Using The Impact of Non-Passive Leadership Efforts to Reduce Workplace Incivility on a Nursing Unit

PURPOSE
The purpose of this project was to determine if initiation of a non-passive leadership approach to incivility by the leadership team on a nursing unit would have a positive impact on the staff members’ perceptions of incivility occurring in the workplace.

BACKGROUND
The study was conducted on an ambulatory surgical and endoscopy center of an 800-bed acute care hospital in Southwest Texas. This hospital over the previous five years had endured challenges with stable leadership and staff engagement.

METHODOLOGY
The project involved a leadership “Zero Tolerance for Incivility” initiative to decrease disruptive behavior on a nursing unit. Implemented interventions including the leadership team holding the staff members accountable for complying with the organization’s code of conduct, maintaining a log of uncivil events, and addressing events of incivility in a non-passive manner. Leaders used daily huddles to remind staff of the “Zero Tolerance” initiative and sent email reminders of behavioral expectations. Employee surveys were collected one month prior to the initiation of the project and three months post initiation.

RESULTS
Results reflected a ten-point improvement in overall score related to employee perception of peer behavior. These results reflect that implementing a non-passive leadership style to address incivility on a nursing unit has a positive impact on the perceived beliefs of staff members related to leadership’s and team members’ uncivil behaviors.

IMPLICATIONS
The project demonstrated that a leadership team who practices a non-passive leadership style to address events of incivility on a nursing unit was an effective method to improve the perceptions of the team members regarding incivility in the workplace.

Connie Montalbo
DNP, MBA, RN, NEA-BC
Nurse Executive