

Creating a Civil Workplace

Hidden Harassment – Preventing Workplace Bullying

Pitssel & Associates Ltd.

A golden scale of justice is positioned in the lower right quadrant of the slide. It features a central vertical pillar supporting a horizontal beam. Two pans are suspended from the beam by thin wires. The scale is rendered in a simple, stylized manner with a metallic gold color.

Workshop Outline

1. Introduction
2. What is Bullying
3. Bullying Tactics
4. Effects of Bullying on the Victim, Bully, Corporation

5.

Mobbing

6.

What bullying is NOT

7.

Corporate Policy

8.

Cases

9.

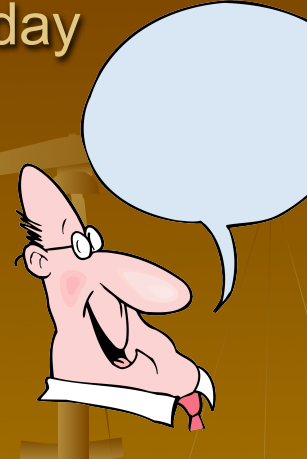
Action Plan

Our Process Today



Think

Pair



Share

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T.P.S.#1

1. Incivility, Harassment, Lack of Respect, Bullying, Mobbing

Are these the same or different?

T.P.S.#2

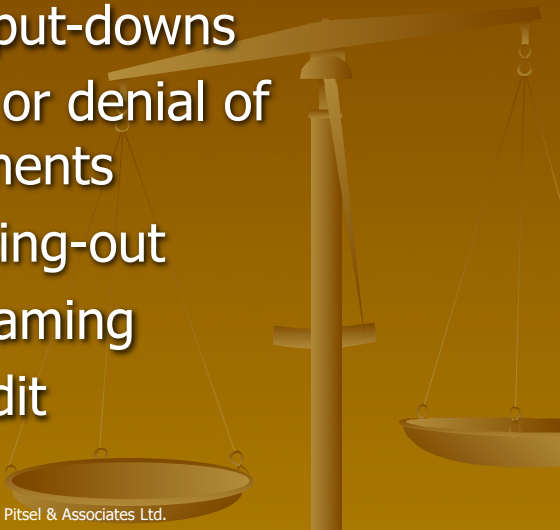
2. How would you define workplace bullying?

Bullying Behavior

- 1) The behaviors are repetitive;
- 2) The behaviors are hostile and unwanted;
- 3) The behaviors affect the person's dignity or psychological integrity;
- 4) The behaviors result in a harmful work environment.

Top Ten from Namie

1. Blame for errors
2. Unreasonable job demands
3. Criticism of ability
4. Inconsistent compliance with rules
5. Threatened job loss

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6. Insults and put-downs
 7. Discounting or denial of accomplishments
 8. Exclusion, icing-out
 9. Yelling, screaming
 10. Stealing credit

Stand by Shooting -Mobbing

Bullies require an audience, and a silent audience, for the bully, is tacit approval of the behavior. Those watching, without overt involvement, are silently applauding and cheering the bully.

Standby Shooting (continued)

While watching (and doing nothing) is a passive form of involvement, it made lead to an active group form of bullying called "Mobbing"

Mobbing is the "ganging up" by co-workers, subordinates or superiors to fire someone in the workplace through rumor, innuendo, intimidation, humiliation, discrediting and isolation.

Is it serious? In Sweden it is estimated that 10% to 20% of suicides are a result of workplace mobbing.

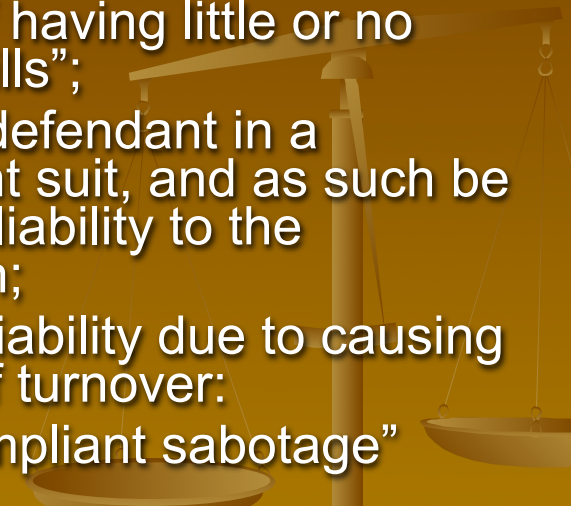
Effect of Bullying on the Target

- **Feeling of helplessness, covered by denial**
- **“Abused spouse syndrome”**
- **Memory loss**
- **Heart disease and stroke**
- **Nightmares**
- **Greater susceptibility to alcoholism**

- **Sleep disruption**
- **Loss of concentration**
- **Severe anxiety**
- **P.T.S.D.**
- **Just plain anger**
- **Insecurity**
- **Shattered self-esteem**
- **Anger to rage to murder**

Effect on the Bully

Having the reputation of a bully;
Lack of workplace cooperation;
May be seen as a liability in a team orientated workplace;
Is avoided or shunned by colleagues;
Deliberately isolated, affecting career advancement;

A faint, golden-colored illustration of a pair of scales of justice is visible in the background of the slide, positioned on the right side. The scales are slightly tilted, with the right pan appearing lower than the left.

Reputation of having little or no
“people skills”;

Named as a defendant in a
harassment suit, and as such be
deemed a liability to the
corporation;

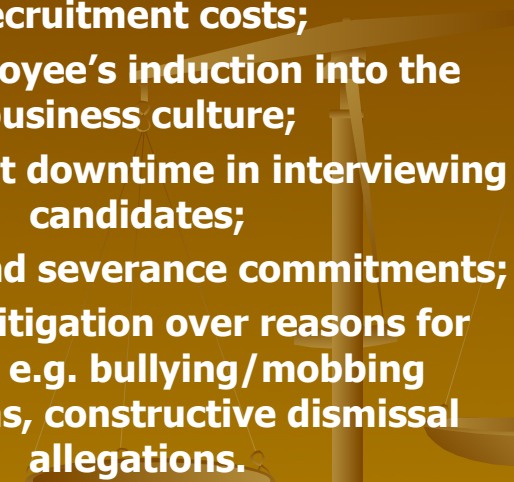
Viewed as a liability due to causing
a high staff turnover:

Target of “compliant sabotage”

Effect of Bullying on the Corporation

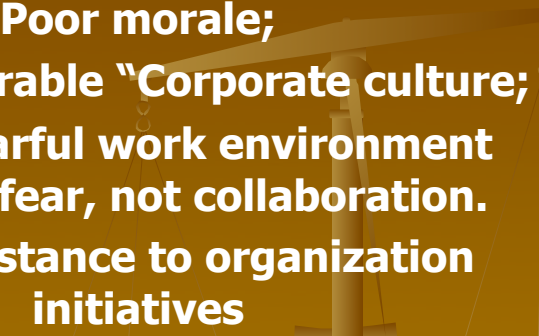
The most obvious costs are with respect to Turnover. Staff turnover costs can be as much as 150% of a person's annual salary. These costs may or may not include the following:

- 1) decreased productivity – anywhere between 10% and 50%;**
- 2) Lost investment in training;**
- 3) Administrative set up;**

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- 4) **recruitment costs;**
 - 5) **new employee's induction into the business culture;**
 - 6) **management downtime in interviewing candidates;**
 - 7) **legal fees and severance commitments;**
 - 8) **potential litigation over reasons for leaving, e.g. bullying/mobbing allegations, constructive dismissal allegations.**

Intangible Costs

- 1) Organization's reputation tarnished;**
- 2) Poor public relations as a result of staff exodus;**
- 3) Sabotage by fearful/resentful employees who don't receive employer protection;**

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- 4) **Poor morale;**
 - 5) **Loss of desirable "Corporate culture;**
 - 6) **A toxic fearful work environment fueled by fear, not collaboration.**
 - 7) **Staff resistance to organization initiatives**

TPS # 3

What Bullying is NOT

What types of managerial actions or behaviours should NOT be considered as bullying?

What is Not Bullying Behavior?

All employers have a legal right to direct and control how work is done, and managers have a responsibility to monitor workflow and give feedback on performance.

**A manager/supervisor is generally not a bully
when:**

- 1) Giving legitimate instructions and expecting them to be carried out;
- 2) Setting high but attainable standards of performance;
- 3) Criticizing work that is not up to agreed standards, and;
- 4) Taking disciplinary action that conforms to fair public sector policy.

TPS #4

“What is the difference between being a “strong” manager and being a bully?”

TPS #5

What do you believe would be the best way to increase civility and reduce bullying within the organization?

A Policy Example

Bullying in the workplace is repeated inappropriate behaviour conducted by one or more persons against another or others at the place or work and/or in the course of employment and which could reasonably be regarded as undermining the individual's right to dignity at work.

What to do

- Tell the individual to stop, or
 - Speak to your supervisor
 - Speak to the Human Resources Manager
 - Speak to Your Shop Steward
 - Document (in writing) the incident(s) including time, place, those present who may have observed the incident, what you did, and what the other person said or did.

CASES



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