Objectives: What....

* Is workplace bullying?

* Are behaviors are associated with workplace bullying?

* Is the impact of workplace bullying?

* Are strategies that can be used to manage workplace bullying?
Workplace Bullying

* **Repeated**, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators.

* **Abusive** treatment

* Unethical and unfavorable treatment of one person over another.
  *
  * (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014; bullyonline.org)
“is a type of interpersonal aggression that is frequent, intense, and occurs over a specific period of time” (Lester, p. ix 2013)

* There is a combination of power dynamics:
* Mobbing involves more than one actor going after a target.
Approximately, 54 million people are bullied
  * Many reports involve two or more individuals

35% of professionals reported being bullied in their careers (*Lester 2013 preface*)

ONLY 23% of bullies receive any consequences because targets are not believed
Is 4 times more prevalent than illegal, discriminatory harassment.
* 80% of bullying cases did not lend themselves to protected classes (Namie & Namie, 2014)

Is LEGAL

Can happen anywhere: but linked to leadership changes and resource shortages.
Verbal

- Yelling
- Lying
- Belittling
- Profanity
- Spreading Rumors
- Gossiping
- Name calling
- Teasing
- Putdowns
Physical

* Intimidation
* Unwanted physical contact
* Violating personal boundaries
* Aggressive posturing
* Physical altercation

("Types of Bullying in the Workplace," 2014)
Non-verbal

* Isolation
* Exclusion
* Avoidance
* Ignoring
* Eye rolling
* Unwanted physical gestures
* Inappropriate written material
* Interfering or altering office space, materials, and/or equipment
* Retaliation

* (Queensland Government, 2007, p. 1)
Cyber

* Unwanted or threatening emails, voice messages and/or texts messages
* Forwarding emails to others
* Cc-ing others in on emails
* Posts on social networking sites
* Signing person up for unwanted information
The Bully

• Vindictive in private but charming in public: Efforts appear to be caring

• Portray self as wonderful but actual behaviors contradict this

• Can’t distinguish between leadership and bullying

• Counter attacks and denies when asked to clarify

• Manipulates and uses others

* (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014)
The Bully

- Are obsessed with controlling others
- Use charm and behave appropriately when superiors are present
- Are convincing and compulsive liars and no remorse
- Excel at deception, lack conscience, and are dysfunctional
  - (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014)
Targets

* Fair
* Caring
* Ethical
* Creative
* Competent
* Vulnerable
* Social
* Collaborative
* Honest

* (Lester, 2013, Namie & Namie, 2014)
Impact on Individuals

• Poor physical and mental health
  • PTSD, anxiety, depression, panic attacks, cardiovascular problems, nausea, tremors, gastrointestinal issues, sleep disorders, and etc.

• Increased absences

• Impaired self-esteem

• Decreased productivity and morale

* (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014)
Impact on Individuals

- Withdrawal and isolation
- Shame, guilt, and humiliation
- Poor work relationships
- Financial harm
  - (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014)
Impact on Organizations

• Increased turn over
  • Lose the best staff: keep the worse

• Financial loss: increased sick leave, health claims, absenteeism, recruit new employees

• Decreased productivity, morale, and creativity

• Legal issues
  * (Keashly & Neuman, 2010; Namie & Namie, 2009; Gordan, 2013; Namie & Namie, 2014)
Strategies that do not work for targets

- Reporting to
  - Supervisor/management
  - Human resources
  - Union
- Filing a formal complaint
- Talking to bully: themself or others
- Threatening to tell others

(Lester, 2013)
Strategies that work for targets

* Left: voluntarily or involuntarily
* Developed social support: family, friends, and/or co-workers
* Avoided bully
* Managed emotions, thoughts, and behaviors
* (Lester, 2013)
Additional Strategies

* Decide a strategy and be strategic

* Find support and consultation

* Early intervention

* Try to get supportive witnesses

  * (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014)
Additional Strategies

* Document, document, document
* Don’t engage in bullying behavior
* Advocate for legislation
  * (Keashly & Neuman, 2010; Namie & Namie, 2009; Namie & Namie, 2014)
Strategies for Organizations

- Have good leadership
- Be quick to action and take seriously
- Need to understand what the target is experiencing
- Be diligent to identify bullies, support witnesses, and protect the target
Strategies For Organizations

* Talk to witnesses:
  * They play a role in prevention and management

* Assess your organization for where it is
  * Talk to all people on all levels

* Get feedback from workers on formal policies and approaches that may be more effective than informal
  * Develop and follow a workplace bullying policy
Strategies for Prevention

* Communicate and ensure that the environment is one where respect and civility prevail

* When hiring, screen for bullying behavior

* Educate and train staff including human resources
References

References


References


