Welcome and Introductions

Agenda

- Define bullying
- Explain how bullying affects employees and organizations
- Recognize contributing factors
- Identify steps and strategies to address bullying
- Explore preventative measures
Formal Definition

Groups or individuals engaging in unreasonable actions repeatedly with the intention to intimidate

- May involve abuse or misuse of power
- Includes intimidation, degradation, and humiliation
- May be covert and/or overt

Examples of Bullying

• Threatening an individual’s work status
• Making inappropriate references to age and gender and spreading the untrue accusations
• Withholding important information and taking credit of work and exerting undue pressure
• Establishing impossible deadlines, quantity of work and exerting undue pressure
• Setting the individual up to fail, demeaning their work publicly, and/or continually bringing up past mistakes

When is it NOT Bullying?

• The supervisor has reasonable grounds to deny a promotion, to take disciplinary action, or to terminate an employee based on sound organizational policies
• Different from simple aggression or having a “tough” supervisor
• Different from harassment
• Bullying is not necessarily illegal
Statistics on Bullying

Two national workplace bullying studies conducted by The Workplace Bullying Institute and Zogby International found that:

- 35% of workers have been the target of bullying
- An additional of employees 15% have witnessed bullying
- 62% of bullies are men whereas an estimated 58% of targets are women
- Over two-thirds (68%) of bullying is either between two women or two men
- 45% of workplace bullying victims cope with health issues as a result of stress

Poll

Have you ever witnessed or been the target of bullying at work?

A. Yes, Have been a target
B. Yes, Have been a witness to bullying
C. Yes, Have been both a target and a witness
D. No, Have not been a target or a witness

How Bullying Affects Employees

- Creates unnecessary stress
- Decreased ability to focus
- Communication breakdowns and reduction in collaborative efforts
- Loss of motivation and energy
- Reduces self esteem
- Depression
- Digestive and muscular disorders
- Increase in accidents and mishaps
How Bullying Affects Organizations

• Lower productivity due to time spent giving and receiving consolation, interviewing replacement staff, and slower turnaround time in project completion
• Increased frequencies of grievances, resignations, and transfer requests
• Rising levels of absenteeism
• Decrease in morale
• Stifles creativity and ability to respond to change
• Affects witnesses of bullying in addition to the intended targets including clients and coworkers
• Research conducted by the Civility Partners suggest that each bully costs the organization an average of $83,000

Contributing Factors

• Large scale organizational change
• Changes in management/ownership
• Introduction of new technology
• Characteristics such as age, gender, and position level
• Intense work culture
• Shortage of personnel/budget cuts
• Interpersonal conflict

Additional Contributing Factors

• Inadequate supervision and communication about specific job duty assignment
• Job insecurity
• Targets and witnesses may be hesitant to speak out
• Perception that the organization will not appropriately address the situation
Poll

Do you feel comfortable addressing bullying behavior?

A. Yes
B. No
C. Sometimes

Addressing Bullying: Actions for Employees

- Recognize the behavior is bullying and that this is inappropriate
- Realize that is about power, not your personal worth
- Keep a journal detailing specific instances
- Avoid retaliating with inappropriate behavior
- Retain supporting evidence

More Actions for Employees

- Learn about the organization’s specific process for addressing the situation
- Firmly express to the bully that the behavior is unacceptable
- If you feel too intimidated by the bully or if it is an immediate supervisor, speak to an HR representative prior to confronting the individual
- Communicate with your EAP
What if YOU are the Bully?

- Recognize there is a problem with the behavior that could have severe repercussions for your career
- Identify stressors leading to the desire to bully
- Understand that you may not fully grasp the intensity of your communication and that others have the right to object
- Seek help from your Employee Assistance Program (EAP)

Investigating and Addressing Bullying

- Get support and commitment from senior management
- Identify presence of inappropriate behavior
- Investigate the situation
- Control the risk factors
- Evaluate and review effectiveness of action taken

Employer Responses

- Create an awareness campaign for managers and employees
- Keep management actively involved
- Communicate that bullying is unacceptable in a direct and clearly understood manner
- Develop specific policies to address consequences of bullying and inappropriate behaviors that are based on sound management theories
- Take claims seriously and promptly look into these situations
For More Information . . .

Contact your EAP or Work-Life Program for Assistance

2011 Webinars

- January 18th – Everything In Its Place
- February 15th – Bullying Confronting Hostility in the Workplace
- March 15th – Less is More
- April 19th – Developing Job Skills
- May 17th – Let’s Bleep on
- June 21st – Adjusting to the Process of Aging
- July 19th – Trash Talk
- August 16th – Parents Taking Action
- September 20th – Information Overload: Navigating Through the Chaos
- October 18th – The ABCs of Working With the XYZs
- November 15th – High-Impact Parenting
- December 20th – Tune-Up Your Search Engine

All webinars are one hour long and scheduled at 12:00pm, 2pm, 4pm EST

Thank You!

Questions?