Biography

Dr. Martina Carroll-Garrison (Dr. Tina) was born in Dublin, Ireland, and was naturalized as a United States citizen in May 1992.

She began her career as a local national employee with the U.S. Army in Frankfurt, Germany in 1982, where she held successively challenging positions as a Design Engineer, Master Planner, and Real Property Chief. In May 1986, she emigrated to the United States and held positions with Architect/Engineering firms in Colorado and Washington D.C., respectively. In 1987, she resumed her association with the Department of the Army and held successively challenging positions as an Engineering Program Manager.

In 2001, she was selected to participate in the DOD SES candidacy program, the Defense Leadership and Management Program, whereupon she commenced a 12-month assignment, as a Special Assistant to the Office of the Deputy Chief of Staff for Personnel and Installation Management, Headquarters U.S. Army, Europe. In 2002, she assumed the position as Deputy Garrison Commander for the Fort Myer Military Community, followed by a fulltime educational assignment from 2005-2006 to the National Defense University's Industrial College of the Armed Forces. From 2006-2008 she supported the U.S. Army IMCOM global transformation, after which she assumed the position as Deputy Garrison Commander for the U.S. Army Garrison BENELUX in Belgium in April 2008. Ms. Carroll-Garrison currently works within the Federal Bureau of Investigation in Washington D.C.

Ms. Carroll-Garrison is a life-long learner and recently earned her Doctorate of Management in Organizational Leadership with the University of Phoenix, wherein her doctoral research and dissertation focused upon an Exploration Of Managers' Awareness And Reaction To Workplace Incivility. She also possesses a Master's of Science in National Resource Strategy (2006) from the National Defense University's (NDU) Industrial College of the Armed Forces, and a Masters of Arts in Liberal Studies /Global Strategy (2007) from Excelsior College, NY. Other professional training includes the Brookings Institute's Capstone Leadership Training program, the Center for Creative Leadership® Executive Development Program, the Harvard-JFK School of Government Senior Executive Program and the Federal Executive Institute Leadership and Change Program.

Her awards include the Exceptional Civilian Service Award and her professional associations include the Association of United States Army, AAGEN, the Southern Poverty Law Center, the International Coach Federation, the Pan-Pacific American Leaders & Mentors, and the Institute for Civility in Government.

Speaking Points

Incivility, as a contemporary phenomenon, is prevalent within the modern workplace and is bad for business. Managers are an organizations' first line of defense in the face of the contemporary threat. Managers do not possess equal understanding of the definition and scope of workplace incivility, nor do they have a common frame of reference for understanding its impact upon organizational productivity or the organization's climate.

Research suggests that managers' self-awareness is a contributing factor toward recognizing, moderating, and mitigating the antecedents and consequences of workplace incivility. Furthermore, managers' levels of interpersonal awareness frame and moderate the prevalence and consequences of workplace incivility within the organization. Managers may contribute to workplace incivility through suboptimum levels of self-awareness and interpersonal awareness or may cause the deviant behaviors to spiral and escalate. Managers profess to embrace the underlying principle of the Golden Rule within the work environment, but may not be aware of the gap between personal intentions and desired outcomes.

Possible Questions

1. Is managers' self-awareness a contributing factor toward recognizing, moderating, and mitigating the antecedents and consequences of workplace incivility?

2. Does managers' level of interpersonal awareness frames and moderates the prevalence and consequences of workplace incivility within the organization?

3. Do managers as leaders contribute to workplace incivility through suboptimum levels of self-awareness and interpersonal awareness or may cause the deviant behaviors to spiral and escalate?

4. Could managers employ individual levels of sophistication within an organization's hierarchy to perpetrate yet purposely obfuscate acts of workplace incivility?

5. Do managers, as representative employees, seek out, and flourish in a work environment imbued with positive workplace behaviors, yet is it possible that they do not always recognize that their personal leadership style serves as both a productivity enabler and contributes to the tone and tenor of the organization toward creating a civil workplace?

6. Managers profess to embrace the underlying principle of the Golden Rule within the work environment, yet is it possible that they may not be aware of the gap between personal intentions and desired outcomes?