

- *The verbally abusive project manager could receive coaching and, as a result, stop yelling at a number of people in the organization.*
- *A trained mediator could clarify and resolve the conflict, so the team can work more effectively and meet project deadlines.*
- *Project team members might feel comfortable asking questions and raising concerns, so issues could be addressed earlier.*



4

DISCUSS WHEN AND HOW TO SPEAK UP

"

SAY: "Even if you are unsure of what you've seen or heard — maybe you don't know the full context of the situation — it is *critical* to share the facts with someone who is equipped to discreetly investigate and handle the matter. If you see someone being disrespectful or potentially violating other values or policies, I encourage you to come speak with me. If you are uncomfortable speaking with me, speak to Human Resources or any other manager in the organization. Go to whomever you're most comfortable talking with, because I want your concerns addressed. If there's a problem, we, as an organization, want to address it."

If applicable, identify other resources in the organization where team members can bring a concern (e.g., employee hotline, Employee Relations, Legal).

If you chose to print copies of the organization's policies and/or procedures for reporting concerns, distribute them now.

"

SAY: "I recognize that people are sometimes afraid to speak up. They might worry they'll end up at the receiving end of the same toxic behavior. Or perhaps they're concerned their assignments and reputation could be threatened. But it's important to know we have policies that specifically prohibit people from acting out against others who speak up."

Explain retaliation and the organization's policy against it. Emphasize that the organization protects employees from any adverse action resulting from reporting a violation of law, policy, or safety standards.

Summarize how team members can communicate concerns to you (e.g., in-person discussions, phone conversations, and/or private online communications). Discuss the Open Door Policy (if applicable) and outline your process for handling a concern.

5

WRAP UP THE HUDDLE

"

SAY: "I hope you are comfortable enough to come to me with your concerns. However, I want to remind you that you can come to me for more than that. I hope you'll also speak up about any questions you may have or any ideas you want to share. Each of you matters, and I want to hear your questions, thoughts, and ideas. Some of our organization's best and most innovative solutions have come directly from employees. Plus, sharing our ideas makes us a better team."

Thank participants for their time and tell them you will send another email with follow-up information. Reiterate the goal of establishing a respectful, productive workplace where everyone can do their best work.



FOLLOW UP

Within 24 hours of concluding the huddle, send out a follow-up email to team members. Be sure to include:

- Policies and/or procedures for speaking up about issues or ideas
- Date (or general timeline) for the next huddle



Sample Follow-Up Email

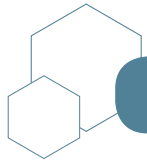
Once again, we had a great discussion on ways to help our team meet its full potential. Thank you for your participation and thoughtful reflection. I want to reiterate that if you ever have a concern, question, or new idea, please speak up. You are a valued member of the team, and I want you to be heard.

Below is a list of some of the resources we discussed for speaking up.

- [Include contact information for yourself first.]
- [Continue with a bulleted list of other contacts, hotlines, websites, etc., that your team can use to speak up. Include procedure/process information as appropriate.]
- [Consider attaching digital copies of the organization's policies and/or procedures for reporting concerns.]

To build on our discussions, we will have another huddle on [date] at [time]. Look for an upcoming meeting invite, as well as another short assignment.

Thank you, and I look forward to our next huddle.



Virtual Facilitation Suggestions

SPEAKING UP



Conducting This Huddle Virtually?

Using Skype, Zoom, or similar web conferencing platform:

- Copy and paste your *Huddle Up Scenario* into the chat or on the whiteboard for participants to review.
- Conduct anonymous polls to have team members vote on whether they would keep quiet or speak up for the exercise scenarios.
 - Reveal and summarize results. Then ask for a volunteer to share their response and reasoning using the microphone or chat box.
- When discussing resources and processes for speaking up, type relevant emails, website links, etc., into the chat box for easy retrieval.



Huddle Resources

SPEAKING UP



HUDDLE UP SCENARIO

OPTIONAL RESOURCE

Page 31 contains seven copies of the provided *Huddle Up Scenario*, so you can print fewer pages. Simply cut and separate the copies prior to the huddle.

CUSTOM HUDDLE UP SCENARIO TEMPLATE

OPTIONAL RESOURCE

Use the template on page 32 to create your own scenario based on issues relevant to your workplace. Simply click the fields to activate your cursor, and add your text. Remember: The scenario should be one that prompts most people to speak up about what they've seen. If desired, you can use the provided Huddle Up Scenario as a model, modifying details as needed.

Additionally, to reinforce the importance of speaking up, you may want to create a variety of workplace scenarios and conduct "What would you do?" discussions every few months.

HUDDLE UP SCENARIO



.....

You are a late addition to a project team involving employees from throughout the organization. In one of your first project meetings, the project manager scolds another employee in front of the entire group. The project manager says, "Get it through your thick skull. How many times do I have to tell you? We have standards and protocols for a reason. If you're going to be completely incompetent, why are you even here?"

.....

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.....

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.....

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.....

CUSTOM HUDDLE UP SCENARIO TEMPLATE

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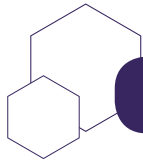
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Huddle #3 AT A GLANCE

CIVIL TREATMENT® HABITS



Time

15 minutes

Materials

A few extra copies of the *Positive Habits for a Civil Workplace* handout, in case team members forget to bring their own

Printed copies of the *Civil Treatment® Habit Tracker*, one for each team member

Pens and/or pencils



Huddle Goals

Identify behaviors that create a civil workplace.

Create a habit tracker to instill three positive, Civil Treatment® habits.




Discuss accountability strategies for instilling Civil Treatment® habits.



The Business Link

Habit trackers help employees meet individual and organizational goals by identifying relevant behaviors and tracking how often they occur. Combining habit trackers with Accountability Partners enhances accountability, thus improving participation in and commitment to organizational change efforts.

Get Ready

-  Establish a meeting time and send your team the pre-huddle assignment (see next page). Be sure to attach the *Positive Habits for a Civil Workplace* handout to your email.
-  Review the detailed *Leader Instructions* and associated script for the exercise.
-  Prepare the exercise materials.

Sample Announcement Email With Pre-Huddle Assignment

Our previous huddles have yielded valuable ideas for helping our team and organization achieve its full potential. On [date] at [time], we will meet to identify specific steps each of us can take to create an inclusive, professional work environment. Prior to the huddle, please complete the short assignment below:



Download and print the attached handout, titled *Positive Habits for a Civil Workplace*. Read through all behaviors listed in the handout, and draw a **star** next to the three behaviors that you believe you do best. Then **circle** the three behaviors that you believe you could improve upon most.

You will not be asked to share what you've marked with the team. This is a personal self-reflection, so be honest with yourself. Please make sure to bring your marked handout to the huddle.

Thank you, and I look forward to [date].

**** Instructor Note:** If printing materials is difficult, have team members write these six behaviors (three strengths and three opportunities) on a scrap piece of paper and bring it to the huddle.

Huddle Up

1. Welcome your employees.
2. Review pre-huddle assignment.
3. Define a civil workplace.
4. Facilitate habit tracking activity.
5. Discuss accountability strategies and conclude the huddle.

See detailed *Leader Instructions* for explanation of each step.

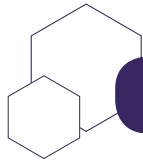
If your team completed the Action Planning module of the Civil Treatment® Workplace for Employees course, encourage them to bring their action plans to the huddle.

Follow Up

Send a follow-up email to your team (see sample on page 42).

Your email should:

- Thank team members for their participation.
- Encourage them to identify and work with an accountability partner.
- Explain that you will be revisiting Civil Treatment® ideas in upcoming meetings.



Leader Instructions

CIVIL TREATMENT® HABITS



Reminder

Prior to the huddle, your team should have completed the following activity:

*Read through all behaviors listed on the Positive Habits for a Civil Workplace handout. Draw a **star** next to the three behaviors that you believe you do best. Then **circle** the three behaviors that you believe you could improve upon most.*

1

WELCOME YOUR EMPLOYEES



SAY: “Thank you for setting aside time to talk about how we can sustain and strengthen professional behavior within our team and throughout the organization. As you’ll recall, in our first huddle we talked about ways to demonstrate respect toward one another and how this helps us thrive. In our second huddle, we discussed why and how to speak up about concerns or ideas.”



ASK: “Are there questions or comments about anything we’ve covered so far?”

Respond to any comments or questions participants have.



2

REVIEW PRE-HUDDLE ASSIGNMENT

"

SAY: "Before today's huddle, you were asked to review a handout called *Positive Habits for a Civil Workplace*. This handout listed several habits — or consistent behaviors — that promote a workplace where we can all do our best work. You were asked to star three behaviors you identified as personal strengths and circle three behaviors that posed opportunities for improvement."

If your team attended Civil Treatment® Workplace for Employees, acknowledge that the handout further explored the Civil Treatment® Foundations they learned about in training. Regardless, you may want to explain that these are behaviors *you* explored during a training you recently took.

Ask team members to get out their *Positive Habits for a Civil Workplace* handout, if they haven't already.

?

ASK: "Looking at the behaviors on this handout, how would you feel if all these behaviors were a standard here? That is, how would you feel about your job if these behaviors occurred all the time?"



Elicit responses from one or two team members. Ask probing questions that clarify why he or she might feel that way. Guide team members to the realization that consistent application of these behaviors (as habits) creates a positive, desirable working environment.

3 DEFINE A CIVIL WORKPLACE

“ **SAY:** “This is the sort of work environment we want for our organization — a civil workplace where everyday behavior aligns with our values; where all employees are treated consistently, professionally, and legally; and where all concerns are welcomed and handled promptly and appropriately. In short, we want a workplace where respectful, professional behavior is standard.”

“ **SAY:** “Now, it would be great if everyone demonstrated these behaviors all the time, but we’re not perfect. We all have the occasional slip-up. But we can still create a civil workplace by focusing on making these behaviors regular habits — behaviors so ingrained that we don’t even have to stop and think about them.

Habits like the ones listed on this handout allow us to address negative situations quickly and avoid a lot of problems altogether. However, you can probably identify other habits that also achieve this goal and contribute to a civil, professional workplace. This handout is certainly not all-encompassing. It’s simply there to give you a better understanding of what a civil workplace looks and feels like.”

? **ASK:** “Before we move on, would anyone like to share a habit they might add to this list? You’re welcome to write down more ideas anywhere on this handout.”

If team members suggest habits, make sure they align with organizational policy and values before confirming them. Then ask the team member where he or she would place the habit on the handout. That is, which Civil Treatment® Foundation is most closely related?

If no additional habits are suggested, acknowledge that there are already plenty to complete the next activity.

4 FACILITATE HABIT TRACKING ACTIVITY

“

SAY: “Now, look back at the three behaviors you starred on your handout. I want you to recognize the work you already do every day to promote a civil workplace. It makes a big difference, and I want you to know I appreciate it.”

“

SAY: “Next, look at the behaviors you circled. These are all positive habits we want to instill in our team and our organization. Like any positive habit, these Civil Treatment® habits require time and effort to make them stick.”

“

SAY: “To help us be successful, we will be creating personal habit trackers. Habit trackers help us meet goals by identifying relevant behaviors and tracking how often they occur. In a moment, everyone will receive a *Civil Treatment® Habit Tracker*. On this worksheet, you will identify specific ways to turn the three behaviors you circled into three positive habits.”



FACILITATE HABIT TRACKING ACTIVITY (continued)

Pass out a *Civil Treatment® Habit Tracker* to each team member and summarize the instructions on the front of the worksheet.

**** Instructor Note:** If printing materials is difficult, you can have team members make their own habit trackers on a blank piece of paper. You will need to read the worksheet instructions aloud and walk team members through drawing a simple version of the worksheet. Alternatively, allow team members to use laptops or other devices to edit a digital copy of the worksheet.



ASK: "Are there any questions about the instructions?"

Spend the next five minutes having team members create their personal habit trackers. Assist anyone who needs help. After five minutes, get everyone's attention. If team members have not completed their habit trackers, explain that they should finish them after the huddle.



5

DISCUSS ACCOUNTABILITY STRATEGIES AND CONCLUDE THE HUDDLE

//

SAY: “Now that everyone has created [or at least started creating] their personal habit tracker, let’s talk about accountability. Remember, a plan is only helpful if you follow through with it. To help ensure we make real, positive change for ourselves, our team, and our organization, I encourage you to choose an Accountability Partner.”

//

SAY: “An Accountability Partner is someone who helps you keep your commitments and coaches and motivates you to stay on track.”

Go over the back of the *Civil Treatment® Habit Tracker* worksheet and encourage team members to identify an Accountability Partner from somewhere within the organization. Explain that team members’ Accountability Partners would be the only other people to see their habit trackers, but add that you will be following up with everyone to ask about their progress.

//

SAY: “If you need further help working on your habit tracker, I am happy to work with you. Also, in order to keep all of us on track, I’ll periodically mention some of our Civil Treatment® ideas during team meetings. Meanwhile, if you have any questions about what we’ve discussed in any of these huddles, please don’t hesitate to ask me.”

Thank team members for their participation and dedication. Conclude the huddle.



FOLLOW UP

Within 24 hours of concluding the huddle, send out an email to team members. Be sure to:

- Appreciate team members for their participation in the huddles.
- Encourage them to identify and work with an Accountability Partner.
- Remind team members that you will be following up on their progress with their habit trackers.
- Mention that you will be revisiting Civil Treatment® ideas in upcoming meetings.
- Attach digital copies of the *Civil Treatment® Habit Tracker* and *Positive Habits for a Civil Workplace* handout.





Sample Follow-Up Email

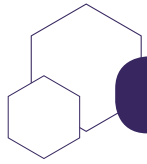
I believe our discussions the past two weeks on respect, speaking up, and Civil Treatment® have been very powerful. Thank you for your thoughtful reflection and contributions.

The behaviors we exhibit every day – how we conduct ourselves and treat one another – are critical factors in our engagement, success, and satisfaction. My goal as a leader is to create and maintain an environment where everyone is respected, ideas and concerns are welcomed, and actions are aligned with our values.

To help make this goal a reality, we will continue to make Civil Treatment® part of our workplace discussion. I will also be following up on your progress with your *Civil Treatment® Habit Tracker*.

For your convenience, I have attached digital copies of the *Civil Treatment® Habit Tracker* and the *Positive Habits for a Civil Workplace* handout. If you are working with an Accountability Partner, don't forget to give them a copy of your completed habit tracker!

Thank you again for your participation and dedication. Let's make this team the best it can be!



Virtual Facilitation Suggestions

CIVIL TREATMENT® HABITS

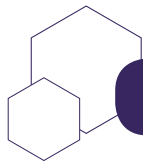


Conducting This Huddle Virtually?

Using Skype, Zoom, or similar web conferencing platform:

- Send digital copies of the *Civil Treatment® Habit Tracker* and *Positive Habits for a Civil Workplace* handout just before starting the huddle.
 - For their personal copy of the habit tracker worksheet, have team members type directly into the worksheet fields and save a copy of their work.
- Use the whiteboard feature to display the *Positive Habits for a Civil Workplace* handout. Have team members use annotation tools to stamp or mark their three greatest strengths.
 - Be aware that team members may be self-conscious about areas for improvement. Consequently, it is advised that team members mark their three biggest opportunities on their personal habit trackers only – not on the digital whiteboard.





Huddle Resources

POSITIVE HABITS FOR A CIVIL WORKPLACE



POSITIVE HABITS FOR A CIVIL WORKPLACE

REQUIRED

Team members will review and mark up this handout as part of the pre-huddle assignment. Team members should bring their copy of the handout to the huddle, as they will use it to complete their habit tracker.

CIVIL TREATMENT® HABIT TRACKER

REQUIRED

The habit tracker worksheet is completed during the huddle itself. It is designed as a two-page worksheet, with the main activity (page 46) on the front and the Accountability Partner resource (page 47) on the back.

To print double-sided, print pages 46-47 of this document and select two-sided printing with short-edge binding. (Please note that your printer settings may vary.) You can also email the PDF version of this worksheet and allow team members to fill in the text fields electronically.

positive habits for A CIVIL WORKPLACE



» GUARD YOUR WORDS AND ACTIONS

- Do regular “self checks” to make sure your speech and body language are professional.
- If you find yourself getting angry or frustrated, count to 10 before speaking or acting.
- Discuss sensitive topics with caution in a private location when possible.
- Before repeating a joke, make sure the topic is appropriate for the workplace.

» SPEAK UP AND LISTEN

- When something is bothering you, speak up to your manager or another appropriate person.
- If you witness or hear about inappropriate behavior, take mental or written notes about the details to share with your manager or other appropriate person.
- Remove distractions (e.g., computer, cellphone) when someone comes to speak with you.
- Wait for the speaker to pause to ask questions about what was just said.

» BE CONSISTENT AND PROFESSIONAL

- Think about the people you don’t regularly socialize with and make a point to get to know them better.
- Involve people from different backgrounds in brainstorming sessions whenever possible.
- Plan group lunches or other activities and invite everyone on the team.
- Every week thank someone you work with for a specific contribution they made.

» HOLD ACCOUNTABLE

- Review sections of the Employee Handbook that you’re not familiar with.
- Check in with your manager regularly about your projects and his/her expectations for you.
- Accept personal responsibility for mistakes and focus on how you’ll make things right.
- Make a pact with a workplace friend to speak up immediately whenever one of you isn’t behaving in line with the values.

» GET HELP

- Follow established procedures for reporting concerns and policy violations.
- Ask questions whenever you do not understand a policy or procedure.
- Every few months, identify resources available to you and learn how to access them.
- If you need to have a difficult discussion, ask someone in Human Resources for pre-meeting guidance and/or in-meeting support.



civil treatment® HABIT TRACKER

This is your personal habit tracker. It will help you get into the habit of demonstrating positive behaviors that improve your workplace and your performance. Follow the instructions below to get started!

1. In the *Positive Habit* column, write down the three habits you circled as opportunities for improvement.
2. For each habit, identify a few **specific** behaviors that demonstrate the habit in your workplace. Write these behaviors under *How I'll Accomplish It*.
3. Anytime you do one of the specific behaviors you identified, draw a check mark in one of the *Progress* hexagons.

Positive Habit	How I'll Accomplish It	Progress	Notes & Reflections
<p>Ex. Think about the people you don't regularly socialize with and make a point to get to know them better.</p>	<p>Ex. Greet everyone by name each morning; ask a different co-worker to join me for coffee/lunch every few weeks; ask the person about work, interests, hobbies, etc.</p>		<p>Ex. After 1 week, doing well greeting everyone; had lunch with new teammate, Andre</p>


 To help you instill these habits, consider working with an Accountability Partner. Turn the page for more information.
 



civil treatment® HABIT TRACKER

What Is an Accountability Partner?

An Accountability Partner is someone who:

- Helps you keep your commitments
- Coaches and motivates you to stay on track
- Verifies that you are taking steps to meet your goals

To make your Civil Treatment® habits a reality, we highly recommend you choose an Accountability Partner. Give your Accountability Partner a copy of this worksheet so he or she knows what habits you are trying to instill. Next, schedule ***at least three dates*** to connect with your Accountability Partner and discuss progress. Keep in mind the habits you chose, because some may require more time between check-ins. While these dates can be tentative, do your best to stick to them!

My Accountability Partner	Contact Information	How We Plan to Communicate	Upcoming Check-In Dates

Other Notes and Musings:



Important Notice

Like the Civil Treatment® Workplace for Leaders program, this kit provides general suggestions for handling employment-related issues; however, it does not consist of legal advice or services. As particular problems develop, leaders should get help by consulting organizational policy, Human Resources, and/or legal counsel as indicated by their employer.

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