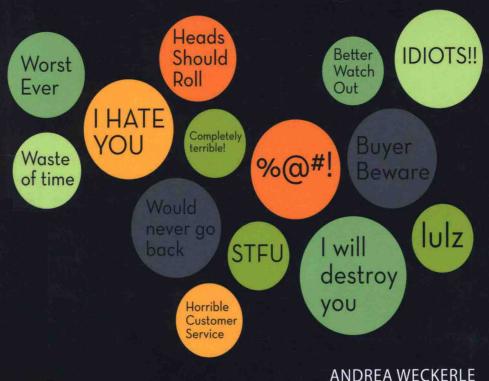
CIVILITY DIGITAL AGE

How Companies and People Can Triumph over Haters, Trolls, Bullies, and Other Jerks

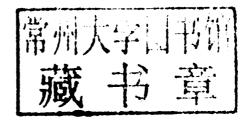


Foreword by Jimmy Wales, Founder of Wikipedia

Civility in the Digital Age

How Companies and People Can Triumph over Haters, Trolls, Bullies, and Other Jerks

ANDREA WECKERLE





800 East 96th Street, Indianapolis, Indiana 46240 USA

Civility in the Digital Age: How Companies and People Can Triumph over Haters, Trolls, Bullies, and Other Jerks

Copyright © 2013 by Pearson Education, Inc.

All rights reserved. No part of this book shall be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher. No patent liability is assumed with respect to the use of the information contained herein. Although every precaution has been taken in the preparation of this book, the publisher and author assume no responsibility for errors or omissions. Nor is any liability assumed for damages resulting from the use of the information contained herein.

ISBN-13: 978-0-7897-5024-2 ISBN-10: 0-7897-5024-4

Library of Congress Cataloging-in-Publication Data is on file.

Printed in the United States of America

First Printing: February 2013

Trademarks

All terms mentioned in this book that are known to be trademarks or service marks have been appropriately capitalized. Que Publishing cannot attest to the accuracy of this information. Use of a term in this book should not be regarded as affecting the validity of any trademark or service mark.

Warning and Disclaimer

Every effort has been made to make this book as complete and as accurate as possible, but no warranty or fitness is implied. The information provided is on an "as is" basis. The authors and the publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damages arising from the information contained in this book.

Bulk Sales

Que Publishing offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact

> U.S. Corporate and Government Sales 1-800-382-3419 corpsales@pearsontechgroup.com

For sales outside of the U.S., please contact

International Sales international@pearson.com

Associate Publisher

Greg Wiegand

Sr. Acquisitions Editor Katherine Bull

Development Editor

Karen E. Klein

Managing Editor

Kristy Hart

Project Editor

Andy Beaster

Copy Editor

Apostrophe Editing Services

Indexer

Lisa Stumpf

Proofreader

Dan Knott

Technical Editor

Kami Watson Huyse

Publishing Coordinator

Romny French

Book Designer

Anne Jones

Compositor

Nonie Ratcliff

Graphics

Tammy Graham

Que Biz-Tech Editorial Board

Michael Brito

Jason Falls

Rebecca Lieb

Simon Salt

Peter Shankman

Foreword

Foreword

In today's hyper-connected world, maintaining and sustaining a civil online culture is incredibly important because it serves as the ethical foundation for the best the Internet has to offer today and in the future.

Unfortunately, it's easy to hear stories of horrible online abuse and throw up our hands in despair thinking that nothing can be done.

That's a big mistake. Of course there is difficulty in balancing the demands of freedom of expression and prevention of abuse. This challenge exists at both the level of private website rules and at the level of legislation. Still, a civil online culture is achievable, with the right mindset, willingness, and tools.

We live in an era where billions of people are already online, and billions more are coming online. Citizens can communicate with each other, share knowledge, debate issues, and become better human beings in the process. Citizens can also engage in horrible abuse, idiotic commentary, and the spread of falsehoods. We have a choice about how to behave ourselves, but we also have a choice about what kinds of systems and social norms we create. That's why we can and must choose wisely.

I hardly need to tell you about the incredible success of Wikipedia. Today, nearly 500 million people per month access the website in hundreds of languages. Academic studies of the quality of Wikipedia show that it is comparable to the quality of traditional encyclopedias—with notable strengths and some equally notable weaknesses. It is common for people to assume that this came about automatically through the "magic" of "crowdsourcing" but that wasn't the case.

Wikipedia became a success in no small part through the fundamental social rules that are the bedrock principles of its community. Entire books could be written about how and why Wikipedia works (and, of course, how and why it sometimes doesn't work as well as I would want!). But let me single out just two of the most important principles that have helped Wikipedia to thrive.

First, we have a policy of neutrality, which our neutrality policy defines as "representing fairly, proportionately, and as far as possible without bias, all significant views that have been published by reliable sources." Essentially the concept here is that in any controversy, Wikipedia itself should not take a stand, but should instead describe thoughtfully to the reader what the controversy is.

This is a fundamental principle of human respect: I am not telling you what to think nor am I telling you what position to take on a controversial issue; I'm giving you the facts you need to begin to make up your own mind.

Neutrality at Wikipedia is always a goal. We do not kid ourselves that we have always achieved it. Achieving as much neutrality as we can is a long, hard process of discussion and debate, and it is only possible to make progress towards it when we do so in a collegial and respectful atmosphere.

This brings me to a second important principle of Wikipedia: No personal attacks. Without this rule, the discussion and debate at Wikipedia would be like that at so many thousands of other web forums and newspapers: hateful vitriol spewed by people who have no interest in working together to seek the truth.

Implementing a rule against personal attacks is tricky and complex. The process of getting to and implementing those rules is a very messy and human thing, even if it is done well. People are people, and sometimes they lose their cool or don't phrase a comment in an elegant, well understood way. The majority of the time, an apology is made and everyone moves on. If Wikipedia implemented a draconian police state where every little rough remark resulted in a lifetime ban, we'd end up excessively restraining an interesting and important debate.

But even though drawing the appropriate line online is tricky and complex, it must never be an excuse not to set parameters or to allow all manner of ongoing harassment, insults, and abuse. To abdicate moral responsibility in the face of bullies is to hand society over to the most vicious among us. We can be both understanding about the human propensity to outbursts, while at the same time insisting on norms requiring apology and a generally good behavioral track record over time by the organizations and the individuals representing them.

All of us understand this intuitively from our interactions with other people offline. If a friend insults you and then gives a genuine apology, you find a way to move past it. But if someone is obnoxious and abusive, people quite rightly stop inviting them to social occasions. This is not rocket science, and moving the problem online doesn't change human nature.

We can look across the Internet landscape and find examples of thousands of communities with either better and worse track records of protecting their community members from obnoxious people. There are a lot of cautionary tales out there, and a lot of lessons to be learned.

Andrea Weckerle's book is a valuable and important starting point for us to read and thoughtfully consider. A survivor of online abuse herself, and a person who embodies the qualities of thoughtfulness and forgivingness that exemplify some of the best human traits, she brings to the issue a wit and wisdom that we should all heed. I'm sure you're going to find *Civility in the Digital Age* incredibly useful both professionally and personally!

-Jimmy Wales, Founder of Wikipedia

About the Author

Andrea Weckerle, an attorney, founded and leads CiviliNation, a nonprofit dedicated to reducing online hostility and character assassination. She previously worked at the Legal Management Services division of a global professional services firm, helping to design, develop, and implement comprehensive alternative dispute resolution systems for Fortune* 500 firms. She also underwent extensive mediation training, earning certificates in Commercial Mediation and Conflict Resolution Processes. Her work has been featured in *The Wall Street Journal*, CNN.com, *NY Daily News*, and *Advertising Age*. In addition to a JD, she holds an MA in Public Relations/Conflict Analysis and Resolution.

We Want to Hear from You!

As the reader of this book, *you* are our most important critic and commentator. We value your opinion and want to know what we're doing right, what we could do better, what areas you'd like to see us publish in, and any other words of wisdom you're willing to pass our way.

We welcome your comments. You can email or write to let us know what you did or didn't like about this book—as well as what we can do to make our books better.

Please note that we cannot help you with technical problems related to the topic of this book.

When you write, please be sure to include this book's title and author as well as your name and email address. We will carefully review your comments and share them with the author and editors who worked on the book.

Email: feedback@quepublishing.com

Mail: Que Publishing

ATTN: Reader Feedback 800 East 96th Street

Indianapolis, IN 46240 USA

Reader Services

Visit our website and register this book at quepublishing.com/register for convenient access to any updates, downloads, or errata that might be available for this book.

CONTENTS AT A GLANCE

	Foreword by Jimmy Wales, founder of Wikipedia	Xi
1	Who Gives a Darn About Conflict?	
2	Why Your Online Reputation and Privacy Matter	25
3	The Different Types of Conflicts You'll Encounter	
	Online	57
4	Who Are the Troublemakers?	85
5	What's Your Conflict Style?	111
6	The 101 of Anger Management	129
7	Digital Literacy in a Hyperconnected World	163
8	Into the Trenches: Conflict Resolution Skills	
	and Strategies	195
9	Legal Aspects of Online Disputes and Conflicts	241
10	30-Day Plan for Better Conflict Management Online	267
	Index	291

TABLE OF CONTENTS

1	Who Gives a Darn About Conflict?	1
	If It Happened to Them, It Can Happen to You	1
	How This Book Will Help You	3
	It All Began on August 6, 1991	3
	Every Single Day People and Businesses Take a Hit on the Internet	4
	The Negative Effects of Unresolved Conflict	6
	Unique Aspects of Online Communications	6
	Anonymity and Pseudonymity	7
	The Legal System's Weaknesses	8
	When It's Online, It's Permanent	8
	Three Scenarios Revisited	8
	What Is Conflict and How Can Conflict Management and Resolution Help?	10
	Foundational Concepts in Conflict Management and Resolution	11
	Positions	11
	Needs	11
	Values	12
	Different Types of Conflict Management and Resolution	13
	Negotiation	14
	Facilitation	14
	Mediation	15
	Arbitration	15
	Civil Litigation	16
	Three Foundational Skills Necessary in Conflict Management and Resolution	17
	What This Book Covers	19
	Endnotes	20
2	Why Your Online Reputation and Privacy Matter	25
	More and More, Everything You Do Is Public	
	and Subject to Public Scrutiny	25
	Sharing and Oversharing	26
	Your Digital Footprint Matters, Whether You Want It to or Not	28

	How Online Information About You Affects Your Reputation and Life	20
	Online Information About You Affects Your Education, Too	29
	Online Information About You Impacts Your Career Success	30
	Online Information Affects More Than You Think	32
	Reputational Hits from the Outside	33
	-	33
	Measuring Your Existing Digital Footprint	35
	Consumer Review and Complaint Sites	36
	Local and Hyperlocal Sites	37
	Sentiment Analysis	38
	Creating a Strong Online Reputation	40
	The Importance of Trust and Goodwill	42
	If You Make a Mistake, Own It	46
	Monitoring Your Online Reputation	47
	Using Monitoring Tools	48
	Endnotes	50
3	The Different Types of Conflicts You'll Encounter Online Whether You're a Global Giant or a Private Individual, You Can't	57
	Escape Online Conflict	57
	How Many Different Types of Online Conflicts Are There?	59
	One-on-One Conflict	59
	One-on-One Conflict Between Individuals with a Prior Relationship	60
	One-on-One Conflict Between Individuals Who Are Known to Each Other	61
	One-on-One Conflict Between Individuals with Only a Superficial Prior Relationship	63
	Conflicts Between Several People or Groups	63
	Conflicts Between Several People or Groups Who Share a Common Identity	64
	Conflicts Between Several People or Groups Who Don't Share a Common Identity	64
	a residence comment.	UT
	Conflicts Between an Individual and Several Community Members	65
	Conflicts Between an Individual and Several Community Members Conflicts Between Community Members and Site Representatives	65

	Online Lynch Mobs	67
	Private Versus Public Disputes	69
	Conflict Issue Categories	70
	Content-Based Conflicts	70
	Personality-Based Conflicts	72
	Power-Based Conflicts	73
	Identity-Based Conflicts	75
	Why These Online Conflicts Matter	76
	Endnotes	77
4	Who Are the Troublemakers?	85
	A Pathetic Loser and Coward	85
	Troublemakers Come in All Sorts of Shapes and Sizes	86
	Anatomy of a Troll	86
	How to Deal with Trolls	90
	Dealing with Sockpuppets	90
	How to Identify a Sockpuppet	93
	Dealing with Difficult People	94
	Dealing with Online Defamers	100
	Cyberbullies, Cyberharassers, and Cyberstalkers	102
	What to Do If You Are Being Harassed or Stalked	103
	Online and Offline Can Overlap	104
	Endnotes	104
5	What's Your Conflict Style?	111
	It's Other People Who Are Making Me Crazy,	
	So Why Are We Talking About Me?	111
	There Is No Single Right or Wrong Conflict Style	112
	Adult Personal Conflict Styles	113
	Competing: The Warrior	114
	Coercing: The Bulldozer	115
	Circumventing: The Dodger	117
	Compliant: The Pacifier	117
	Compromising: The Negotiator	119
	Covert: The Operative	120

	Collaborative: The Resolver	121
	Online Conflict Style Quiz: Which One Are You?	122
	Scoring Key	126
	Endnotes	126
6 T	The 101 of Anger Management	129
	Anger Is a Primal Emotion	129
	An Important Note About This Chapter	131
	What Happens to You When You Become Angry?	132
	Are There Differences in Who Becomes Angry and How They Express It?	132
	Why People Become Angry	135
	Don't Confuse Anger with Other, Similar Emotions	139
	Negative Anger Affects People at Work and at Home	141
	The Downside of Expressing Anger Online	144
	Venting and Self-Control	146
	Anger Management Techniques	148
	Endnotes	153
7 D	igital Literacy in a Hyperconnected World	163
	Brett Cohen the Celebrity	163
	The News Media Takes Accuracy Seriously And Still Sometimes Gets It Wrong	164
	Digital Literacy and Why It's Important	166
	Truthiness Is the Word	166
	Critical Thinking Is a Core Component of Digital Literacy	168
	Check Your Biases and Beliefs	169
	Examining Credibility and Quality	173
	Don't be Seduced By Gossip and Rumors	179
	Accuracy and Verifiability of Information	182
	Is a Desire for the Truth Strong Enough to Overcome Bias and Faulty Thinking?	184
	Endnotes	185

8	Into the Trenches: Conflict Resolution Skills and Strategies	195
	Could This Dispute Have Been Managed Better and Possibly Even Avoided?	195
	Your Conflict Goals and Corresponding Approaches	197
	Your Organization's Culture and Conflict Practices	199
	Determining If, When, and How to Respond	201
	A Word About the Role of Compassion	204
	Dispute Management Process	206
	Gather information	206
	Identify the Disputants	208
	Define the Problem from Your Perspective	210
	Determine What the Other Side Says the Problem Is About	211
	When the Parties Have Different Views About What the Dispute Is About	212
	What Does the Other Side Say It Wants?	213
	Who Are the Decision Makers?	214
	Agreeing on Process and Ground Rules	215
	Know Your BATNA and WATNA	216
	Creating Possible Solutions	218
	Agree on and Implement the Solution	218
	Review Your Progress	219
	Interpersonal Skills for Successful Dispute Management	220
	Focus on the Problem and Not the Person	220
	Don't Make Personal Attacks or Ad Hominem Fallacies	220
	Form of Expression Matters	221
	Active Listening	223
	Responses When Someone Bashes You Online	224
	Examples of Effective Online Problem Solving	227
	A Special Note About Consumer Review Sites	231
	Single Versus Repeat Occurrence Disputes	232
	Can You Manage the Dispute on Your Own or Do You Need	233
	Outside Help?	235
	Crisis Management Approach Endnotes	237
	Enunotes	431

9	Legal Aspects of Online Disputes and Conflicts	241
	Is Questionable Behavior Illegal? It Depends	
	on the Facts and Circumstances	241
	The Imperfect Nature of Legal Rights and Responsibilities Online	245
	Freedom of Speech	246
	Defamation	249
	Privacy	251
	Section 230 of the Communications Decency Act	253
	Drafting Robust and Legal Social Media Policies	254
	Endnotes	257
10	30-Day Plan for Better Conflict Management Online	267
	Putting Knowledge into Action	267
	Day 1: Start Your Conflict Inventory and Assessment	268
	Day 2: Identify Your Greatest Online Conflict Concerns	271
	Day 3: Measure Your Existing Digital Footprint	272
	Day 4: Start Identifying Your Online Conflict Management Goals	273
	Day 5: Identify Your Internal Champions	274
	Day 6: Get Buy-in from Leadership	275
	Day 7: Get Human Resources's Buy-In	275
	Day 8: Identify the Stakeholders and Key Personnel You'll Need	275
	Day 9: Identify the Financial Resources You Need	276
	Day 10: Claim Your Online Identity	277
	Day 11: Choose an Online Monitoring Tool	278
	Day 12: Set Up an Online Conflict Tracking System	278
	Day 13: Set Up Your Social Media Sites	279
	Day 14: Create Your Company's Social Media Policy or Review Your Existing One	279
	Day 15: Hire Someone to Manage Your Social Media Properties	280
	Day 16: Hire an Attorney	280
	Day 17: Determine Whether You Need to Bury or Remove Negative Information	280
	Day 18: Start Developing Your Company's Online Conflict Management Training	282
	Day 19: Establish Criteria for Measuring Success of Conflict Management Training Program	284
	Day 20: Create a Social Media Conflict Response Flow Chart	284

Day 21: Start Offering In-Depth Conflict Management Training to Your Social Media Professionals, Public Relations Professionals,	
and Online Community Managers	285
Day 22: Start Drafting Your Crisis Management Plan	286
Day 23: Identify Your Online Crisis Management Team	287
Day 24: Decide Who Your Public Face Will Be in an Online Crisis	288
Day 25: Train Your Public Relations Team and Social Media Team in Crisis Management Skills	288
Day 26: Develop Your Company Website's "Dark Site"	288
Day 27: Start Developing Your Anger Management Training Course	289
Day 28: Start Developing Your Digital Literacy Training Course	289
Day 29: Simulate an Online Conflict Crisis	290
Day 30: Conduct the Online Crisis Simulation's	
Post Mortem	290
Endnotes	290
Index	291

Who Gives a Darn About Conflict?

If It Happened to Them, It Can Happen to You

As an outspoken critic of social oppression and inequality, feminist pop culture media critic Anita Sarkeesian¹ has had her share of detractors, but it was her Kickstarter video project that caused the proverbial s**t to hit the fan. In May 2012, Sarkeesian launched her project "Tropes Vs. Women in Video Games" on the fundraising platform to raise money for the creation of a video series examining the most common stereotypes of female characters in video games, stereotypes such as *Damsel in Distress*, *The Fighting F#@k Toy, The Sexy Sidekick*, and *The Sexy Villainess*.² Despite its positive purpose, her project rubbed some people the wrong way, and Sarkeesian found herself the target of the most vicious online attacks imaginable.

Her harassers tried to hack into her email and social media accounts and post her address and telephone number online,³ putting her safety at risk. Her Wikipedia page was vandalized to read "[she] is an entitled [n-word]" and "holds the world record for maximum amount of toys in the posterior." Numerous vile and hateful technologically manipulated images of her were also posted online, including two rape drawings featuring her likeness and a photograph of her face with a cartoon-drawn penis ejaculating over it.⁵ Her YouTube video asking viewers to support her Kickstarter project received more than 4,000 comments, among them ones like tri-AceFanboy's "I want to put my d**k into you" and Blutteufel's "Typical feminazi

ignorance and [unwarranted] self-importance. Get back to the kitchen and hurry up with the f**king sandwich, c**t." Even an interactive *Beat Up Anita Sarkeesian* game was created, complete with bruises and welts appearing on her face when the screen was clicked.

You may think that Anita Sarkeesian's story is unique, but in terms of severity, unfortunately it's not. Just ask Sue Scheff, who became the target of an online smear campaign that started when one person went after her for work related to her organization, Parents' Universal Resource Experts, which helps families with at-risk teens. As Scheff describes it, this individual "had others join them as part of a 'gang mentality' approach...in a systematic attempt to emotionally destroy me, my organization, my career, my family and anything else that meant something to me. My life was being ruined one keystroke at a time." Scheff ultimately sued her attacker and in 2006 won the largest defamation jury award in American legal history, \$11.3M.

Michael Roberts, too, understands how easily the Internet can be used as a weapon against someone. Shortly after Roberts filed for divorce in 2004, his ex-wife began an aggressive Internet smear campaign against him, his business, and individuals who tried to lend him any kind of support. The attacks against his reputation and his business crippled his company and forced him to sell it for considerably less than it was worth. According to Roberts, these attacks continued until July 2011, when his ex-wife was arrested on charges of first-degree murder in the death of Dustin Wehde. She is now in prison serving a life sentence without the possibility of parole.

Today Roberts admits, "Had I not gone through this fiery trial, I would've been like so many other people and considered the issue of online attacks and character assassination a mere trifle not worthy of serious attention. I would probably have also dismissed the victims who issue anguished cries for help as thin-skinned weaklings, as seems to be the reaction by most people who have not experienced this tragedy firsthand and simply refuse to see what is happening online." As a result of his ordeal, Roberts founded Rexxfield, a company that helps and supports individuals who've been the victims of online lies, defamation, and privacy invasion. It offers assistance in retracting or hiding deceptive materials from the public domain and restoring victims' good name and reputation.

Janice Duffy, Ph.D., is another victim who knows that online attacks can have life-altering consequences. As part of an online support group that posted about scam artists taking advantage of vulnerable people, she registered on what she thought was a legitimate complaint site. However, Duffy says that unbeknown to her at the time, the website directly passed on the identities of people who wrote complaints to the businesses and individuals that they were concerned about. As a result, she was cyberbullied and also received threatening phone calls. Duffy claims